The Impact of Relationship Management of Peace Education on Labour-management Relations and Workers Welfare in Selected Industries in Nigeria

E. M. Ajala

Department of Social Work, University of Ibadan, Ibadan, Nigeria
E-mail: majekajala@yahoo.com

ABSTRACT The study examines the impact of relationship management in peace education (independent variable) on labour-management relations and workers' welfare (dependent variable) in industries. The study further examined the predictive effects of the independent variables on the dependent measure. The study is descriptive survey using 976 respondents randomly selected from eight industrial house unions. The main instrument used to collect data for the study was a set of questionnaire with 0.80 reliable coefficient. Multiple regression analysis was used as tool of analysis. The results indicated that taking the eleven variables that constitute relationship management to predict cordial labour-management relations in industries yielded a coefficient of multiple regression (R) of 0.879 and a multiple regression square (R^2) of 0.772. The result further indicated that all the individual independent variables would predict the dependent variable. In the light of these findings, it is suggested that the use of relationship management will promote a work environment where dialogue and values are explored and violence abhorred. It is further recommended that the introduction of relationship management in workers' and management education will create a peaceful workplace culture and at the same time assist in reducing tension, strain, and stress thereby promoting workers' welfare and productivity.

BACKGROUND OF THE STUDY

Education for peace through relationship management is an attempt to respond to problems of conflict and violence on different scales ranging from the global, regional, national, local, industrial, to personal level. Relationship Management aspect of Peace education is about exploring ways of creating a more sustainable and just future in a non-violent way. It also contributes to the acquisition, transfer, and sharing of knowledge aimed at fostering the values of liberty, dignity, justice, mutual respect, and promotion of harmony among all elements that are involved at different interaction levels.

At the industrial level, where the work place is made up of two social groups, that is, the management or its representative and the workers or their representatives who very often work with one voice through their unions, the formation of workers' unions implies that the objectives of the management are different from that of the workers. Therefore industrial conflict is inevitable.

Yesufu (2000) contended that as the relationship between management and labour becomes more and more sophisticated, it generates much conflict as the workers tend to demand more wages and/or facilities from their employer to improve their standard of living and welfare; while the employers seek to extract from them a higher output to ensure rising profitability. The consequences of pursuing high profitability by the employer and the demands and counter-demands between the employer and the employee increasingly generate some conflicts which have important social and economic impact for the country.

Essentially, the management at any level is interested in an efficient organization, which encourages good morale, teamwork, and high productivity that could result in profit maximization. Workers, on their part, want to ensure that their physical and psychological needs are met; their interests protected and obtain maximum benefits from the sale of their labour. From these goals, both sides attempt to reconcile their differences and pressures. In such situation, the union executive members bargain on behalf of the workers in relation with the management.

In 1964, the Morgan Commission, which shaped the tripartite industrial relationship in Nigeria, expressed dissatisfaction with the growth of peace education (its contents inclusive) in Nigeria as well as its effectiveness. The Commission noted, with dismay, that only

about one third of the workers were covered and the employers involved were essentially multi-national organizations such as the U.A.C., Shell, B.P., and so forth. This probably accounted for why lock-outs or strike actions were unusual in these organizations. The commission, therefore, recommended that Joint Industrial Council be established with the hope that the parties would benefit from their services. Yesufu (2000) noted that while the private sector showed practical evidence to develop and relate with workers' unions through consultation and collective bargaining within the framework of National Joint Industrial Councils, the public sector seemed completely averse to dealing with their own employees through such machinery. Since 1964 to the present time, there were only a few unions that could negotiate about matters relating to their welfare and/or conditions of service effectively due to absence of open-mindedness which results from lack of effective industrial peace education. This had led to incessant strike-actions experienced by various private and public sectors of our economy in Nigeria.

Emiola (1982) argued that for all the statutory provisions made for ensuring peace in the industries, hardly any week passes without strike actions or threats of it in one form or another. He maintained that the mounting state of near anarchy in both private and public sectors of the industries does not seem to justify the hope of legal draftsmen. This statement is confirmed by the rate of trade dispute, work stoppages and man-day lost from 1979-2003 as illustrated in Table 1.

