



BELVEDERES **IN SOCIAL AND** **MANAGEMENT SCIENCES**

Edited by
David O. Imhonopi
Ugochukwu M. Urim

**Belvederes in the Social and
Management Sciences**

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Published by
Department of Sociology
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DEDICATION

This book is dedicated to the Chancellor of Covenant University, **Dr. David Olaniyi Oyedepo**, for the large visionary appetite he has and the pioneering role he has continued to play in the education sector. His vision for quality and life-changing university education has continued to redefine existing benchmarks and bring about record breaking results in such a short while. He is one of the shining tesseras in the modern university education mosaic in Africa, restoring hope to the black race that it does not have to be white to be right and that black does not mean lack, bad, scrap, daft, stark, quack, drawback, holdback, kickback or setback. He remains an inspiration, a shining beacon and a model in the pursuit of African renaissance.

ACKNOWLEDGEMENTS

We thank Almighty God for the grace, the strength and inspiration to produce this work. Every scholarly project presents its own unique challenges but staying focused and working till the goal is reached have been made possible because of the abundance of grace and marvellous helps the Father made available to us. We are grateful to the Most High.

The visionary and inspirational leadership of **Dr. David Olaniyi Oyedepo** continues to drive and push us not to rest on our oars. Like the working dreamer that he is, every accomplished dream pushes us to the next project and then the next. This trait of "no arrival mentality" has kept us restless and uncomplacent. Sir, thank you always for helping us maximise our potentials!

We are grateful to the Vice-Chancellor, **Professor AAA Atayero**, who has continued to shine the light of progress on the path of glory for Covenant University. Your commitment, Sir, to the vision of Covenant University and building on the achievements of your predecessors have seen the university grow in leaps and bounds.

We cannot forget the uplifting roles of other high-ranking members of the Top Management, the Deputy Vice-Chancellor, **Professor Shalom Nwodo Chinedu**, the Registrar, **Dr. Olumuyiwa Oludayo**, the Dean, College of Business and Social Sciences, **Professor Philip Olasupo Alege**, and the HOD of Sociology and our mentor **Professor Patrick A. Edewor**, in stimulating us towards excellence in scholarship. We thank colleagues in the Department of Sociology for holding fort and shining the light of sociological scholarship on the path of the next generation of managers, scholars, researchers and knowledge workers.

We are grateful to contributors whose works are bounded in this opus. Their nuanced belvederes to the various subjects they treated have brought an interesting kaleidoscope to the doxies presented in their chapters. We look forward to working with many more international and indigenous scholars, producing works from Africa that break shimmering potsherds of light on the African social and management scenes.

Finally, we thank everyone who has believed in us, contributed to our growth, supported our dreams, not forgetting our past and present students.

The Editors

FOREWORD

Scholarship is mainly anchored on and advanced by knowledge production. Without it, scholarship suffers atrophy, becomes redundant and stale. Therefore, when academics publish their works or research findings, they are only assisting the intellectual, artistic and industry communities to locate important pieces in the knowledge montage that would benefit the latter's reading appetite, research propensity, advance society and social causes and bring new ways of thinking to light.

This is exactly what this book seeks to achieve: provide the reader with pieces of scholarly information through the written word to benefit the reader's intellectual appetite or research propensity or advance society, social and management causes, bringing new ways of thinking to light.

I hope readers find it useful.

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PREFACE

Belvederes in Social and Management Sciences is another project meant to throw more light on well-researched but eclectic works from scholars based in different universities in Nigeria whose articles dwell on important issues in the social and management sciences. In this opus, issues treated include: A comparative analysis of the proposed Labour Standards Bill and the substantive Labour Act 2004; The concept of "glass ceiling" and the determinant factors; Training Nigerian youth in modern vocational education as a strategy for employment creation; Motivation as a pathway to organisational effectiveness; Management rights clause (prerogative) and collective bargaining; Poverty, unemployment, crime and the problem of leadership in the quest for sustainable development in Nigeria; Socio-economic characteristics of Nigerian GSM subscribers; Policy response to entrepreneurship development and its implications for sustainable development in Nigeria; Ethical appraisal of civil society in Nigeria; Information and communication technology; Globalisation, technological change and environmental concerns; Rethinking the Nigerian social policy and the care of the elderly; Challenges and coping strategies about livelihood of female staff in Tai Solarin University of Education; Sexual violence in higher institutions and its implications for the educational development of women and girls in Nigeria; Environmental sustainability of supply chain practices on the performance of Total Exploration and Production Nigeria Limited; and organisational change management strategies: lessons for industry in developing countries.

