

T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF SOCIAL SCIENCES



**TRADE UNIONS AND LABOUR PRODUCTIVITY IN
NIGERIA BETWEEN 1990-2010**

THESIS

SABURI AKANDE AKINOLA

Department of Business
Business Administration Program

Thesis Advisor: Assist. Prof. Dr. Emine ZEYTINLI

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İSTANBUL AYDIN ÜNİVERSİTESİ
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I hereby declare that all information in this thesis document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results, which are not original to this thesis. (/ /2017).

Saburi Akande Akinola



In dedication to the fond memories of my late sister, Akinola Fatimah Amoke and Ogbeni Rauf Aregbesola, the Governor of the State of Osun for his trust, support and friendship.

FOREWORD

The completion of this study would not have been possible without the great efforts and assistance of Dr. Emine Zeytinli my thesis supervisor for her immense support towards the success of this thesis. My sincere gratitude also goes to my parent (Mr. and Mrs. Akinola) siblings, my fiancé, friends and staff of institute of social sciences for their support directly and indirectly to the success of this thesis.

January, 2018

Saburi Akande AKINOLA



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ABBREVIATIONS

NLC	:Nigerian Labor Congress
SERVICOM	:Service Compact
NWC	:Nigeria Workers Council
SAP	:Structural Adjustment Programme
NTUC	:Nigeria Trade Union Congress
LUF	:Labor Union Front
ULC	:United Labor Congress
AFL-CIO	:American Federation of Labor-Congress of Industrial Organization
TANU	:Tanganyika African National Union
NUT	:National Union Teachers
NNSU	:Nigeria Native Staff Union
TFL	:Tanganyika Federation of Labor
ZPFL	:Federation of Zanzibar and Pemba Trade Unions
FRTU	:Federation of Revolutionary Trade Unions
OTTU	:Organization of the Tanzania Trade Union
JUWATA	:Jumuiyaya Wafanyakazi Tanzania
CCM	:Chama cha Mapinduzi
ICFTU	:International Confederation of Free Trade Union Central
TCO	:Central Organization of Salaried Employees
SACO	:Confederation of Professional Associations
TFTU	:The Federation of Free Unions
USA	: United States of America
LO	: Lands Organization eni Sverige

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TRADE UNIONS AND LABOUR PRODUCTIVITY IN NIGERIA BETWEEN 1990-2010

ÖZET

Sendikalar işçileri korumak ve onlara hakemlik yapmak için kurulmuş birliklerdir. Sendikaların oluşumunun ardında yatan sebep, üyelerinin sosyo-ekonomik refah düzeyini arttırmak, başta ücretleri ve maaşları makul seviyeye yükseltmektir. Yıllar boyunca Nijerya işçi sendikası; doğru, her çalışanın çıkarlarını gözeten ve her çalışanın kendi ekonomik haklarının işveren tarafından taciz edilmesi ve kendilerine olan saygılarının işveren tarafından kötüye kullanılmasını önlemeye ve korumaya yönelik bir arzusu olan her bir örgütsel iş gücü için en popüler şemsiyelerden biridir. Bu çalışma bu amaçla 1990-2010 yılları arasında Nijerya'daki sendikaları ve emek verimliliğini araştırmaktadır. Bu ilişkiyi araştırmak için iki veri grubu kullanılmıştır; bunlar: sendikal değişkenler ve Nijerya'nın emek verimlilik değişkenleridir. Kullanılan sendikal değişkenler; çalışan verimliliği üzerine eğitim ve çalıştaylar, verimlilik artışı için ücret artışı talebi, işçilere yönelik temel kolaylıklar ve tesislere olan talep, işçiler için izinli haklar ve boş zaman talepleri, refah koşullarını iyileştirme talebi ve işgücü eğitimi sağlanmasının teşvikidir. Kullanılan emek üretkenliği değişkenleri, davalıların hizmetlerini yüksek, orta veya düşük verimli bir oranda müşteriye sunup sunmadığıdır. Ayrıca Servis Kompakt (SERVICOM) gerekliliklerine uygun olarak yüksek, orta veya düşük bir oranda ofis işi yapıp yapmadıklarıdır. Ampirik uygulamada betimsel istatistikler, yüzdeler, frekanslar ve regresyon analizi kullanılmıştır. Sonuçlar, örgütlerin kaynaklarının çoğunu işçi sendikalarının taleplerini karşılamak için harcadıkları halde, örgütler için yüksek üretkenliğe dönüştüğünü göstermektedir. Nijerya, dünyadaki üretkenliği ve verimliliği artıracak tek ülkedir.

Anahtar Kelimeler: *Sendikalar, Emek, Verimlilik, Endüstriyel Eylemler, Endüstriyel ilişkiler, Kamu hizmet*

TRADE UNIONS AND LABOUR PRODUCTIVITY IN NIGERIA BETWEEN 1990-2010

ABSTRACT

Trade unions are established to safeguard and be the workers umpire. The reason behind the formation of trade unions is to improve the socio-economic wellbeing of their members, mainly by increasing wages and salaries to the reasonable level. Over the years, Nigerian labor union has been one of the most popular umbrella of every organizational workforce, with an aspiration to guide and protect the right, interest and life of every employee from encroaching on their economic right and the abuse of their self-esteem by their employers. Thus, this paper investigates trade unions and labor productivity in Nigeria between 1990-2010. To investigate this relationship two groups of data are used which can be defined trade unions variables and labor productivity variables of Nigeria. The following trade union variables were used; training and workshops on staff productivity, demand for increase wage and salary to improve productivity, demand for basic amenities and facilities for workers, demand for leave grants and leisure time for workers, demand for improve welfare conditions and encouragement of the provision of manpower training and development. The used labor productivity variables are whether the respondent delivered their services to the client at a productive rate that is high, moderate or low. And whether they perform the office work in line with Service Compact (SERVICOM) requirements at a high, moderate or low rate. In the empirical application, descriptive statistics, percentages, frequencies, regression analysis are used. The results showed that, even though, the organizations spend most of their resources to meet the demands of the labor unions, this has not transform into high productivity for the organizations. The results further showed that there is negative relationship between trade unions and staff productivity, because activities of trade unions do not improve labor productivity in Nigeria.

Keywords: *Trade unions, Labor, Productivity, Industrial action, Industrial relation, Public service*

1. INTRODUCTION

1.1 Background to the Study

It is a verifiable fact that trade unions¹ are vital agents of socio economic change and class struggles representing the proletariat interest against bourgeoisie exploitation. In the present day however, most especially in the developing countries, trade unions are necessary tool in ensuring and guaranteeing industrial harmony between employer and employee. It's an incontrovertible fact that trade unions have emerged to improve the living standards and conditions of workers. Over the years, Nigerian labor union has seen as one of the most popular umbrella of every organizational workforce, with an aspiration to guide and protect the right, interest and life of every employee from encroaching on their economic right and the abuse of their self-esteem by their employers (Collins, 2013:37). In this light, labor union becomes a fundamental tool and mechanisms used by employees in an organization to create some level of understanding between the employees and employers as well as influences the management decisions that may be unfavourable and thereby deterred the terms and contract of agreement.

From Nigerian experience, trade unions have engaged in colonial struggle, such as, fighting against colonialism and encroachment of socio-economic and political survival of Nigerians during the colonial era. Therefore, the role of trade unions, under the auspice of the Nigerian Labor Congress (NLC) during the colonial period, led to the reversal of government actions and policies. NLC now plays social, economic and political functions not only to the workers but to all Nigerians irrespective of employment status. Trade unions have interest in productivity improvement because they believe, the effective and efficient through which objectives could be achieved is by increasing the standard of living of their members and the standard of living of all the workers within their jurisdiction. The activities of labor unions through employees' protections and persistent defense of members

¹ Trade unions: an organized set of people among the employees formed as an association to relate with the employer on behave of members.

against despotism in the society have made the employers (public and private) to give in their agitations demands. The result of their activities has paved way for impressive increase in salaries of employees, changes and improved the conditions of work, improved workers' remunerations and welfare, adjustment of harsh economic policies, like the 1980s Structural Adjustment Programme (SAP) in Nigeria: thereby making the policies more humanitarian and helpful for the workers lives and economic/social interest of the general citizenry. The universal idea behind the labor unionism is that, workers are of the opinion that by binding or uniting, they will be able to confront every act of exploitations and social prejudice that might be foisted on them while on their job by the employers.

Consequently, Okechukwu (2016:29) avows that labor unions in Nigeria have basic roles, which are mainly for the interest of workers by manipulating all act of political and economic influence and thereby acting as a watchdog device for their members. Therefore, this has made the labor union leaders in to a duel with political office holders and the ruling classes and often led to convulsive subjugations and strangulation of labor leaders as well as undue proscription and de-proscription of labor union activities. The difficulties attached with their role and responsibilities as the representative and an advocate of the people in labor market can be justified through several achievements while defensively serving their members and general public.

It is pertinent to say that, the general ideology about labor union is the trust that workers have in the union as regard the team-working spirit, which they believe that, they will always protect their rights against any socio-economic exploitations, encroachment and prejudice that the employers may infringe on them as regard their job. To relate mutually in any organization, the employee expects their employers to relate with them fairly through the provision of reasonable remunerations and preservation of their physiological needs. Conversely, when the employers 'of labor losses sight in the provision of aforementioned, then conflict of interests ensued between the employers and employees and thereby impede the accomplishment of organizational set objectives which consequently affect the employers' goals. Therefore, the organization suffers the loss of good will, loss of human and materials resources, loss of customers, and other relevant resources for organizational development. It could also create a state of insecurity in various forms or dimensions.

In view of this, Tokubvo (1985:18) and Okechukwu (2016:32) affirmed that, “*labor union could be referred to as organization of a group among the workers in the labor market, serve as the representatives that intercede between the employee and the employer of labor, with the purpose of avoiding any undue conduct likely to occur and to equally ensure optimum commitment on the part of members and consequentially result in increased productivity and goals attainment*”.

Consequently, the maintenance of workers in every area for better productivity and at the same time to bring about the development of the workers is the primary motive of labor unions ‘idea and drives. Therefore, this study seeks to determine the impact of labor union on labor productivity in Nigeria.

1.2 Statement of the Research Problem

A study of socio-economy activities of different countries reveals the dynamism and increasing complexity of the activities of labor union. Due to this, the economic analysis and measurement relating to productivity have become more challenging and intricate. The reason behind the formation of trade unions is to improve the socio-economic wellbeing of their members, mainly by increasing wages and salaries to the reasonable level. Trade unions are established in order to safeguard and be the workers umpire (Okechukwu, 2016:28). As a partner in industrial relation system, the labor unions have tried to promote and safeguard the interest and aspiration of the workers with the aims of promoting their condition of work within organizational relation system. Negotiations and most often collective bargaining serve as tools employed by labor unions in the industrial relation system. These tools are some of the instruments applied to standardize relationship between employer and employee, the government and labor movement, while the labor unions play a critical role as the representative of employees. Outside of their traditional role of safe guarding its members, labor unions also extended industrial relations role to seeking better welfare for members and citizens within the larger society (Okechukwu, 2016:29).

Nigeria has witnessed a phenomenon politicization that borders on general strikes against price hikes on state subsidized petroleum products, anti-third term rallies with other socio-economic issues called for by the NLC. This has also resulted to the creation of trade union supported political party known as the Labor Party, which participated for the first time with other candidates in the local elections in 2004.

