

**REFLECTIONS ON PROSPECTS AND PROBLEMS OF GLOBALIZATION ON NIGERIAN
WOMEN WORKERS' INTEREST IN TRADE UNION LEADERSHIP.**

M.O. FOLORUNSHO

Molfro2000@yahoo.com

“Labour was the first price, the original purchase-money that was paid for all things. It was not by gold or by silver, but by labour that all wealth of the world was originally purchased Adam Smith”

ABSTRACT

Even though globalization cannot be precisely classified as a recent phenomenon, it has brought about significant adjustments to global labour management relations with its antecedents, socio economic and political constraints and challenges on the structure and operations of most of the stake holders in the world of work, most especially the trade unions. This global economic order has brought far reaching changes that are affecting everyone albeit differently.

Nigeria with a population of about 150 million people is situated in West Africa. It has an estimated labour force of 54 million out of which only 5% are formally employed and only 11% are women. Acting in tune with the world economic dictates, the state introduced a lot of socio-economic reforms which were principally aimed at reducing the governments financial commitments in most hitherto public managed corporations. A major fall out of this development on unions is severe restriction of workers' rights and liberties even as the workers groups are democratized via The Trade Union amendment Act 2004(laws of the federation of Nigeria 1990).

A reliable and validated articulation of women's participation in union's activities especially at leadership positions since the emergence of workers' groups in Nigeria cannot be easily accessed. However like their counter parts world wide,

Nigerian women have always worked even though available statistics indicate that prior to globalization, they are more concentrated in the informal sector. Consequently, there are too few women in significant unions' positions and leadership. Of course this is the same with the density of women in all kinds of mixed groups in the country except for women specific groups despite the availability of various gender policies and affirmative actions. This is probably so because Nigeria is a paternalistic society.

This paper will attempt a brief overview of the global economic dictates especially as they affect employment relations and workers right particularly in Nigeria. It will also discuss the major industrial relations responses to these dictates as it examines the external and internal influences that inhibit union responses. The paper will also discuss the features and challenges of the emerging work environment and the effect on poverty level in the Country and in particular on women workers. Validated data of women leaders in both the Nigerian Labour Congress and Trade Union Congress prior to globalization and presently will be analyzed. Finally the paper will look at strategic areas that Trade unions can utilize to increase their prospect and drastically reduce the problems of women apathy to Trade Union activities and leadership positions.

INTRODUCTION

The global economic, political and social challenges have given impetus to women involvement in key decision-making positions in both public and private organizations. In the current dispensation, women are more involved in playing leadership and vital roles in international and national affairs. However, the old stereotype and continuous long-time discrimination against women has being a source of snag, causing some women to feel that they do not possess requisite leadership qualities and are not tough enough for leadership responsibilities.

Leadership for women is a key issue because it is believed that promoting women to leadership positions is more likely to advance the interests of other women, hence women leaders are in the best positions to articulate women issues and make contributions to the quest to emancipate and empower them. This can be achieved through visibility, strong presence and activeness in taking up leadership positions, responsibilities, networking and role modelling.

Leadership is both about individuals who take initiative and about collective capacity of a group whether a community, movement, an organisation or a nation or nations working together to create change. For collective leadership to emerge, there are individuals who take the responsibility to visualize, mobilize and invite others and manage diversity that result when more than one person is involved in something. Since it is widely believed that leaders are not born but made, women are not only eminently qualified for leadership positions, but as well possess enormous potentials to enhance the development of their group.

Women in Nigeria constitute the larger membership percentage of trade unions, but they are under-represented in the most influential positions. This negates the principles and promotion of gender equality. It is imperative to acknowledge the importance of women's participation and involvement in leadership positions and decision making-process. This is because the strength and vibrancy of trade union movement depends on the inclusion of women particularly in leadership roles.

Leadership is about the ability of an individual to influence, motivate and enable others to contribute towards the effectiveness and success of an organization. Women must therefore be recognized as not only able to influence, motivate and enable others, but they are also capable of adding values to their unions.

LABOUR MOVEMENT IN NIGERIA-SYNOPSIS

Since the formation of the Southern Nigerian Civil Service Union (1912) the labour movement in Nigeria has experienced a lot of re-structuring and operational repackaging. Beginning with the agitation for the award of cost of living allowance in the 1940s, the Nigerian Labour Movement has been consistent in seeking for ways of advancing the quality of existence of its members through various activities. This is despite the fact that various regimes in Nigeria by their actions and in actions have unjustifiably dribbled labour movements and ceaselessly curtailed its activities. It is unfortunate that this stance of government is yet to change despite decades of exposure and mutual interaction of both parties. The seemingly frosty relationship between government and labour could be a result of the fact that:-

- (i) Majority of the regimes on attainment of power, either in composition or disposition does not reflect democracy.
- (ii) The level of economic development of the country.
- (iii) The high poverty profile of the citizenry, which has significantly alienated the governed from the government and
- (iv) Governments inability to manage or even tolerate agitations of any kind, which they often perceived as oppositions.

NIGERIA LABOUR MOVEMENT AND GOVERNMENTS INTERVENTIONS.

Even though Governments' involvement in the practice of industrial relations globally may not be novel, the depth and extent of government's interventions in the structure and activities of workers' organizations in Nigeria has been consistently significant most especially after independence. Prior to independence, the major monumental agitations of the Trade Union Movement are:-

- (i) The 1945 general strike led by Pa. Michael Imoudu and
- (ii) The Iva valley miners strike of 1949.

It is gratifying to note that both the political class and labour movement leaders jointly sought for and got independence for the country. Thus the pre-independence trade union leaders functioned prominently as political leaders as well.