This eclecticism adds great epistemic flavour to this book and provides different topical choices that will titillate readers' diverse reading and research interests and foci as findings made will be useful to academics, tertiary students and the reading public.

However, opinions expressed in each chapter are those of the authors and do not represent those of the Editors or the Department of Sociology, Covenant University.

We hope that this project furthers the diverse interests of readers and that each chapter contributes to the advancement of the epistemic frontiers in the subject areas.

Thank you.

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Chapter 5

MANAGEMENT RIGHTS CLAUSE (PREROGATIVE) AND COLLECTIVE BARGAINING: THE NEED FOR WORKPLACE DEMOCRACY



Ugochukwu Moses URIM and Dr. David IMHONOPI

CHAPTER SYNOPSIS

Management prerogatives or rights have remained contentious for many years now. Although gradually, management is beginning to realise the need to cede some territory to its employees, many employers feel this patriarchal obligation to decision making with little or no considerations of the views, interests and needs of employees. While such perceptions may point to cave-men era, the modern business environment has continued to side-line employees and their trade union representatives. Using a qualitative method with the collection and review of secondary data, this study has attempted an understanding of management prerogatives in comparison with collective bargaining. The study critiques the penchant for an exclusive management rights posture and builds arguments in favour of workplace democracy as the ideal for modern businesses.

INTRODUCTION

The main objective of a trade union is to secure the best possible terms and conditions of employment for its members. Since its main function is to represent employees or unionised workers at negotiations with management, trade unions can only exist in relation to management. In order to achieve their main objective therefore, it is inevitable that trade unions should invade areas, which up to the recognition of the union, have been of exclusive management decision (NECA, 2007).

On the other hand, the function of management is to operate the business enterprise efficiently. Its paramount interest is to make the business successful and to have the right to exercise management control over the enterprise. There have been varying degrees of penetration into management affairs from sources outside management, for example, legislation, competitive market mechanism, among others. Trade unions therefore have their own unique place as an external influence on management decisions.

The most effective policy option by management in resisting the influence of Trade Unions on policy decisions is to define, assert and defend those decisions which are considered the exclusive prerogative of management to make, that is to say those decisions which management does not want to share with Trade Unions through collective bargaining. These have been called Management Prerogatives, or what the Nigeria Employers' Consultative Association (NECA, 2007) calls "Management Functions" or "Management Rights." The boundaries of these management rights have remained very controversial between management and labour. While labour has continued to strive to make inroads into this area every now and then through the collective bargaining process in a bid to get out more benefits for workers, management also has been working very hard to keep organised labour away from the decisions and areas it considers sacrosanct to its existence.

The concern of this chapter, therefore, is to review the term "Management Prerogatives" and to find out if truly there are areas that should not be included as part of the mandatory subjects of bargaining and what consequences they portend for the industrial relations system. Moreover, with the increase in the call for greater employee participation in the workplace or industrial democracy or what some scholars now call "Workplace Democracy", this chapter seeks to find out if keeping away certain areas of management control or decisions as the prerogative of management is not against the spirit of industrial or workplace democracy.

LITERATURE REVIEW

What is management?

Bennis (1989) identifies management with the acronym POEM, which means: 'Plan, Organise, Execute and Monitor and Measure.' In other words, management functions are a process which involves planning, organising, executing, monitoring and measuring the employment and deployment of resources and the achievement of stated organisational goals. Management is also a human activity where certain persons are charged with the implementation of the above functions. A manager is someone who controls resources and expenditures and whose job is to manage something, such as a business, a restaurant or sports team. Furthermore, a manager in business and human organisation activity is simply someone who gets people together to accomplish desired goals. Management comprises therefore planning, organising, resourcing, leading or directing, and controlling an organisation (a group of one or more people or entities) or effort for the purpose of accomplishing a goal.