Trade unions over time have made remarkable input in different areas, particularly in the advancement in socio-economic condition during the last century. In a clear word, Thomas (1997:7) remarked that the contribution of labor union began from the creation of welfare society to the creation of welfare instrument as well as process of reforming public social agenda which had provided sufficient and greater societal roles through which trade unions are involved in. However, there is also a smaller body of literature examining the impact of unionism on other variables, such as labor productivity. Hence, this becomes an area of interest for this research.

The chosen period for this research work (1990 – 2010) is very important in the political history of the country, Nigeria. At this period, the country has already witnessed more than four (4) military coups and at this period, the activities of the labor union were at the peak.

1.3 Research Questions

The research work would attempt, during the work to examine the following questions:

- (a) What are the strategies adopted by trade unions in promoting labor productivity in Nigeria?
- (b) What is the effect of trade unions activities on labor productivity in the study area? and
- (c) Are there challenges confronting trade unions in promoting labor productivity in Nigeria?

1.4 Objectives of the Study

The broad objective of this study is to examine the impact of trade union activities on labor productivity in Nigeria. The specific objectives include:

- (a) Examine the strategies adopted by trade unions in promoting labor productivity in Nigeria
- (b) Analyze the effect of trade union activities on labor productivity in the study area; and

- (c) Investigate the challenges confronting trade unions in promoting labor productivity in Nigeria.

1.5 Scope of the Study

The scope of this study will cover union activities of NLC, which is an umbrella union body and selected federal ministries in the Federal Capital Territory, Abuja.

1.6 Significance of the Study

This work will make available to government and policy makers alternative policy option to be adopted on how to improve labor productivity in Nigerian public services. Secondly, the study will also be significant in the sense that it will provide information on how to address industrial related issues, however, as to minimize the chances of recurring industrial dispute in the country. Lastly, the work will be useful to researchers and academic practitioners as it will make available information which can enhance knowledge on unionism and labor productivity.

1.7 Definition of Terms

Some concepts considered to be important for the thesis are defined as;

Trade unions: an organized set of people among the employees formed as an association to relate with the employer on behalf of members

Labor: a social class comprising those who work for wages

Productivity: the ratio of the quantity of unit produced to the labor per unit of time.

Industrial action: actions that workers take, especially stopping work to protest to their employers about something.

Industrial relation: relations between employer and employee.

Public service: the government and the government department.

1.8 Gap in Literature

Literature on organizational relations is replete with the role of labor unions and their effort to champion the cause of their members by helping to bargain their views and agitation protects the welfares and goals of workers in an attempt to improve their members working conditions within the industrial relations system of an organization. However, there is little emphasis on the role of trade unions on labor. This therefore becomes the gap in literature that this work intends to fill.

1.9 Research Design

The study will adopt the survey research design. The descriptive survey nature of the research will entail making use of information gathered from trade union members, which will include NLC and staff of selected Federal Ministries in Nigeria. This permitted the use of questionnaire and interview to generate necessary data from the research participants.

1.10 Study Area

The Federal Republic of Nigeria is constitutionally and politically classified into 36 States and 774 local government areas. At independent, it was politically delineated into three regions which are Northern region, Western region and Eastern region. Its Capital at independent was Lagos State in the Southwestern part, later it was moved to Abuja. Nigeria is located in the continent of Africa, precisely in the West African continent and shared land boundary alongside the Republic of Benin in the West, with Lake Chad and Cameroon in the East, and near Niger in the Northern part. The country's coast in the south lies on the Gulf of Guinea in the Atlantic Ocean. The country Nigeria has a total coverage area of 923,768 kilometres square with an estimate human population of 174,507,539 according to National Population Commission in 2013. Nigeria lies between latitude 40 and 140 North and longitude 20 and 150 East.

1.11 Study Population

The population of this study consists of the leadership of the NLC in their Abuja office and two selected ministries in the federal capital territory. The study has a

population of 1270. The ministry of works has 800 staff strengths; ministry of aviation has 450, while the country National administrative council of the NLC has a membership of 20.

1.12 Sample and Sampling Procedure

The sample size for the study is 435 respondents from the establishments that make up the study area. The sample procedure was purposive sampling adopted to be selected from the different establishment. The purposive sampling enables us to select 25% from the ministry of works (250), 50% from the ministry of aviation (225) and 50% which is (10) from the NLC.

1.13 Data Collection

The study will utilize both the primary and secondary sources of data collection. The sources of primary data collection will be through field survey using structured questionnaires and in-depth interview. The structured questionnaires will consist close ended questions, while the in-depth interview will take the form of face to face interview. The secondary data will be sourced from text books, journals, and online publications relating to the variables under investigation.

1.14 Research Instrument

The research instruments for collecting data for this study will be administration of questionnaire and structured interview. The questionnaire contains close ended questions. The first objective will be achieved through administration of questionnaire, administered on respondents from the ministries, the second objective will be accomplished through administration of questionnaire, administered on respondents from the ministries. The third objective will be achieved through conduct of interview on the respondents from the NLC.

1.15 Validation of Instruments

Validation of instrument will be done through vetting by experts. Based on research experts' advice, the questionnaires will be put in their final form, before administering to the respondents. This will be done to ascertain that the contents of the questionnaire and methods of administering them are appropriate for the study.

1.16 Method of Data Analysis

Analytical tools appropriate for each objective will be adopted to analyse the data collected for the study. Analytical tools such as percentages, frequencies, regression analysis etc. will be adopted for the analysis.



2. LITERATURE REVIEW

2.1 Introduction

In a bid to have a better understanding of this work, this chapter is further divided into empirical review, theoretical review and theoretical framework. The conceptual review focused on exhaustive review of relevant concept germane to this study. The following concepts came under review in the course of attempting to throw more light on the study. The concepts include; trade unions and labor productivity. The empirical review discussed issues that bother on trade union activities in Nigeria, activities of trade union in the world (America, Asia, Europe and Africa), trade union activities and labor productivity. Relevant theories were reviewed under the theoretical review heading, while one theory was adopted for theoretical framework.

2.2 Empirical Review

The empirical review of the trade union activities in Nigeria, the United States of America and some other selected parts of the world are highlighted and discussed as follows. These are carefully chosen to give a comprehensive understanding of the activities of the trade union all over the world.

2.2.1 Trade union activities in nigeria

According to Ismail (2003:13), the genesis of Nigeria trade union can be dated back to pre-colonial era. In his view, guilds, mutual aids, professional groups or occupational craft unions were in existence, playing roles that were similar to that of trade unions. However, the above-mentioned associations were contrary to the contemporary sense full-fledged trade union, as they can merely be described as workers' association (Otobo, 1987:34). He was also of the opinion that trade union can also be linked with colonialism. As a result, the initial sets of trade unions were exhibited in line with British unions. In a twist different from what obtains in advanced society, trade unions existence in Nigeria predated industrialization.

In a historic light, trade unions can be traced to 1912, when all the workers in the southern protectorate civil service under the colonial regime organized as workers' representative. They bore the name the Nigerian civil service union. It became the pilot with which other unions came together to begin the agitation for trade unions both pre-and post-independent. During this period, trade union were deterred of radical approach; this was due to the domineering status of the colonial government being the highest employer of labor. In the view of Ibrahim, the emerging unions during colonial administration were the Nigerian Native Staff Union (NNSU), Nigerian Union of Railway men, Nigerian Mechanics Union as well as the Nigerian Union of Teachers (NUT) (Ibrahim, 2003:20-23). He further submitted that there was a trade union ordinance that was established to back up trade unions.

In 1975, under the military government of General Muritala Rahamat Mohammed, the number of Trade Union in Nigeria increased to more than 1,000, this include splinter Unions. By 1976, a commission of inquiry was established by the Federal Government to investigate the role of different unions and then chose an administrator to administer the unions and develop a structure for appropriate administration of the unions. According to Ibrahim, this was important as the Unions became divided into different ideological leanings that was a source of malady in the country. After 1977, the Unions were reconstituted into forty-two together with industrial line. The government averred on the creation of a centralized labor as there were several centres. In February 1978, the NLC was instituted. This brought the fragmented forty-two Industrial unions under the control of NLC and thereby legalized it functions with Trade Union (Two) Decree 22 of 1978. Therefore, one can assert that several reasons were responsible for the ostensive tardiness in the arrival of trade unions in Nigeria.

Nevertheless, with time this hindrance was surmounted and serves as avenue for the development of trade unions in Nigeria. For example, the advent of small and medium enterprises and multi-national private organization weakened the domination of public sector employment in Nigeria. Also, the socio-economic impact and contributions of neighbouring countries like Ghana and Sierra Leone helped in the enhancement of the activities of trade unions in Nigeria. Hence, these factors contributed to the enactment of Trade Union Ordinance of 1938 that legalized the operations of trade unions in Nigeria. The Second World War also contribute

tremendously to the growth and development of trade union activities in Nigeria. Although, the war brought destitution to the Nigerian workers and the general public through severe dearth of essential commodities, increase in market prices, static wages and salary structure (Okechukwu 2016:14; Otobo 1987:14). These problems emanated from the war lured many workers into trade unionism, considering the fact that, it is the only effective platform and avenue to restructure their bad socio-economic conditions. The agitation of these unions during the period contributed to the introduction and establishment of Cost of Living Allowance, it also led to the first general strike in Nigeria by the public servant in 1945, where about 42,000 of workers were recorded as participants (Fajana 1995:146). By and large, the war intensified the socio-economic and political awareness of the Nigerian workers.

As at 1978, the NLC was the only officially constituted national federation of trade unions. Prior to this time, four labor unions were in existence. These include: Nigeria Trade Union Congress [NTUC]; Labor Unity Front [LUF]; United Labor Congress [ULC] and Nigeria Workers Council [NWC]. After the emergence of the NLC, there came an end to the rancor and rivalry that existed among the four unions. There was a restructuring of the union which brought about the reorganization of 1000 unions into 42 industrial unions. The union survived several threats from the military administration. The first came under the Babangida regime, which was as a result of protest against the SAP of the federal government. The situation also repeated itself during the general Sanni Abacha regime, following the demonstrations by the union for the restoration of democracy. The two cases led to the dissolution of the congress executive and their replacement by sole administrators. The sole administrator was appointed to oversee the activities of the union did no good to the interest of the union, as he plundered the finances of the union. Similar treatment was experienced by the union affiliates in the oil and gas sector. The military regime further dealt with the union through the use of their legislative powers by passing all manner of legislation to checkmate the activities of the unions. One of these cases was a decree by General Sanni Abacha in banning a section of the labor union from holding a leadership position in Congress. But, the sudden death of General Sanni Abacha, changed the status quo, as the leadership of the unions regained its Congress but terminated in a National Delegates Conference, held on January 29, 1999. The union

has witnessed changes of leadership under the current democratic dispensation till date (Buchele, R and Christiansen, J., 1999:42).

2.2.2 Trade union activities in the world

In view of Ismail (2013:19) reviewing trade unions in the world, he said trade unions have been existing to protect jobs and real earnings, fight against arbitrariness and exploitation, and guarantee good conditions of living and making sure that there is fairness and equity in employment contexts. After a protracted time of union struggle and accumulated benefits from collective agreements, there have been series of laws and industrial jurisprudence, increasing literacy, awareness among workers and the dispersal of several social organizations, such as, consumer and public interest groups, the protective role must witness qualitative changes. One may also assert that the safeguarding roles of the unions remains standard but differs in substance (Ibrahim 2013:19).