However, by 1973, the then existing 4 Labour Centres attempted to merge as one, this wasn't to be as the regime of General Yakubu Gowon enacted Decree 31 of 1973 to nullify the merger. But with the overthrow of General Gowon in 1975, the four existing Labour Centres then on their own volition convened a Conference in Kano and the first Nigeria Labour Congress emerged. This commendable action was unfortunately not allowed to germinate due to a petition written by some black legs in the Union, which made the regime of Generals Murtala Mohammed, Olusegun Obasanjo and Sheu Musa Yar'Adua to ban the newly formed NLC and arrest some leaders in 1976. Government further went ahead to ban prominent Union activists from Trade Union activities and enacted the Trade Unions disqualification of certain persons Act 15. However, in 1978, the same government disbanded the workers' Union and a new NLC with 42 industrial Unions was "allowed" to function. After some years and as an aftermath of the crises that erupted during the NLC election in 1988, the then Head of State, General Babangida banned the leaders of the NLC and appointed Michael Ogunkoya as its sole Administrator. That same year, Pascal Bafyau was appointed as President. Consequent upon the annulment of June 12 1993 general elections and the coming into power of General Abacha and the spate of agitations that followed, the NLC was again banned via Decrees 9 and 10 of 1994. After the death of General Abacha in 1999 and the emergence of General Abdulsalami Abubakar as Head of State, the NLC was unbanned, and a democratically organized and peaceful election took place producing the incumbent President Adams Aliyu

Oshiomole and his team. The Trade Union Congress was equally registered in 2005 with Dr. Mrs. Peace Obiajulu as the President.

UNIONS ROLES AND THE LABOUR MARKET

Seriously challenging the roles of Trade Unions in Nigeria today are the array of Socio-economic policies of the government. This development is hardly surprising for it is an expected natural occurrence. According to Famham (1990), the tempo and direction of the labour market in any country at any given time is directly affected by the countries' economic policies. In turn, the labour market influences the activities of most Industrial Relations Institutions and practices like working and employment policies and Trade Union activities. The changes continuously taking place within the labour market in Nigeria are in tandem with globalization policies and have affected the work environment by altering:-

- (i) Trade Union membership level
- (ii) Trade Union organization and power
- (iii) Relative strengths of the parties engaged in collective bargaining and
- (iv) Management policies on recruitment.

The government's re-action to this development was:-

The privatization of all hitherto government owned corporations e.g. Nigeria Telecommunications (NITEL), Steel Rolling Mills, Nigerian Airways etc.

- The deregulation of the down stream sectors of the petroleum industries
- The Power Sector Reform
- The democratization of Trade Unions
- The Banks' Recapitalization Policy
- Concessioning of the ports
- Rightsizing and downsizing of the public service.
- And the Civil Service Reform.

CONCEPTS OF WORK AND DEVELOPMENT OF WAGE LABOUR IN NIGERIA

The centrality and uniqueness of work to human existence is universally acknowledged and upheld. Work fulfills humanity, makes living worth while and provides the basis for human's sojourn on earth. Be it formal or informal, jobs are perceived to save people from dire poverty, add quality to life and endows humanity completely. No wonder the concept of work is as old as man.

The chambers English Dictionary (1992) define work as efforts directed to an end. This end must have guided Grant's (1991) perception of work as that activity that transforms nature and usually undertaken in social situations. He further emphasized the ambiguity of work. Work, according to him is often regarded as a symbol of personal worth which provides status, economic rewards a demonstration of religious faith and a means of realization of self-potential. Work could also be viewed as the opposite of leisure. Something we have to do, something we may prefer not to do and something we tend to get paid for. Ironically, there are very few activities undertaken outside pecuniary relationship, which do not also occur as work. For instance, washing, ironing, child minding, driving, cooking and a host of others. Such activities all exist as paid and unpaid labour. This probably must be the reason behind Brundthand's advocacy for a broader definition of work to include both waged and unwaged activities. In traditional African Society, work was not categorized into jobs, occupations were communal and there was no clear distinction between employer and labour.

The practice of wage labour was alien to the system the Africans and indeed Nigerians were used to before colonization. No wonder, the colonial masters were forced to adopt forced labour for recruitment of manual labour required by them for construction and physical development; Nigerians were reluctant to embrace labour initially introduced possibly because, in their scattered,

numerous, manageable and rural settlements they lived a life of subsistence and were contented. Individuals in the settlements performed their roles as ascribed by the society. The man and perhaps other male adults in the family hunted for animals and prepared the land while the wives and children applied local fertilizer to the farm, thinned, weed, harvested and traded the good in the community markets. (Yesufu, 1982).

NIGERIAN WOMEN AND WORK

Women constitute half of the world's population and about 565 million of them reside in the rural areas of underdeveloped countries, where they perform increasingly indispensable roles in agricultural, home management administration and National Development. They also shoulder over 90% of domestic responsibilities and are natural resource managers and environmental maintenance experts (Akpabio, 2005)

Either as a "westernized" or an African Woman with all the traditional circumscription, women since the inception of humanity have been contributing immensely to the political as well as socio-economic growth of their families, communities, groups and nations. Even though most of these contributions, due to various overt and covert reasons, were often not acknowledged nor rewarded, they were however valued.

As was the practice in traditional Africa societies traditional Nigerian women sought for jobs focused at supporting their husbands' efforts, which were to a large extent limited to domestic activities. However, the industrial revolution of the 19th century brought women and children in Nigeria into industries as workers as the industrialists then discovered in them cheap labour easier to dispense with at the slightest opportunity compared to the menfolk (Sokunbi 1995). Also significant to women's embracement of paid labour are the sex discrimination Act

of 1975 in Great Britain which gave birth to the Equal Opportunity Commission (EOC) and the declaration of 1976-85 as the United Nations Decade for women (Raji 2002).

Also, Sokunbi (1995) observed that the mission schools established by the colonial masters especially in the southern part of Nigeria paved way for women's education and their significant involvement in formal employment.

Despite all these, Awe (1992) observed that women's work was more valued in precapitalist and precolonial African societies. This is further complimented by Parpart and Standt (1990) who opined that existence of complimentary economic activities and other structures among the people prevailed much on the existing gender inequalities administration being experienced today

It is noteworthy that women's participation in paid work in Nigeria is steadily increasing as well as their involvement in highly skilled technical and managerial field.

Quoting the recently carried survey of the National Manpower Board FOS (2003). The situation report of women involvement in formal employment is thus

- Women form 17 percent in the Federal Civil Service
- Federal Government corporations have 11.2 percent female employment
- Women in the state governments (36 states plus FCT) Civil Service employment are 19.5 percent.
- The State Government's corporation boast of 15.8 percent women in its employment
- In the Local Governments, female employment is 13 percent
- In voluntary agencies, 28.1 percent are female employees and
- The private sector have 7.4 percent female employment

With this data on formal employment participation, the available records on poverty level of Nigeria indicating the women folk as more disadvantaged (Table

1) is hardly surprising as their percentage formal engagement is still very low compared to men's.

