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**COURSE CODE: BUS 408**

**COURSE TITLE: HUMAN RESOURCES MANAGEMENT**

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**QUESTION 1**

Explain explicitly what industrial Relation is? Who are the parties involved and what are their functions explain them.

**DEFINITIONS**

Industrial relations mean relations between labourers and managements or the term industrial relations is used to express the relations between trade unions and employers’ organisations.

According to the International Labour Organisation (ILO), “Industrial Relations deal with either the relationship between the state and employers’ and workers’ organisations or the relation between the occupational organisations themselves.”

The term industrial relations refer to the relationship between management and labour or among employees and their organisation that characterise or grow out of employment.

**CONCEPT AND SCOPE OF INDUSTRIAL RELATIONS**

The term ‘Industrial Relations’ refers to the collective relationship between management, employees and government in any industrial or non-industrial organization. Individual relationships of workers with their management are not within the scope of industrial relations.

In Edwin B. Flippo’s view the term’ Industrial relations’ refers to all types of relations that exist in an industrial enterprise, and they are constituted by employer and employees. The term denotes all types of intra-group relations within and inter- group relation between these constituent groups.

These relations can be formal, informal and mixed relations:

**(A) FORMAL RELATIONS:**

Formal industrial relations are those which are established among individuals in an industry by the rules and regulations of the enterprise.

**(B) INFORMAL RELATIONS:**

The personal and individualized relations among the members of management and employees are called informal relations.

**(C) MIXED RELATIONS:**

Relations which are neither purely formal nor purely informal. Such relations are called mixed relations.

**GOALS OF INDUSTRIAL RELATIONS**

1**. Development of Healthy Labour Management Relations:**

(i) Trade Unions and Employers Associations:

Strong, well-organized, democratic and responsible trade unions and associations of employers in an industry bring about a greater sense of job security among the employees and assist in the workers’ increased participation in decision-making regarding issues directly affecting them. They also try to create favourable conditions for negotiations, consultations and discussions with employers to pave the way to better labour management relations.

(ii) Collective Bargaining and a Willingness to Accept Voluntary Arbitration:

Collective bargaining, plant discipline and satisfactory trade union relations are the three principal items which determine the quality of industrial relations. Collective bargaining presumes an equality of status between two contending groups conflicting with each other. It prepares the ground for mutual trust and goodwill to ensure fair discussion, consultation and negotiation on matters of common interest to both industry and labour.

(iii) The Welfare Work Undertaken by the Government, the Trade Unions and Employers:

It creates and maintains good and healthy labour-management relations and creates an atmosphere conducive for industrial peace.

2. **Maintenance of Industrial Peace:**

It can be established by the following:

(i) Machinery for the Prevention and Settlement of Industrial Disputes:

It is provided in the form of legislative enactments and administrative action, works committees and joint management councils, conciliation officers and conciliation boards, labour courts, industrial tribunals, national tribunals, courts of enquiry and voluntary arbitration.

(ii) Adjudicator:

The government has armed itself with appropriate powers to refer disputes to an adjudicator when the situation gets out of control and the industry is faced with economic collapse because of strikes, or when it is urgent and in the public interest to refer disputes for adjudication.

(iii) Maintenance of Status Quo:

The government has the power to maintain the status quo, and exercise it when it discovers that even after a dispute has been referred to an adjudicator, a strike or lockout continues which is likely to adversely affect the economic life of the community or create chaotic conditions in an industry.

(iv) Bipartite and Tripartite Forms of the Settlement of Disputes:

These operate on the basis of the code of discipline in industry, the code of conduct, the code of efficiency and welfare, and on the basis of model standing orders, grievance redressal procedure and the grant of voluntary recognition to trade unions by industrial organizations.

(v) Implementation and Evaluation Committees:

These are created and maintained for the specific purposes of ensuring the implementation of agreements, settlements and awards, and of looking into any violations of statutory provisions of the various labour laws.

3. **Industrial Democracy**:

It can be established by the following:

(i) Joint Management Councils:

These endeavour to improve the working and living conditions of employees, to step up their productivity, to encourage suggestions from workers, to assist in the administration of labour laws and agreements, to serve as a channel of communication between management and workers, and to create in the latter a sense of participation in the decision-making process and a sense of belonging to the organization.

(ii) Recognition of Human Rights in an Industry:

The era when labour was regarded as a commodity is long by-gone. Today it is a recognized fact that human beings should be treated with respect and dignity. Workers should be recognized as valuable assets of the organization and they should be given a chance to satisfy their urge for self-expression through close association with the management.

(iii) Increased Labour Productivity:

The factors which contribute to higher productivity are improvements in the efforts and skill of the workers, the production design and the process of manufacture, in the materials and equipment used, in layout and methods of work, research and techniques of manufacture, the management methods and practices.