According to Ismail (2013), there is so much argument on reasons plus functions of labor unions. The dominant perspective, nevertheless, is based on the focus of labor unions transcend a dramatic and joking matters. Trade unions by virtue of industrial and political actions set up minimum socio-economic and legal settings that confine the exploitation of labor, anywhere labor is organized. Trade unions have also anticipated the status of moral organizations which elevate the weak and exploited members and render them a better place, the self-esteem and fairness (Ismail 2013:20).

2.2.3 Organization of trade unions in united states of america

A review of the American labor movement by Ismail (2013:28) showed that the movement is organized more liberally compared to labor unions in other developed countries. American Federation of Labor-Congress of Industrial Organization (AFL-CIO) is a centralized federation with about 85 to 90% of unions in the country under its fold. The AFL-CIO is the overall public relations and political mouthpiece for the labor movement of the United States. It involves in the settling disputes of jurisdiction among its members, enforces compliance contrary to racism and hatred, and it serves as American labor chief linking to the globalized labor movement. Thus, this local union played essential role in the country's labor union activities. This union possess influence over strike of funds and the basic right of mutual

bargaining. National unions are responsible for such functions which include: routine work, negotiation and bargaining in the area of terms of agreements, carrying out strikes and managing social activities among union members. In many developed and developing countries of the world, collective bargaining system is progressively shifting from nations or organizations in general to individual workplace level (Ibrahim 2003:29). Contemporarily, collective bargaining happens at the level of firm which is a commonplace in the construction sector. Even though there was presence of national agreements, there could be still be enough room for diversity on a local level (Ibrahim 2003:30).

2.2.4 Trade unions in united states of america

The objective of the American trade union is mostly simple and understandable, that in most cases, they engage in argument with employers on remunerations, considerable working hours and conducive working conditions. They are less concerned about organizational management. Contract reached with employers, are the most important, when unions negotiate on behalf of their members. In exchange for the concession of employers, the union promise not to embark on strike. In a survey conducted, top concern of unions was examined: 41% of the union members chose pay rise, 22% of the members chose having greater respect and fairness in treatment of labor, and 14% opted for having more influence in decision making (Ismail 2016:42). Previous studies discovered that trade unions in the United States of America cannot be compared with trade unions in Tanzania in the sense that their goal is simple and directing their concern on only bread and butter issues. Trade unions derive their power from the American trade union organization. The AFL-CIO with 85% members form all trade unions in the country has a centralization tendency. The adoption of devolution and decentralization system to the factory level invariably diminished the strength and capacity of trade unions activities to the barest minimal, which will automatically result to a greater influence from the employer.

2.2.5 Organization of trade unions in japan

According to Ismail (2013:30), japans trade union is uniquely different. Trade unions are established along firm lines or enterprise and not industry. At the higher realm, trade unions belong to industrialized federations that are parts of nation-wide political bodies. The trade union in Japan is regarded as three tiers. At the base, there

is organization of employees into enterprise union, where employees make their demands on salaries, promotion redundancies, workplace safety, transfers and retirement. The second stage is industry federation, which comprise enterprise unions representing a corresponding industry. Their concern is on increase in the wages across all sectors, they play a vital role in the determination of agenda and decision making in organization through enterprise unions. Federations perform the role of industry self-regulating body. They engage in harmonious negotiations between the employer of labor and unions across firms in the industry, through this they determine average pay increase. The third tier is the organization that is nation-wide which include Rengo, Domei (Japanese Confederation of Labor), Zenmin Rokyo (Japanese Private Sector Trade Union Council), that performs function of negotiating with government officials and thereby pursuing their agenda of political missions (Ismail 2013:30).

Despite significant economic changes in Japan, labor relations issues have not change for many decades. Certain features of labor relations still persist up till today for example: the high wages profile, the spring labor offensive that focuses on annual wages discussions at early part of the year, long term employment and adjustment in organized workforce, primarily within the internal labor market etc. The Japanese labor movement has made little changes in their tradition and practice. Two factors are said to be responsible for the minimal institutional change in industrial relations. First, joint work and trust between proletarians and owners of employment, which have grown steadily over time, was very firm in the 1990s. Second, Japanese employment and wage systems are flexible, which is different from what several observers wrongly report.

The local industries of a Japanese corporation as well as the quasi-internal industries including its affiliates, create space for employment manoeuvring predicated upon on movement of workers to different jobs, training/transfer, and embargo on recruitment. Hence, workforce mobility is considerable. The system of payment based on superiority, which is indirectly related to the type of job, is there to enable labor movement within the industry. This makes it unimportant for industrial management to resort to retrenchment, without considering the fact that, normal operation is to retain employees (Ismail 2013:31).

The agreement and information sharing that brings about wages determination via the spring labor offensive facilitated the Japanese socio-economy recuperate from incessant inflation in the ensuing events of the oil crises in the 1970s, because of the effect of its wages control. During serious recession, coupled with the deflationary impact on Japanese economy, the spring labor offensive serves to reduce the deflationary effect caused by the deteriorating employment circumstances as well as reduction in wages levels. The method assists in adapting wages levels to fluctuations in the economy and acts as a built-in stabilizer.

2.2.5.1 Role of trade unions in japan

Even though, Japan has also experienced a level of conflicts of interest between the employer of labor and employee, the incidence of strikes is very minimal in recent years. Trade unions maintain mutual and beneficial interaction with employers on a partnership bases, seeking for agreement rather than infringing on each other's goals (Ibrahim 2013:32). In Japan, the ideal of industrial relations presumes that a centralized labor union arrangement that is, a single trade union recognized as a party with a monopoly of bargaining political power, dialogues are focused on eradicating strikes actions ('no-strike deal'), all employees have absolute rights to take part in adjudication while the managements reserve the rights of organizations. This Japanese system is practiced in small industries in the world over, to include United State of America and European nations.

2.2.6 Organization of trade unions in sweden

Ismail (2013:34) opines that unlike the US, where their union is organized on industrial basis, and in Japan where their union is organized on enterprise basis, Swedish unions have polarity into three confederations, such as; Swedish Federation of Trade Unions, LO (Lands organization eni Sverige), a union referred to as blue-collar and clerical workers both in public and private sectors; Central Organization of Salaried Employees (TCO) the unions that unites white-collar employees; and the league of professionals', called; Confederation of Professional Associations (SACO). From the unions are formed on the basis of industrial and occupational operations. The unions in Sweden is highly centralized which is unlike the American system, collective bargaining on wage issues are conducted at the federation level. Nevertheless, there is a growing pattern of decentralization tending to liberation of an

individual union. This tendency follows union complex process of reorganization created by change in technology, alteration in organization structure of enterprise and increasing members' dissatisfaction over union activities.

- **Confederation of Swedish Trade Unions**

The LO, is the main umbrella body for other unions, it has twenty industrial unions, involving over two million peoples and this number is close to a quarter of the Swedish inhabitants. The country is politically centralized in structure, with substantial power over splinter unions. There is an established authority ensuring the admission of willing workers to join the union, outline organizations operational system and boundaries within and between unions. The authority is also in charge of dealing with erring Swedish Employers' Confederation (SAF) on general economic matters.

- **Central Organization of Salaried Employees**

In the view of Ismail (2013), this is an organization of salaried employees (white-collar) in both public and private organizations. It comprises nineteen unions with membership of about 1.3 million workers. The central Organization is considerably less central than LO. Its major activities centres on training of members and negotiations with management on broad socio-economic agenda affecting its members. The trade unions within TCO are predominantly organized, which represents almost 75% of members on industrial basis i.e. they comprise all white-collar employers of a particular industry. The left over is structured in accordance with occupational systems. Also, collective bargaining for the member of TCO unions is separately conducted for all sectors (private and public) through two distinctive associations, specially designed for that purpose. These are: PTK (Private Salaried Employees' Association) and TCO-OF.

- **Swedish Confederation of Professional Associations**

SACO is for the organized professionals with minimum of degrees in academics. This group are divided into different unions (e.g. lawyers, doctors, teachers, pharmacists). It comprises twenty-five unions with three hundred and eighty-five thousand members. Similar to TCO, collective bargaining is through cartels, differently for all tiers of government sectors. As at 1973, the SACO member who

are employees in the private sector had their mutual relationship efforts of negotiation jointly with TCO in private sector and workers in PTK (Ismail 2013:39).

National union possesses local and regional divisions. The local divisions of the union exist as bargaining agents, usually at workplace or enterprise level. Regional branches do not always serve as negotiating agents but most often perform a wide range of services for the national union and the local unions. They have at the heart of their function support for local unions. Even though workers are members of the national organization, unions' levies majorly came at regional level. Local and Regional divisions are autonomous. However, since union legal document include comprehensive rules on how they operate, there is small space for manoeuvre. Recently, the size of regional unions has reduced drastically among LO members, resulted from unwavering policy to prune the organization and elevate the level of profession of each regional union. In 1952 the regional union were 8,915, and it had drastically reduced in number to 651 in 1997. In 1952 members were 1.3 million in total but later rose to 2.1 million in 1997, however the reduction rate of regional unions unconnected to the decline in overall membership (Ismail 2013:40).

Therefore, it is noteworthy to say that, not necessarily the responsibility of industry-wide or regional unions to stop local resourcefulness and creativeness when dealing with their employers. Representatives of the local union assume office through direct membership vote. Office holders that occupy the higher hierarchy are chosen by the elected representatives of members instead of direct vote. Over and above, unions are representing the organizations of one-party type with the fact that it is quite unusual for factions to engage in a clash or competing for management of a union. This is the case at all levels of the hierarchy. They are distinct by their peculiar history, age, personality and occupational background. Therefore, competition is only allotted to a specified period, rolled out in the union legal document, bye-laws.

Providing an instance from the above mentioned, the tenure of office for the president of TCO is four years. There is room for re-election, and there is no specification for maximum period. However, in various unions, election to office came up for a quite brief period except there is employment of staff at the local branches. At the federation level, LO has a number 220 staff in 1997. SACO employed around forty people. Employees span from workers in office to specialized professionals, such as analyst on economy. The three federations LO, TCO and

SACO possess department of research, mostly in the area of economy. They are dominated with graduates from university and anybody with doctoral degree. The speakers for LO and TCO play a significant role in socio-economic discussion and exploration in Sweden. The national unions equally employ specialists. At the regional level the major staff performs relatively the grassroots work, they get their appointment on the basis of a referendum by membership, and nevertheless they are also employees. Most of them possess a history as elected union officers at local level. Disregarding the role of personnel under employment at different levels in the hierarchy, union governance is administered by politicians. The unions have extensive influence to serve as representative for their members. This legal authority is in a way statutory, and partly contractual, predicated upon by the legal document of the union. Unions most often determine binding legal collective agreements; their interpretation represent employees in the process of grievances and before the Labor Court. Unions possess power from most labor laws to accomplish agreements collectively reached with employers emanating through the statute. Such contracts bind on all members and non-union members in the same way. However, unions also have responsibility to their members, particularly, supporting and representing them. On the other hand, the precise union obligations are still not explicit. There are no legal rules that exist focusing on the relationship that exist between unions and their members and case law is almost inexistence. This is correct in situations where interest of members' clashes, e.g. an agreement to prioritize employees for mass dismissals and dissolutions. Laws on that, covers duty of fair representation is obviously inexistence, (Ismail 2013:45).

2.2.7 Trade union activities in africa

As posited by Nchuchume and Ajulor (2013:2), the struggles for progressive socio-political and economic attainment of African Nations is incomplete with the omission of the leading role of trade unions and civil society groups in the continent of Africa.

