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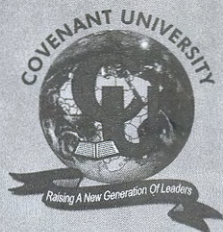
**BASTARDISATION OF THE TEMPLATES OF  
INDUSTRIAL RELATIONS PRACTICE IN NIGERIA:  
ALL ACTORS IN EMPLOYMENT RELATIONSHIPS  
ARE ACCUSATIVE AND CENSURABLE**

**OLUFEMI J. ADEYEYE**

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## **OLUFEMI J. ADEYEYE Ph.D**

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# **Bastardisation of the Templates of Industrial Relations Practice in Nigeria: All Actors in Employment Relationships are Accusative and Censurable**

## **(I) COURTESIES**

Chancellor,  
Vice-Chancellor,  
Deputy Vice-Chancellor,  
Registrar,  
Other Principal Officers of the University,  
Deans of Colleges,  
Eminent Professors,  
Invited Guests,  
My beloved Relations and Friends,  
Gentlemen and Ladies of the Press,  
The Entire Faculty, Staff and Students,  
Ladies and Gentlemen.

## **(II) AT THE BEGINNING**

*As a young boy with visible features of tallness, I heard my mother say, “Olufemi, ise oye enigun” –meaning “poverty is not in any way favourable to the stature of a tall man.”*

*With this admonition from an amicable mother, I engaged all that was lawful and humanly possible by way of hard work, to defy poverty to a reasonable extent.*

Mr. Vice-Chancellor Sir, that a little boy, son of an itinerant cloth merchant of humble income and whose mother was a petty trader, born in an obscure village called Olorunda Aganna (both parents hailed from Esa-Odo, Ilesa, Osun State), near Ota, Ogun State, would in fifty-nine years later stand before an august assembly of distinguished personalities, to deliver an inaugural lecture really attests to the unfathomable grace of the Almighty God.

I give glory to the Almighty God for this opportunity of a lifetime: the opportunity to deliver the very first inaugural lecture from the Department of Business Management in the College of

Business and Social Sciences, and the first for the Chair of Industrial Relations and Human Resource Management, at Covenant University and indeed the Sixth Inaugural Lecture of the great University, and the Fifth in the field of Industrial Relations and Human Resource Management in Nigeria.

The exercise, coming barely two years after my appointment as a Professor, is to fulfil the philosophy which views an inaugural lecture as marking the “beginning of a profoundly deep and mature scholarship and productivity” as well as another philosophy which expects the lecturer to devote attention to “the systematic exposition of selected issues on which the expertise and the discipline of the lecturer can shed some light” (Adewumi, 2009).

A few years after my graduation from the Premier University, University of Ibadan, I got myself entangled in active alumni activities. This culminated in my becoming the National Secretary of the University of Ibadan Alumni Association, a responsibility that had me stay in the University premises for the larger part of every week between 1995 and 2002. As the National Secretary, I deployed my three “Ts” – TIME, TREASURE and TALENT, to the service of the Alumni Association. Though it was not rosy all through, I am happy that I was able to give a little back to my Alma Mater. It was through that initiative and selfless service to my Alma Mater that the desire to pursue a Ph.D programme crossed my mind. I did not waste any time to make use of the golden opportunity. I pursued the programme with vigour, obtained a Doctor of Philosophy, and went steadily to the business of teaching and research.

With due modesty, I have paid the price, and today, I am not just a Doctor of Philosophy, but a professor inaugurating my professorial chair in the field of Industrial Relations and Human Resource Management. I owe this humble achievement to the Alumni Association of “Our U.I” and much more to the Almighty God.

Vice- Chancellor Sir, the import of the entire scenario elucidated so far is that selfless service or community service as it is known in the academia, or Sacrifice as one of the Core Values at Covenant University, can be very rewarding after all. Significantly, the scenario so painted, underscores the fact that ‘where a man ended up in life, is not determined by where he started’. Self-discipline, dedication and hard work, are the price for a successful career (see Adeyeye 2012).

At this juncture, Mr. Vice-Chancellor Sir, I must state clearly that the academic field of study and practice in which I have made a career and attained the ultimate position of professor will be briefly articulated.

### **(III) INTRODUCTION TO THE FIELD OF INDUSTRIAL RELATIONS AND HUMAN RESOURCE MANAGEMENT**

The evolution of the subject-matter and professional practice known as Industrial Relations is traceable to the collapse of Feudalism, the emergence of the Industrial Revolution and the growth of Capitalist Economies in the West. With that development, it was possible for the average person in bondage, either as a slave or serf, to be legally and personally free, and be responsible to himself (Otobo, 2000).

Hitherto, kings, emperors, and the clergy, some learned persons and the titled dominated the human societies. All others were slaves, serfs, peasants, warriors, or some categories of un-free persons (Ananaba, 1969; Flanders, 1974).

The teeming population of free and personally free individuals moved naturally to fend for themselves. This led to the system of wage labour (paid in money). The progression went on rapidly bringing into existence men, women and children who depended largely on their wages and salaries for survival (Fasoyin, 1980).

The fatness of the money wages that people receive from the work they do determines the choice of friends, and individual preferences for the use of their leisure time. Ultimately, work has indeed defined individuals' cultural limitations. And, of course, the totality of the importance of work in society is that it is the determinant around which human lives are ordered. Indeed, the primacy of work in society and the critical role of the production function have naturally contributed to the growth of Institutional Labour or a group of persons known as workers, that have had to interface with other actors at the work centre, such as Employer, Management, Entrepreneurs and Capital Investors as well as Government, within the wider framework of organized employment relationships (Matanmi, 2007).

Obviously, the procedure that led to the growth of the various actors and in particular that group of people who work for others in exchange for wage payment also naturally resulted in the development of a scientific approach to the study of the relations of production and the mechanism of solving the emergent problems. This academic and professional field of study is labelled Industrial relations (Matanmi, 2007; Adeyeye, 2010). Significantly, the subject-matter of Industrial Relations basically has to do with employment relationships and the manner with which the personnel that form the driving force of the Union are managed; hence the subject is sometimes referred to as Personnel Management.

Just like any field of academic discipline, industrial relations as a subject-matter, has its concepts, scope, templates or basis of practice.

