



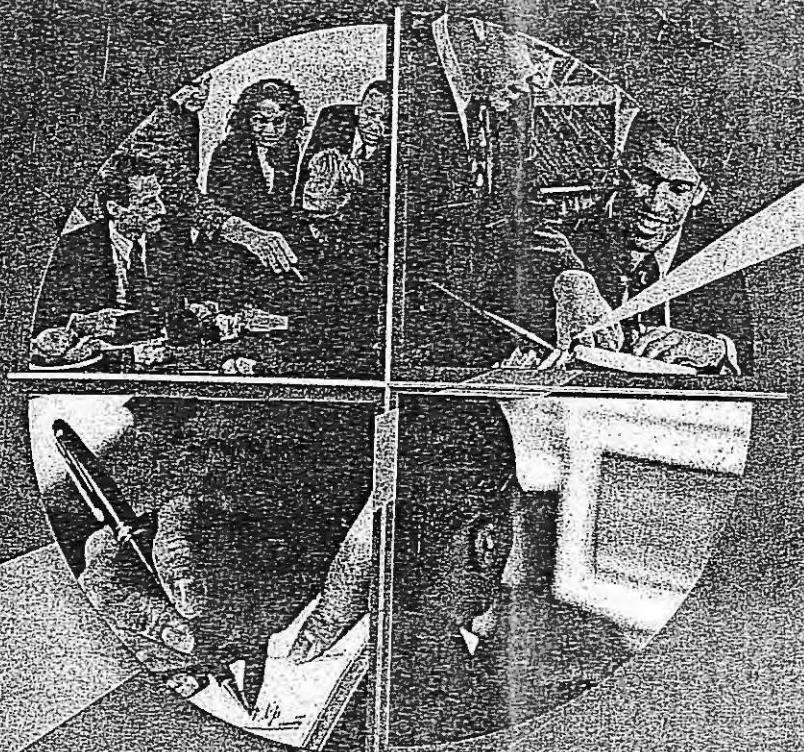
ABOUT THE BOOK

This book is an introductory reading text for student in industrial relations and general readership.

OBAFEMI KAYODE AWE is a product of both the Universities of Lagos and the University of Ibadan, where he obtained the Bsc (Hons) Sociology and Master in Industries and Labour Relation (MILR) respectively. He had a long practical experience in both public and private Industrial relations practice as a senior labour officer (Principal Productivity officer and executive secretary in a major employer association. He is a lecturer in the department of Industrial Relations and Personal Management, Faculty of Management Sciences, Lagos State University, Ojo. He is an associate member of Chartered Institute of Personnel Management (IPM) and a member of Nigeria Institute of Management (NIM).



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Organisation & Administration of Trade Unions & Employers Associations

(Strategies, Structures and Functions)

KAYODE AWE

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**ORGANISATION
& ADMINISTRATION
OF TRADE UNIONS AND
EMPLOYERS ASSOCIATIONS**
(Strategies, Structures and Functions)

Series 1

KAYODE AWE

Lecturer in Industrial Relations
and Personnel Management
Lagos State University, Ojo

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By

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PREFACE

This monograph is intended for students studying industrial relations and personal management on undergraduate, post-graduate and post-experience courses. Its objectives are : to provide a framework of knowledge relating to the concepts, theories, strategies, structures and practices of Trade Unions and work groups, collectives and employers' Association; and

to present that knowledge in a way which facilitates the students learning the knowledge and understanding gained from this book can be developed and refined through the student's reading of more specialised books, articles, general works on Industrial Relation and Personnel Management lectures, seminars and tutorials.

The structure is based on a three-part collections of chapters covering trade unions definition, development, their objectives, strategies (and determinants of effectiveness of their strategies); work-group their types, functions and limitations, and Employers Associations, their objectives, as well as managers' objectives, styles and Industrial relations models. It contains a discussion of the development, objectives structures and organisation of Trade Union and Employer Associations on Nigeria. These concepts Theories and discussions are presented within current models of Human resources Management and strategic thinking and practice.

ACKNOWLEDGEMENTS

I should like to express my appreciation with whom I have worked in different aspects of Industrial Relations over the past twenty years in the public, private sectors and the academic. The experiences as well as others thoughts, insights and perceptions have helped me to clarify and refine my own perceptions and insights of all aspects of industrial relations and personnel and Human Resources Management.