(iv) Suitable Social Environment:

Workers may adjust and adapt themselves according to the work environment of the organization where they are employed. The work environment has a profound influence on industrial relations. A congenial atmosphere and comfortable working conditions would stimulate the workers to perform better and improve industrial relations.

**Industrial Relations Objectives**

The primary objective of industrial relations is to bring about sound and healthy relations between employers and employees.

In addition to the primary objective, industrial relations aim;

(i) To facilitate increased production and productivity.

(ii) To safeguard the rights and interests of both labor and management by enlisting their co-operation.

(iii) To avoid unhealthy atmosphere in the industry, especially work stoppages, go-slows, gheraos, strikes, lockouts.

(iv) To establish and maintain industrial democracy.

(v) To achieve a sound, harmonious and mutually beneficial labor management relations.

(vi) To correct an imbalanced, disordered and maladjusted social and economic order with a view to reshape the complex socio-economic relationships following technological and economic progress.

(vii) To control and discipline and parties concerned and adjust their conflicting interests.

(viii) Improvement in the economic conditions of workers in the existing state of industrial management and political government.

(ix) To regulate production and promoting harmonious industrial relations.

(x) Socialization or rationalization of industries by making the state itself a major employer.

(xi) Vesting of a proprietary interest of the workers in the industries in which they are employed.

**PARTIES INVOLVED IN INDUSTRIAL RELATIONS**

Industrial growth and industrial peace both depend heavily on Industrial Relations. These relations arise as a result of employment of employees in an organisation. Basically, these relations are between two parties; labour class and employer class but state also plays an important role in regulating these relations.

In the words of John-Dunlop, “Industrial Societies necessarily create Industrial Relations, defined as the complex of inter-relations among workers, managers and Government.” Thus, in the process of Industrial Relations there are three important parties- Workers, Employers and Government.

(1) **Workers and their Organisations**:

Worker class and labour unions have an important role in establishing industrial relations. It pays attention to the individual qualities of the labourers, such as, their cultural level, education level, ability, skill, interest in work, etc. In the organisation, labourers are represented by Trade Unions.

These unions protect the economic and social interests of their members and put pressure on the employers to accede to their demands. Ordinarily, Trade Unions are affiliated to one political party or the other. Responsible and powerful trade unions co-operate with the management and play a significant role in establishing healthy industrial relations.

(2) **Employers and their Organisations**:

Employers have also an important role in maintaining good industrial relations. To increase their collective bargaining power, employers have well-knit organisations in different industries. These organisations fight with the government and the trade unions for their interest and participate in different committees constituted by the government for the purpose of good industrial relations.

(3) **Role of the Government:**

Economic development of the country depends largely on industrial peace. It is the responsibility of the government to maintain industrial peace. Maintaining of industrial peace in a country depends on the political pattern of its government. Through legislative measures like fair wages, hours of work, conditions of work, bonus, etc. government makes significant contribution towards healthy industrial relations.

First two parties – workers and their organisations and employers and their organisations are directly involved in industrial relations. To maintain discipline and order in the organisation and to issue directives is the responsibility of the employers. To carry them out is the responsibility of the labourers. Organisations of the labourers may be of formal or informal kind. In industrial relations the third party is government. Its functions is to formulate and enforce rules and regulations.

Ordinarily, government does not interfere in the internal activities of the first two parties. Establishing of good industrial relations is the joint responsibility of the workers, management and government. If there is complete harmony in the view point and approach of all the three concerned parties, the industrial relations will be cordial and comforting. In case, they differ in their opinion and approach, the possibility of instability in their relation cannot be ruled out.

**FACTORS OF INDUSTRIAL RELATIONS**

The following the major factors of industrial relations:

1. The employer,

2. Workman,

3. Union,

4. Government, and

5. The Consumer

1. The Employer:

Employer is the main factor responsible for generating employment and for risking his capital and most of them management business. This category includes proprietors, partners, joint stock companies, state and central governments. The outlook of these employers varies proportionately to the stakes they have in the finances of the enterprise. A proprietor and a partner will more or less have identical approach towards industrial relations whereas the outlook of joint- stock company on industrial relations is altogether different.

In these companies the employer is not visible and if at all, in the form of directors. In such cases it is professional manager who guides and moderates the industrial relations policy. Similar is the case in the public sector organization where the Government is the owner of the enterprise. The destinies of the industrial relations are moderated by the professional manager but to a certain extent constantly guided by the government in power.

2. Workman:

Workmen are the other important factor that influences the industrial relation. As they get in to an organization they get along with them individual work ethos, political hues, ideological nuances, temperamental tantrums and learning towards virtue, good behavior, good culture or criminal tendencies. The workmen are the constituents of the unions and associations and are accountable and responsible to their family for earning a living. Naturally, since the work-wage is the only source of income it is in their interest to earn as much as possible and demand as big a share as possible from the profits of the organization.