Table 1: Trends in Poverty Level: 1980-96 (in%)

Year	Poverty Level	Estimated Total Population	Population in Poverty
1980	28.0%	65m	17.7m
1985	46.3%	75m	34.7m
1992	42.7%	91.5m	39.2m
1996	65.6%	102.3m	67.1m

Source: NCS 80,85,92,96.

Table 2: Income Pattern by Gender of Household Heads (1996)

INCOME SOURCE	Male –headed	Female-headed	All Nigeria
Basic Cash	65.1	76.9	66.5
Other cash	18.0	12.9	17.4
Total Cash	83.1	89.8	83.9
COP	15.9	9.5	15.1
Imputed Rent	1.0	0.7	1.0*
Total HH Income	100.0	100.0	100.0
Total HH Income (N)	6508.0	4839.7	6252.2

Source (NCS 80,85,92,96

This development is rather unfortunate judging by the classification of the 1991 census which identified women as being responsible for the production of 70% of the nations food supply.

Also, significantly influencing women's participation in waged labour is:

- Women's level of education and
- Women types of education.

These are indicated in table 4, 5, and 6.

Also of importance is the fact that even as the world of work is presently engaging more capable and qualified women in all sectors of the economy their share of family responsibilities are not diminishing. Infact, it is intensifying due to factors like female extended family households, changes in family structure with more single parents (mothers especially), as well as inherent social and economic factors that ensure and promote gender inequality in almost all spheres of life.

Table 3.

FEDERAL CIVIL SERVICE ESTABLISHED STAFF IN STATES

AS AT 31ST DECEMBER, 1997

State	1993		1994		1995		1996		1996	
	M	F	M	F	M	F	M	F	M	F
Abia	8,402	2,666	9,049	2,725	9,041	2,701	9,878	3,210	1,457	4,558
Adamawa/Taraba	4,067	675	4,099	683	4,112	683	3,890	651	3,996	655
Akwa Ibom	3,010	209	3,033	219	3,030	219	3,456	1,007	5,669	1,304
Anambra/Enugu	671	1,473	6,640	1,454	6,634	1,446	6,725	1,814	7,579	1,904
Bauchi	2,652	650	2,637	644	2,639	644	243	1,582	2,381	568
Edo/Delta	575	1,070	5,913	1,706	5,914	1,104	6,298	2,339	6,359	372
Benue	4,097	615	4,125	619	4,126	619	4,429	697	4,372	689
Borno/Yobe	4,414	615	4,380	622	4,379	621	4,147	534	4,212	699
Cross River	4,654	932	4,682	963	4,644	934	4,434	1,325	4,384	1,338
Imo/Abia	3,536	1,313	3,507	1,293	3,497	1,297	4,074	2,073	3,996	2,147
Kaduna	6,729	1,707	6,566	1,685	6,605	1,717	6,470	1,773	6,600	1,842
Kastina	1,571	517	1,591	516	1,592	516	1,574	510	1,786	516
Kano/Jigawa	6,544	1,536	6,248	1,502	6,246	1,504	5,940	1,445	5,702	1,359
Kwara/Kogi	3,081	903	3,696	954	3,699	951	3,771	1,443	3,708	1,465
Lagos	59,923	25,579	16,646	25,884	61,605	25,867	53,984	22,772	48,768	21,104
Niger	2,332	664	2,300	646	2,300	648	2,102	667	2,140	676
Ogun	2,774	1,263	2,755	1,263	2,756	1,260	2,133	2,088	3,133	2,099
Ondo	1,707	822	1,686	819	1,687	820	2,154	1,267	2,086	1,156
Oyo/Osun	5,233	1,734	5,174	1,710	5,166	1,715	5,605	2,097	2,622	2,138
Plateau	3,798	885	3,747	891	3,747	890	3,640	842	4,025	981
River	4,907	1,016	4,930	1,703	4,938	1,068	4,768	1,266	4,775	1,312
Sokoto/Kebbi	3,824	666	3,776	683	3,775	684	3,468	558	3,379	561
Total	49,712	47,490	152,183	42,854	152,110	47,908	146,365	50,946	147,075	51,012

Source: Federal Civil Service Commission.

Table 4: Gender Distribution of Persons by Industry

Industry	Male	Female	Both
Agriculture	63.0	47.8	57.4
Mining	0.1	0	0
Manufacturing	4.0	4.0	3.6
Utility	1.0	.0	0.4
Construction	1.0	0.1	0.8
Trade	12.0	37.6	21.6
Transport	5.0	2.9	0.1
Finance	0.8	0.3	0.6
Service	14.0	12.4	10.6

FOS 1997

Table 5: Percentage Distribution of Persons by Occupational Groups %

Kind of Occupation	Sex Male	Sex Female	Both
Professional	7.1	5.9	6.4
Clerks	6.0	3.2	4.7
Sales	12.0	37.8	21.9
Service	2.0	1.3	1.6
Agriculture	63.0	47.6	57.2
Production & Related Workers			

Table 6: Federal Civil Service Staff by Gender 1990-93

Year	Male	%	Female	%
1990	136,553	78.75	36,839	21.25
1991	137,098	75.41	44,700	24.59
1992	145,385	76.02	45,865	23.98
1993	149,712	75.92	47,490	24.08

Source: FOS, 1997,

On governance in Nigeria, the male has been the dominant gender, thus using the decision making process (both expressed and implied) to corner and consolidate resources and property in their hands and to their advantage. Available records from the FOS (2002) on women in leadership positions indicated that as at 2002, out of 309 Directors in the Federal Civil Service, 46 were women and out of 44 Permanent Secretaries 7 were women. Situation of women's involvement in the past 4th republic is as follows:

- ❖ Out of 11,881 positions available for elections, 631 women contested out of which 181 or 1.62 percent won
- ❖ Neither the President, Vice President nor any of the 36 State Governors is a woman
- ❖ Out of 360 members of House of representative, between 1999 to 2003, 12 were women while 2003 to 2008 have 22 women as members