I must acknowledge the help rendered by co-lecturer in the department and many of my students, past and present who academic and class contributions helped in writing this book. This book is dedicated to God, my mother , my previous and present students and of course to my wife and children.

Kayode Awe

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Workers and their unions have attracted a lot of research interest because of the following reasons.

1. Workers constitute the largest single group in industry and so, their activities are very important to economic growth and development.
2. Workers relative size or proportion vis-avis other element of population. Workers on average constitute 40% of the population and bear a dependency ratio that is very high especially in less developed countries with implication for social and economic development of these countries.
3. Workers received and react to environmental factors such labour market, technology and public policy.
4. Worker militancy has implication for industrial conflict, peace, harmony and progress.
5. Employers associations are very important in the development of industrial relation systems.
6. Employers action and in action affect social and economic growth and development.
7. The low profile of employers tend to hide their importance and behaviours for shipping industrial relation.
8. By treating the employment strategies and tactic we can understand more the rational behind workers reaction .
9. Importance of employers have been assumed rather than investigated.

1.2 WORKERS' OBJECTIVES

A worker is one that expends his or her energy and ability to produce something of value, ideas, goods and services . An employee is a worker or any one that sells his or her labour ,skill and ability in exchange for wages and compensation from an employer. The objectives of worker include :

1. Earning a living, fulfilling personal needs for basic physiological, safety, social, recognition, esteem, self actualization ,a very interesting job, and a mind to participate in decision that directly affects industrial workers.
2. Define the identify in achieving their life goals as they are integrated into the community and society.
3. Work is valued in different ways by workers. Difference vary according to constraint and different situation perceive as achievable.
4. Ideology of individual employees also differ, some worker believe that they have nothing to do with the managerial or political control of work (dominant value system),other believe they should exercise control over this matter, (radical value). Others try to extend on the first value system (Subordinate value system) to include fair treatment under managerial or authority. In effect, what people normative seek from their jobs vary.
5. Freedom of individual action and opportunity for promotion advancement and attempt to manipulate rules and regulations compared with the established and basic features of the employment relation as determined by the employer.

But can employees achieve all their work goals and objectives by their own action? The individual exercises choice in the type of work, subjecting himself to the interview process, and accept employment based on his contract with the employer. To this extent, some individual choice actions are possible for most individual workers, however this is not usually the case. Certain factors weaken individual workers actions at getting what they want from their jobs. Individual actions can only have success where the management concedes or provides. This personnel policy creates or enhances the internal labour market.

In spite of these opportunities employee acting alone cannot hope to influence employer decision on termination, dismissal, standard for recruitment, job security, disciplinary action. So the actions of employee is limited by number of factors.

Secondly, this affect the balance of power in favour of the employers and management. Group action by the union and promotion of other social policies offer better opportunity for employee to achieve his goals and objectives.

Also, organizational theories and behaviours have analyzed and highlighted types of groups that form in business organizations, their merits and demerits. One such group is the trade union.

1.3 DEFINITION OF TRADE UNION

Black burn (1967) writing on industrial relations in Britain defined unionateness as the extent to which an organization is a whole – hearted trade union, to use all the power of the movement. He postulated seven characteristics by which to judge unionateness.

1. The organization regards collective bargaining and the status

protection of its members interests, as employees, as its main function.

2. It is independent from any influence by employers, particularly in relation to collective bargaining.
3. It is prepared to be militant – use industrial action.
4. It declares itself to be a 'trade union'
5. It is registered as a trade union
6. It is affiliated to the TUC
7. It is affiliated to the labour party.

Any general definition of a trade union must encompass a variety of organizations, with varying degrees of unionateness, ranging from traditional 'manual union through white collar unions and 'staff associations' to some 'professional association'. Three elements are crucial to any definition which distinguishes trade union from other organizations the nature of their membership, their purposes and the means they employ to achieve their purpose. A trade union may, therefore be defined as:

"Any organization whose membership consists of employees which seeks to organize and represent their interests both in the workplace and society and, in particular, seek to regulate the employment relationship through the process of collective bargaining with management".