## **Industrial Relations: Concepts, Approaches, Scope and Objectives**

As observed earlier, industrial relations emerged out of employment relationships. It is broader in meaning and wider in scope.

The conceptualization and scope of industrial relations is a subject of controversy. This is due mainly to the ideological and intellectual position of the various scholars of the subject matter of industrial relations. The various schools of thought have been seen to define the scope of Industrial Relations based on their conception (Adebisi, 2013). The main theoretical conceptions can be amplified using three out of many approaches as follows:

- i). The Systems Model – John T. Dunlop
- ii). The Oxford School – Allan Flanders and Hugh Clegg
- iii). The Marxist Approach

A closer look at the theoretical conceptualization will shed more light on the general character of industrial relations to the theoretical application of the impact of Industrial relations within the framework of employment relationships. (Adeyeye, 2005).

### **The Systems Model- John T. Dunlop**

The Systems Model is credited to the Professor of Labour Economics, John T. Dunlop(1958) in what has become a classic within the focus on industrial relations actors and the interface with their contextual environment (Dunlop 1958; Fajana 2000; Adebisi 2013cf)

Dunlop articulated an employment arrangement which is regarded as comprising certain actors, contexts and ideology which bind the industrial relations system together and a body of rules created to govern the actors at the workplace and work community.

Dunlop focuses on the interactions among the three main groups of actors:

- (i) a hierarchy of managers and their representatives in supervision;
- (ii) a hierarchy of non-managerial workers and their spokespersons; and
- (iii) specialised governmental agencies.

He concluded that the quality of the outcomes or rules depends largely on the nature of the contexts in the environment. To Dunlop, industrial relations, as a subject matter, is self-regulating and homeostatic.

## **The Oxford School (Allan Flanders and Hugh Clegg)**

The Oxford approach is credited to Allan Flanders and Hugh Clegg. Their focus was on the processing of conflict between the actors in employment relationships.

Flanders (1965) in his conceptualisation of Industrial Relations defines it as the study of the institutions of job regulation. His argument is based on the fact that the only aspect of business enterprise is the relations between its employees and among the employees themselves. - Ubeku (1983). According to this approach, in order to fully understand these relationships among the various actors in industrial relations, they must be placed in their legal setting. To Flanders (1965, cited in Ubeku, 1983:5):

*they are all either expressed in or arise out of controls of employment (or service), which represents in common speech-jobs. The study of Industrial relations may therefore be described as the study, of the institutions of jobs regulations.*

Also credited to the Oxford School of Allan Flanders, as represented by Ubeku (1983) is the view that “the rules of any industrial relations systems are either procedural or substantive”. That is, the rules, which govern the industrial relations system, are determined, by and large, by means of the rule-making process of collective bargaining. This has been described as a political institution involving a power relationship between employers and employees.

The Oxford School also made a distinction between what it calls internal and external job regulations, and finally, the question of whether these rules can be changed automatically by labour (employees) and their organisations without the consent of an outside authority, i.e. government or its agencies is yet to be answered (Adeogun, 1969; Agomo, 2010).

## **The Marxist Approach**

Marxists believe there are divergent interests in employment relationships. This assumption, upholds their position that conflict at work is inevitable within capitalism. Unlike institutional approaches, the Marxist School believes that conflict cannot be successfully institutionalised unless revolution gives the control of the work centre to the workers.

Articulating the Marxist approach to the relationship of actors in employment relations, Richard Hyman’s publication of 1975 constitutes a major break with the way in which industrial relations had been portrayed or understood. Hyman (1975) states that the emphasis on the institutional school on rule-making rather than the sources or causes of conflicts was a disservice to our understanding of industrial relations. According to him, the state had always been on the side of the employers of labour in capitalist societies, so as to protect the interest



of the bourgeoisie. In doing this, the workers' interests are left unprotected. He lamented that "The executive of the modern state is but a committee for managing the common affairs of the world bourgeoisie." - Adebisi (2013:3).

From the various schools of thought and theories in Industrial Relations (IRs), it is obvious that:

- (i) the Industrial Relations system is made up of Actors – e.g. employers, employees and government agencies;
- (ii) the Industrial Relations system operates within Contexts – i.e. technological context, market or budgetary constraints, and locus and distribution of power;
- (iii) employment relationship is governed by some agreed and established rules;
- (iv) there is a set of ideas and beliefs held by the parties and the ideology is to help to bind or integrate the system together as an entity;
- (v) peace and harmony are necessary in IRs for the employment relationship to endure;
- (vi) conflicts are inevitable in employment relationship;
- (vii) there are the mechanisms for handling conflicts between employers and employees in case conflicts arise;
- (viii) there is the need for the promotion and development of healthy labour management relations for employment relationship to endure; and
- (ix) the development and growth of industrial democracy can mitigate conflicts at the work centre.

Mr. Vice-Chancellor, I have discussed the issue of similarities and differences in the types of theories that have been used to analyse industrial relations practices. I would conclude this particular section of the lecture by saying that theories are useful in all industrial settings. However, observers and practitioners of the theories, particularly in Nigeria with environmental and cultural peculiarities, should be cautious in applying the theories. In fact, the systems theory that has continued to enjoy widespread adoption among scholars and researchers in all settings, seems to be facing a formidable challenge from neo-unitary and classical management perspectives. This underscores the fact that no single theory is capable of addressing all the emergent issues in IRs.

#### **(IV) PRACTICE OF INDUSTRIAL RELATIONS IN NIGERIA BEFORE AND AFTER INDEPENDENCE**

Much of what became known as the industrial relations system in Nigeria was derived from our colonial heritage which was the British Laissez-faire attitude to the practice of industrial relations.