The International Institute for Labor Studies (1998:9) cited in Thomas (1999:1) is worthy of note in the affirmation of the prominent roles played by trade unions in African states. According to them, "*the labor union activities played a major role in sustaining socio-political and economic development. Trade unions in Africa and all*

countries of the world impacted exclusive to nation building in African states. They are tremendously involved in the production and distribution of economic resources; they serve as the course and content of credibility in employment system and participate fully in social and economic policies; they are representative of country workers and therefore, accountable to its members; they considerably serve as umpire between its members and the employer of labor They contribute through their venerable relationships with all development organizations (both in public and private)” (Thomas, 1999:1).

The most organized group of employees in any nation is Labor unions, which a successful government must recognize. These groups played some commendable roles in the transformation of all sectors in the country (public and private) and contributed tremendously to a dynamic and equitable socio-economic growth. In this view, Nchuchume et al. (2013:34) asserts that, in spite of labor unions limitations as regard the internal arrangement, leadership style and effective operational system, they invariably constituted one of the few organizations that are responsible for representing the interest of the large population of human resources. In addition, they asserted that, trade unions are keenly cognizance when the need arises in responding to such issues like; fluctuations in the global economic advancement, industrial developments, modifications in industrial outputs, technological know-how in public and private sectors, acceleration in international market, local and international currency flows, and instability in socio-political and economic policies of state.

Consequently, Anoneuvo (2013:3) also aligned that, trade union as a mutually beneficial organizational based within a geographical contingent, are authorized to represent its members, safeguard their rights and interests, protect them against undue infringement and provide to members’ social security. In addition, trade union is instituted through the power of collective responsibilities and commonality, whose scope of activities ranges from individual offices, to industrial level and to the society at large. Hence, Labor union is a powerful agent of change, transformation and enemy of despotic governance.

2.2.8 Trade unions in tanzania

As posited by Ismail in (2013), explained that the Tanzania trade union have a membership of up to 370,000. Of the 370,000 memberships 350,000 of them were members of Tanzania Trade Union Congress. Zanzibar Trade Union Congress is another powerful union with 15,000memberships, and 2,400 were members of the Tanzania Fishing Crew and Allied Workers Union. Motors Driver's Union is the first trade union of Tanganyika, which was established in 1927. In 1937, the Asian workers founded the Asiatic Labor Union, which led to the creation of numerous unions in the country. These early organizations did not record any involvement in any organizational conflicts. The principal activity is the organization of mutual benefit among members (Bebeiya 2011:52).

The origin of the contemporary Tanzania labor movement is traceable to the 1940s. As at 1947, five unions were registered with the existing authorities. The colonial government enacted laws in reaction to the creation of union by keeping watch on the movement e.g. the registration of unions become compulsory. However, the labor movement increase, by 1956 there were 23 organizations totalling a number of nearly 13,000 members (Ismail, 2013:44). In 1955, a number of trade unions numbering seventeen amalgamated to create what was referred to as Tanganyika Federation of Labor (TFL). The two dominant objectives were to add to their current membership and to absorb smaller unions.

In the fight to attain the country's independence, there was collaboration between the TFL and the Tanganyika African National Union (TANU) a party established in 1954, in its agitation for the independent of the country from the United Kingdom, attaining these goals in 1961. The first set of union in Zanzibar, where the Tanganyika labor unions and the Seamen's Union which were not active. Which was founded in 1955, there had been a strike by the inland's dock workers in 1948, but there is no organized labor movement until 1955. There was a wave of creation of trade unions following the establishment of Seamen's Union. However, this organization were not having enough members as Zanzibar being an example was scarcely populated. In 1956 to be precise, the Federation of Zanzibar and Pemba Trade Unions (ZPFL) was created thereby receiving help from Tanganyika unionists. During the era of 1964 revolution, the unions merged with the peasants to remove the Sultan. It was then that, the strikes comprising 48,434, employees coercing the state

to react to the 1964 NUTA Act, dispersed the TFL and established the National Union of Tanganyika Workers (NUTA) as the only trade union in the country. This led to the end of autonomy for all labor unions in the country as the main policy of the union was to propagate the policy of the government. The president of the country appointed the leadership of the NUTA. As aforementioned, in the 1960s, Tangayikar and Zanzibar were merged, this was as a result of the situation in the early 1960s in Zanzibar, this saw to the forming of Tanzania in 1964. As it is in the mainland of Tanzania, the government stopped existing trade unions, that is, the ZPFL, and introduced the Federation of Revolutionary Trade Unions (FRTU) as the new union in the federation of Zanzibar. The FRTU became greatly involved in the government's deals including preparation of the country's new constitution. However, in 1966, the FRTU was no longer needed. Thus, it was dissolved by the government, and the Department of Labor, was directed by the ASP to take over the labor affairs, which was later dissolved in the early 1968 (Jaba 2012:33).

TANU and the ASP amalgamated to form Chama cha Mapinduzi (CCM) in 1977 as the parties ruling Zanzibar and the mainland of Tanzania, equally the TANU allied union, which was the only surviving labor union in the country, was reorganized. Tanzania union of workers or Jumuiyaya Wafanyakazi Tanzania (JUWATA) was later established the year after. The NUTA tradition of complete loyalty to the ruling party was continued, but this extended to all of Tanzania, including Zanzibar. Although, the regional government became unwilling to permit unionist activities in the Island (Ismail 2013:46)

As an aftermath of the crisis in the early 1980s, there existed an increasing pressure for trade union autonomy in connection with the transition of the country's multi-party system in the 1990s which led to the JUWATA's end and the establishment of the Organization of the Tanzania Trade Union (OTTU) in 1992. The president of the country through the parliament approved the move. Dissimilarity between OTTU and JUWATA's was that OTTU comprised unions of sectors and also permitted the establishment of additional eleven industrial unions.

In addition, the internal organization union consists democratization structures compared with its predecessors. Immediately, the president announced his intention of raising salary in 1993, the OTTU piloted a successful strike between the 1st of March to 3rd of same month, this indicate that the union was no more under the

control of the government. By January 1994, there was massive government repression of strike by high school teachers, resulting in the suspension of three hundred and eighteen teachers and the creation of Tanzania union of teachers (Ismail 2013:46). In 1995, The Federation of Free Unions (TFTU) was formed by the eleven industrial unions. Bruno Mpangala became the Secretary General. They had a membership that was almost 348,000, but reduced in later years, resulting to government staff reductions. Officially, the unions were part of the OTTU and the TFTU, and never had the power to discuss with employers, this was the activities of individual industrial unions (Ismail 2013:47).

2.2.9 Measurement of labor productivity

There have been several methods of measuring labor productivity and most of these methods were not based on information about human behavior. However, scholars attempted various methods of increasing employees output through regular bonus, salaries and payment augmentations. Most of these efforts were unsuccessful at the inception or short lived. Some of the successful leaders and managers in the organization tried suggesting increase productivity and equate them with the labor force. Therefore, it was surprising that this was unsuccessful. Other set of unproductive groups of leaders and managers attempted coercions which yielded same (Myronenko, 2012:20). Organizations apply diverse combination of capital and labor to measure output. In some cases, most especially in the production method, organizations use the labor and the capital. For instance, in the production of vehicular automobile, employees use assembly line and tools to achieve a final result. In this regard, the employees are the machines and the labors are the capital. In an attempt to increase output, each employee must undertake more quantitative production. This is regarded as a progressing labor productivity. The simple way to achieve this is through an effective maximization of capital in the production process. This increase therefore, may come in form of either physical or human capital. A typical illustration can assist by envision the simple way that increase in labor output is as a result of increases in the capital stock.

It is also pertinent to say that, increases in labor and capital maybe in form of both value and measure increases. Therefore, the major way to get labor productivity is to maximize both physical and human capital, available to organizations. Also, only

way to increase productivity is by means of increases in the capital vested in production. In measuring productivity, the general applied methods are regarded as 'multi-factor productivity and labor productivity'. But because improper capital stocks on micro level, it could be impossible to measure total factor productivities. That is why, labor output is employed in the study. However, it is believed that labor productivity has advantages, that is, its relationship with other output measures is high and the risk of its inaccuracy is reduced.

2.2.10 Factors that increase labor productivity

Listed below are some of the factors that have been found to impact positively on the productivity of the labor;

2.2.10.1 Capital extension

Capital extension has a place where organization spend on more and better equipment, structures and machines, all these serve as a mechanism for the increase in employees' productivities. It also makes employees with better earnings to increases in their outputs during the designated hours. Some of the capital extension include; computerized devices or sophisticated machine for the workers in the manufacturing section. An organization can extend capital when it increases its personnel. In 1830 for example, a farmer spends several days and hours on farm land to produce 100 bushels of wheat, while in century ago, precisely in 1890, with the usage of animal-drawn equipment, the time spent drastically dropped to around 40 to 50 hours. Also, in 1975, while using big tractors in farming, 100 bushels were produced within 3 to 4 hours. As garnered from the above illustration, it is most likely that in 1975 farmers were more enlightened than they were in the previous years. It also worth to note that, the changes in the farmers' skills alone is not responsible for this pragmatic development. However, the significant source was as a result of capital investment and extension. The transformation of farming system from the use of hoe to animal-drawn machine and finally the use of mechanized tractor would be categorized as capital extension, thereby contributing to increased agricultural productivity.

2.2.10.2 Increases in skill

Increase in workers' skill is a sine qua non to labor productivities in any organization. Factor that contributed to increase in skill is the provision of a better machine for workforce. This will definitely result in producing more goods and increase output. The essence of an employee to learn a skill is to increase more in output in less hour. For instance, employees who undergo a training on the use a computerized and sophisticated equipment, such employees' skill with which he uses the equipment will surely increase. Through this process, the employees had improved their skill and increased output in the work done per hour. Employees also develop their skills with the help of extra training or further education. Such as, on-the-job training, off-the-job training and other experiences gathering from workplace. Management of employee's performance requires a comprehensive approach to improving productivity, such as to achieve, the creation of system for measuring productivity, accountable for the potential resource of the enterprise, change in plan to increase productivities, develop a reasonable incentive structures for employee to accomplish the organizational set objectives as well as training and retraining of employees to acquire new skill.

2.2.11 Trade union activities and labor productivity

The activities of trade unions towards the improvement of labor productivity is a laudable one, this is because labor unions believe that, one effective and efficient way by which they can accomplish their ultimate goals and set objectives of improving the living standards of their members', workers in general as well as their families, is by playing a prominent role in making sure that organizations and employers of labor provide enabling environment and adequate incentive to all labor force. The main goal of trade unions is to enhance the capacity of their members to participate in a concerted effort for the improvement of labor productivity and competitiveness, creating appropriate channels for employment opportunities, improved methods for social dialogue and collective bargaining and develop plans that will enable their increased participation in mutually beneficial dialogues.

Consequently, Collins (2013:43) in his study, submitted that, labor unions plays a major role in the advancement of organizational efficiency and output. Collins further stated that, the existence of labor union in all sector is not only to safeguard

the rights and interest of their members but also to cooperate together with the management in making sure that organizations accomplish its predetermined goals and objectives. The emergence of labor unionism has nothing to do with destructive as perceived by some people; instead, it serves as a boost to employee with a motive of motivating him. Labor unionism was also discovered as a means through which the general welfare and condition of service of workers' is better achieved without intrusion. It has been established that increases productivity is realizable when employers and employees conflict are jointly resolved. It therefore indicates that the reimbursement increases workers confident and thereby motivate them to put all their effort toward attainment of organizational goals.