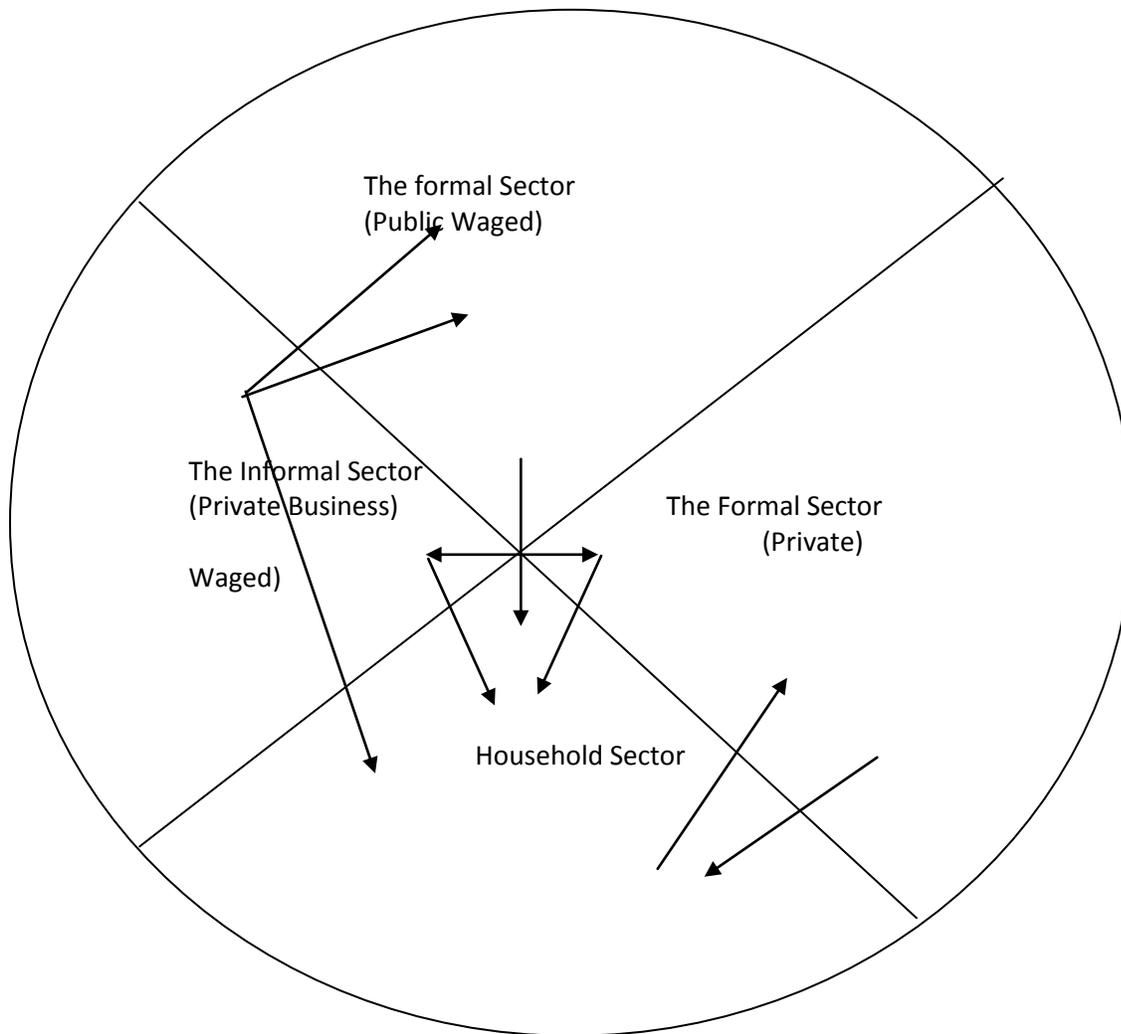
- ❖ Out of the 36 deputy governors, 2 were women
- ❖ Amongst the senators, 3 women out of 109 were members from 1999 to 2003. Also 3 women were members from 2003 to 2008.

This painful and unenviable low involvement of women in the top decision making echelon in the country has led to women's marginalization in access to and control over resources such that they:-

- (1) Constitute the bulk of the poor in the country
- (2) Are mostly engaged in both formal and informal employment characterized by low capital base, low income and job insecurity
- (3) Mostly affected by prevailing socio-economic dictates like privatization, deregulation and irregular employment practices which are consequent of privatization procedure.

Regrettably, current work situations are making it increasingly difficult (especially for women) to balance both work and family responsibilities conveniently. Thus, in the absence of no specific safety net to cushion the stress, most women in Nigeria prefer vulnerable and informal employment as it provides a degree of flexibility and proximity that allows for fulfillment of household and child care responsibilities. Women workers in Nigeria usually engage in multi-tasking in order to meet up with the demands of financial responsibilities. The house chores (no matter the enormosity) are not economically valued and thus not remunerated. Consequently as Nigeria embraces the challenges of emerging into global economy, job security is increasingly becoming a mirage and more women are forced into the informal sector.

SECTORS OF WOMEN'S JOB ENGAGEMENT IN NIGERIA: A SCHEMA



DYNAMIC NATURE OF INDUSTRIAL RELATIONS

As a subject of the social system, the industrial relations system with overlapping segments on the political and economic subsystems is dynamic in nature. Craig (op cit) in his open system theory had suggested that the environment depends on the industrial relations system just as the inputs of the systems and that of its institutional constituents come from the environment. Workers needs continue to vary in response to the pressures created by promotions and advertisings of products and services. From the foundational concepts of economics that tries to explain the insatiable nature of the human beings in the quest to meet needs, the

workers demand for more and more can be adequately understood. As the contextual basis for industrial relations is transformed in the form of new technology, or working tools and environment, social changes which comes in the form of new demographics and psychographics, democracy, governments' changing roles and behaviours, intense competitiveness at both product and factor markets e.t.c, are issues of interest in industrial relations. These affect the behaviour and responses of the respective actors, the constraints imposed the ideologies, values and norms.