However, one important and striking feature of industrial relations in Nigeria, which has significant implications on relationship management of peace education and collective bargaining, is the labour policies. The Nigerian Government, through various Acts, Edicts, and legislations such as the Trade Union Acts 1973 and 1976, had exhibited firm support for viable application of industrial peace education through the policy of developing the unions and encouraging trade unionism to use effective education as a means of forestalling conflicts in work environments. Onyeonoru (2005: 47) confirmed that one of the functions of Trade Unions is to educate members on matters relating to work relations.

Table 1: The summary of trade dispute, work stoppages and man-days lost for 1979-2003 in Nigeria

(1) Year	(2) No. of Trade Dispute	(3) No. of Work Stoppages	(4) No. of Workers Involved	(5) No. of Man-Days Lost (N)
1979	155	755	204,742	2,038,855
1980	355	265	221,088	2,350,998
1981	258	234	232,700	2,218,223
1982	335	353	2,874,721	9,652,400
1983	184	131	629,177	404,822
1984	100	49	42,046	301,809
1985	77	40	71,732	193,322
1986	87	53	157,165	461,345
1987	65	38	57,097	142,506
1988	156	124	157,342	430,613
1989	144	80	157,342	579,968
1990	174	104	273,778	1,359,181
1991	265	143	463,951	3,082,374
1992	246	130	251,787	1,018,518
1993	232	139	4,145,229	23,181,290
1994	175	103	251,787	1,018,518
1995	196	124	1,546,328	235,069,010
1996	114	101	1,246,119	165,901,430
1997	97	89	1,128,575	141,762,722
1998	115	108	1,307,007	180,911,007
1999	167	145	1,568,408	217,093,208
2000	38	27	1,168,464	183,443,761
2001	45	37	878,685	3,776,627
2002	51	42	1,023,668	760,635,547
2003	49	42	302,006	5,500,000 +

Source: Kester K.O. 2006. *A Perspective on Wage Bargaining and Determination in Nigeria.* Ibadan: John Archers Publishers Ltd.

For Relationship Management of Peace education to have a reasonable chance of success at the industrial level, employers and employees must embrace the content of relationship management of peace education so as to be able to negotiate in "good faith". No bargaining will be possible if employers merely listen to claims by workers and then reject them or refuse to discuss them further. Also, there will be no genuine negotiation if workers' representatives make their demands into a "zero or negative sum game" and later threaten to embark on a strike if their demands are not fully met. Therefore, the two sides must make efforts at embracing content of relationship management of peace education programmes as avenue for finding a common solution to their differences.

Thus, industrial peace requires both the management and labour to have adequate knowledge of relationship management of peace education and they must possess an enlightened and disciplined sense of responsibility in order to promote harmonious industrial climate for the attainment of set objectives. It is not known to the researcher that studies of peace education and its multivariate contents had been applied at industrial setting in Nigeria work places. It is against this background that this study is carried out to find a linkage between relationship management of peace education and cordial labour-management relations and the enhancement of workers welfare in selected industries in Nigeria.

Purpose of Study

The constant re-occurrence of conflicts at industrial level due to the failure of the use of statutory mechanisms of trade dispute resolution necessitate the need for use of alternative approach in the form of relationship management of peace education. This paper thus seeks to find out the impact of relationship management of peace education on labour-management relations and improved workers' welfare in selected industries in Nigeria.

In order to achieve the purpose of this study, the following research questions were answered.
1. To what extent would the eleven relationship management of peace education variables, when taken together, predict labour-management relations in industries?
2. What are the relative contributions of the variables to the prediction?

METHODOLOGY

Research Design: The descriptive research design method was adopted for the study.

Population of the Study: Population of this study comprises the entire workers and management staff of the selected organization (house unions) of the 28 re-structured trade unions affiliated to the Nigeria Labour Congress in Oyo State.