In another perspective, Bishal (2012:68) is of the view that trade union plays an active role in maintaining and sustaining the quality of life of workers in both public and private organizations. In fact, provision of job security and security of live of workers is an essential element of the functions of labor union. Along with it, they endeavor in maintaining mutual and harmonious relations between the employers and employees. Bishal's view was also that, trade unions should build and maintain additional value to members in the task assigned. Therefore, aside building security of life and improving working conditions, labor union should strive in putting additional emphasis into bringing new values to its members. In addition, the union should concentrate on membership skill and training to improve them. Considering the fact that the union members could provide some new service after being trained, this will fascinate the interest of non-members and it would create a competitive advantage. Human density serves as a major strength and power of any organization or group. Unions with higher human capacity can put pressure on any level of management, which most often create a positive influence in favor of workers. Existing literature revealed that a union with harmonious relationship with the workers has more strength to influence unfavorable management decision and could ultimately result in benefits for the workers. Moreover, a union should organize regular colloquium with workers where they abreast them on measure for productivity, attain their goals and deliver their voice to the management.

Furthermore, trade union should concentrate more on the physiological needs and aspiration of the members. The union should be more members oriented, because union members are paying membership dues, therefore members should see the

dividends and in return the representatives should consider and provide quality and beneficial service for which members are paying for. There should be clear mission and vision aligned with individually and cooperatively operations.

In a study on productivity in Australia Hancock et. al (2007:9), admitted that, the idea of industrial relations affecting productivity derives from an assumption that they influence the behavior of investors, management and workers. This may be true because majority of their decisions affects the ability of management in managing workers according to their will, they also upset the level of resentment and collaboration in the organization, and because the term for the employment of labor influences the investment and innovative judgments of business.

Some of the main assertions according to Hancock et.al (2007:20) are; *“the activities of trade unions adversely affect productivity through the encouragement and restraining labor practices and most time strengthening their attitudes in various direction. They make use of coercions by forcing an organization to implement ineffective personnel hiring and firing practices, and curb the pace of work, such as; hours and skill formation. In opposite direction, unions have a advantageous effect. They are supporting the resolution of industrial matters that might otherwise cause diminishing output. Freeman and Medoff argued that unions can increase productivity by providing workers with a means of articulating disgruntlement as an alternative to ‘exiting’, by opening up communication channels between workers and management, and by persuading managers to modify methods of production and to adopt more efficient and flexible policies of human face”*.

Improve productivity entails collaboration and effective participation of the workers. These will be helpful where trust and loyalty characterized employment relationships and where employees feel more secure on the job with long-run success (Buchele and Christiansen, 1999:326). Collaboration is nurtured through the existence of robust workers right, which is secured by robust labor market institutions, such as highly harmonized sectoral bargaining and salary settlements that inevitably extend to the non-union sector.

Collective bargaining, especially if rightly conveyed at the organization level, assured employees a greater sense of commitment and belonging to the wellbeing of the organization and permit the exchange of extra benefits to workers for

productivity-enhancing changes in work practices. Enhanced productivity is certain if management is allowed to manage, with a minimum of external interference. To this end, management must be permitted to deal with workers on an individual basis instead of through the unions. If managers were permitted to deal directly with workers in their individual workplace, they will get the best out of them.

Conversely, external imposition on employment standards serve as an incentive, prompting employers of labor to increase productivity and maximize profits by technical innovation, instituting beneficial relationship with employees, adequate training of staff and improving managerial skills. The best method of good salaries and better conditions is a better direction to high and increasing productivity than lack of directive management and cost-cutting.

2.3 Theoretical Review

It is pertinent to review some theories and some of the reviewed theories are discussed as follows;

2.3.1 Liberal-pluralist theory

In the work of Okechukwu (2016:31), the Liberal-Pluralist Theory is a theory in social sciences that identified the role of three main actors in organized industrial relations. These actors according to Okechukwu (2016) are are;

- labor (trade union) representing the interests of employees,
- employers' association (management) representing the interests of employers in an organized private sector, and
- state (government) representing the interests of the state/government.

This scholarly perspective further postulate that the above mentioned tripartite actors are expected to be collaborating in an interactive way towards the accomplishment of the objectives set by the entire organization and also those of the various actors. However, each of the actors possess different ideology (interest) and different perception of a pluralist industrial relation system. Contrary to the unitary perception, the pluralists perceive conflicts between management and employees as rational and inevitable. Consequently, Okechukwu is of the opinion that common interest and

mutual dependence are necessitating condition for the survival of the whole of which they are parts.

In another perspective, Haralambos and Holborn assert that, the starting point of pluralism in organizational system increasingly distinguished it into a variety of social groups and sectional interests (Okechukwu 2016:32). Therefore, pluralism is a politics of interest groups with each demanding for its own advantage. No particular group is seen as being dominant over others; politics therefore turn out to be a bargaining and concession. Such interest groups involved in bargaining and concession are referred to as trade unions and the professional associations. As trade unions serve as the major groups representing the interest of employees in any organization, they possess the ideology of pluralism to incorporate the working class into the capitalist society. Simply because conflict of interest between employers and employees has been entrenched and controlled. This has led to organizational stability because there has being an adversarial movement in the relationship between investors and labor to the level of cooperation as either strives for its own survival. Both employers and employees are likely to gain from pluralist prospect. This may lead to equal balance of power, between the actors in an organization with consequential development of industrial democracy.

2.3.2 The Marxist perspective

According to social scientist, Marxism is a method of socio-economic analysis, it analyzes class relations and societal conflict. The Marxists perspective to the understanding of industrial relations was dated back to the Marxist conception of history and society (Okechukwu, 2016:35). This theory simply postulates that society is categorized two major struggling classes, that is, the bourgeoisie (the haves) and the Proletariat (the have not's) (Communist Manifesto page 3). The former class is the wealthy class, which are owners of means of production. This class constitutes the capitalists class, which exploits the proletariat class, while the later constitute the masses. With respect to organizations, the employers of labor or owners of the organizations constitute the wealthy class. Moreover, these categories of classes are involved in social conflict which culminates in social upheaval. Therefore, the Proletariat (the exploited class) are angry while the exploiters are happy for their cruel act, thus, triggering class struggle. The class struggle continues until when the

exploited took over from the exploiters through revolution, thereby taking over power in the organization in order to institute an egalitarian society.

Marxists perspective on industrial relations is all about struggle for power between labor unions and employers of labor. In other words, this theory perceives industrial relations occurring within a dynamic conflict situation, which is permanent and unaltered as long as the structure of society remains the same. Accordingly, trade unions may discover that without political actions, the socio-economic and educational objectives cannot be achieved. Thus, the theory is of the opinion that trade unions should be politically active and cognizant by supporting the struggle to reform or even overthrow an unjust government. Beyond the reform, the Marxist theory calls for actions to restructure the existing capitalist order and replacing it with an egalitarian society.

2.4 Theoretical Framework

The theoretical framework of the research work would be discussed as follows;

2.4.1 Liberal-pluralist theory

This study hinged on the Liberal-Pluralist Theory. As previously discussed, that three major actors played significant roles in the development of organizations through industrial relations. The labor/trade union serve as an actor representing the interests of workers in both public and private organization, the employers' association (management) serve as the representative of the interests of employers in an organized private sector while the governments officials representing the interests of governments in the public establishment at all levels. Therefore, Liberal-Pluralist Theory is of the opinion that, these three-party actors were function to interact in a collaboration way towards the achievement of the organizations objectives and for the increment in productivity, which is a major pursuit of private organization. This study based its perception on Liberal-Pluralist Theory simply because; trade unions utilized the ideology of pluralism to integrate the working class into the capitalist society through bargaining and compromise. Through this technique, conflict between employers and employees in both public and private organizations have been institutionalized and thus led to industrial stability. As workers demand for better welfare package for their members, this ultimately will result in higher

productivity for. It is also in the best interest of employers either public or private. This would automatically increase the profit margin for the employer of labor. The goal of the plural system that is the interactivity of the forces will eventually lead to higher productivity, because every interest has this end in sight.



3. CONCEPTUAL REVIEW

3.1 Concept of Trade Unions

The conceptual elucidation of trade union is clearly implicit in the scholarly perspective of Bello (2002:38) where he conceptualized a trade union as, *“Any employed workers founding as a group whether provisional or stable, the purpose of existence is to control the terms and conditions of employment of members. Whether the arrangement in question would or would not part from this decree be an unlawful (combination by reason of any of its purposes do or do not include the provision of benefits for its members.*

In his opinion, trade unions are therefore the platform where by men and women in employment can of their own decide in what ways their interest can best be advanced. Workers have the prerogative to come together to form their own group, through this means in order to further and protect their interest. Okechukwu (2016:29) submitted that many attempts have been made to give a description of trade unions based on the perspective of some advocators oscillated by their experiences, environment, prevalent socio-economic and political ideologies, and so forth. Reviewing the work of Obasi (1997:6), he x-rayed trade unions in the light of politicians organizing themselves into political parties for purpose of seeking and capturing state power, so do workers bring themselves together into trade unions essentially for the purpose of improving their material condition through raising in salary and better conditions of service. To him, a trade union therefore is a group, whose dominant goal is to seek for improvement in the material conditions of its members (Okechukwu, 2016:30). He was also of the opinion that a trade union is a conglomeration of organized employees formed to bargain with their employers.

According to Labor Relations Commission, trade union also be regarded as an association of employees coming together for protecting the right and interests of its group in relation to wages or salaries, benefits, and working standard in their individual organizations (Okechukwu, 2016:30). Stewards Dictionary also conceptualized trade union as organized workers with a voluntary association act in

pursuance of members interests with respect to safety, salaries, working hours, working conditions and several other issues of interest to the employees. Furthermore, Morgan (2009:22), provided a lucid and complete definition of what a labor union is. To them, labor or trade union is an organization of employees who have come together with same interest with the purpose of achieving common goals in keen areas such as wages, salaries, times, employees need and working conditions.

The labor union leaders, representing the interest of his members' bargain with the management and negotiates labor contracts with managers of employment. This involve negotiating on matters of wages/salaries, organization rules and regulations, complaint procedures, rules governing recruitment, retrenchment, training and promotion of employees, benefits and remuneration, workplace safety, and organization policies. The resolution of the negotiation is binding on the union leaders and the management. Consequently, in Nigeria, the Trade Union Act of 1926 and Trade Union Decree of 1972 define a trade union in page 7 as; *“Any persons, whether temporary or permanent, who come together for the purpose of regulating the relations between workers and employers, worker and worker, or for imposing restrictive conditions on the conduct of any trade or business”*.

The International Confederation of Free Trade Union (ICFTU) also asserts that, trade union is a continuous and persisting organization set up by employees to protect their interest at work, by making sure that there is a better working conditions for their members through collective bargaining, to make their members live a fulfilling condition of life and to provide a platform of expression for the employees 'perception on the challenges of society. In line with the abovementioned submissions, trade union can therefore be seen as a sustained and perpetual group of salary earners, purposively organized to maintain and uplifting the conditions of their members through the provision of numerous socio-economic and protection of life within and external to the work environment.

A review of this concept takes into cognizance, some fundamental variables that are core and germane to the establishment of labor unions, capturing one of the prevailing objectives for their membership. For instance, the enhancement in the working environment and improvement in the wages and salaries of workers. It equally noted the fact that trade unions, like in the case of Nigeria, have gone beyond their primary set objectives of guarding the workers' rights to fighting ignominious

against unwarranted policies of government, thus compelling government to provide more socio-economic benefits to all workers and to the citizens at large.