The principle of laissez-faire had been fully established as the intellectual substructure of all economic activities. The basic principle of laissez-faire and the Anglo-Saxon model of industrial relations is that workers and their employers are in the best position to deal with situational

factors at work, especially the issue of conflicts arising from employment relationships. The state was merely an umpire in disputes settlement, having established the necessary legal frameworks upon which voluntary negotiation or collective bargaining is based. The state does not intervene directly in any dispute settlement procedure involving the parties- labour and employers. For instance, the right of labour to strike is recognised under this model of industrial relations (Adeyeye, 2006)

The model was eventually abandoned by the British for a number of reasons. First, the number of wage earners in Nigeria increased, as increasing number of Nigerians had become paid employees. Second, the introduction of western education increased the level of awareness or consciousness as far as human rights are concerned. Third, the activities of early nationalistic war veterans, educated elites raised the tempo of agitation for labour and democratic reforms. Apparently, the colonial administration was not comfortable with these demands. This forced them to abandon voluntarism for interventionism. The Aba Women Riots of 1929 and the coal miners' strike at Enugu in the 1940s, that were brutally suppressed, are classic historical flashpoints in the legendary quest by Nigerian workers for fair and humane conditions of works or service (Ananaba, 1969; Fashoyin, 1980; Otobo, 2000; Fajana, 2000; and Adebisi, 2013).

### **1960-1966**

In 1960, Nigeria became independent. Dr. Nnamdi Azikiwe and Alhaji Abubakar Tafawa Balewa became President and Prime Minister respectively. Some political crises arose in the West and Middle Belt of Nigeria which led to the invitation of the military by Balewa's government before the crises were resolved. By 1966, Balewa's policy of inviting the military to deal with civil unrest backfired and two military coups occurred within a short period of six months (January and July 1966) (Adeyeye, 2005).

### **Military Era and the Reforms in IRs**

The military took over in 1966 and remained in power till 1979 in the first instance.

During this period, the nation went through a civil war. The Constitution was suspended and the nation was ruled by decrees. Many radical reforms that changed the socio-economic and political atmospheres of the country were introduced. The Nigerian industrial relations latitude was greatly affected; as a number of labour laws, decrees and regulations, which were put in place by the military authorities were not in the best interest of the stakeholders, particularly, the employees (Adeyeye, 2005).

Some of these radical changes included grouping and regrouping of labour unions, and promulgation of labour laws, prescriptions and proscriptions of labour unions, arrest and detention of labour leaders and of course wage reforms, which led to increase in the minimum wage, particularly from the regime of General Yakubu Gowon in 1975 (Udoji Award) to that of General Abdulsalam Abubakar in 1999 (Adebisi, 2013).

## **(V) INDUSTRIAL RELATIONS IN NIGERIA TODAY**

Practically all major works by Nigerian scholars on IRs adopted the systems model to a larger extent. Today, we speak of hierarchy of managers, those of workers' representatives and agencies of the states, interfacing within the framework of employment relationships.

We speak of statutory regulations, which govern collective bargaining. In practice, the Nigerian industrial relations system is a hybrid of several systems – a combination of both voluntarism and state intervention – but to a great extent it is a product of Nigeria's history and development. Colonialism, military rule, civil and inter-ethnic conflicts all combine in changing the industrial relations template from voluntarism to interventionism. The hybrid nature of IRs practice of today was observed by Ubeku (1983) as being more production-oriented and more integrative in approach. Like the systems approach, IRs practice in Nigeria recognises the two main actors – employer and employee, the state and its Agencies and the Informal Institution. It acknowledges the inevitability of conflicts and provides a platform for resolving disputes among actors accordingly. Industrial conflicts in Nigeria today can be resolved in two ways, namely: voluntary procedure and statutory procedure.

### **Voluntary Procedure**

The principle of voluntarism: This principle has been generally accepted in Nigeria as an established procedure for dispute settlement, and this is usually encouraged before any recourse to statutory procedures for the settlement of trade disputes. The main objective of this approach is to ensure that voluntary collective bargaining process between the parties leads to the resolution of any dispute among the parties.

### **Statutory Procedure**

This procedure as contained in the Trade Disputes Act of 1976 is the external machineries for resolving disputes among parties in IRs. The statutory procedures for disputes settlement occur when there is a deadlock at voluntary procedures. The procedures, as contained in the Trade Disputes Act of 1976, involve four stages viz:

1. Conciliation
2. Arbitration
3. Inquiry
4. The National Industrial Court

The practice of industrial relations in Nigeria lies in the Anglo-Saxon Model as stated earlier. The practice also drew inspirations from other systems of industrial relations, especially the Germanic (i.e. co-determination system), Soviet, Australian and the American systems, all of which have created a hybrid of the Nigerian system of industrial relations.

## **(VI) HUMAN RESOURCE MANAGEMENT**

Having spoken so much on the management of people at work, it becomes necessary to shed light on the relationships between the field of Industrial Relations and Personnel Management, as well as the relatively new approach to the management of people at work, known as 'Human Resource Management' (HRM).

The two approaches are very much inter-related as they have deep cross-cutting threads of thought running through them. While Industrial relations as an academic discipline is thematically composed of three sub-parts, viz. employee relations, labour economics, and traditional personnel management, all of which are engaged to protect sectional interests of those in the workplace, human resource management, (both conceptually and contextually) is to develop policies and practices that serve the organization as well as the people, particularly, the workers, in employment relationships. Significantly, industrial relations and personnel management or human resource management are inseparable, but are multidisciplinary fields of studies that draw upon the knowledge of the allied disciplines of Economics (both classical and neoclassical), Sociology, Political Science, Management, Law, Psychology, and Occupational Medicine, among others. This is because the average employment relationship often manifests distinctive dimensions that have economic, legal, political, socio-cultural, psychological, organizational and sometimes, even medical connotations (Matanmi, 2007).

In practical terms, HRM is "a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic development of a highly committed and capable workforce using an integrated array of cultural, structural and personal techniques" (Storey, 2001).

Ladies and gentlemen, when you hear of Human Resource Management, Labour Relations and Personnel Management in many circles, the first thing that comes to mind is the image of efficient managers, busily going about their work. However, Human Resource Management goes beyond the manager's efficiency.

Conceptualising HRM will therefore lead us to two different definitions. The first definition of HRM is that it is the process of managing people in organizations in a structured and thorough manner. This covers the fields of staffing (hiring people), retention of people, training, pay and perks setting and management, performance management, change management and taking care of the retirement of people from organisations. This is the traditional definition of HRM which tempted some experts to define it as a modern version of the Personnel Management function.