Management Rights

Management prerogatives or rights refer to those policy decisions which management holds "untouchable" and does not want to share with trade unions through the collective bargaining process (NECA, 2007). This suggests that there are areas that fall within the mandatory subjects of bargaining; areas which management will be willing to bargain with labour unions.

Collective Bargaining

Collective bargaining, on the other hand is "a process of negotiation between management and union representatives for the purpose of arriving at mutually acceptable wages and working conditions for employees" (Boone & Kurtz, 1999, pp. 424-425). Fashoyin (1992:103) sees it as "a machinery for discussion and negotiation, whether formal and informal, between employer(s) and workers' representatives, aimed at reaching mutual agreement or understanding on the general employment relationship between

employer(s) and workers." Labour Act (1974) defines it as "the process of arriving at, or attempting to arrive at, a collective agreement." Collective bargaining can also be seen as the negotiation between organised workers and their employer or employers to determine wages, hours, rules, and working conditions (Buidens, 1981; Dubofsky, 1994; Illinois Labor History Society, 2007; Investorwords, 2009). From these definitions, it can be seen that collective bargaining aims at accommodating, reconciling and oftentimes compromising the conflicting interests of labour and management. It acts as a cushion to this conflict of interests and while it does not remove the conflict, it facilitates its accommodation, to enable the two sides to work together harmoniously (Fashoyin, 1992).

Industrial Democracy

As a way of creating an empowered industrial citizenship for workers, industrial democracy has been proposed as a way of getting workers to participate in the decision-making processes in the workplace and industry. According to Industrial Democracy (2009) "Industrial democracy is an arrangement which involves workers making decisions, sharing responsibility and authority in the workplace." In Germany, the law is known as the *Mitbestimmungsgesetz* of 1976 (Industrial Democracy, 2009). In Britain, a 1977 proposal for a similar system was named the Bullock Report which also advocated for British workers to be involved in the management of their organisations and to elect about half of the members of the board of directors. However, no action was ever taken as the UK slid into the winter of discontent and, as Labour lost the next election with two decades of Thatcherism smothering that initiative. In modern times, Germany, Austria, Israel, Venezuela, the Scandinavia, the Netherlands, Japan, the UK, and others, are nonetheless some of the countries where there is pure or representative industrial democracy in place (Industrial Democracy, 2009).

In Germany, for instance, half of the supervisory board of directors (which elects management) is elected by the shareholders, and the other half by the workers. Venezuela also

has crafted worker-run "co-management" initiatives in which workers' councils are the cornerstone of the management of a plant or factory, where these workers develop budgets and elect both managers and departmental delegates who work together with strategists on technical issues related to production (Bruce, 2005).

Although industrial democracy generally refers to the organisation model in which workplaces are run directly by the people who work in them in place of private or state ownership of the means of production, there are also representative forms of industrial democracy. Representative industrial democracy includes decision making structures such as the formation of committees and consultative bodies to facilitate communication between management, unions, and staff.

The question about the accommodation of management prerogatives and collective bargaining in the light of the agitation for industrial or workplace democracy still remains unanswered here. It is important to take a look at those areas of decision making considered the prerogative of management.

LIST OF MANAGEMENT RIGHTS CLAUSE (PREROGATIVES)

According to the Nigeria Employers' Consultative Association (NECA, 2007), the following are functions that are the prerogative of management:

1. Engagement
2. Promotion
3. Dismissals And Termination
4. Wages And Salaries
5. Order And Discipline
6. Hours Of Work
7. Organisation Of Work
8. Size Of Workforce
9. Management, Supervisory And Confidential Staff
10. No Work, No Pay
11. Social Security