At the incipient stage, workers gallantly fought for and achieved recognition to participate in the determination of their fate in the workplace in terms of rewards and efforts. With the recognition of economic rights to own property and freely exchange skills for livelihood came the political rights of universal adult suffrage and franchise. Constitutional developments ensured the rights to belong to groups of the individual's choosing, which paved the way for trade unions to represent their members in the determination of terms and conditions of employment. From a unilateral determination of the contract of employment, ensuring the employer an upper hand on issues of job security, wages and working conditions generally, industrial relations has emerged to the level of consultation, labour-management relations, conflict resolution, consensus building, social dialogue and collective bargaining. With the rapid changes in the socio-economic and political scene the industrial relations practice the world over is on the threshold of another era. The stage is truly set for the emergence of a whole new era of industrial relations.

THE PERSPECTIVES OF INDUSTRIAL RELATIONS

It is one of the earliest approaches to explaining the employment relationship. Here, I R is seen as abnormal and the work of agitators and traitors. In this frame

of reference, enterprise corporatism and high level of paternalism are very prevalent as every effort is geared towards de-emphasizing the union through the provision of generous welfare benefits and remuneration packages for workers.

The Pluralist Perspective

This perspective recognizes the inherent differences in interests and values of the various components of the organization. Conflict in labour management relations is therefore perceived as natural and inherent as the objectives of each of the actors are not always the same. The pluralist school consequently advocates for institutions such as trade unions and collective bargaining as machineries for the constructive resolution of conflict in industry.

The Marxist Perspective

This school believes that the “agonizing and traumatic experience of the laboring class could be ameliorated and improvements in their working conditions achieved the antagonizing role of trade unions, while the ultimate goal would be the displacement or overthrow of the capitalist mode of production and the subsequent installation of the proletariat leadership. In other words, Marxists see trade unions as revolutionary agents for changing the social order.

Elements of a Sound Industrial Relations System

- Freedom of Association
- Tripartism in labour policy formulation
- Collective bargaining
- Social dialogue
- Dispute Settlement
- Sound HR policies at enterprise level

The Essence of Industrial Relations

- It determines the behavioural pattern of the Actors

- It addresses the productivity question
- Foreign investors are interested in how industrial relations of a country are configured.

EMERGING ISSUES ON GLOBALIZATION AND WORLD OF WORK

There is no gainsaying the fact that globalization process has been embarked by all countries of the world. According to Mrak globalization is a continuation of developments that have been going on in all parts of the globe. Though a highly complex and controversial concept, globalization today involves numerous features with the followings as the main engine driving global economic integration.

- (a) Internationalization of production accompanied by changes in the structure of production.
- (b) Expansion of international trade in trade and services, and
- (c) Widening and deepening of international capital flows.

He further stated that it is generally acclaimed that globalization underpinned by liberalization of economic policies and by technological advancement carries important benefits, such as improved resource allocation, increased competition, increased competition and therefore wider options for consumers, the ability to tap international capital markets, and the exposure to new ideas, technologies and products. For the private sector, globalization means that economic agents are faced with many more opportunities and much more intense competition than ever before. On the other hand globalization also demands a drastically changed role of national governments. Private sectors operating in the highly competitive environment need clear of operation, stable macroeconomic environment, unrestricted access to imports, efficient economic and social infrastructure, and all these are requested from national governments.

Globalization is also far from being uncontroversial. The central claim of those who argue for case of globalization is that under open trade and capital regimes, investment and growth will be stronger. There is, however, little evidence supporting this claim. On the contrary, the world GDP growth rates in the 1980s and 1990s have declined since the 1970s when financial liberalization started. Moreover, the share of investment in GDP in the world has in general fallen suggesting less willingness to undertake long-term investment (Berthlot p.3).

Another controversial issue being advanced by promoters of globalization is the claim that the increased liberalization of trade and capital markets has been associated with greater efficiency in resource allocation. As far as trade liberalization is concerned, numerous studies provide strong empirical evidence supporting this assertion and the many benefits of this process. On the other hand, the evidence on capital account liberalization is much more mixed. Studies on this subject do not provide systemic evidence that capital liberation *per se* brings significant benefits. In addition, experiences of many emerging countries that have experienced financial crises in recent years clearly indicate that capital account liberalization is a far more complex process than liberalization of trade flows. It is today well recognized that capital movement liberalization, if not accompanied by appropriate corporate governance, banking regulations, capital market development and macroeconomic conditions, may have many negative consequences, including a depressed long-term rate.

A traditional argument of neo-liberals is in the area of investment in the most profitable opportunities. At the international level, this argument says that capital account liberalization will be about a more optimal global allocation of resources. This argument is based upon the assumption that investment in one country depends only on the profitability of investment there and not on the

supply of domestic savings. According to this assumption, there is zero correlation between domestic savings and total investment. In real life, however, the situation is very different. Total investment in a country is still strongly correlated with domestic saving, and thus foreign saving represents typically a rather small portion of total fixed capital formation. This correlation clearly indicates that capital is still far from being entirely mobile, although restrictions on capital flows, at least in industrialized countries, have in fact been eliminated (Berthlot p. 3).

GLOBALIZATION AND NIGERIAN WORKERS

Two major parties in the modern organization are workers and employers. Each with different, but somewhat related goals. Given the dynamics of the workplace, it becomes imperative for pragmatic interactions to ensure attainment of mutual aspirations. Also this is important to aid achievement of mutual and collective goals. However, the phenomenon of globalization as exemplified by opening of the world's markets, technological and political changes have had a notable impact on the world of work worldwide of which Nigeria is not exclusive. At the heart of globalization are scientific and tech advancements which have resulted in dramatic innovations in machinery, technology, sea and air transportation, communications, medicine and agriculture. Invariably, all these have led to a rise in the standard of living, life expectancy, better range of products, simplification of production processes, and making life better for the generality of people worldwide. Further observing the effects of globalization on Nigerian Workers, Eterno (2009) stated thus: As we move forward and continue to make investment to ensure the long-term economic stability of our nation, let's not forget the lessons history has taught us. Unfortunately today, the economic downturn has been an easy excuse to cut corners – to pay workers less than minimum wage, to

exploit foreign workers who don't know their rights, and to deny workers the right to be heard. We know many businesses are struggling in this economy – so too are millions of working families. But we also know now is not the time to let workers' rights to fall by the wayside