The second definition of HRM encompasses the management of people in organizations from a macro perspective, i.e. managing people in the form of a collective relationship between

management and employees. This approach focuses on the objectives and outcomes of the HRM function. What this means is that the HR function in contemporary organizations is concerned with the notions of people enabling, people development and a focus on making the “employment relationships” fulfilling for both the employer and employee.

The two definitions emphasize the difference between the traditional latitude of Personnel Management which is “workforce-centred” and operational in focus, whereas Human Resource Management is “resource-centred”. The key difference is that HRM is about fulfilling management objectives of providing and deploying people and a greater emphasis is on planning, monitoring and control. (Wendy, 2007; Adeyeye, 2012; Cascio, 2013).

HRM can be described as a radical approach that is linked to strategy and which views the employees as assets that need to be actively managed as part of the long-term interests of the organization. Whereas the personnel manager can be viewed as a specialist in staffing, human resource management is described as the responsibility of all managers, particularly senior managers, and as such it is proactive rather than reactive (Edward, 1999; Wendy, 2007).

Using an “ideal type” of organization, Storey (1992) identified a model to distinguish HRM from personnel and industrial relations practices. He identifies four categories in which his 27 point differences fit, namely: beliefs and assumptions, strategic concepts, line management, and key levers. The four categories are viewed in relation to the functions of human resource such as resourcing, pay, training and development.

**Table 1: Differences between IRs/PM and HRM**

<b>Dimension</b>	<b>Personnel/IR</b>	<b>HRM</b>
<b>Beliefs and assumptions</b>		
1 Contract	Careful delineation of written contracts	Aim to go 'beyond contract'
2 Rules	Importance of devising clear rules/mutuality	'Can-do' outlook; Impatience with 'rule'
3 Guide to management action	Procedures	'Business need'
4 Behaviour referent	Norms/custom and practice	Values/mission
5 Managerial task vis-à-vis labour	Monitoring	Nurturing
6 Nature of relations	Pluralist	Unitarist
7 Conflict	Institutionalised	De-emphasised
<b>Strategic aspects</b>		
8 key relations	Labour management	Customer
9 Initiatives	Piecemeal	Integrated
10 Corporate plan	Marginal to	Central to
11 Speed of decision	Slow	Fast
<b>Line management</b>		
12 Management role	Transactional	Transformational leadership
13 Key managers	Personnel/IR specialists	General/business/line managers
14 Communication	Indirect	Direct
15 Standardisation	High (for example, 'parity an issue)	Low (for example, 'parity' not an issue)
16 Prized management skills	Negotiation	Facilitation
<b>Key levers</b>		
17 Selection	Separate, marginal task	Integrated, key task.
18 Pay	Job evaluation (fixed grades)	Performance related
19 Conditions	Separately negotiated	Harmonisation
20 Labour management	Collective bargaining contracts	Towards individual contracts
21 Thrust of relations with stewards	Regularised through facilities and training	Marginalised (with exception of some bargaining for change models)
22 Job categories and grades	Many	Few
23 Communication	Restricted flow	Increased flow
24 Job design	Division of labour	Teamwork
25 Conflict handling	Reach temporary truces	Manage climate and culture
26 Training and development	Controlled access to courses	Learning companies
27 Foci of attention for interventions	Personnel procedures	Wide-ranging cultural, structural and personnel strategies.

Source: Storey (1992)- Development in the Management of Human Resources- Reproduced by Wendy (2007).

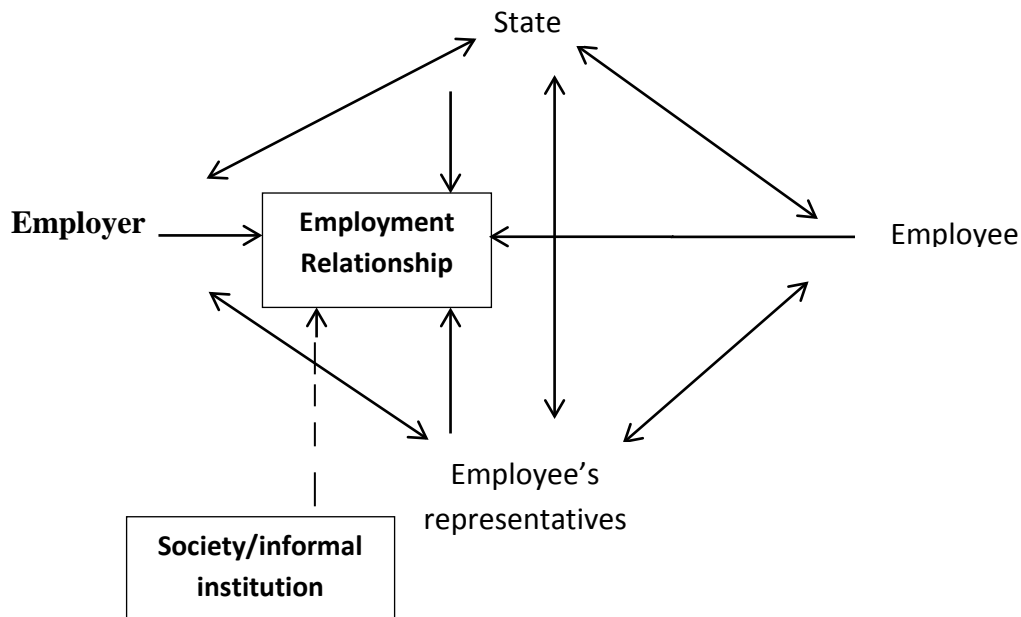
In theory, Industrial Relations and Human Resource Management, either in contents or contexts, do not give undue advantage to any player within the framework of employment relationships to bastardise, debase or short-change the other. The phenomena that led to the bastardization of the templates of Industrial relations practice in Nigeria is to be blamed on the various actors in employment relationships.

**(VII) PARTIES IN EMPLOYMENT RELATIONSHIPS IN NIGERIA**

Employment relationship is the relationship between labour and management or workers and their managers or between employees and their employers. Since governments all over the world often tended to play visible and critical roles as employers or regulators within the frame work of employment relationships, by way of making employment policies and legislations, employment relationships also naturally involve governments and the state (Adeyeye, 2005, 2012; Aina, 2012).

The Nigerian work centre is such that accommodates elements (traditional rulers, religious and opinion leaders) within the external environment; it would not be out of place to regard the society as a PSEUDO actor in employment relationships. This makes the society the fourth actor in employment relationships.