Legal definition of Trade Union

Trade union law in United Kingdom and Nigeria defined statutory labour unions as "an association of wage/salary earners with the object of safeguarding and improving the wage and employment conditions of its members and to raise members social

and standard of living in the community". Furthermore, the definition suggest that employers associations are also to be regarded as trade union thus it may not be meaningless to refer to industrialists as forming a trade union of employers. Nevertheless, labour unions should be kept separate from employers unions, although the legal definition according to trade union laws regard both associations as trade unions (trade union Act 1973).

Also, out of all the social groups only trade unions have the legal entitlement to determine the terms and conditions of the workers. Secondly, the purpose of the trade union organization need not to be confined the exclusively employment of industrial matter so aloes, it has political economic, social and cultural objectives and functions. Trade union can be classified as registered in depended and recognize in line with the labour act.

CHAPTER TWO

2.0 DEVELOPMENT OF TRADE UNIONS

There are three ways to look at development to Trade Union organizational, legal and political.

Organizational development' Trade union development can be divided into following.

1. The real beginning was in the friendly societies in United Kingdom established by work men in the late 18th century which practice mutual insurance in the effect of sickness, retirement employment or dead of members, provide forum for discussion of wages and petition of employers.
2. The establishment of one consolidated union to represent all worker irrespective of their work and locality following the repeal of Combination Act of 1824.
3. The new model unionism in the mid 19 century which register the first modern trade union founded among workmen with ability to read and write, better pay and more regular employment, all which are essential for the development and maintenance of organization and bureaucracy this same period also, witness the phenomena of trade union in corporation at local and national level and more permanent rather than transient organization, the formation of trade union or central federation congress with parliamentary committee and full time secretary.
4. The development of new unionism by which semi skilled, unskilled and poorer paid worker were organized in diagram

exceptionally high employment period. This include the white collar unionism of teachers municipal and local government workers by the end of 19th century. The foundation of modern trade union had been laid with permanent organizations which represented the wide range of manual and non-manuol employees with the TUC providing a vocal point for coordination, appearance of shop steward as syndicalism among engineering ship building and munitions factory establishment between the two world wars as a result of full employment, formalization of industrial relations. There was increase membership significant reduction in number of trade unions and evolution of collarace open, general or conglomerate unions and white managerial staff. However, membership decreased or eroded.

2.1 DEVELOPMENT OF THE NIGEIRA LABOUR MOVEMENT

Although the first evidence of a trade union was the Mechanics Mutual Aid provident and mutual improvement association formed in July 1883. In Nigeria, trade unionism began in August 1912 through the formation of the Nigeria civil service union, by some workers of the colonial civil service. The inaugural meeting was attended by 33 employees who were mainly African Clerical staff that constituted the elite class of the service at time, though were subordinate to European civil servants. It was actually formed possibly because it was the vogue in other African countries especially Sierra Leone and it was not until sometime that the union objectives were spelt out as to promote the welfare interests of native members of the civil service, such as opposition to colour to

discrimination in the colonial civil service, low wages and poor conditions of services in comparison with the foreign and British employees. It is in this connection that the origin of Nigerian trade unions could be traced to colonialism.

However, the formation of other trade unions took another twenty or more years, precisely, 1931 when the Nigeria Union of Teachers (NUT), was formed on the initiation of the private sector, workers. The Railway Workers Union (RWU) was part of the civil service union until it broke off because of dissatisfaction with the tempo with which the CSU was pursuing industrial relations. Taking cognizance of the factor that Britain and other parts of Europe, the world and in Nigeria that trade unions were born out of struggle of workers to improve their conditions of service, stop exploitation, and to be treated with respect and dignity in compliance with the slogan "unity is strength" and mobilization of members to struggle for improvement of their conditions of employment and general standard of living, what factors can be adduced for the late development of trade unionism in Nigeria.

Reasons for late development of trade unionism in Nigeria-
The following reasons are often advanced:

- i. Limited wage employment
- ii. Repressive colonial policy
- iii. Low level of economic activities
- iv. Ignorance
- v. Social cultural values e.g The paternalistic employment relationship
- vi. Absence of legal backing until 1939.