12. The location of business, the establishment of new units and the re-location or the closing of existing units.
13. Decisions in regard to the products to be made or sold or the services to be rendered to customers.
14. Decisions as to the machinery to be used, the lay-out, techniques or methods of manufacture and distribution or materials to be used and the size and the character of stocks.
15. The determination of financial policies, the price of goods made and sold or services rendered.
16. Assignment of work to employees.
17. Determination of standards in quality and workmanship.
18. Control and use of company property.
19. Ex-gratia payments.
20. Confidential records: Access to confidential records should on no account be granted. An example of what can be expected is contained in the ICFTU's booklet No. 6 issued to Trade Unions recently. It advises Unions to consider demanding among other things:
 - a) The right of re-engagement for redundant workers;
 - b) Consultation of dismissal cases;
 - c) Special protection against dismissal for Union representatives;
 - d) The 'closed shop'
 - e) Limitation on the number and duration of employment of temporary employees.

Conversely, Fashoyin (1992) has identified three types of issues with respect to negotiation between management and labour. These are:

MANDATORY OR NEGOTIABLE ISSUES

These are issues which management and union have agreed to negotiate upon. He cited the following as such issues:

- Wages and salaries
- Hours of works
- Sick leave
- Out-of-station allowance

- Shift and night allowance
- Leave allowance
- Annual leave
- Transfer allowance
- Housing allowance
- Redundancy (principle)
- Acting allowance
- Pension and gratuity
- Disciplinary procedure
- Annual cash payment
- Medical scheme
- Uniform/protective clothing
- Extra duty allowance
- Canteen facilities
- Overtime rates
- Heat allowance
- Maternity leave
- Transport allowance
- Long service award
- Transport facilities
- Car/motor-cycle allowance

VOLUNTARY OR DISCUSSION ISSUES

These are those middle-range issues which are neither mandatory nor exclusive to management, but upon which both sides can discuss. Neither party can compel the other either to negotiate nor implement whatever decisions are reached at the discussion. However, in practice, conclusions on these issues usually acquire the status of terms in the collective agreement. These issues are as follows:

1. Shift work
2. Housing scheme
3. Year-end gifts
4. Payment for union officials during union meetings
5. Long service awards
6. Death benefits

7. Pension scheme
8. Housing loans
9. Car loans
10. Medical scheme

However, some of the issues here overlap with the mandatory and negotiable issues.

MANAGEMENT ISSUES

In this instance, these are those issues on which management exercises full control in decision-making. They are:

1. Appointment, promotion and demotion
2. Staff control and discipline
3. Termination, dismissal and retirement of staff
4. Transfer and posting
5. Determination of methods and manner of working
6. Introduction of technical improvement and
7. Decision to modify, extend, curtail or cease operation

Fashoyin (1992) however acknowledges the fact that although managerial issues are not meant to be negotiated, in reality a number of agreements recognise the right of unions to consult on the managerial issues and more often than not unions find a way of influencing decisions on some of these issues.

ARGUMENTS IN FAVOUR OF MANAGEMENT RIGHTS CLAUSE

Proponents of management prerogatives comprising employers, employer associations, management people, and others all argue in favour of management prerogatives using the following premises as identified by Fashoyin (1992):

1. Since management has the responsibilities for taking decisions that lead to the achievement of corporate goals, therefore management needs to have some prerogatives in key areas of the business that are essential for the survival of the enterprise.
2. Management people are required to make rational decisions that optimally use corporate resources – human, material and capital – in the most efficient manner and

thus also should exercise some control over the business to achieve this objective.