**Figure 1: Model of Parties in Employment Relationships**



Source: Modified from Paul Edwards' Model of Employment Relationships (2016).

The two major actors (Employer and Employee) have direct relationship with one another. This relationship is usually influenced by other key institutions in industrial relations such as the trade union and the state.

Employment relationships are a business platform with different categories of interest groups willing to achieve a set of goals and objectives. In practical terms, objectives of employment relationships, involves three things, namely: satisfactory conditions of service, profitability and peace and harmony. The three main interests are critical to the existence of labour, management and the state respectively.

The desire for good conditions of service on the part of labour is sacrosanct. Unions engage with employees through efforts to organize them and through mobilization to demand a fair share of the “cake” and for involvement in decision making within employment relationships. They engage with employers by taking part in collective bargaining. They may also engage with the state, for example, in making demands for legislations that address the welfare of their members.

The desire for performance is important to the employer of labour. Matanmi (2007) articulated the concept of ‘efficiency’ as it is applicable within the context of employment relationships and often at the critical centre of managerial philosophy as well as an employer’s permanent desire to maximize profit, increase productivity, obtain superior market performance and competitiveness.

On the other hand, the state influences the employment relationship directly through laws on wages (e.g. minimum wages), working conditions (e.g. on hours of work) and many other issues, and through laws as the employer of public sector workers in particular and regulator of all that happens in employment relationships, be it public or private.

At this juncture, Mr. Vice-Chancellor, eminent guests, ladies and gentlemen, permit me to give an account of my contributions to research and scholarship in the field of industrial relations and human resource management.

## **(VIII) MY HUMBLE CONTRIBUTIONS TO SCHOLARSHIP IN IRs AND HRM**

### **Research and Scholarship**

Academic tutelage through many teachers, scholars, mentors and leaders from the lowest to the highest level of educational development, has been directly instrumental to my contributions to local, national, and international research and scholarship in the field of industrial education, industrial conflicts, labour market analysis, labour education, collective bargaining, employee relations, human resource management, management theories and development.

While the studies can be accessed, particularly online, an attempt is made in this lecture to showcase my contributions to human capital development, using the informal education and



training as the focus. I hope this will satisfy people's curiosity in relation to my efforts in scholarship.

Consequently, the synopsis of the study titled "Effects of Apprenticeship System on Skill Development of Employees in Industry, Lagos, Nigeria", *British Journal of Economic, Finance and Management Sciences*, Volume 10 issue, 2, 2015 – is hereby presented:

The paper examined the contributions of the apprenticeship system to skill development in the informal sector of the Nigerian economy. The results obtained from the study showed a significant relationship between the observed variables and the dependent and independent constructs of the study. Also, the results from the survey indicated that the apprenticeship system had positive significant impacts on employees' skill development in the informal sector and in particular in the printing industry. The study therefore suggested that training tools, on-the-job training, level of education, mentor-mentee relationships and observability even received through informal education, had significant effects on employees' skill acquisition and development. – Adeyeye (2008).

The research further validates my earlier work on the National Directorate of Employment, vis-à-vis the relationship between informal education and job creation. The study on NDE reveals that youth can be gainfully empowered and engaged through the apprenticeship scheme. Through the NDE programme of the National Open Apprenticeship Scheme (NOAS), thousands of Nigerian young school leavers did not only secure paid employments in the informal sector, a great number of them became employers of labour through the skills acquired from NOAS. – Adeyeye (2007).

The results of my research also supported in some ways the findings of Omole and Yusuf (1995) on their study on the apprenticeship system within Ibadan metropolis. As observed by Omole and Yusuf (1995:7), "Parents and Guardians who could not afford to sponsor their Wards beyond Primary and Secondary School levels, found solace in apprenticeship system, to avoid building a team of area boys."

Significantly, the various precious studies on the apprenticeship scheme focused on the traditional mode of knowledge dissemination: the strategy through which apprentices learn by observation, that is, by sitting next to 'Nelly'. My studies on the apprenticeship scheme, employs, both the theory and practice of pedagogy as a strategy for knowledge dissemination.

Based on the above findings, it was suggested that governments, policy makers on job creation and youth empowerment, non-governmental organizations, parents and guardians, should take advantage of the scheme to address the issue of unemployment in Nigeria, the reason being that the programme is affordable and accessible to people of humble background. It guarantees job security and is capable of engaging the teeming population of unemployed young school leavers in various forms of trades and skills within the informal sector of the economy. The programme, though, does not recruit young men and ladies below the age of

twelve (12) years, and education and marital statuses do not debar prospective apprentices from taking advantage of the training exercise as provided by the scheme.

### **Contributions of the Studies to Knowledge**

The studies, (Adeyeye 2007 and 2015) had contributed to the development of informal education and the impact of the apprenticeship scheme on job creation within the informal sector of the Nigerian economy. The studies on the apprenticeship scheme also helped to validate the earlier work on the traditional apprenticeship scheme carried out in Ibadan by Omole and Yusuf (1995).

The studies have become a point of reference for governments and policy makers willing to address unemployment problems in the informal sector of the Nigerian Economy.

The situation in Nigeria today makes the studies of apprenticeship scheme even more relevant than when they were conducted ab initio.

## **My Efforts at the National Level**

My major concern when I became Professor was on the depreciating value of our system in Nigeria today. And to redress the anomaly, an advocacy was made by me in favour of ethical and value reorientation of the Nigerian populace towards a positive attitude to life.

In line with the said mission, a group of twenty-three erudite scholars, was put in place to review the Nigerian project for the necessary transformational agenda of the immediate past Federal Government, using the publication titled “President’s Diary: Nigeria’s Ethical Revolution”, as a reference point. The President’s Diary, edited by Akinpelu and Adeyeye (2014), drew the Government’s attention to those areas of our life as a nation that needed ethical and value reorientation.