During the early period, the Nigerian colonial state had one sector national economy due to the fact that work and employment were mainly in the civil service the railways where the most of the labour were engaged. Administrative and economic infrastructural operations the railways and other technical areas engaged in laying the rails lines from the south to the north in the process of opening up the country for imperialist expansion and economic activities and wage employment was very low (kilby 1969;P490). Again, in spite of the early efforts made by Nigerian workers to unionize they were frustrated by colonial government, which labeled them as saboteurs that were out to frustrate and disrupt the machinery for effective colonial administration. It is however on record that the Nigeria railway workers union led by Michael Imodu mounted pressure on the colonial administration and acted as examples to other.

Another important factor identified as constraints to the late development of trade union is the repressive policy of colonial government. As such there was absence of legal backing for the formation of trade union. As practiced under common law in the United Kingdom the earlier unions were formed in restraints of trade and therefore were illegal organization. Moreover, there was fear that trade unions could be used for political purposes.

Another factor for the low level of economic activities in the colonial economy was that it was dominated by public sector and there were only few indigenous trading companies. Ignorance might be considered as an important although a weak variable. However, even if the workers were conscious of their right and repulsive of the colonial repression, it is doubtful if they could do much against

the combined power of the other actors, the employers and the state. Besides, the idea of militant unionism is considered contradictory to the indigenous social value of arbitrary paternalism which to some extent is still practiced presently in Nigeria (Damachi 1978), on the whole, the factor of the absence of legal backing seems to be very significant in explaining the late development trade union.

2.2 FACTORS THAT INFLUENCE THE GROWTH OF TRADE UNIONS FROM THE 1940:

Some of the above factors that hindered the development of the labour movement were removed with time, thus, facilitating the development of trade unionism in Nigeria. The following factors, were responsible:

- i. The 1939 trade union ordinance
- ii. The second world war and its aftermath
- iii. Industrial structure
- iv. The General Defence Regulation of 1942
- v. The nationalist movement
- vi. Internal division and factionalism

Trade Union Ordinance

Although the colonial government in Nigeria did not give heed to the directive of the secretary for the colonies, to all colonies to encourage trade unions which they considered in appropriate for a colonial country under the verge of industrialization. However the colonial administration succumbed in 1938 by enacting the trade union ordinance which allowed any group of five or more workers

form trade union and a group of worker in central trade union body and fail to provide for collective bargaining provisions. Most of the unions formed were one enterprise union with few members, such that the ordinance was a very permissive law, which encourages for the indiscriminate formations of trade unions.

Second World War

The second world war brought serious poverty to both workers and the general public in form of acute shortage of essential commodities with corresponding rise in prices and stagnant money wage. Further the participations of Nigerians in the world war served to increase their strategic importance and socio-political influence workers exploited the situation to extract Cost of Living Allowance Award (COLDA) and also secured recognition for their unions.

1942 Defence Regulation

Another major reason for the rapid growth of union was the infamous government order the general defence regulation of 1942 which outlawed strikes and lockouts during the war period. Interpreting this order as an attempt to suppress their new and fragile organizations, union officials responded furiously. With the timely collaboration of the nationalists (political) leaders the first central union was formed the trade union congress of Nigeria (TUCN). Among other things the congress demanded increased employment through intensified industrialization of all public utilities and the establishment of a labour party.

Nationalist Movement

The rise in unionism was aided by the nationalism leaders struggle to rid the colony of colonialism. Throughout most of the so called third world, unlike business unionism in Europe the goal was to gain independence from the various colonial administration and to substitute a new indigenous political entity. In essence, therefore trade unionism and nationalism provided the basis for group collectivism in satisfying these particular objectives. In many countries but particularly in Nigeria unions readily provided a major resource in broadening the base of anti-colonial sentiments.

Increased Industrial Tempo

With the increase in industrial development in 1940s led to the emergence of a two sector economy with the emergence of small indigenous and increasing number of large multi-national cooperation, trade union flourished.

External Influence

Lastly, the external influence from neighbouring countries such as Sierra Leone led to the vogue for formation of union on other African countries such as Nigeria.