The definition of trade union by ICFTU manifest in the following objectives of trade unions. That is, to assure individual workers on job security against any probable threats caused by market fluctuation, to provide and enhance the living standard of workers and secure the economic well-being, to influence intending policies of government on issues affecting the workers, technological changes or organizational policies through collaboration with political office holders and elites in society; to communicate with labor unions both at the local and international levels; to persistently guarantee freedom of association and the recognition of labor union rights.

Since the employers and the self-employed professionals like the medical practitioners, free-lance musicians etc., are not wage-earners, their associations cannot be regarded as trade unions. Webbs refuses to recognize professional associations as trade unions, the main object of the former being to improve training and education of their members. Hence, slightly modifying the Webbs' definition, trade unions may be seen as the continuing associations of employees which are primarily concerned with the maintenance or improvement in the conditions of their members' throughout their working life. Against this definition, however, it may be argued that this does not cover all the extensions of trade union activities in the modern times.

The modern unions' interest in the production problems of the industry or their concern with the broader social affairs like employment or price-stabilization may be explained as derivations from their primary interest of maintaining or improving the conditions of their members'. It cannot explain the keenness with which many of the modern trade unions in different countries demand not only the right to be consulted in production problems and workers' welfare an arrangement by the management, but also a direct share in the management itself. This brings us to the perspective of industrial democracy. Demand for industrial democracy has always influenced a section of the working class, but in the fifties the demand has gained particular intensity in the trade union circles of a large number of countries including some underdeveloped ones. If the union were only an expression of the workers' concern about the conditions of their employment lives, a free right to collective bargaining

on the terms and conditions of work and some influence over the legislative processes of the state would have been sufficient for trade union purposes.

However, in a number advanced society such as Germany, Belgium etc. these rights of workers are already me in the system. Despite this, they still fight for a share in industrial management. In other countries, trade unions are expanding their sphere of influence in social affairs include education and cultural matters. It is pertinent to say that, the above-mentioned point to the increasing aspiration of workers to gain more influence in the industrial and social affairs which manifest in union activities. Thus, it can easily be argued that the modern trade unions have evolved into agencies which, not only attempt to change the working conditions of their members for the better but have become interest group with the goal of improving their status and position. In this line of thought, it is obvious that Webb that suitable for the union of their time will need slight modification to be applicable to contemporary unionism. Thus, in order for the definition to suit modern conditions and expanded scope of activities of modern unionism, the definition is further conceptualized as, a constellation of likely minded salaried employees in both public and private organization with the aim of preserving and improves the lives of union members.

From this conclusion, it becomes apt that employers' association cannot be in the same category of employees' organization, since trade unions need no analysis from the analytical point view. Employer's organization greatly differs from employee's organization to the extent of grouping them together. The interest of the organization is different. Employees union is primarily concerned about the terms and conditions employment and their members. This is however not the concern of employees. Rather, they are concerned with influencing the terms of purchase of services in favor of their members that is required for the performance of their task. As a result, the two are fundamentally different and cannot be in one category.

3.1.1 Wages

Wages are defined as compensation to labor. They are payments at regular, weekly, monthly or other intervals plus allowances such as those for working overtime, leave bonuses, ad hoc bonuses and other similar payments paid to employees by employers as specified in employment contract (Okechukwu, 2016:31). It is the direct payments received for work done in a particular establishment. Wages could also be seen from

the employees' perspective as all costs incurred for the recruitment and use of employees in a given establishment. It includes among others – direct wages, fringe benefits, social security benefits and cost incurred for human resource training and development. Wages are means for an acceptable quality of life in a given country. In this regard, Okechukwu (2016:31) citing Navamukundan (2011:26) classified wages into three major groups. These groups are; subsistence wage, living wage and fair wage.

Subsistence wages are remunerations that take care of the subsistence needs of the employee, living wages are payments that provide for subsistence and means for a quality of life which is generally acceptable in a given society, while fair wages are remunerations given through negotiations based on such factors like; opportunity cost of labor, labor market conditions and the general cost of living. Therefore, fair wages is between living wages and subsistence wages. Wages may also be regarded as fixed regular remuneration paid to an employee on daily or weekly basis especially to a manual or unskilled worker (Okechukwu, 2016:31). It is monetary settlement, paid to employee by the employer which are calculated and computed per hour or on piece work basis and paid daily or weekly, as agreed by both party.

Fixing of wage is a controversial subject especially as it involves determining minimum wage (Okechukwu, 2016:32). In Nigeria, minimum wage has been an issue that is politically contentious, and which have generated face-offs between organized labor unions (NLC) and the federal and state governments. Increase in minimum wage often results to retrenchment of staff and escalations of industrial crisis in Nigeria.

3.1.2 Agitation

Another concept that deserves clarification is agitation this is an act of stimulating things, such organization of a factory workers and production machine that moves the raw materials both liquid and solid around and gets a final product out for marketing or the agitation of a manager in an industry who want people to work together to do something, (Okechukwu, 2016:32).

3.1.3 Collective bargaining

Collective bargaining is the exercise in which workers, through the organization of their trade unions, strive to reach an agreement with their employers on payable and other benefits, which they will enjoy in exchange for their labor. The matters taken up at collective bargaining differ from country to country and from industry to industry. But basically, it is the same kind of bargaining that takes place when one man tries to sell a house or a car to another man. The seller tries to get as high a price as possible, while the buyer wants to buy as cheaply as possible and the two cannot agree, there will be no sale in the case of the union and the employer, the workers may refuse to sell their labor. If they do this, industry services cannot function.

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

3.1.4 Concepts of labor productivity

According to Attar, Gupta and Dessai (2012:11), productivity can be elucidated in different perspectives. In relation to construction, productivity can be construed to be labor productivity. Here, it refers to work placed or produced per man-hour. Productivity is output divided by all or some of the input that goes into producing the output. Resources that goes into producing output include labor, capital, energy, raw materials etc. they also examined a popular concept that in the USA and that is also in vogue in Britain: the concept of earned hours. This focuses on a particular standard of output or norms for each unit of output. In this vein, a number of hours is directly linked with each unit of output produced. From this, we can construe productivity to mean the proportion of earn to actual working hours. The problem with this concept is about having a reliable norm for setting standard (Attar et al, 2012:12). In their view, it’s a methodological issue in terms of productivity measurement and how far the account of all factors which affect it is taken. Another

way of measuring productivity is labor cost divided by work hour output. From a general view, they opine that, productivity is about measuring how the individual output commensurate with the utilization of available resources. Contrary to the general perception on productivity, various studies on the applications of productivity show that there is no a universally acceptable yardstick on how to measure employee productivity.

According to Hancock, Bai, Flavel and Lane (2007:1) in their examination of productivity in Australia, they submitted that productivity is the manipulation of inputs to outputs, while output is referred to as a proportion of a production. In trying to explain what productivity is, they are of the opinion that there are different methods of measuring productivity, they believe that labor productivity has to do with the hours of work. Another measure of productivity in their view is Multi factor productivity; here the evaluation is based on capital utilized and human resources. Each of the inputs has its uses. They submitted that, increase in productivity associated with labor input is a fundamental determinant even though there are other resources, such as money and materials, in the capacity of an organization to ensure increase in the standard of production. However, organizations must consider the efficacy in the measuring of the utilization of other resources and not measuring only the human resources, by so doing, there can be an effective measurement of productivity. Multi-factor productivity method considers this, in as much as it recognizes the varying quantities of capital with the measures of human resources.

They are also of the view that productivity increases with time. One reason for rising productivity is as a result of increase in the standard of capital. To them, multi-factor productivity neutralizes the outcome. Nevertheless, there are additional reasons responsible for both labor and multi-factor productivity increase. Amongst several reasons responsible for the increase include technical progress, application of new and improved technology.

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents the results of data derived from the primary and secondary sources. The data generated from the field work were analyzed quantitatively and qualitatively. The results are presented below.

4.2 Socio-Demographic Data

This section focuses on socio-demographic information of staff of Ministry of Works, Ministry of Aviation and Nigeria NLC.

The age distribution of staff used for this study is as follow: the table shows that majority of staff whose age ranged between 31-40 years constitute the majority of staff across the establishments. This is because this age range is represented by 50.36%. This is distantly followed by those in the age groups 51-60 years, 41-50 years, and 21-30 years. They are represented by 15.7%, 15.1% and 14.6% respectively. The last age group is 61 above, having 4.3% of the age distribution. The implication of this distribution is that the respondents are dominated by active labor force with a larger percentage of the respondents falling in the range 21-50 years.

On the frequency distribution of the respondents by their qualification, the result revealed that those with bachelor's degree are the majority. This is because 54.9% which is the highest fall in this category. This is closely followed by those with master's degree with 42.2%. The third category that accommodated other qualifications has 3%. The implication of this is that majority of the respondents are people with first and second-degree qualifications. This also implies that the respondents are sufficiently educated to give good and reasonable responses to the questions

Also, on the distribution of the respondents by their marital status, the result revealed that the respondents are dominated by the married. This is because 69.7% of the respondents are married, while 23.0% of the staff are single. Also, the result showed

that 7.3% of the respondents are separated. This implies that the respondents are dominated by the married.

The frequency distribution of the respondents by the duration spent in service. The result showed that the respondents are with 10yrs of service dominates the population, with 57.6% of the sample size. This is followed by those with 20 years' experience with 20.0%. Also following closely are people with 30 years, 40 years and 40 years above with 12.7%. 7.3% and 2.4% respectively. The result showed that a good number of the staff possess the necessary experience required to provide the answers for the study.

Table 4.1: Social-Demographic Characteristics of Respondents,

Classification	Variable	Frequency	Percentage
Age			
	21-30	54	14.6
	31-40	186	50.3
	41-50	56	15.1
	51-60	58	15.7
	61-1bove	16	4.3
	Total	370	100.0
Highest Qualification			
	Bachelor's Degree	203	54.9
	Master's Degree	156	42.2
	Others	11	3.0
	Total	370	100.0
Marital Status			
	Single	85	23.0
	Married	258	69.7
	separated/divorced	27	7.3
	Total	370	100.0

Table 4.1: (con) Social-Demographic Characteristics of Respondents,

Duration Spent		
0-10yrs	213	57.6
11-20yrs	74	20.0
21-30yrs	47	12.7
31-40yrs	27	7.3
41 above	9	2.4
Total	370	100.0