Some of the effects of globalization on Nigerian workers and their group are:-

- I. Slowing of recovery and growth of the economy, thereby worsening conditions of unemployment in the country
- II. Wage earners are impoverished since their employers are not able to enhance their earning in the face of uncontrollable inflation
- III. Decline in union membership since unions are not able to guarantee the well fare and good working conditions of their members
- IV. Rising cases of employers subtly discouraging membership of trade unions and encouraging individual bargaining
- V. Loss of jobs through practices such as:
 1. Downsizing/Right sizing
 2. Mergers/acquisitions,
 3. Buy outs/take-overs
 4. Privatization/commercialization
 5. Restructuring/Reengineering
 6. Outsourcing
- vi. Emergence of non traditional forms of employment including:
 1. Part-time jobs
 2. Casual workers
 3. Contract Labour
 4. Home work
 5. Tele-working
- vii. Expansion of the services sector and continued growth of the informal sector which are less attractive options for the striving of unions.
- viii. Difficult Operating environment for the manufacturing sector occasioned by the high cost of doing business coupled with the dumping of cheaper goods from abroad
- ix. Feminization of the Labour Force

- x. De-unionization, outsourcing, sub-contracting
- xi. Hostility of employers and governments to union demands including the active resistance of the traditional functions of trade unions.
- xii. Decentralization of the Collective Bargaining Mechanisms in industries and the removal of administrative extensions to Collective Agreements which weakens minimum wages regulations.
- xiii. Expansion of the content and scope of management prerogatives which emboldens employers to act unilaterally on issues relating to conditions of employment. This can be seen in the emergence of individual employment contract.
- xiv. Government's neglect and disinterest in tripartite forum
- xiv. Stringent measures to restrain organizing activities aimed at eroding strong financial base of unions.
- xvi. Declining capacity in union leaderships due to wastefulness attrition, the prevalence of young and relative inexperienced hands in the structures and leadership positions of unions.
- xvii. Rapid growth in number and activities of NGOs many of whom are making incursions into concerns which were traditionally the domain of union's e.g human right, child abuse, child labour e.t.c.

EFFECTIVE LEADERSHIP IN UNIONS

The current change in the world of work and employment relationship which is generally of fast, profound, complete and far-reaching nature challenges old paradigms, practices and theories of trade unionism as insufficient and inappropriate. Trade unions need to be reinvented transformed. These requirements could be achieved thorough evaluation, appraisals and realignment in the face of the current trends of compelling social, economic and political changes to which employers and the state are responding to ensure survival. According to Marilyn Ferguson, there is an awakening of consciousness in critical number of individuals, a network powerful enough to bring about radical change in our culture is in the offing and since employers are changing their approaches,

and governments are equally shifting away from their positions of stability, the onus and challenges becomes that of the trade union leaders to refocus, redirect, realign and move the unions to higher grounds of relevance.

Without changing, the unions risk extinction, Declining membership density, new HR cultures promoting individualism, government's posture of leaning and support for neo liberal economic policies favourable to private sector dominance of the economy, new patterns of work organization, increasing 'informalization' of the economy, workplace diversity, increasing influence of equal opportunity groups/other rights centred networks that pursue issues once considered the primary domain of trade unions, emerging knowledge economy, rising poverty and failure of government to contend with social problems emanating from unemployment, and many other social imperatives create pressures for unions leaders to rethink the movement.

Globalization and attendant spirited efforts by different nations in harmonizing social and economic policies to combat the negative consequences while taking advantage of emerging opportunities for trade expansion and growth makes critical review of the leadership issues in national and lower levels trade unionism a necessity. Where unions do not put national competitive interests upper most in their considerations, and succumb to the rather narrow and limiting requirements of advancing only workers' concerns, the prospect of leaving lasting legacies and achieving sustainable development at all levels is slim. The dominant idea here is that unions must be changed in a holistic manner that captures wide spectrum of other equally appealing interests of society, giving due regards for emergence of a society to advance quality of life issues and concerns.

It is through practical applications of transformational leadership, ideals and principles that the above envisaged change would emerge and benefit trade

union members. It behoves those at the helm trade unions to embark on self appraisals, examination of personal motives and choose to identify and imbue themselves with values that align with correct principles. Transformational leadership is principle centred, rooted in an unchanging core, and sound principles or fundamentals that are changeless. With these ideals they enable the utilization of each human's creative capacity at their disposals to actualize the common vision, decreasing restraining forces and developing an attitude of commitment to higher ideals that transcend meaning and purpose and encapsulate the entire system for better results.

Leadership Defined

Understanding leadership is a critical requirement for any leader to be efficient. A plethora of definitions and explanation exist for the concept of leadership. It is even considered that due to too many different opinions by notable experts and theorists in the field of leadership, there is confusion over what the true meaning of the word is.

However, the dictionary definition of the word leadership is 'the state or position of being a leader; the ability of being a leader; and a group of leaders'. It is therefore both a situation and a capacity of an individual; or an agglomeration of persons. To lead means being able to influence others to freely choose to follow the course that the leader provides as appropriate for achieving certain desirable outcomes.

According to Covey, the leadership of any human institution is being ahead of managing in the sense of focusing on the top line, rather than the bottom line. To lead is being able to deeply understand the linkages between situations within a group and taking actions that would keep the group remaining relevant in spite of changing circumstances. Leadership is doing the right things as opposed to doing

things right. The right things are subject to changing circumstances and that is, what is right today could be completely irrelevant or wrong tomorrow. The right things are those courses of action that are most suited to the environment.

As suggested by Adair, the leader achieves through three vital and mutual points which are reinforcing of the individual, the task and the group. He ensures the person gets personal satisfaction contributing to actualize the vision/purpose of the group, the task is accomplished and the group stays intact upon completion of the task. Where group task is not performed to give members satisfaction at personal level, group disintegration is inevitable.

In defining leadership, Burns (1978) wrote, "I define leadership as leaders inducing followers to act for the certain goals that the values and motivations the wants and needs aspirations and expectations of both leaders and followers. The way leaders influence followers is a function of their shared sense of what is important, worth doing well, and expending energy on it".

Cole (2004) submits as follows on Leadership:

"A dynamic process whereby an individual in a group is not only responsible for the results, but active collaboration and commitment of all group members in achieving group goals in a particular context and against the background.

