RE-ARTICULATING THE DIMENSIONS OF INDUSTRIAL RELATIONS FOR EFFICIENT MEMBERSHIP UNION

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Abstract
The doctrine of collective bargaining, interventionism and voluntarism is no same as the dimensions of industrial relations. The model with the latter is premised on the principles of equity; efficiency; voice and social dialogue. The paper then attempts to remind membership union of the need to return in the drawing board; arguing that the polarity that sometimes tears member unions apart, especially as seen in the case of 2016 strike was as a result of the loss of this spirit. It then follows that there is the necessity to re-articulate these dimensions again for efficient membership union. The methodology of the research then is that of quantitative as this would enable the scholar to contend his case home.

Keywords: dimensions of industrial relations, the doctrine of collective bargaining; interventionism and voluntarism.

A. Introduction
Industrial harmony evolved as a result of labour conflict in the classical era. This period spanned between 1870 to 1920. Kaufman (2004). Common among workers of the day was the doctrine of predominance; the free trade economists and the says-law. It then follows that contentions about the harsh labour management system could not let men be. Today, this has continued to trigger debates among scholars thereby paving way for such doctrines as the doctrine of collective bargaining, Interventionism and voluntarism But then, it is never to be forgotten that in the beginning of local industrializations, demands among workers were only expressed. There were no such things as trade unions with a harmonized system that could negotiate on the basis of legislative protection over the rights and interests of workers. Egeonu, (2015).

The issue here was that the state would argue that the industrial market was based on free: unsolicited conteract, that would nevertheless require the intervention of the state. Here the state would go again, that negotiations between employers and their workers should not involve a third party. Consequently then, workers were denied the room to form trade union which would be empowered with the rights to protect their interests and collective, decisions. This probably was what paved way for the arrival of classical economists who would narrow their social commitment to the problems of labour.

They had perceived labour as social and economic factors which have an enormous effect on the masses. In Fashoyin, (2002) the turbulent state in the scale of international economics of the people consequently, by the end of 19th century, gave way for the emergence of such social reformers as Webs and Karl Marx; Sydney and Beatrice.

It then followed that this had, in later years and through their works, ushered in the institutions of trade unionism. The concern would be to industrially harmonize and check the activities of labour-givers. The term industrial relations then explain the relationship between employees and labour-givers, especially as it concerns management of conflict. Egeonu, (2015).

While this struggle may have lasted for years, harmonization of it came through the works of such an economist theorist as Beatrice Webb (1992). Although, this gained voice much latter when men like Flanders championed it. Collective bargaining then as one of the processes of industrial harmony, through the effort of these men, has come to be.

But it is never to be forgotten that while the principle of collective bargaining; interventionism and voluntarism is a thing of fundamental right it is never the life itself as supposed among member-unions. The supposed life itself is the tenet upon which labour
membership is sought for and defended. These include the dimensions the paper intends to re-articulate as the absence of this spirit is likely to tear the house apart in due time.

B. State of the Problem

In re-articulating the dimensions of industrial relations, the paper attempts to examine the problem of division of interest among membership- unions, arguing that the issue of conflict among members, stems from the fact that some unionists misconstrue the doctrine of collective bargaining and interventionism programme for the dimensions of industrial relations. There is then need to re-articulating this again, as the only way the union can remain strong and favourably negotiate with the state. For except union members, especially in-coming ones, understand this differentiation, the house, no double, in due time, could collapse.

Objectives of the Study
1. To see the area of dimensions of industrial relations practice that often times tears members apart.
2. To see if membership union efficiency depends on the proper understanding of the dimensions of practiced as different from measures. RESEARCH QUESTIONS The following research questions will guide the results of the research
1. Which area of dimensions of industrial relations practice often times tears member unions apart?
2. Does membership union efficiently depend on the depth understanding of the dimensions as different from the measures?

Conceptual Issues of Collective Bargaining; Interventionism and Voluntarism

The work relation between union representatives and employers ushered in the collective bargaining plan of the state. Originally, the work brained from Beatrice Web, being one of the social reformers of 1981. In his thesis, the process of union organization involves the interplay of employee’s negotiations and bargaining power, administration and interpretations as designed to address the issue of wages; hours of work; allocation of labour among workers and work separation. It also involves, a concerted economic plan as regards conditions of labour in resolving conflict between management and employees.