Source: Own Calculation

4.3 Analysis of Strategies of Promoting Labor Productivity

Table below present the strategies adopted by trade union to achieve productivity of labor. The result showed that 14% of the staff are of the opinion that trade union organize training and workshops to improve staff productivity. This is corroborated by 17% of the staff affirming that trade union organize training and workshop for staff to improve productivity. It is interesting to note that 22.4% of the staff are of the opinion that trade union organize training and workshop for staff productivity. However, 24% and 22% of the staff disagreed and strongly disagree that trade union organize workshops and training to improve staff productivity. The result showed that trade union hardly organizes training and workshop to improve staff productivity. Also, the result showed that 22% of the staff believe trade union demand for increase in salary and wage to improve staff productivity. Further to this, 33% of the staff believe that trade union demand for increase wage and salary to improve productivity of staff. The result also showed that 15% of the staff remained neutral on the role trade union in demanding for increase salary and wages for productivity. On the other hand, 17% of the staff and 14% of the staff do not agree that trade union demand for increase wage and salary for productivity of staff. From the result, it is obvious that trade union adopt demand for increase in wages and salary as a strategy for promoting labor productivity. Furthermore, the result revealed that, 24% and 23% of the staff are of the opinion that trade unions encourage employers to conduct manpower training and development for workers' productivity to improve. It is interesting to note that 22% of the staff are indifferent about the role of trade union in encouraging employers to make available manpower training and

development for staff productivity, while 15% and 16% disagreed with foregoing statement. From the analysis, we can infer that the encouragement trade union give to employers of labor to embark on manpower training and development is a strategy of trade unions to improve productivity of labor. Moreover, on improved welfare as strategy for productivity, 29% and 30% of the staff strongly agreed and agreed with improved welfare as a strategy of trade union in improving productivity of labor. About 22% of the staff are neutral as regards the employment of welfare condition as a strategy for labor productivity. On the contrast 11% disagreed and strongly disagreed with the strategy of welfare condition to generate productivity of staff. The result therefore showed that the demand for welfare condition is a strategy of trade unions in achieving labor productivity. On the demand for leave grants and leisure, the result revealed that 14% and 17% of the staff are of the opinion that trade unions advocacy for leave grants and leisure for workers is tailored towards achieving productivity for staff. It is also interesting to note that 24% of the staff is neutral about the foregoing. On the contrary, 22% of the staff disagreed and strongly with leave grants and leisure as a strategy for improving productivity of staff. This analysis shows that demand for leave grants and leisure are not strategy for labor productivity adopted by trade unions. Also, on demand for amenities and facilities for staff as a means of promoting productivity, the table showed that 24% of the staff and 15% of the staff agreed with the foregoing as a strategy of promoting labor productivity. A good number of the staff remained neutral on this, while 14% and 16% of the staff disagreed and strongly disagreed with the foregoing. The result showed that the clamor amenities and facilities for staff are strategies adopted by trade unions for promoting labor productivity.

Table 4.2: Analysis of Strategies of Promoting Labor Productivity

Variables	SA		A		U		D		SD	
	f	%	F	%	F	%	f	%	f	%
My trade union organizes training and workshops on staff productivity.	54	14.6	63	17	83	22.4	90	24	80	22
My trade union demand for increase wage and salary to improve productivity	80	22	123	33	54	14.6	63	17	50	14
My trade encourages the provision of manpower training and development	90	24	86	23	80	22	54	14.6	60	16
My trade union demand for improve welfare conditions	106	29	110	30	80	22	40	11	40	11
My trade union demand for leave grants and leisure time for workers	50	14	64	17	90	24	83	22	80	22
My trade union demand for basic amenities and facilities for workers	90	24	57	15	103	28	50	14	60	16

Source: Own Calculation

4.4 Respondents Opinion on Trade Union Activities of Nigeria Labor Congress

The table below presents respondents opinion on trade union activities. The result showed that 23.0% of the respondents strongly agree that the trade union exert power by improving the standard of work of its members. Also 68.4% of the respondents are also of the opinion that the trade union exerts influence on the work condition of its members. On the other hand, 8.6% of the respondents are neutral about the role of trade as regards exerting influence on the work conditions of their members. The result showed that trade union utilized its mandate to influence all policies that affect the employees' conditions at work. Also, the result revealed that 46.8% of the respondents are of the opinion that wage and salary interest of members are promoted effectively by unionizing. This is further corroborated by the fact that 43.5% of the respondents also toed this line of perception. On the contrary, 6.8% disagreed with this perspective, while 3.0% are indifferent about whether interest of wage and salary earners is protected by unionizing. The analysis from the result further revealed the fact that the interest of wages and salary earners are protected by unionizing. The result further showed that the respondents have high level

confidence in their union representatives. This fact is ascertained by 22.4% and 58.6% strongly agreeing and agreeing respectively. However, 5.9% and 8.6% of the respondents disagreed and strongly disagreed with the opinion that trade union members have confidence in their representative. It is also relevant from the analysis to reveal that 4.3% of the respondents are neutral about confidence in trade union. The result revealed the trade members have high confidence in their trade union. The result also showed that 48.9% of the total respondents are of the opinion that trade union affect performance of their members. It is also interesting to note that 23.8% are indifferent about whether trade union affects performance of its members. In the same way, 23% of the respondents disagreed with this opinion, while 4.3% strongly disagreed with the opinion that trade affect performance of its members. The result further showed that trade union does not affect performance of its members. The result showed that 4.3% of the respondents are strongly of the opinion that trade union exerts influence on education and training of staff. Also, 50% of the respondents are of the opinion that trade union exert influence on education and training of their members. The result further showed that 25.7% of the respondents were neutral on the roles played by trade union in exerting influence on performance of their members. It is also pertinent to reveal that 20% of the total respondents disagreed with this line of thought. The result showed that the trade union does exert influence on education and training of members.

Table 4.3: Respondents Opinion on Trade Union Activities of Nigeria Labor Congress

VARIABLE	Strongly Agree		Agree		Undecided		Disagree		Strongly Disagree	
	F	%	F	%	F	%	f	%	f	%
Do your trade union exert influence in improving your working condition?	85	23.0	253	68.4	32	8.6	-	-	-	-
Can the interest of employees be effectively protected by the activities of the union leaders?	173	46.8	161	43.5	11	3.0	25	6.8	-	-
Do you have high level of confidence in your trade union representative?	83	22.4	217	58.6	16	4.3	22	5.9	32	8.6
Has your trade union membership affected your performance?	181	48.9	-	-	88	23.8	85	23.0	16	4.3
Does your trade union exert influence on education and training of staff members?	16	4.3	185	50.0	95	25.7	74	20.0	-	-

Source: Own Calculation

4.5 Opinion of Respondents on Labor Productivity

The table below presents the opinion of respondents on labor productivity. The result showed that 97% of the respondents believe they deliver their services to their client at a very high level of productivity. Also, about 2% of the respondents claim that their services to their customers is delivered at a moderate level, while less than one percent (0.5%) are of the opinion that their productivity is low. The result further showed that 94.6% of the respondents believe that the rate at which they deal with their correspondence is very high. It is also noteworthy that 5.4% of the total respondents are of the opinion that the rate at which they deal with their correspondents is at a moderate rate. The result further showed that 94.3% of the respondents are of the opinion that they carry out their office work in line with SERVICOM (Service Compact) is at a high rate. Also, about 5.7% of the

respondents believe they carry out their work in line with SERVICOM requirement moderately.

Table 4.4: Opinion of Respondents on Labor Productivity

Variable	High		Moderate		Low	
	F	%	F	%	f	%
I deliver my service to my client at a productive rate that is	360	97.3	8	2.1	2	.5
The rate at which I deal with correspondence is	350	94.6	20	5.4	-	-
I perform my office work in line with SERVICOM requirements at a high	349	94.3	21	5.7	-	-

Source: Field work 2017.

4.6 Regression Analysis of Effect of Trade Union Activities on Productivity on Staff

The table below presents the analysis of trade union activities and its effect on productivity of staff. The result showed that the influence trade union exert in improving productivity does not significantly affect productivity of staff. This is evident by the p-value (0.972) which is greater than 0.05. Furthermore, the result revealed that trade union membership of staff has affected the productivity of staff significantly. This is evident by the p-value (0.00), which is less than 0.05. However, the result showed that there is negative relationship between trade union membership and staff productivity. Lastly, the result showed that the influence of trade union to improve salary and allowances has not improved productivity of staff. This is because the p-value is greater than 0.05.

Table 4.5: Regression Analysis on the Effect of Trade Union Activities on Productivity of Staff

Performance	Coeff.	T	p-value
My trade union organize training and workshops on staff productivity	-.002	-.035	.972
My trade union demand for increase wage and salary to improve productivity	.029	.733	.464
My trade encourages the provision of manpower training and development	-.246	-9.017	.000
My trade union demand for improve welfare conditions	-.018	-.339	.735

Source: Field work 2017

4.7 Investigate the Challenges Facing Trade Union and Labor Productivity

This section presents information on challenges confronting trade unions in promoting productivity. The information presented in this section is achieved through interview. The information is elicited from members of the NLC in their Lagos office.

What does NLC encounter while trying to promote labor productivity?

A very senior member of the NLC believes, “*One of the challenges of the NLC has in promoting productivity of labor is the fact labor productivity is not directly a goal of the union. It is not really issue that is given prominent priority. It may come as latter issue among their list, it is not a given a place prominent attention*”. Another interviewee is of the opinion that, “*the trade union may not be effective in promoting labor productivity directly in the sense that, labor productivity is not directly a goal of the Nigeria Labor Congress. This probably might make the union to be a bit in the performance of this responsibility*”. Another interviewee is also of the opinion that,

“The reason trade union may not be effective in the area of labor productivity is the fact that the trade union does not directly involve itself in labor productivity matters. It is often considered the responsibility of the employers to facilitate the productivity of its workforce as it is directly beneficial to them”. A prominent member of the union also believes that, *“the trade often time sees labor productivity issues as directs concerns of the employer and the employee. The employees is keen on improving productivity, while at the same this desire also go in tandem with the expectation of the employer of labor”*.

From the foregoing, it is obvious that, labor productivity matter is not really an immediate responsibility of the trade union and by virtue of this; the trade union may not consider this as a topmost priority in its list of programmes

What are the challenges confronting NLC in promoting labor productivity?

One of the interviewee responded that, *“the challenges confronting labor congress in promoting trade unionism include the fact that productivity of labor may not necessarily feature in their many priorities. Since the issue of labor productivity is not directly a responsibility of trade union, this might affect them”*.

Another interviewee noted that, *“One factor that can affect the union body in dealing with productivity of their members is finance. The union body may not be able to carry out this goal as a result of finance. It will be difficult to coordinate all the professional body under the Nigeria labor congress to carry this responsibility of developing their staff for efficiency at work”*.

Another interviewee also concurred with foregoing line of thought that, *“He stated that the issue of finance is a serious threat to the ambition of the trade union. Even if the union body so desire to embark on such responsibility, mobilizing the fund required to successfully execute such project will be such a burdensome.”*

One of the interviewee noted another serious factor which a major challenge is, *problem of personnel to carry out the assigned functions. It may not be easy to*

mobilize the necessary human resources required for the task. As a result, it becomes highly difficult.

In another sense, a respondent was of the opinion that, *“the role of politics in the affairs of trade union cannot be overemphasized. This is because there is so much political intervention in the affairs of the trade union. It comes with a lot of distraction”*.

This line of thought was also supported by another interviewee, *“the level of political intervention in affairs of the labor movement has affected the union in a way that it performs less than expectation”*.

The foregoing information generated from the interview showed that productivity is not directly a goal of trade union.

4.8 Discussion of Findings

This chapter focuses on data presentation, analysis and interpretation. Three specific objectives came under the subheadings which include: examine the strategies adopted by trade unions in promoting labor productivity in Nigeria; analyses the effect of trade union activities on labor productivity in the study area; and investigate the challenges confronting trade unions in promoting labor productivity in Nigeria.

From the findings of this work, and focusing on the first objective, examine the strategies adopted by trade unions in promoting labor productivity in Nigeria. The result revealed that the strategies adopted by trade unions in promoting labor productivity in Nigeria include: trade union adopt demand for increase in wages and salary as a strategy for promoting labor productivity, the encouragement trade union give to employers of labor to embark on manpower training and development is a strategy of trade unions to improve productivity of labor, the demand for welfare condition is a strategy of trade unions in achieving labor productivity and the clamor

amenities and facilities for staff are strategies adopted by trade unions for promoting labor productivity.