3. Union:

The Union is the collective expression of the workmen in the organization and many a time the objective of the union does not identify with that of workmen. It is necessary that we differentiate the union from the rank and file of the workmen. The unions are institutions and organizations while the workers are individuals. The unions many a time are headed by politicians and act as pressure groups in legislating and in decision-making. Unions have been given legal existence under the Trade Union Act to negotiate and act as pressure groups to bring the employers to settlement on financial and non-financial issues concerning the workman. Unions are also organized at the National level.

4. Government:

Government in our country has been playing a very major role in regulating and guiding the destinies of the Industrial relations. The rationale behind such a role of the state is that ours is a developing economy and in such a situation, community who is the consumer of the joint product of management and labor cannot divert itself from the responsibility of directing and controlling the factors, i.e., the employer and the worker who are responsible for the development of the economy of the country.

The government by and large controls the industrial relations for:

(i) Ensuring the community essential goods and services at reasonable cost;

(ii) Avoiding dislocation of public utility services;

(iii) Saving the workman from exploitation especially the unions are weak and are not in a position to negotiate their demands with the employers;

(iv) Ensuring planned economic growth of the country and saving its limited resources from being frittered away by strikes and lockouts.

5. Consumer:

Consumer is a much neglected person in Society but in some place he has vital say. In essential services, specially, consumer brings about pressure on both the employer as well as the workmen for a speedy solution of industrial problems.

**QUESTION 2**

What is the indices of unemployment in Nigeria? Compare it to any African country of your choice and make your recommendations.

Unemployment is a term referring to individuals who are employable and seeking a job but are unable to find a job. Furthermore, it is those people in the workforce or pool of people who are available for work that does not have an appropriate job. Usually measured by the unemployment rate, which is dividing the number of unemployed people by the total number of people in the workforce, unemployment serves as one of the indicators of an economy’s status.

Underemployment, which is unemployment in disguise, describes a situation where people are employed only on part time or at work that is ineffective or unproductive, with a correspondingly low income that is insufficient to meet their needs. This is because underemployed persons who are working outside their areas of specialization due to lack of jobs and so, could not be paid commensurately to their qualifications or expertise.

Though unemployment in Nigeria had remained high since the 1980s, available reports and the glaring joblessness in present time indicate that there was no time in Nigeria’s history where unemployment is as serious as now.

Unemployment is a fundamental developmental challenge facing Nigeria. Notwithstanding the fact that the Federal Government over the years has been claiming strong real GDP growth rate of 6% or 6.5% since 2005 till date, unemployment rate continue to rise annually from 11.9% in 2005 to 19.7% in 2009, and over 37% in 2013%. The apparent economic growth has not resulted in job creation and economic development.

Unemployment threatens social stability in many countries including Nigeria. As at 2010, Nigeria’s unemployment rate was 37%, whereas unemployment rate stood at 23% and in Ghana was about 11%. Recent statistics by the World Bank has put the unemployment rate in Nigeria at 22 percent, while the youth unemployment rate is 38 percent. This is a sad commentary for a country so blessed with abundant human and natural resources capable of providing employment for the teeming youths in Nigeria, meaning the **unemployment** rate there (**Ghana**) is lower. Ghana has successfully positioned itself as the beneficiary of Nigeria’s puzzling withdrawal from the global investment table. As the next largest English-speaking country in West Africa with favourable travel and trade conditions, Ghana has quietly gone about its business. It has a simple and transparent visa policy. It is also strengthening its passport through a series of bilateral travel agreements, allowing for easier access to more destinations for its citizens.

**Ghana’s ‘Right to Return’ campaign has generated huge interest among African-Americans** and Afro-Caribbeans who want to visit or relocate to the continent. In 2018, Ghana issued roughly 80,000 visitor visas. Between January and September 2019, 750,000 visitor visas were issued, allowing more money and skills to easily flow into Ghana.

A relatively friendly regulatory policy towards foreign investment is also helping Ghana to reduce poverty.

After emerging from military rule at the turn of the century, Ghana has successfully established the rule of law and deepened its democracy. It also suffers less from internal conflict and unrest than its English-speaking neighbours.

Nigeria, by contrast, has a notoriously long and expensive visa application process and a surprisingly difficult path to citizenship.

While its $385bn economy with nearly 200m population should be the most obvious destination for investment and repatriation from the African diaspora, Nigeria has chosen to scare away investors with corporate shakedowns.

It also bullies its smaller neighbours with unilateral border closures, and generally thumbs its nose at the world.

What are some of the dangers (implications) of high rate of unemployment in Nigeria?