Industrial Structure

Union growth was influenced also by the establishment of several branches among companies, which encouraged the system of plant level unionism prevalent during the period. According to Cohen

about 46 percent e.g all unions registered in 1971 were enterprise unions. Thus, a company, which had 4 branches across the country often, had a union organized weak plant or branch. For example a Nigerian Breweries Limited, which had branches at Lagos and Aba, had workers at its Oshogbo plant, while other employee of the company were organized by the holt African Worker Union of Nigeria. Although this structure permitted a wilder rank and file involvement. It often created administrative and leadership inertia. Also the structure exposed the unions to employer manipulation and abuse. Even where the branches or plant unions were no autonomous and had a central co-ordinating central coordinating system, the fact of their physical or geographical separation compounded effective administration.

Internal Divisional and Factionalism

As we have shown, multiple unionism became an early feature of the Nigerian labour movement. Recall the case of railways where, by 1932 there were three unions, two of which represented technical employees and the other clerical workers. Indeed there were five unions in the organizations. In a good number of cases, the competing unions often emerged as a result of fractional dispute and conflicts among the leaders. Often times, a particular leader or group of workers did not want to have anything to do with the existing unions, on the assumption that the latter could no longer protect that interest remote to such arguments however was the struggle for union leadership and union control.

CHAPTER THREE

THEORIES OF TRADE UNION

3.1 MARXIST THEORY

karl Marx's (1847) Communist Manifesto marked the beginning of this line of thought about what the nature and role of the trade union should be in the society.

To Karl Marx and Friedrich Engels, the trade union movement represents a prime instrument of the class struggle between proletarian-workers and capitalist-businessmen. Initially, the purpose of the trade union movement was to overcome the competition between individual workers. However, the trade union movement was to assume its fundamental and fruitful part as the "politicomilitary" force which would overthrow the capitalist system.

Although, the historic emergence of the trade union movement as the grave-digger of capitalism was inevitable, according to the Marxian view-point, the path was not smooth. To the contrary, it was filled with struggle.

The conditions of capitalism which would cause the workers to organize themselves for its ultimate overthrow include, the dehumanizing regimentation of the factory system, the elimination of distinctions of rank and rapt, the reduction of wages and increasing misery of the workers, and the insecurity of unemployment.

Although, Karl Marx later evidenced some modification of his

ideals in the direction of an evolutionary and peaceful passing of capitalism rather than a revolutionary and violent overthrow of it, his fundamental view of the trade union movement as a political agency for effecting the end of capitalism did not change. He believed that capitalism must inevitably create insecurity, exploitation and social degradation.

In Marx's eyes, it was imperative that the workers of the world be collected in an international trade union movement to accomplish the death of capitalism.

3.2 INDUSTRIAL DEMOCRACY THEORY

Sidney and Beatrice Webb (1926) present a different insight into trade unionism. To the Webbs, trade unionism would remove from the individual employee the burden of fixing wage rates, hours and conditions of work, which comes about due to competition.

Under the new dispensation the trade union is expected to perform two important functions among others. First, create labour monopolies by barring or restricting the entry of workers to trades. Second, it sets the common rule at the work place.

This school believes that collectivity of workers (trade union) would extend democracy to the industrial sphere, thus bringing the bargaining power of labour and capital to the same level. As a result of this, trade unionism is not, in their view, an instrument for the overthrow of the capitalistic order. The Webbs see the solution to class conflict in equality of bargaining power and collective negotiation. They did not think it necessary to accomplish the

complete overthrow and liquidation of the business class, it was merely necessary to eliminate industrial autocracy and replace it with industrial democracy. This conviction informs their definition of a trade union as "a continuous association of wage earners for the purpose of maintaining or improving the conditions of their lives."

3.3 ECONOMIC PROTECTION THEORY

This is the explanation of trade unionism provided by John Mitchell an American labour leader in 1903. According to him, the explanation of trade unionism lies in the economic protection it provides to workers. Its essence is the collective bargaining, which gives the worker economic equality with his employer, frees him from fear, improves his efficiency and establishes his citizenship on the industrial sphere of society. He believes the collective bargain to be a "sacred" contract, within existing market institution. He did not envisage class struggle. Rather, he posits that "labour unions are for the workmen but against no one." They are not hostile to employers, not inimical to the interests of the general public. They are for a class, because that class exists and has class interests, but the unions did not create and do not perpetuate the class or its interests and do not seek to evoke a class conflict. There is no necessary hostility between labour and capital." Mitchell's view of the labour movements is thus pragmatic, reflecting the bread and butter or business unionism thinking which came to dominate the understanding of the trade-union movement.