On the second objective, which analyses the effect of trade union activities on labor productivity. The result revealed that trade union exerts power on the improvement the working condition of members, the analysis from the result further revealed the fact that the interest of wages and salary earners are protected by unionizing, the result revealed the trade members have high confidence in their trade union and the result showed that the trade union does exert influence on education and training of members. This finding is corroborated by the work of Bishal. Bishal (2012:68) is of the opinion that trade union plays a tremendous role in the protections of live of members throughout their working life. In fact, securing a standard of life of employees is the most obligatory and enduring component in the purposes of existence of the union. Trade union was also institutionalized to maintain good and mutually beneficial industrial relations between the employers and employees. In revealing the fundamental roles that trade unions play in any organizations, it was discovered that, In spite of providing job security and agitate for conducive working environments, trade union promote increase value to employees in their varying tasks.

From the regression analysis, the result showed that the influence trade union exert in improving productivity does not significantly affect productivity of staff. Furthermore, the result revealed that trade union membership of staff has affected the productivity of staff significantly. This is line with the works of Collins. Collins (2013:43) in his findings, submitted that, trade union significantly plays essential role in uplifting organizational efficiency and increasing output. This study revealed that, the existence of workers union in an organization is not limited to safeguarding the

rights and interest of its members, but also collaborate positively with top management in making sure that the pre-set goals and objectives of organizations are attainable.

On a final note, the result showed that the influence of trade union to improve salary and remunerations has not improved productivity of staff. This aspect of the findings contradicted previous empirical findings and could be attributed to differences in climate and socio-economic milieu. However, on investigating the challenges confronting trade union activities in promoting labor productivity, the following challenges were identified: relegation of labor productivity as a core objective of trade goals, lack of finance, inadequate human resources to be deployed to carry out man power development programmes across the country as well as politicization of union activities in promoting labor productivity.

5. SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary of Findings

This work focuses on trade union activities and labor productivity in Nigeria. The research examined trade union activities and discovered that the essence of trade unions is to promote the socio-economic wellbeing of their members, mainly by increasing salaries and remunerations to a reasonable standard. Trade unions were established to safeguard and champion the cause of workers (Okechukwu, 2016:28). As a partner in the industrial relation system, the labor unions helped in providing, promoting and protecting the interest and aspiration of members with the determination to change their standard of living within the organization operating system. In clear terms, Thomas (1997:7) sees the impact of trade union ranging from the creation of wellbeing states, creation of safety instruments, and to the process of restructuring of public socio-economic agenda that offer sufficient proof of the wider societal roles, in which the trade unions have involved, in the substantial quantity of industrialized countries. However, there is also a smaller body of literature examining the impact of unionism on other variables, such as labor productivity. This becomes an area of interest for research. Hence, there is this study to further continue previous work done in that field.

The broad objective of the study is to examine the impact of trade union activities on labor productivity in Nigeria. The specific objectives include: examine the strategies adopted by trade unions in promoting labor productivity in Nigeria; analyses the effect of trade union activities on labor productivity in the study area; and investigate the challenges confronting trade unions in promoting labor productivity in Nigeria.

The work further examined concepts such as trade union activities, labor productivity, other relevant concept and empirical study. Alongside this, two theories were examined: liberal pluralist theory and Marxist theory. One of them was subsequently adopted as theoretical framework to explain the work. In the third chapter, the study utilized both primary and secondary sources of data. Primary sources of data were through the administration of structured questionnaire and

conduct of in-depth interviews. The establishments selected were one NLC in their Abuja office and two selected ministries in the federal capital territory. The sample size for the study is 435 respondents from the establishments that make up the study area. The sample procedure was purposive sampling adopted to be selected from the different establishment. The purposive sampling enables us to select 25% from the ministry of works (250), 50% from the ministry of aviation (225) and 50% which is (10) from the NLC. The ministry staff provided information on strategies of improving labor productivity and effect of trade union activities on labor productivity. The NLC staff further provided information on challenges confronting trade union in promoting labor productivity.

The findings revealed that the strategies adopted by trade unions in promoting labor productivity in Nigeria include: demand for increase in wages and salary as a strategy for promoting labor productivity, the encouragement trade union give to employers of labor to embark on manpower training and development is a strategy of trade unions to improve productivity of labor, the demand for welfare condition is a strategy of trade unions in achieving labor productivity and the clamor amenities and facilities for staff are strategies adopted by trade unions for promoting labor productivity.

The second objective analyzed the effect of trade union activities on labor productivity in the study. The result showed that trade union exerts its legal power to influence improvement in the life of its members, the analysis from the result further revealed the fact that the interest of wages and salary earners are protected by unionizing, the result revealed the trade members have high confidence in their trade union and the result showed that the trade union does exert influence on education and training of members.

The thirdly objective is on investigation of challenges confronting trade union activities in promoting labor productivity. The following challenges were identified: relegation of labor productivity as a core objective of trade goals, lack of finance, inadequate human resources to be deployed to carry out man power development programmes across the country. Also included among the objective is politics. The intervention of politics in the activities is another challenge confronting trade in promoting labor productivity.

5.2 Conclusions

Garnered from the findings of this research, the study therefore concluded that the strategies of promoting labor productivity include: demand for increase in wages and salary as a strategy for promoting labor productivity, the encouragement trade union give to employers of labor to embark on manpower training and development is a strategy of trade unions to improve productivity of labor, the demand for welfare condition is a strategy of trade unions in achieving labor productivity. Also, the study concluded that trade union membership of staff has affected the productivity of staff significantly. Lastly, the challenges confronting trade union activities include: relegation of labor productivity as a core objective of trade goals, lack of finance, inadequate human resources to be deployed to carry out man power development programmes across the country. Also included among the objective is political interference.

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The findings revealed that the strategies adopted by trade unions in promoting labor productivity in Nigeria include: demand for increase in wages and salary as a strategy for promoting labor productivity, the encouragement trade union give to

employers of labor to embark on manpower training and development is a strategy of trade unions to improve productivity of labor, the demand for welfare condition is a strategy of trade unions in achieving labor productivity and the clamor amenities and facilities for staff are strategies adopted by trade unions for promoting labor productivity. And it is recommended that, there is a need for the trade union to give proper attention to the productivity of their members. Also, is productivity should be incorporated in to the goals and objectives of the union. On the labor productivity, there should be monitoring, and feedback systems set up by trade union on performance of members of union in their various job responsibility. And lastly, the trade union must also work on mitigating those factors that hinder their effort towards achieving the goal of high productivity for their members.



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APPENDICES

SECTION A

Socio-Demographic Data:

1. Age (a) 20-30 (b) 30-40 (c) 40-50 (d) 50-60 (e) 60 above

2. Highest educational qualification obtained:

Bachelor's Degree (b) Master's Degree (c) Doctorate Degree

3. (d) Others _____

4. Marital Status: (a) Single (b) Married (c) Separated/ Divorced (d) Widowed

5. Duration spent in the union: (a) 0-10 yrs. (b) 11-20 yrs. (c) 21-30 yrs. (d) 31-40 yrs.

6. Position occupied

SECTION B

OBJECTIVE ONE:

Questions on strategies of trade unions to promote Labor Productivity

Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D), Strongly Disagree (SD)

SA A U D SD

My trade union organize training and workshops on staff productivity.

My trade union demand for increase wage and salary to improve productivity.

My trade encourages the provision of manpower training and development.

My trade union demand for improve welfare conditions.

My trade union demand for leave grants and leisure time for workers.

My trade union demand for basic amenities and facilities for workers.

SECTION C

OBJECTIVE TWO:

Analyze the effect of trade union activities on labor productivity in the study area;

Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D), Strongly Disagree (SD)

SA A U D SD

Your Trade Union exert any influence in improving the working conditions of its members?

The interests of wage and salary earners can be promoted effectively by unionizing?

You have high level of confidence trade union representatives

Your Trade Union membership (PAM) has affected the work performance?

Your Trade Union exert influence to Improve salary and allowances

Your Trade Union exert any influence Education and Training of staff members

Your Trade Union exert any influence to improve Staff medical benefits

Productivity of labor: to be answered by staff

Variable	High	Moderate	Low
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I deliver my service to my client at a productive rate that is

The rate at which I deal with correspondence is

I perform my office work in line with SERVICOM requirements at a high

SECTION D

OBJECTIVE 3:

Investigate the challenges confronting trade unions in promoting labor productivity in Nigeria

What does Nigeria labor congress encounter while trying to promote labor productivity?

How do they encounter it in a bid to promote labor productivity?

What are the challenges confronting Nigeria labor congress in promoting labor productivity?

In what ways do the challenges manifests?

Are there efforts to overcome the challenges?



T.C.
İSTANBUL AYDIN ÜNİVERSİTESİ REKTÖRLÜĞÜ
Sosyal Bilimler Enstitüsü Müdürlüğü

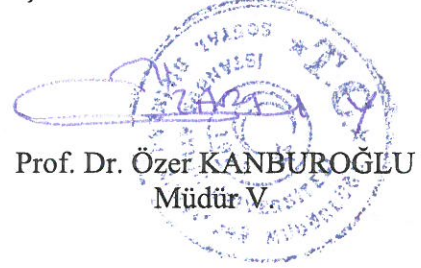
Sayı : 88083623-044-2354
Konu : SABURI AKANDE AKINOLA'nın Etik
Onay Hk.

18/04/2018

Sayın SABURI AKANDE AKINOLA

Enstitümüz Y1412.130068 numaralı İşletme Anabilim Dalı İşletme Yönetimi (İng.) tezli yüksek lisans programı öğrencilerinden SABURI AKANDE AKINOLA'nın "TRADE UNIONS AND LABOUR PRODUCTIVITY IN NIGERIA BETWEEN 1990-2010" adlı tez çalışması gereği röportajı 11.04.2018 tarihli ve 2018/13 sayılı İstanbul Aydın Üniversitesi Etik Komisyon Kararı ile etik olarak uygun olduğuna karar verilmiştir.

Bilgilerinize rica ederim.


Prof. Dr. Özer KANBUROĞLU
Müdür V





RESUME

SABURI AKANDE AKINOLA

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akinsaburi78@yahoo.com

OBJECTIVE

To initiate outstanding strategies for the realization of goals by the organization.

BIO-DATA

Marital status: single

Nationality: Nigerian

Date of Birth: 16th November 1984

EDUCATIONAL QUALIFICATIONS:

Istanbul Aydin University, 2018 (MBA, Master of Business Administration).
Istanbul, Turkey.

Obafemi Awolowo University, Ile-Ife, 2012 (Bachelor of Agriculture), Nigeria.

Asakanran Grammar School, Ibese, 2001(School Leaving Certificate), Nigeria.

OTHER CERTIFICATES

Microsoft Certified Systems Administrator (MCSA), 2010

Cisco Certified Network Professional (CCNP), 2013

WORK EXPERIENCES

Premium Times Nigeria PLC, Network Administrator, (2014 – Till Date), Abuja, Nigeria.

Ministry of Information Technology, Network Administrator, (2012- 2014), State of Osun, Nigeria.

SKILLS

Communication and interpersonal skills

Team work

Computer and Research skills

Analytical skills

Strong oral and written communication skills

Ability to think fast

Ability to work well under pressure

Details Oriented and problem solving

LANGUAGES

Excellent in spoken and written English and Yoruba

HOBBIES

Travelling, surfing the internet, watching movies, sports