The book, which was several pages long, rigorously addressed research problems and challenges of the nation and proceeded with practical workable recommendations. The recommendations, if honestly and sincerely implemented, would go a long way in resolving Nigeria’s problems, particularly the hydra-headed enigma ‘corruption’, which has negatively affected every sphere of our social, political and more importantly, economic life. (For details, access the book “President’s Diary: Nigeria’s Ethical Revolution”, (edited by Akinpelu B. and Adeyeye O. 2014), <http://eprints.covenantuniversity.edu.ng>)

## **My Efforts Towards the Development of the Field of Industrial Relations and Human Resource Management in Nigeria and University System in General**

The Vice-Chancellor Sir, aside from a few years of teaching experience acquired before university education, I started my career in the academia from the Lagos State University (LASU), Ojo, Lagos State, Nigeria. Since I was employed as Lecturer One, I had worked, am still working and will continue to work till I retire in the company of colleagues and other academics, in the field of industrial relations and human resource management in active participation in capacity building for training delivery within and outside the university system, God helping me.

With due modesty, all the Postgraduate Programmes, namely, Postgraduate Diploma in HRIR, Academic Master’s in HRIR and Professional Master’s in HRIR at the Lagos State University, were developed, introduced and established during my headship of the Department of Industrial Relations and Personnel Management, Faculty of Management Sciences of the University. The Products of the Programmes have continued to man top management positions in national and international organizations throughout the world.

More importantly, I have also directly contributed to the development of pedagogy, and knowledge dissemination, in industrial relations and human resource management, through

teaching and research in the following areas of specialization, across the pre-degree, undergraduate and post-graduate programmes at LASU as well as in Covenant University.

These areas of specialization are: Labour Management and Industrial Relations, Management Theories, Strategic Human Resource Management and Employee Relations, to mention just a few.

In addition to hundreds of undergraduates' projects, I have supervised scores of Ph.D theses. The first of those theses, was that of Dr. Adeniji, Anthonia Adenike, who is currently my Head of Unit. Distinguished guests, who says "teachers' reward is in heaven"? With Nike and many others, particularly the young man, Dr. Olumuyiwa Oludayo, the Director, African Leadership and Development Centre, who read my citation a few minutes ago, I think I have started reaping my own reward here on earth. I pray I reap it for many more years. Amen.

I have been involved and am still being engaged in different spheres of management programmes for the promotion of professionalism and the practical application of the knowledge of human resource management and industrial relations. I am at the moment, the Director of Publicity, the Nigerian Industrial Relations Association (NIRA), a Society which serves as a forum for disseminating and educating IRs theoreticians and practitioners with current issues in the world of work. I was the Academic Head of Agege Campus of the Lagos State University, Ojo, Lagos, for many years. Along with other academics, I developed and wrote the curriculum in respect of the Pre-degree Programme for LASU, to mention just a few of my contributions towards the development of the subject matter of IRs and HRM and the University system in general.

## **(IX) TEMPLATES OF INDUSTRIAL RELATIONS PRACTICE AND BASTARDISATION**

The templates of industrial relations practice are rules (written or unwritten), laws, and labour policies by means of which employment relationships are governed and guided. Also, the template of industrial relations practice is a product of all that allows for the functionality of all the actors in employment relationships.

The rules are generated through five (5) main sources, namely:

1. Constitution
2. Legislation
3. Work rules in the Enterprise
4. Collective bargaining
5. Past practice or custom (Agomo, 2010)

Actors in industrial relations are expected to comply with the rules for employment relationships to endure and be free of bastardisation. The industrial relations practice is bastardised when the actions and activities of the actors run foul of the rules guiding the relationships. Rules prescribe

the ethics and code of conduct in many human organizations. Employers can behave unethically and without regard to the code of conduct of a particular enterprise as can the employees and the agencies of the state. In other words, every actor in employment relationships had been found guilty of non-compliance with the rules of the game at one time or another. Hence, all actors in employment relationships can be accused of bastardisation in industrial relations (See the analysis as shown below to justify the findings and position of the author).

## Templates and Bastardisation of IRs Practice in Nigeria and Author's Remarks

**Table 2: Justice and Safety at Work and Bastardisation of IRs Practice in Nigeria**

S/N	Template (Rules and Labour Policy)	Bastardisation (non-compliance and unruly behaviour)	Author's Remark on accusativeness and censurability of the Actors.
1.	<p>Factories Act. The Act was to give attention to workers' safety at work. Enacted in 1958 and amended in 1987.</p> <p>Workmen's Compensation Act (1942). The Act provided for payment of compensation to persons who got incapacitated as a result of injury suffered at work. The Act was amended in 2004 to enhance payments in respect of injured workers, to expand its coverage and require employers to take insurance cover for their members.</p> <p>The Act was amended in 2010.</p> <p>In summary, the Act speaks of compensation to Employees in case of injury suffered at work, and in case of death, the deceased are expected to be compensated.</p>	<p>Despite the Acts, an employee by name Alexandria Ossai, was brutalised by her foreign employer.</p> <p>She was reportedly beaten over an offence that should routinely attract a query.</p> <p>It is shocking to note that Mrs. Ossai was six months pregnant at the time of her assault. It was reported that the woman eventually lost her pregnancy.</p> <p>Ossai's case obviously symbolizes the predicament of Nigerian workers in many foreign organizations operating in Nigeria.(See the January edition of <i>The Punch Newspaper</i>, Thursday, January 2, 2014).</p> <p>Apparently, this disdainful treatment of Nigerian workers is a reflection of how our leaders treat us. Admittedly, some Nigerian employers are worse than the foreign investors that are operating within the Nigerian labour market.</p>	<p>Employer /Government Agencies are accusative and censurable.</p>