Sample Size of the Study: Eight industrial unions were purposively selected for the study. The selection of the unions was based on the four classifications of industries namely: Distributive, Extractive, Manufacturing and Service. From each classification, two unions were picked thus: National Union of Banks, Insurance and Financial Institutions Employees (N.U.B.I.F.I.E.) and National Unions of Shop and Distributive Employees (N.U.S.D.E.) were picked to represent Distributive; Agricultural and Allied Workers Unions of Nigeria (A.A.W.U.N.) and National Unions of Petroleum and Natural Gas Workers (N.U.P.E.N.G.) represented the Extractive while National Union of Civil Engineering, Construction, Furniture and Wood Workers (N.U.C.E.C.F.W.) and National Union of Printing, Publishing and Paper Products (N.U.P.P.P.P. R.O.W.) represented the manufacturing. Nigeria Civil Service Union (N.S.C.U.) and Nigeria Union of Teachers (N.U.T.) were picked to represent the Service Unions.

The table 2 showed the number of management staff and house unions executives picked from each classification for the study.

From the Distributive sector, 182 participants were selected while 129 participants were selected from the Extractive, 140 participants were selected from Manufacturing sector while 525 participants were selected from the Service sector. It should be noted that these unions and their executives were selected as samples because they have been involved in the use of statutory mechanism in resolving industrial conflicts and have of late been introduced to and applied peace education principles in resolving industrial conflicts.

Instruments: The major instrument used was the questionnaire tagged "Peace Education and Industrial Relations Evaluation Questionnaire (PEAIREQ)". The questionnaire was designed on a four-point rating scale of Strongly Agreed (SA), Agreed (A), Strongly Disagreed (SD), and Disagreed (D), with the corresponding values of

Table 2: Distribution of sample according to unions, industries and occupational status

Industry	Union	Management Staff	House Union Executives	Union Total	Total
Distributive	N.U.B.I.F.I.E.	22	78	100	182
	N.U.S.D.E.	17	65	82	
Extractive	A.A.W.U.N.	14	45	59	129
	N.U.P.E.N.G.	12	58	70	
Manufacturing	N.U.P.P.P.P.R.O.W.	18	50	68	140
	N.U.C.E.C.F.W.	21	51	72	
Service	N.C.S.U.	37	168	205	525
	N.U.T.	32	288	320	
Total		173	803	976	976

4, 3, 2, 1. The questionnaire was complemented with interview schedule and further supported by available records in the selected industries. The questionnaire was given to experts in Psychology, Education Evaluation, Econometrics, Industrial welfare and Peace and Conflict Management for examination and validation. Their observations helped to establish the content validity of the instrument. The instruments' reliability was determined through the use of test-retest method at an interval of three weeks and reliability coefficient of 0.80 was got.

Procedure for Data Analysis: A total of 1350 questionnaires were administered. A total of 976 questionnaires were returned and used. Multiple regression analysis at 0.05 alpha level was used to examine the impact of relationship management of peace education (independent variables) on cordial labour-management relations and workers welfare (dependent variables).

RESULTS

Table 3 shows that the eleven variables of Relationship Management of Peace Education (bouncing back from stress, common interest, effect of strike on labour, violence prevention by management, strike occurrence and management relations, violence prevention by labour, job designation, divergent ideas, community-building, anger management and interaction

procedure) to predict cordial labour management relations in industries yielded a coefficient of multiple regression (R) of 0.879 and a multiple regression square (R^2) of 0.772. The table also shows that analysis of variance of the multiple regression data yielded an F-ratio of 296.801 (significant at the 0.05 level).

Table 4 shows for each independent variable, the standardized regression weight (β), the standard error estimate (SEB), the t-ratio, and the level at which the t-ratio is significant. As indicated in the table, the t-ratio associated with each of the variable is significant at the 0.05 level.