3. The chief goal of the Management Bargaining Policy is to protect the interests of the organisation and so management should be in charge in order to do so.
4. The primacy of business growth and continued desire to operate profitably is the concern of management and therefore makes it imperative that management manages the business.
5. Management prerogatives are in line with the basic rights and functions of management to plan, manage, control, organise and lead the organisation.
6. The belief that the achievement of corporate goals is enhanced and influenced through a satisfied and contented workforce and that only when management is in charge will it be able to come up with initiatives that would enhance workers' performance, while at the same time meeting their needs.
7. Some proponents of the unitary theory believe that Management is like a father to the workers and is bound to take care of them, therefore, there is no need for management to share its key decision-making functions with workers. This is paternalistic.
8. As Livingstone (1956) contends, non-unionised labour need not be forced into accepting a union to negotiate for them when and if their management is living up to its responsibilities. Citing the case of his company, Thompson Products Incorporated, where there were programmes and initiatives which encouraged and rewarded workers, he argued that pitching labour against management within the ambit of collective bargaining was useless since the two are partners and not natural enemies as certain labour activists would make them out to be. This argument also endorses the unitary theory's position that labour and management are partners and that management can take care of workers.
9. The law (in the US for instance) recognises that there are certain subjects of bargaining such as wages, hours, and

other terms and conditions of employment which are mandatory, arguing that there are also permissive subjects of bargaining and that it will be unfair labour practice for a party to demand bargaining over them. Such areas are advertising and product selection, which bear such an indirect relationship to and have such a minimal effect on the employment relationship between management and labour and therefore are almost certainly only permissive subjects of bargaining (Collective Bargaining, 2009; Collective Bargaining, 2009b; "Collective Bargaining..., 2009"). In the case of (*First National Maintenance Corp. v. National Labour Relations Board*, 452 U.S. 666, 101 S. Ct. 2573, 69 L. Ed. 2d 318 [1981] [citing *Fibreboard Paper Products v. NLRB*, 379 U.S. 203, 85 S. Ct. 398, 13 L. Ed. 2d 233 (1964) [Stewart, J., concurring]]), the US Supreme Court held that "under its three-part analysis, an employer's decision to subcontract out a portion of its operations was a mandatory bargaining subject. First, subcontracting falls within the literal meaning of the NLRA's phrase 'terms and conditions of employment.' Second, determining that subcontracting is a mandatory bargaining subject effectuates the purposes of the NLRA by 'bringing a problem of vital concern to labour and management within the framework established by Congress as most conducive to industrial peace' — namely, collective bargaining. And third, other employers in the same industry have addressed contracting out in the bargaining process, rather than leaving it to managerial discretion. Justice Potter Stewart added in his concurrence that subjects that "lie at the core of entrepreneurial control," such as decisions about "the commitment of investment capital and the basic scope of the enterprise," are not mandatory subjects of bargaining (Collective Bargaining, 2009). Another case in this regard: "In *First National Maintenance*, the Court addressed whether an employer's decision to terminate certain operations entirely constituted a mandatory subject of bargaining. The Court, relying primarily on Justice Stewart's concurrence in

Fibreboard, held that the decision to terminate all operations at a particular site was an economically motivated management decision that was separate from the employment relationship, even though it obviously affected job security. The Court noted, however, that the effects of the employer's decision, such as severance pay and benefits, were mandatory subjects of bargaining under section 8(a)(5) of the NLRA" (Collective Bargaining, 2009). This implies that subjects that lie at the core of entrepreneurial control and that are economically motivated for the survival of an enterprise do not fall within the scope of collective bargaining.

ARGUMENTS AGAINST MANAGEMENT RIGHTS CLAUSE

There are contentions against the separation of certain functions as exclusive to management and these arguments are raised by trade unions, workers, some academics, social workers and civil society. Their arguments are as follows:

1. Labour unions force management to plan better and to protect the rights and privileges of workers and therefore need to be given the leeway to widen the scope of subjects within the Collective Bargaining framework (Livingstone, 1956).
2. Most commentators see the process of collective bargaining as necessarily containing an element of negotiation and hence as distinct from processes of consultation, which lack the element of negotiation and where employers determine outcomes unilaterally. By including more or all of the subjects in the workplace as bargaining subjects, labour would be able to limit employers' penchant to take or make unilateral decisions, thus guaranteeing workers more benefits and privileges in the workplace (Smith and Russell, 1986).
3. For workers, collective bargaining, more than individual-management employment relations, ensures adequate wages and working conditions by providing them with a benefit of the bargain which is in the interest of

"collective voice" with regard to gaining some control over a major aspect of their lives, namely their work, while the existence of management prerogatives threatens that control (Supreme Court of Canada, 2007).