*Source: Author's Compilation 2016.*



**Table 4: Rights and Duties of Parties and Bastardisation of IRs Practice in Nigeria**

S/N	Template (Rules and Labour Policy)	Bastardisation (non-compliance and unruly behaviour)	Author's Remark
4.	<p>Aside from the constitution of the Federal of Nigeria, workers' manuals specify "dos and donts" in employment relationships.</p> <p>Labour contract and work rule in enterprise, also specify rights and duties of parties in employment :</p> <p>(a) Duty to render faithful service</p> <p>(b) Provision of salary or wages are the basic conditions for employee/employer relationship.</p>	<ul style="list-style-type: none"> <li>• Despite the fact that employees are expected by contract of employment to render faithful service to her employer, the case of the Police and Railway Corporation pension scams are examples of open manifestation of the acts of bastardisation by Nigerian workers.</li> <li>• Pension funds were misappropriated by officials of the State (pen-robbers) whose responsibilities, were to safeguard the pensioners' economic future (Adeyeye, 2014).</li> <li>• Unfortunately, when these unpatriotic Nigerians are caught in bastardisation, the society which is supposed to rebuke the perpetrators, worship and "honour" them for stealing several billions of naira and for looting the treasury. It is worrisome that for the past ten (10) months of Buhari's administration, efforts have been on how to recover the large sums of money looted by our so called leaders and senior employees of the government.</li> <li>• Today anyone who is in a position to enrich himself through corruption but decided not to do so, is derided and jeered at by relations and friends. Thus, people in authority see their positions as avenues for self-enrichment (Adeyeye, 2014).</li> </ul>	<p>Individual Employee, State and Society, all are censurable.</p>

*Source: Author's Compilation 2016.*



**Table 5: Duties of Parties and Bastardisation**

S/N	Template (Rules and Labour Policy)	Bastardisation (non-compliance and unruly behaviour)	Author's Remark
1.	The primary duties of an employer of labour are the provision of work and that of payment of salaries and wages for work done by employee.	The issue of salaries and wages are very dear to the hearts of workers. However, nearly all the state governments are owing workers several months' salaries and wages. What a pity! Adeyeye (2014)	The state. Many state governments of the federation are to be accused and censured.

*Source: Author's Compilation 2016.*

We can go on and on to mirror the various actors in employment relationships vis-à-vis the bastardisation of the templates of IRs in Nigeria.

**(X) CONSEQUENCES OF BASTARDISATION OF THE TEMPLATES OF IRs PRACTICE**

Distinguished guests, ladies and gentlemen, a lot of havoc has been done by the various actors in employment relationships to one another to the development and progress of this nation. Unruly behaviour coming from the stakeholders in employment relationship has affected the psychology and the moral upbringing of the Nigerians, particularly, the youth.

Analysing the consequences of bastardisation, a Government Official who accepts "kickbacks" or gratification while performing his duties, benefits directly from his activity to the detriment of national development. When a Minister, bastardising the power of his office, awards a contract to an incompetent Construction Company after collecting more than fifty percent of the total value of the contract as bribe, he has therefore denied the most competent Company the opportunity to execute the contract and robbed the nation, your children and mine, the necessary advancement, development and essential necessities and dividends of democracy.

Bastardisation in employment relationship is not limited to senior government officials, a messenger that asks for "family support" from someone before moving a particular file from point 'A' to point 'B', a Lecturer, who insists on having amorous relationship with his/her students, before doing his or her job, a Police Officer extorting money from road users, a business man or woman who deliberately supplies poor quality products in order to maximize profit, is an enemy of the nation. All these people have debased their positions and are guilty of bastardisation of the templates of IRs practice in Nigeria (Adeyeye, 2014).

## **(XI) MY RECOMMENDATIONS**

### **FOR THE ACTORS TO BE DISCHARGED AND ACQUITTED OF THE ACCUSATION OF BASTARDIZATION OF THE TEMPLATES OF IRs PRACTICE**

Vice-Chancellor, Sir, having captured the rate of bastardisation of the templates of industrial relations practice by the actors in IRs and the damaging consequences of their attitude on the nation, government, employers, workers, and society can however be exonerated, discharged and acquitted of the said charges by taking a number of actions. This I would advance in relation to the following actors:

#### **Government/Its Agencies:**

- The Government, who is the major employer of labour, should be faithful to its statutory role of an impartial arbiter who should not meddle unnecessarily in the dispute resolution procedures and if it must, should endeavour to demonstrate more sincerity in collective bargaining procedures.
- The usual attempt by government to repudiate agreements it reached voluntarily with labour unions and employers association does not uphold the principle of collective bargaining procedures, which are legally backed up by the Public Service Negotiation Council Act of 1974 and its amendments.
- The extant labour laws from the factories act and Trade Disputes Act to the Employee's Compensation Act should be reviewed and be applied in sanctioning erring employers and employees.
- Also, government policy of "no-work-no-pay" should be engaged to discourage strike actions that fail to follow due process in line with Section 24 of the Trade Union (Amendment) Act 2005.
- Corporate governance must be respected to discourage impunity on the part of its officials particularly the very senior ones. Good corporate governance is considered a catalyst to ethical standards and holds the key to the achievement of sustainable national development. Accountability, transparency, and honesty are the bedrock of corporate governance (Ige, 2012). The Ministry of Labour must not relent in its oversight functions of ensuring compliance to the rules and regulations that govern IRs practice in Nigeria.

#### **Employer/Management:**

- Employers of labour must ensure that a conducive atmosphere is provided for all. Stakeholders can only enjoy maximum benefit of the relationship if and only when "the cake" is baked under the atmosphere that is devoid of stress, noise pollution, coercion and harassment.

- While employers of labour must ensure that salaries and wages are paid to workers for work done without excuses, employees' safety must be held in high esteem.

### **Employee/Trade Union:**

- Employees, individually and collectively, must ensure that duties and responsibilities to their employers are carried out faithfully and with reasonable commitments.
- Employees must be willing and committed to earn their incomes. The syndrome "little work, fat wages" should be discarded.
- Labour must adhere to the oath of secrecy by keeping secrets secret. Official or classified information should be regarded as being sacrosanct.
- An employee must be an asset not a liability to his/her employer. He/she must be resourceful.
- He must limit personal discussions to times clearly outside office hours and avoid private practice of any kind.
- He must not hesitate to "blow the whistle". Whistle blowing means the disclosure by employees of illegal, immoral and illegitimate practices under the control of their employers, to persons or organizations (such as Economic and Financial Crime Commission) that may be able to do something about it (Adeyeye, 2014).
- More importantly, all those acts of inhumanity to men and women at work, should enjoy the attention of the Nigerian Labour and Trade Unions (NLC, TUC, NECA, MAN, NACCIMA, etc.) and that of the security agencies and human rights organizations in Nigeria. The murderers of Ossai's unborn baby should not be allowed to escape the wrath of the law. Trade Union organizations and well-meaning Nigerians should demand justice on behalf of Nigerian workers. This would serve as a deterrent to other foreign nationals and their local counterparts engaging in commercial activities in Nigeria with little or no regard for the templates of industrial relations practice and international best practices.