It then remains that the arrival of collective bargaining as a study of its own, has consequently brought about industrial harmony; for one, it was never to be down- played among the institutional schools, that labour crisis stems from where the capitalist system is intense. Flanders (1970) then proposes that in such states where supply and demand would require a measure of adjustment, there is then need for a collective bargaining (CFI) as a cross interplay of economic plans for power-sharing. Here between the employers and employees, demand and supply will need to be checked by a rule making process. In Johnie (1996) collective bargaining has been able to mitigate the inadequacies contained in the traditional view of labour. He posits then that the intervention of collective bargaining has been able to serve as a means of negotiating for the sale of labour crisis .management between demand and supply and above all, the place of the industrial court. These views are more explicit in marketing; legislative and managerial theories. Although, it is never to be forgotten that these views are not in anywhere antithetical to the doctrines expressed by webs, even though the role of the government here is that of contractual and industrial harmony. One then may capture thus on the model below.

Contractual Model for Industrial Harmony

In Ysuli (2005) then collective bargaining as conceptualized in the above model is a mechanism by which workers and employer of labours resolve their differences on the table of
brotherhood; where the spirit of give and take” pervades or supersedes their private or managerial interests for the achievement of industrial harmony. Such matters as these then will require all relevant stakeholders to reach a standing agreement via the instrument of negotiation.

Collective bargaining then as a check and balance in a free market system requires that negotiations be embraced by labour representatives and management as this would help result in stability of work place and as well binds all parties involved (Chnton, Looz, Orne Egeonu, 2005).

**The Doctrine of Voluntarism**

By the 19th century in Europe, there was already an overhauling in the industrial move and which later extended to the developing states. The principle of this transition was that of culture-contact and with it as well, logs the economic policy of free market system. This from time to time would further give rise the voluntaristic feature of the state.

A careful examination of this system had consequently given rise to some variants that decide the extent of free — will as given to two parties in industrial relations. The voluntaristic variants then are management domination practices and joint determination practices as shown in the table below;

**Variants of Voluntarisms in Industrial Relations Practice**

It then follows that management determination practices define all management induced polices as it concerns the determination of the role of workers at work place. These practices are further sub-categorized into; Management prerogative which is stringent type of management domination, where workers are completely shunned from decision making, labour utilization rule is one of these forms of management domination. Ahiazu (1984). It requires that in work place, the issue of exclusive rights of the management is never to be challenged by the workers as this may lead to any industrial action on the path of the worker himself As well, it is another form of management dominion known as management determination. Here it is left to the discretion of the management of workers that are to be involved in decision. Based on this frame of mind, forums welcome contributions from workers and which are to be considered or enshrined in the policies of the organization.

**Joint Determination**: As one of the voluntaristic variants, forums welcome all forms of workers for industrial actions in the spirit of decision making. Here it is that of dialogues between management representatives and workers’ representatives discussions and decisions reached in such meetings are forwarded to the management for considerations and implementations it is never to be forgotten; however, that the various joint determination practices bear different names for different countries. We have such forums as joint-negotiation committee; joint consultative committee. It depends on the direction of management. Ahiauru (ibid).

**Interventionism Policy of the State Industrial Relations**

The emergence of state corporatism was to resolve industrial crises in early 1920s and 30s. It had all started with the Fascist movement in Italy and in Germany. In Egeonu (2015) state corporatism originally stemmed with the emergence of the P world war in Britain. It would from here adopt policies to harmonize war- turned zones. Consequently then, apart from its necessity to mitigate war ravaging states, it had soon become an instrument of negotiation in the hands of the government.

In Nigeria today, the conceptualization remains that its relevance serve the purpose of socio economic development. The paper then will contextualize the subject with linguistic shape, taking it to be same as the state intervening in industrial crises; for one, different scholars with their ideological continuum have described state corporatism as it appeals to them. In Johnie (1988) state corporatism, on its own, is an economic system reconciling two conflicting powers with different ideological drives, for while society constantly manipulates her own, soon various movements arise to help check the excesses. Marx in his repression days theory saw this as the manipulation of the under minds; in that, he would argue, society thrives on the basis of philosophy where upon, the more powerful structure silhouettes the covert, He
refers to this as the super structure of the society, which, many a time exiles her critics. It then follows that in such states, especially the capitalist ones, unions would need to emerge to mediate for needy members. As well, considering the nature of man to dominate another, it would then require the legislative powers to come in. As Locke put it, individuals submit their rights and will to a single authority to be able to smoothly run the state.