**Factors Responsible for the Rising Unemployment in Nigeria**

Some of the factors responsible for the high rate of unemployment in Nigeria include the following:

**Corruption:** Corruption is an abuse of public office for private gain which usually involves embezzlement of public funds, nepotism and falsification of facts and figures, etc. Corruption has prevented Nigeria from making political, social and economic progress and ultimately brought about skyrocketing levels of unemployment in the country. In the labor market today, ‘whom you know’ and ‘how much you can pay determines one’s chances of securing employment, rather than merit. These have denied qualified Nigerians employment.

**Neglect of Agricultural Secto**r: Until early 1970s, agriculture was the major income earning for Nigeria and the largest employer of labour as over 90 percent of the populace worked and earned their daily income from this sector. However, following the rise in the oil boom of 1970s, and the attendance huge foreign income, the agricultural sector became neglected. There seem to be a strong relationship between the neglect of agricultural sector and skyrocketing level of unemployment in Nigeria. Agriculture remains a panacea for reducing the high rate of unemployment and poverty in Nigeria.

**Infrastructural Decay**: Poor state of infrastructure such as electricity has done an incalculable harm to all facets of the Nigerian economy. According to reports from the United Nation Industrial Development Organization (UNIDO), over 170 textile companies have closed shop and 120,000 employees are rendered jobless on account of poor power and water supply, high cost of fuel and massive smuggling of counterfeit products into the country from Asia.

**Systemic Problems in Schooling:** Most people blamed the falling standard of education in the country for the rising unemployment in Nigeria. The curriculum has not been planned to meet the needs of the present society and in most cases there are poor facilities with which to train the students. Thus, the nation’s schooling system lays much emphasis on certificate acquisition while neglecting the application of the knowledge and skills acquired to meet the challenges of the contemporary Nigeria.

**Dangers of Unemployment in Nigeria**

The adverse effects of high unemployment rate in Nigeria are enormous and far-reaching. These include social, economic and political dangers.

**1. The Social Dangers Associated with Unemployment:**

The social dangers (implications) of unemployment are first felt by the individual and household before extending to the entire society. Unemployed individuals are usually unable to earn money to meet financial responsibilities and the basic needs of life.

The effects of unemployment on the individual and household include; wide-spread poverty and inequality with its attendance consequences which manifests as follows;

* high susceptibility to malnutrition
* illness and mental stress
* subsequent loss of self-esteem leading to depression
* self-destructive behavior used as coping mechanism e.g. excessive alcoholism, drug abuse, etc
* dysfunctional social and emotional relationships
* loss of self-confidence
* loss of social and economic security
* limited educational opportunity for the children
* limited access to good housing; tension and conflict e.g. domestic violence.

At the society level, unemployment brings about widespread criminality, societal ills and social vices such as hooliganism, armed robbery and prostitution. In most cases, young graduates who are caught in criminal acts such as armed robbery, kidnapping and prostitution attribute their involvement in those crimes to the unemployment situation in Nigeria.

In recent times, the high rate of communal crisis, youth restiveness, hire killings and assassinations, kidnapping, vandalism,419 and other forms of criminality and even the Niger Delta uprising and the recent ‘Boko Haram’ insurgents in the northern part of the country were attributed to the high rate of unemployment, especially among the youths in the country.

**2. Economic Dangers Associated with Unemployment:**

Any economy with high unemployment rate is not utilizing all of the resources, specifically its labour. Since it is operating below its production possibility, it could have higher output if the entire workforce were utilized.

Furthermore, during a long period of unemployment, workers can also lose their skills, causing a loss of human capital. It could also lead to low level of income and high rate of income inequality which further worsens the high rate of poverty and unemployment with is attendance consequences.

**3. Political Implications of Unemployment:**

Some of the major consequences of high unemployment in a country like Nigeria with wide spread corruption and bad governance, is increase apathy, cynicism and despondency. Many people become increasingly individualistic and exclusively preoccupied with the problem of survival and subsistence. They show little or no concern for government issues, activities and policies and programs.

High unemployment has been blamed for civil unrest in Nigeria. A classic example is the Niger Delta crisis as well as the Boko Haram crisis in the Northern part of the country.

Indeed, the high rate of kidnapping, civil unrest and political thuggery can be traced to the high rate of unemployment in Nigeria.

RECOMMENDATIONS

Reformation of educational system the educational system needs to be reformed in order to produce skilled graduates, innovators, and entrepreneurs.

 Practice and research should be priority, not just the theoretical learning. Also, the government needs to create schools, good amenities, and infrastructure and job opportunities in rural areas. This will cut the level of migration to cities, thus reducing high population and unemployment in the cities.

The government is to consider each sector of the economy and to provide the necessary infrastructure and industrial friendly environment.

 Agriculture is one of the major sectors and the government has to do everything possible to attract private investors,Thus creating new job opportunities.

 Improvement of energy supply and transport system will cut the high cost of production. So, there will be no need to cut jobs.