DISCUSSION

The results of the present study revealed that the eleven relationship management concepts of peace education, when taken together, were seen to be effective in predicting the cordial labour-management relations in industries. The observed F-ratio is significant at 0.05 level, an indication that the effectiveness of a combination of the independent variables in predicting cordial labour-management relations could not have occurred by chance. The magnitude of the relationship between relationship management constant and cordial-labour management relations is reflected in the value of coefficient of multiple regression (0.879) and multiple R squared (0.772) as shown in Table 3. It may thus be said

Table 3: Regression analysis showing the joint contribution of relationship management of peace education on labour-management relations in industries

Source of variation	DF	Sum of Squares	Mean Square	F	Sig.	R	R Square	Adjusted R Square	Std. Error of the Estimate
Regression	11	115984.34	10544.031	296.801	.000	.879	.772	.769	5.96033
Residual	964	34246.646	35.526						
Total	975	150230.99							

$F_{(11,964)} = 296.801$, $P < .05$.

Table 4: Relative contribution of the independent variables to the prediction

Variables	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	17.616	1.441		12.228	0
Bouncing from stress	2.269	0.234	0.165	9.679	0
Common interest	2.116	0.254	0.143	8.343	0
Strike effect on labour	1.377	0.238	0.096	5.8	0
Management: violence prevention	1.848	0.245	0.125	7.533	0
Strike occurrence and management relations	1.956	0.263	0.121	7.431	0
Labour violence prevention	1.996	0.241	0.138	8.297	0
Job designation	2.195	0.25	0.151	8.791	0
Different ideas	2.551	0.244	0.173	10.472	0
Community building	3.041	0.243	0.204	12.509	0
Anger management	3.469	0.249	0.237	13.953	0
Interaction procedure	2.341	0.224	0.175	10.453	0

that about 77.2% of the total variance in cordial-labour relations is accounted for by a linear combination of the eleven relationship management content of peace education.

As for the extent to which each of the eleven independent variables contributed to the prediction, the value of the T-ratio associated with respective variables, as shown in Table 4, indicated that each of the variables contributed significantly to the prediction of cordial labour-management relations in industries. The values of the standardized regression weights associated with variables (Table 2) indicate that anger management (Beta=0.237) is the most potent contributor, followed by community-building (Beta=.204), interaction procedure (Beta = .175), divergent idea management (Beta=.173), bouncing back from stress (Beta = .165), job designation (Beta = .151), common interest management (Beta = .143), violence prevention by labour (Beta=.138), violence prevention by management (Beta = .125), strike occurrence and management relations ability (Beta = .120), and effect of strike on labour (Beta = .096) in that order. Based on the above findings, it is established that relationship management of peace education involves studying the environmental conditions of the work place and interaction procedures among/within workers and management. Variables considered under relationship management procedures and labour-management relations in industries are bouncing back appropriately after stress, common interest, fear of layoff due to strike action, prevention of violence, job designation, different ideology, community-building feeling, anger management and interaction procedures. All these variables of relationship management so tested and shown in

Table 3 and 4 will assist both management and labour to avoid running into conflicts and promotion of cordial labour-management, foster good workers welfare at industrial level.

The finding is corroborated by Diekmann (1999) when he confirmed that trust by parties involved in any interaction, exploring common interests and respecting differences between/within them promotes a positive interactive environment for achieving stated objectives. Patterson, Purkey and Parker (1986) established that a sense of community-building feeling contribute to reduce alienation and increase performance which will subsequently guarantee workers welfare. The study of Wilde (1995) established that anger often precipitate violence and is detrimental to work environment and interpersonal relationship education. This paper hereby submits that anger management is better handled through relationship management education without being aggressive. This is in line with the findings of Slay, Wilson-Brewe and Dash (1994) which observed that handling conflict without aggression is key to preserving personal safety which would lead to good industrial relations in industry. Furthermore, anger management and emotional self control have been confirmed to aid conflict resolution by Feindler and Ecton (1986).

Violence prevention by both management and labour was observed to aid the prevention of environment disruption and promote peaceful environment that will assist in achieving set goals and promotion of worker's welfare. This is in line with the findings of LeBlanc, Lacey, and Mulder (1998) on the effect of violence on environment and safety.