This probably then is where the idea about the state's intervening in industrial relations emerged. For while, the utmost concern of the capitalist is to excessively wide his gain, he is no doubt, likely to manipulate his workers. And humans as well being who they are, will never be willing to endure absolute dominion. There would be times to contend and the absence of a regulatory authority, could lead to a national discontent and coercion. It then remains that the subject of state corporatism and intervention especially as seen in academic circle today, help moderate economic needs arising from their different institutions of interest. The paper captures the discourse, with the model below.

Here the state comes down to immediate between the two interest groups through the principles of collective bargaining, interventionism and voluntarism. It is also worthy of remarks here that the intervention of the state authority in the control of labour, emerged during the Nigerian civil war, whereupon as a matter of national concern, the state promulgated the trade union Act of 1968 and the 1969 amendment to help check strikes and lock outs and as well limit the freedom of employers and workers alike. There was then the urgent need to shape the economy of the country, seeing that it was under serious threat. The state then would since serve as an employer of labour and legislative power for peaceful co-existence between the two interest groups. It is also worthy of mention that each article of needs arose at different times, especially as perceived by the state. For one for instance, the voluntaristic principle never came until the need to promote peace between the two groups. The government was not involved in the giving of labour; her concern was to stay aside and initiate peace for the two conflicting parties. But later on, having considered the economy and the various interest groups; how they were likely to shatter the well-being of the country, decided to be fully involved in the running of the economy through the promulgation of the Trade Dispute Act of 1968. This would then pave way for the interventionist principle which defines, by reason of 1978 Act, that industrial strikes would only go on, provided that the dispute processes as enshrined in the degree are exhausted before taking further steps.

**Dimensions of Industrial Relations**

It is never to be forgotten that by early 1930’s, workers in the industry had no voice. There was no effective union or a legislative authority to regulate the activities of labour. The consequence then was that workers could constantly be under stringent conditions, which would later pave way for the formation of the first trade union.

But before this time, individual workers had always reacted to unfavourable policies, such as in the centralization of unions. This would then, in August 9th, 1972, usher in the first trade union, known as Nigerian civil service union. Although; scholars, like Yesufu, (19969) Opined that the union was never inaugurated by a group of disgruntled workers. Egeonu, (2015).

Also following the movement was the formation of the association of European civil servants in 1999. Although the activities of the union were adhoc in operation, by 1931 then, another union had come to stay known as the Nigerian union of teachers. Following it then was
the railway workers’ union formed in 1931; and ever since then, the trade union cause has become a global concern as this has a way of telling on the economy.

But then, it is worthy of remarks, that in vigour with which trade unions operated in the past is fastening waning. It could not have been any other principle other than the principle of Equity, Efficiency, Voice and Social Dialogue. The earliest emergence of the doctrine of collective bargaining, interventionism of the state was never there. The spirit had risen out of the need to have a formidable house; not one that can negotiate for the groups’ interest. Besides, there can be no membership grants and petitions, except there is first of a formidable house. It then follows that the doctrine of collective bargaining, interventionism and voluntaristic variants of the state are majorly articles of negotiation mediating for the two interest groups. But then, on the part of grants of needs, an interest group like the trade union would require a collective spirit to be able to prevail in her demands.

**Model for the Dimensions of Industrial Relations**

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Respondents</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. collective bargaining</td>
<td>5</td>
<td>10%</td>
</tr>
<tr>
<td>2. interventionism</td>
<td>10</td>
<td>20%</td>
</tr>
<tr>
<td>3. voluntarism</td>
<td>5</td>
<td>10%</td>
</tr>
<tr>
<td>4. membership togetherness in one accord</td>
<td>30</td>
<td>60%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>

From the above table, it is clear that the area of industrial relations practice that has been tearing down membership union is that of union togetherness in one accord.

**Research Question 2**
Table 2: Does membership union efficiently depend on the dimensions or the measures of practice?

<table>
<thead>
<tr>
<th>Approach</th>
<th>Respondents</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dimensions</td>
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<td>35%</td>
</tr>
<tr>
<td>Measures</td>
<td>15</td>
<td>15%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>

The above table shows that as to the matter of membership efficiency the issue of dimension is important for stakeholders to follow. The issue of measures have to do with image making of industrial relations with the external public while that of dimensions are for membership prevailance on external forces.

The paper then concludes that the survival of the labour unions especially as it concerns the incoming of younger members depends on the ability of the house to carefully re-articulate this difference as there can be no membership needs granted without the essential principles of the house being at work.

References


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