Transformational Leadership

The concept of the transformer can be used analogically to understand transformational leadership. By stepping up or down of electrical current/voltage the transformer makes the use of electricity possible to operate appliances at home and elsewhere. Transformational leaders transform the group to achieve purposes and meanings or Ideals that contribute to uplift members and larger society ultimately. He changes the course a group is towing by properly situating the circumstances of the group towards attainment of values which are aligned

with correct principles that are timeless, and visionary. In contrasting between the transformational and transactional leaders, originator of the concept in 1978, Burns, says the transformational leader raises the performance bar and standard of the group and members, ensuring that the group achieves results and outcomes which are subjected to regular reviews to align with situations around the group. It is said to occur when one or more persons engage with others in such a way that leaders and followers raise one another to a higher level of motivation and morality.

Cover (1990) identified the following as characterizing transformational leadership:

- ❖ Builds on man's need for meaning
- ❖ Is preoccupied with purpose and values, morals and ethics
- ❖ Transcends daily affairs
- ❖ Is oriented towards meeting long term goals without compromising human values and principles
- ❖ Separates causes and symptoms and work prevention
- ❖ Values profit, catalytic and patient
- ❖ Focuses more on missions and strategies for achieving them
- ❖ Makes full use of human resources
- ❖ Identifies and develops new talents
- ❖ Recognizes and rewards significant contributions
- ❖ Designs and redesigns jobs to make them meaningful and challenging
- ❖ Releases human potentials
- ❖ Models love
- ❖ leads out in new directions
- ❖ Aligns internal structures and systems to reinforce overarching values and goals.

Essentially, the transformational leader is guided by the deep rooted conviction to change self so as to be able to inject new spirit of passion and commitment to raise the group out of the low ebb, transforming from swamp to oasis, from valley to victory.

Key emerging trends in employment relationship that must be considered by Trade Union Leaders so that trade unionism can retain its relevance to all parties in the industrial relations system are as highlighted below:

1. Declining membership
2. Anti union legislations
3. Changing demographics/work place diversities
4. The rise in regional blocs and integration
5. Child labour
6. Democratization
7. Corruption
8. New HRM practices
9. informal sector growth
10. parlous State of Infrastructure
11. Educational gaps
12. Service Sector Dominance
13. Technology
14. New markets
15. Environment
16. And increasing Poverty

The above issues can be safely classified under the headings of Political, Social, Economical and Technological. However, the trade union leader must be conscious that the issues are cross cutting, one influencing the others and correcting an issue is vital for addressing others.

It is the role of transformational leadership first to undertake a paradigm shift, by placing greater emphasis on correct principles such as transparency, commitment, accountability, truthfulness, integrity and sincerity. The open practices of crass profligacy, expensive living, and opulence as demonstrated by ostentatious automobiles trade unionist are seen utilizing for their operations must be changed. Struggle for power and jurisdiction borders spurning crises of confidence among the members is diversionary. The focus should rather be in strategically isolating the major reasons for poverty and underdevelopment in Nigeria. It is vital that trade unions play the role of a change agent, a catalytic responsibility to overcome the nation's developmental challenges. And this is only if leaders that focus on the broad and holistic framework of issues are ready to act and behave along the path that their calling inspires. If unions are to maintain their unique role as instruments of change with a specific outcome of continue value added, they have to act specifically to the appreciation of Utomi (2012) who opined that leaders must possess knowledge and value to influence the sense of the led

JUSTIFICATION FOR WOMEN'S INVOLVEMENT IN UNION LEADERSHIP ACTIVITIES

It can be conclusively opined that Nigerian Trade Unions have been under the dominance of men since they were first formed. An unwritten rule of most unions is that leadership is the exclusive reserve of men, while the women are stereotyped as financial secretaries or predominantly treasurers. An offshoot of

this subtle discrimination women experience in trade unions remains the confining of most women trade unionists to membership of the respective women's wing of their associations. While not attempting to discountenance the significant contributions of the women's wing of unions generally, it is worth mentioning that they sometimes serve mainly to distract the women from planning and strategizing to achieve their right of place in union structures.

According to major international organizations and the International Labour Organizations in particular, Gender Issues are said to be at the heart of all employment related activities. The peculiar challenges women face at work require specific and systematic interventions which could be substantially addressed by active participation of women in unions activities. It is said that who feels it knows it, male dominated union leadership treats lightly women workers issues. During negotiations, only women trade union leadership can and would strongly press for the employers to pay meaningful attention and offer lasting enduring panaceas to such problems as maternity leave, provision of creche facilities, equal pay for work of equal value, non discriminatory promotions, training and transfer policies and practices, sexual harassment of women workers, violence at work and other workplace issues having direct bearings on women workers. Most male dominated unions place women issues at the very bottom of their priority list. Added to this is women related proposals are traded of when there is presence on unions leaders to make concessions.

Women activeness in unions would bring women issues at work to the front burner of unions' considerations, hence management attentions. General socio-economic and political changes needed to improve the lot of women can receive attention if more women participate in unions and recognize it as a veritable platform for molding and directing public opinion to worthy causes. Most

importantly, more women participating in unionism will increase women's chances in occupying leadership position, hence increase their capacity to influence the utilization of Union's ability to change things for the better.

EFFORTS AT INTEGRATING WOMEN IN DEVELOPMENT THUS ENHANCING THEIR LEADERSHIP CAPACITY

Having realized that women are an integral and strong component in societal equation; International and National attention became diverted towards their inclusion in developmental efforts. Thus effective from mid-1970 various bilateral and multilateral agencies developed programs and projects specifically targeted at developing the women folk. These are:-

- The declaration of United Nations decade for women from 1975 to 1985
- In 1976, the International Labour Organization (ILO) articulated a Basic Need Approach designed to enable women to provide more effectively for their families' most fundamental human needs i.e food, clothing, shelter, e.t.c. It was also intended as a strategy to ease women's work burdens, to enable them to become more independent economically, and to allow them to participate more active in community development activities.
- The ILO convention and the Nigerian Labour law on Equal payment for Work of Equal Value which completely eradicates dissaparity amongst remuneration of the workforce.
- In response to the instruction of the Development Assistance Committee of the OECD to all agencies to establish women in Development strategies and to put aside special funds for activities related to organizations and in development banks Bilateral agencies like the Swedish International Development Authority (SIDA), the Danish International Development Agency (DANDA) the British Overseas Development Agencies (CIDA) all have adopted strategies to ensure that women in developing countries benefit directly from their programs (Rathgeber 1997).
- The Beijing Declaration and the Platform for Action which proposed a sharing of responsibilities at all of government, parliaments, local authorities and even within the governing bodies of parliaments. Lovitchy (2000)