3.4 FRANK TANNENBAUM'S THEORY

He is an American theorist and he sees workers as being driven by alienation by both their job and the society. Therefore, they try to re-create collective and group psychological feelings which will provide a solid tie in the relationship between them and their employers. He argues that trade unionism became the major instruments with which workers try to achieve these goals. He started his research by analysing the social situation under which work under previous guild system. In the system, the workers operated tightly mixed workers group in workers as assured of status, second income, protection against accident, had a chance to himself or herself with his or her job and interact freely with colleague.

The guild system offers the worker the chance to gain distinction in her work and at the same time, made responsible for the quality of his. Therefore, as a tightly mixed social group, the guild acquired in the right political power, judicial authority with which to discipline and any recalcitrant members. The guild was also an integral part of the society. However, when the productive organs or companies becomes and large capitalists bought them and amalgamated to large company the advantages the guild system enjoys before were lost. They be ordinary workers to wealthy capitalist. To Frank, workers then join to to create the interest of trade union so that they can enjoy some things they were enjoying before under the guild system and Tannenbaum led to the origin of trade unionism.

3.5 THE SCARCITY – CONSCIOUSNESS THEORY

Selig Perlman (1949) following an extensive and pains taken research identified 3 principles factors that shaped the development and form of trade unions. This include first, resistance power of capitalism determined by its own historical development. Second, there is the degree of dominance over labour movements by the intellectuals "mentality" which regularly underestimates capitalism's resistance power and overestimates labours will to radical change finally, there is the degree of maturity of a trade union "mentality". In this theory, workers and trade union are expected to be pragmatic and scarcity minded and their mentality and an awareness of scarcity of economic opportunity trade unions becomes consequently the instrument or agency through which worker assert their collective ownership over the whole amount and sharing of opportunity the intellectual is the such of capitalist influences that came out with broad scheme social and economic reform which are variety methods ranging from gradualism to violent of revolution whist the resistance of capitalism refers to the determination alertness are vitality of the capitalist class in its effort to pressure its ruiling position.

3.6 THEORY OF RESPONSIBLE TRADE UNIONISM

The basis of this theory is the fostering of national growth and economic development in line with the neo-classical and liberal democratic ideology. A form of corporatism is established between the state, employers or management and workers or trade union with a view to improving productivity, growth and development employment and political and economic instability workers and trade

CHAPTER FOUR

unions are expected to play a responsible role in managing the demand of their members and moderating level of industrial strikes and actions and cooperating with state and employers in the maintenance of industrial peace and harmony, economic growth and development. This development ideology has been very important since the 1970's.

3.7 ROBERT HOXIE'S THEORY

Robert Hoxie bases his theory on group psychology and he argues that trade unions appear as a group so that they can analyze and interpret the situation in which workers finds themselves. He makes reference to some of these observations on workers organization that makes specific impact on their country's settings specifically United States of American. He however, found out or discovered that a great deal of their successor. He posited that if workers are to make any meaningful progress, they have to form social groups through which they can lobby for specific demands. Meaning that the collectivity of workers could be seen as an instrumental rational action.

4.1 WORK GROUPS AND ORGANIZATIONAL OBJECTIVES

The management of organizational objectives, missions and visions are usually accomplished by the use of work groups and collectivities. Work group refers to a collection of employees (managerial or non-managerial) sharing certain norms, who are striving toward member need satisfaction through the attainment of group goal(s).

4.2 NATURE AND TYPES OF WORK GROUPS

There are basically two types of groups:- formal and in formal groups. Formal groups are groups that are deliberately created by the demand by their environment. Example are:
Technological groups which are groups that develop as a result of the physical location and occupation of the members.

These types of groups, are often created by the demands of a common task or the sharing of common facilities.

Decision-making groups which are created by demands for consensual decision and the need to present a common and hopefully, more formidable front.

Command groups which are created by demand for a number of individuals to report to the same manager, supervisor or headmaster in a school.

Informal groups refer to those voluntarily created by individuals these include?