4. Collective bargaining permits workers to achieve a form of workplace democracy and to ensure the rule of law in the workplace. Workers gain a voice to influence the establishment of rules that control a major aspect of their lives and management prerogatives will not aid the realisation of workplace democracy (Supreme Court of Canada, 2007).
5. Management rights clause will stifle workers' ability to influence personnel decisions and to achieve a fair distribution of gains from technological progress and productivity increases in the workplace (ILO, 1998).
6. According to an ILO study, collective bargaining has been one of the main consensual means of introducing labour market flexibility in many countries and any allowance to strengthen management prerogatives will erode whatever gains have been made in this area (ILO, 1998).
7. Advocates of industrial democracy point out that workplace democracy advances juicy benefits for everyone in the workplace. According to them, workplace democracy increases productivity and service delivery from a more fully engaged and happier workforce; leads to less industrial dispute resulting from better communication in the workplace; facilitates improved and inclusive decision making processes resulting in qualitatively better workplace decisions; results in decreased stress and increased well-being; engenders an increase in job satisfaction; brings about a reduction in absenteeism and makes for improved sense of fulfilment for workers (Industrial Democracy, 2009).
8. For employers, collective bargaining helps to stabilise industrial relations by maintaining industrial peace that otherwise may be disrupted by labour unrest. Through

collective bargaining employers can also address the need for adjustment to facilitate modernisation and restructuring (Collective bargaining, 2009). This may however be hampered by strict adherence to management rights clause.

9. Many organisations have begun to realise that tight control by a minority was creating groupthink, turnover in staff and a loss of morale among qualified people helpless to appeal what they saw as stupid decisions by management. In other words, management prerogatives sometimes help management to take stupid decisions that employees cannot criticise. Usually employees who criticise such stupid decisions of their higher management are fired from their jobs on some false pretext or other (Workplace Democracy, 2009).
10. Management theorists such as Henry Mintzberg, Peter Drucker and Donella Meadows focused on trying to limit management power, by differentiating between leadership and management, and so on (Workplace Democracy, 2009). Implicit in their findings is that preserving certain issues as management rights or functions may in turn tip the power structure too highly in favour of management, hence the autocratic leadership style in many organisations.
11. Adhocracy, functional leadership models, and reengineering are all attempts to detect and remove administrative incompetence. Business process and quality management methods in general remove managerial flexibility that is often perceived as masking managerial mistakes, but also preventing transparency and facilitating fraud, as in the case of Enron. Had managers been more accountable to employees, it is argued, owners and employees would not have been defrauded (Workplace Democracy, 2009).

WORKPLACE DEMOCRACY AND THE INDUSTRIAL RELATIONS SYSTEM IN NIGERIA

The question that needs to be asked is this: as attractive as Industrial Democracy is, can it ever work in a place like Nigeria the way it is working in Germany, Venezuela, Israel, the Scandinavia, among others? The answer is not a straightforward yes or no. The following factors have to be taken into consideration in making Workplace Democracy effective and practicable in the industrial relations space in Nigeria.

CHALLENGES FACING THE INCLUSION OF INDUSTRIAL DEMOCRACY IN INDUSTRIAL RELATIONS SYSTEM IN NIGERIA

1. Nigeria's Cultural Milieu favours master-servant relationship, i.e. Paternalism, and this is what is seen and practised in the workplace. Management does not see workers as equal partners in jointly achieving organisational objectives. Until this wrong perspective is changed and management begins to see workers or labour as partners and not enemies or mere subordinates, then workplace democracy will remain a rhetoric and not a reality in Nigeria's industrial relations system.
2. The Political Economy of Nigeria's Industrial relations system is elitist and bourgeois in nature. There are more "militocrats" and political entrepreneurs who are the owners and managers of enterprises in the country. Because of their access to economic resources, workers who are largely the proletariats may remain at their mercy for a very long time.
3. The level of Nigeria's industrialisation is still very low. It is a buyers' market. Labour is seen as a commodity to be bought and sold or dispensed at will. Until the level of the country's industrialisation increases, and there are many companies or organisations requiring more employment of labour, the spate of exploitation against workers may continue unabated.
4. The official support of the exploitative nature of capitalist interests in Nigeria does not favour the incorporation of

industrial democracy into Nigeria's industrial relations system. As long as there is support by the ruling class for capitalist interests against the people, workplace democracy will remain a pipe dream.