### **Society:**

- For the society to be exonerated of bastardisation, there is the need for moral and value reorientation. The society can take a cue from Covenant University's Core Values of **Spirituality** and **Integrity**. Spirituality has to do with the fear of God. A God fearing leader would not bastardise his office by looting what belongs to all. Integrity, which has become a rare commodity in this country today, means honesty, probity, straightforwardness, accountability, transparency and uprightness. In this particular regard, this country has almost become a vast desert with very few oases (Ige, 2011). At

Covenant University, we are committed to raising a new generation of leaders, but leaders who have the fear of God and place high premium on integrity.

- The society should assist the government in its current efforts to cleanse the Nigeria project of its impunity and dishonour those “pen robbers” who had earlier been honoured, if it must be exonerated of bastardisation of the templates of IRs practice in Nigeria.

Mr. Vice-Chancellor, ladies and gentlemen, employers, employees, agencies of the state and the institutions of labour are expected to uphold the rules and policies of the state, as they are instituted in the interest of the actors in employment relationships. They must, as a matter of necessity, encourage one another through various means to act in accordance with the rules and the ethical principles setting up the employment relationships. Doing so, the various actors in employment relationships would not only be discharged but be seen to have been discharged and acquitted of charges of bastardisation of the templates of industrial relations practice in Nigeria.

## **(XII) ACKNOWLEDGEMENTS**

Mr. Vice-Chancellor, Sir, distinguished ladies and gentlemen, my much more difficult task now is to express gratitude to all those who have contributed in one way or the other to my transformation from a village boy, a teacher, a community leader, a lecturer and a professor. Those people simply are too many to go with this list. At the risk of offending many, I will only attempt to mention a few who, I hope, others will see as representing them.

My gratitude goes to God Almighty, by whose grace and mercy I am who I am today. May honour, glory, adoration, dominion, majesty and power be ascribed unto His holy name, Amen.

I thank the Chancellor of this great University, Dr. David O. Oyedepo, who provided the platform upon which the lecture is delivered. May his shadow never grow less. Amen.

I wish to express my sincere appreciation to the Vice-Chancellor, and the Management team for their commitment in driving Vision 10:2022, a Prophetic Verdict.

I thank my parents, Chief Cornelius Adeyeye and Mrs. Deborah Aina Adeyeye (both deceased) for bringing me up the way they did. And special thanks go to my mother for her inspirational advice. I wonder if I would have been able to defy poverty if not for her advice.

I like to appreciate my sisters -Mrs. Olaide Agbeke Adebayo (deceased) and Chief Mrs. Felicia Ajike Awoniyi, for playing a major role in my decision to further my education beyond Primary Six School Leaving Certificate.

I thank my teachers and mentors at all levels of my education, particularly, Chief Moses Adebisi Awoniyi, who wears multiple caps- my teacher, mentor, uncle, in-law and ultimately, my father. I thank him for sharpening my writing skills. I also wish to thank Chief Ephraim Layode, my principal, for giving me hope when I thought there was none. I do not know where he is at the moment. May God bless him wherever he is. I appreciate my supervisors, Professors Oladepo Akintayo, and Dafe Otobo for their support – academic, moral and emotional. Many thanks to Professors Ayo Hammed and Idowu Akintayo, Dr. Kehinde Kester and Dr. (Mrs) Bisi Oladeji for encouraging me to start and complete my Ph.D programme within record time.

Equally significant in my life are six friends. They are Professors Banji Fajonyomi, the immediate past Dean, FMS, LASU, Biodun Akinpelu, Dr. Jacob Fatile, Mr. Adebola Tugbobo, Mr Akin Lewis, the current Registrar of Lagos State University and Miss Adetoun Adeneye my effective and efficient Secretary. They made my tenure as the Head of Department of Industrial Relations and Personnel Management in LASU not only fruitful through their cooperation, they made my sojourn in LASU very pleasant and eventful. But for Professor Bashir Babatunde Oderinde, I would not have been a staff of LASU. May the good Lord continue to prosper all your endeavours.

I thank my fellow alumni from the University of Ibadan, the wonderful men and women of the Alumni Association at the local and national levels, where I served as the National Secretary for many years. May we share together many more years of good health and prosperity in the land of the living.

I am grateful to my brothers and sisters, and their children for the love we have shared for so many years.

The Taiwos from my root, Olorunda Aganna, have always been there for me. They are like my blood relations. I thank them very sincerely.

I appreciate the love, warmth and affection that my in-laws, particularly, the Sholabis and Oyedejis have always lavished on me. I thank them all.

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I appreciate the Ijesa Society, the Young Men Christian Association, International Association of Lions Clubs, the Board and Management of Ultimate Microfinance Bank, Staff and Students of the Lagos State University, my friends from the Universities of Lagos, Osun and Ekiti; friends from Anglican Church, Esa Odo Development Movement, my Colleagues in the College of

Business and Social Studies- Prof. Francis Iyioha, Dr. Worlu, my HOD, Dr. Adenike Adeniji, Dr. Olumuyiwa Oludayo, Registrar Emeritus, all Faculty and Staff of Covenant University.

All my Children are here today. Olufunmilola, Oluwakemi and Akinola Ogunoiki, Ayodele and Abisola. They have shown love, care and understanding to their father. I simply thank God for your lives.

The last but certainly not the least, is my better half, Olaide Adufe Adeyeye (nee Oyedeji). I do not know what life would have been like for me without her. I simply do not want to imagine it. "Whoso findeth a wife, findeth a good thing, and obtaineth favour of the LORD". (Prov. 18:22KJV). With Laide, I make bold to say, I have found the Divine favour of the Almighty God.

Distinguished ladies and gentlemen, I have found favour and enjoyed the goodwill of all I have come across in life. God has been merciful to me, and I wish to express my joy with a song of praise, thus:

*"What shall I say unto the Lord;  
All I have to say, is thank You Lord.  
Thank You Lord (2x)  
All I have to say, is thank You Lord."*

Thank you and God bless you all.

**Prof. ADEYEYE, Jonathan Olufemi**

Professor of Industrial Relations and Human Resource Management

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