Sheckhar Bajaj, CEO of the Indian Consumer electronic manufacturer, Bajaj Electricals was quoted as saying "Corporate India is finally waking up to the fact that a lot of human potentials is being drained away because of stress and burnouts" (Lem (2000), Chowdhung and Menon (1997). This research finding established that bouncing back from stress will improve workers welfare and industries output. This is in line with the view of McShane and Glinow (2003) that workers using the third stage of Selye's general adaptation syndrome will resolve tense situation before the destruction consequences of strike become manifest, or they withdraw from the stressful situation, rebuild their survival capabilities, and return later to the stressful environment with renewed energy.

The impact of interaction procedure hereby established that there is going to be fluid interaction between labour and management and the development of team cohesiveness. The team cohesiveness has contributed positively to the achievement of personal goals, fulfillment of affiliation and social supports during times of crisis or trouble as established by Goodman et al. (1987), Vinokur-Kaplam (1995).

Implication of Research for Workers' Welfare

From the findings of this research, it is established that with the establishment of cordial labour-management relations through relationship management, both labour and management will adopt collaborating inter-personal conflict management style wherein both parties can identify common ground and potential solutions that satisfy both (or all) of them. Furthermore, the cordiality of labour and management will generate a peaceful work environment that will lead workers to develop organizational commitment. It should be noted that organizational commitment guarantees worker's welfare through provision of fairness and satisfaction. The fairness and satisfaction is buttress by management through sharing profits and distribution of company shares to employees. Workers also benefit from job security as a result of industrial peace that is promoted by relationship management variables. Employees that enjoy job security feel some permanence and mutuality in the employment relationship, for layoff threats are one of the greatest blows to employee loyalty, even among

those whose jobs are not immediately at risk (Hendry and Jenkins 1997). It is observed that personal and organizational values differ according to Alam (1999), thus this study confirms that personal values and organizational values must be aligned. Without alignment, employees may make decisions that conflict with organizational goals, and there by likely experience higher level of stress and turnover. Another implication is that if there is cordial labour-management due to relationship management principles there is going to be motivation to put in effort for increased productivity. It should be noted that high productivity depends on the management of, and cooperation between management and workers. The effects of this interaction aid production, level of output and overall well-being of the people involved and the organization itself. Furthermore, economic growth is bound to be slow where the psychological attitude of the workers/employers does not augur well for sustained rise in productivity as a result of industrial conflict and absence of cordial labour-management relations. Therefore, the psychological state of mind of both workers/employees are important for performance and well-being in the areas of job security, hours of work, safety, health, social security, welfare and development whenever there is industrial harmony via relationship management of peace education.

CONCLUSION AND RECOMMENDATIONS

Building culture of peace would no doubt have far reaching implications for all field of human interaction in which industrial relations is not the least. This is so because the culture of peace in industries will be based on the principles of freedom, justice and democracy, tolerance and solidarity, respect for all human rights; a culture that rejects violence and, instead, seeks solution to problems through dialogue and negotiation.

This paper is of the view that relationship management of peace education will strive to promote positive peace at workplace and guarantee workers' welfare. It is meant to be an ideology or a "belief system" which will introduce a specific new content into the education and culture generally. If integrated into the systems of workers' education, relationship management of peace education will create a peaceful culture

by helping workers to clarify their values and to explore the implications of the new values. Content of relationship management of peace education should be incorporated into well-defined curriculum which can be used within the work organizations. This paper is of the opinion that workers education curriculum needs to be reviewed to incorporate relationship management of peace education in order to attain a permanent serenel environment in industries and reduction in tension and stress (workers' well-being). Relationship management of peace education will assist in reducing the intensity of disputes and grievances in the world of work and promotion of workers' welfare.

This paper finally recommend that the content of relationship management of peace education must be dynamic and functional at industrial levels and should incorporate topics like anger management, strike management, interaction procedure, community building, teams spirit, segmental group understanding, conflicts, conflict management, conflict resolution, peace, cooperation and interdependence, non-violence, social responsibility, social justice and human rights. All these topics should be impacted either formally or informally within the work setting.

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