5. Corruption. This problem affects industrial democracy in a great way. One, owners of capital are patrons of the ruling class and will not want to be transparent in their business dealings to workers. As long as there is corruption in the workplace in Nigeria, this will slow down or frustrate moves to inject the ideals and ethos of industrial democracy in the workplace.
6. The diluted influence and emasculation of trade unions and collective bargaining in Nigeria. The Obasanjo regime dealt a dangerous blow to organised labour with the passage of the Trade Union (Amendment) Act 2005 which brought a reversion to the era of voluntarism in labour unionism which had predated the 1970s to 2004 (NECA, 2007). Part of that Act says: "... membership of trade union by employees shall be voluntary and no employee shall be forced to join any trade union or be victimised for refusing to join or remain a member" (NECA, 2007). This law was passed to strangulate labour union activities and influence which the state felt was negatively affecting industrial peace and threatening the status of the ruling class.
7. As a corollary, official legislation that is anti-union and anti-collective bargaining in nature will not encourage the inclusion of industrial democracy in Nigeria's industrial relations system.
8. The level of literacy and enlightenment as a country is still very low. Most of the countries mentioned where industrial democracy is being practised in one way or another are all advanced and developed societies. By extension, they are also very literate societies. For industrial democracy to work in Nigeria, the country needs to increase its literacy level on the management and workers' side. This will help management to see labour as equal partners and also help labour in renegotiating its role and functions in the workplace.

9. Command-and-control management style. The management style in most Nigerian firms is still about command-and-control. This could be attributed to the many years spent under the military which resulted in a kind of socialisation and initiation into military ethos, which has permeated the country's industrial relations system forcing management and/or employers to see workers as machines to be controlled and commanded. Until this situation changes, there might be no room for practising industrial democracy in Nigeria.

WAY FORWARD

From the above, it becomes obvious that although the prospect of having industrial democracy in Nigeria's industrial relations system is inviting and promises several benefits, realising workplace democracy is another thing as long as the work space is bedevilled by the above challenges.

RECOMMENDATIONS

1. Labour needs to organise itself into a political party. Until labour conquers the political space, the industrial relations system will continue to reflect the wishes and desires of the ruling class who are capitalist and exploitative in nature.
2. Labour needs to reinvent itself and engage the services of professionals, namely, lawyers, negotiators and others to represent its interest in the collective bargaining process.
3. Labour should continue to push for reforms in the labour union movement until the government begins to look at its direction.
4. Labour needs to increase its lobbying at the parliament as a way of getting the two houses that make up the National Assembly to block any obnoxious laws initiated by the executive against labour.

CONCLUSION

As Supreme Court Justice Louis Brande once told the U.S. Industrial Commission in 1915 that there could no "political democracy," without an "industrial democracy," where workers would be given an actual participation in the governance of the

firms for which they worked (Freeman Medoff, 1984; Freeman, 2000), it follows that by weakening labour and frustrating collective bargaining processes, employers and the state may be invariably stewing up crisis of seismic proportions soon to hit the industrial relations system in Nigeria. Lately, there have been strikes by the Nigerian Medical Association (NMA) and health workers generally, Academic Staff Union of Universities (ASUU), Academic Staff Union of Polytechnics (ASUP), the Nigerian Union of Teachers (NUT) and others; these are clear manifestations of dissatisfaction, neglect and grievances echoing the fact that labour needs to be integrated more into the work system. Whether full-blown industrial democracy or representative industrial democracy, management and employers must begin to look at the possibility of adjusting Management Rights Clauses as a way of accommodating workers for industrial peace and harmony. After all, it is the workers who implement the policies of the organisation and generate the prosperity and abundance that keeps the organisation going.

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