- The Vienna Declaration and Programme of Action which proposed that human rights must be the everywhere and for everyone and
- The human right Convention on the elimination of all forms of discrimination against women.
- March 8 of every year being declared International Women’s Day to further promote awareness on women empowerment.
- In Nigeria, the following are already in place to aid WID
- Constitutional guaranteed rights outlined in section 42, chapter IV 1979 constitution of the Federal Republic of Nigeria which gives everyone right to freedom from discrimination on groups of sex amongst other infinite factors.
- The establishment of National Commission for Women by Decree No. 30 of 1989
- The establishment of the Ministry of Women’s Affairs in 1993
- The establishment of National Commission on Human Rights in 1995
- Adoption of National Policy on Women in July, 2000. This policy was established to encourage women’s input into National Development as well their participation in sectoral and national issues. The policy was also ensuring women’s equitable benefit in Development.
- Adoption of the Nigeria Labour Congress Policy on Women.

ACTUAL INVOLVEMENT OF WOMEN IN NIGERIA TRADE UNION LEADERSHIP

The followings represent the demographic composition of registered National Administrative Council (NAC) members and National Executive Committee members of the two registered umbrella bodies of Trade Unions in Nigeria before and after the country started implementation of globalization reforms.

Nigeria Labour Congress (NLC) Pre globalization era

NEC Members – The 13 were males

Also, all the 37 members were male

Globalization era

2003 - 2007

13 members 12 males, 1 female as Internal Auditor)

2007 – 2011

15 members, (12 males, 3 females). 1 female as Deputy President and 2 as Ex-officio

2011 – 2015

17 members (14 males, 3 females as 1 Deputy Chairperson and 2 ex-officio)

Trade Union Congress was registered as part of the consequences of globalization. The first President-General was a female Dr. Peace Obiajulu. She performed creditably well and her reign ended in 2009. She had another female as an ex-officio member of her union out of 16 NAC members.

2009 to date has no female out of 16 NAC members and 3 females out of 36 NEC members.

From the foregoing, even though Nigerian Women are major casualties of globalization, the era had experienced an increased number of female representations at their union leadership albeit at not very impressive positions.

In conclusion, that the world of work is undergoing some transformation is to state the obvious, however what may not be evident globally is that these spate of socio- economic, political and technological trends are having tremendous impact on the operations and gender structure of unions in Nigeria. Some manifestations of this are unfair practices of denial of workers to unionize, unfair treatment and discriminations in pay and status of employment. Even though some significant progress has been achieved in furthering the cause of women workers in Nigeria over recent decades, the situation is still a far cry from desired. The existing gender gap is not like a vapour that could disappear effortlessly, there is need for conscious strategies and concerted efforts to promote women

leadership in trade unions. The only full and equal participation at all level in the unions. After all, an African proverb says:

“Alone you can go faster, together you can go further.”

REFERENCES

Amartya Sen (2000) address to the 1999 International Labour Conference. Hepple B. Equality and empower for decent work

Awe Bolanle (1992) Nigeria Women in Historic Perspective, Ibadan, Nigeria, Sankore Press p. 24

David Famham and John Pilmot (1990) understanding Industrial Relations.

Dunlop, J. Industrial Relation System Holt NY (1953, 3)

Eterno Anthony R (2009) Remarks of the American Labour Attache to Nigeria in Challenges of Labour Administration in the era of global economic crisis (Implications for Sustainable Development) proceeding of the fifth National Labour Relations Summit. December 2009

Fashoyin Tayo (2003) Globalization and Industrial Relations Reform in Developing Countries. Paper written for the ILO

Fajana, Sola, Industrial Relations in Nigeria: Theory and Features (2nd ed.) Labotin 7 Co.: Lagos 2000

Federal Ministry of Women Affairs and Youth Development (2002) national Policy on Women, Abuja Nigeria

Federal Officer of Statistic (FOS) (1997). The Statistic Profile of Nigerian Abuja

Federal Republic of Nigeria (1999) constitution of the Federal Republic of Nigeria, Lagos

Folorunsho Omolara (2002): Industrial Relations Concepts and Systems (unpublished paper presented at MINILS Seminar)

ILO Conference on organized Labour Trade Union responses to globalization outline for the case studies 10th July, 1998

International Labour Office (1995): ILO on Freedom of Association – Standards and Procedures ILO Office, Geneva.

Nigeria Labour Congress: Nigeria Labour Congress Policy Document (2000). Social Security pg. 25

Nigerian National Policy on Women – General Gender Policy Issues (2003) pg. 7 – 10 ILO – Demographic change and the Labour Market: What are the challenges we are facing? Background paper contributed by the ILO to panel 1. UNECE Ministerial Conference on Ageing Berlin, 11-13 September, 2002. Pg. 4 – 5

Otobo D (2000) Industrial Relations: Theories and Controversies. Malthouse Press Ltd Lagos

Utomi pat-Strong leadership, Key to development Punch February 8 2012 pg. 13

Summonu Hassan – Democracy and Development of Trade Unions in Adewumi Funmi, Trade Unions National Development and Military Rule 1998.

The Nigerian Framework Paper presented at a Michael Imoudu National Institute for Labour Studies seminar in 2002

Tope Sinkaiye – Gender Issues in formal employment: National and Global Perspectives. A paper presented at the “Workshop on Promotion of Women Workers Rights. MINILS, Ilorin 8th – 11th April, 2003

Ubeku A.K (1983) Trade Unionism in Nigeria

World Work. The Magazine of the ILO Africa in search of decent work 2003 pg.6-7. ADBI Executive Summary Series, Emergine Penh, Cambodia. Executive summary of proceedings, pgs 1-2 Gro Harlem BundHand – Women’s Work African Newsletter on Occupational Health and Safety Volume 10, Number 2 August 1999. DG World Health Organization.

Yesufu T.M. – Dynamics of Industrial Relations: The Nigerian Experience University Press Limited. Ibadan.