

Chapter One

Introduction

1.1 Background of the Study

Management of employee grievances is the result of problems associated with employees and management¹. The lack of a bilateral grievance procedure has resulted in unilateral and unfair treatment of workers by management. This is another instance where there are no checks and balances in place to protect the workers from being treated in a discriminatory manner by management. Management unjustly treats employees with little regard for the working conditions of the employees.

The end of the political downturn in 1970, however, once again liberated organized labour of the dilemma of whether or not to engage in labour struggles in the cause of national tranquility. After the end of the civil war, unions stepped up their demands for a better wage structure and different working and employment conditions all over the country. The protests of workers, who became aware of the poor economic situation of the working class, eventually resulted in the creation of Adebo and Udoji Commissions. The strikes which took place both during and after the establishment of these commissions marked the beginning of a major industrial crisis since the end of the civil war. The period also saw the beginning of revolutionary measures by the government to resolve trade disputes².

The Adam Oshomole-led Nigerian Labor Congress's (N.L.C.) efforts to promote a better working environment and a higher minimum wage for Nigerian workers should also be mentioned at this point³. The N.L.C. also made significant contributions to resist some of the government's policies during this period. For example, the hike in pump prices for petroleum products and the value-added tax, which affected the standard of living of Nigerian workers. The N.L.C. also resisted the use of casual workers extensively in private companies during

this period, insisting that at least 80% of these workers be employed as casuals on a permanent basis. In the initial formation phase of the labor union, mistrust and skepticism can affect the labor-management relationship, and vice versa. This notion is reinforced when one reflects that the union views that the organization, with its tremendous power and wealth, is continuously seeking to put one over the union. Management, in turn, feels that the unions are poking their noses into their business, so that relations between the two parties in the early stages are akin to cat and rat⁴.

A brief look at labour-management relationship in Nigeria of today undoubtedly suggests that a significant portion of the workers and employees still reject the notion that the two sides are entering into a cooperative partnership and that the absence of effective labour ties will lead to unrest, which may lead to strikes and consequential loss of productivity and manpower. Operations will be at a complete standstill, leading to serious economic implications and repercussions. This is the exact reason that labour relations are of vital importance. Nevertheless, how to accomplish and maintain enduring labour relations remains a bit of a mystery. This study, therefore, addresses the management of labour disaffection, as it addresses the issues of how to establish a sustainable peace between employers and employees.

Nigeria Railway Corporation (NRC) was established in Nigeria during the time of colonial rule⁵. It was actually one of the British strategies for the exploitation of Nigeria's reserves, so it was accorded priority by the government of the United Kingdom because it was of greater benefit.⁶ It served to convey farm products such as palm oil, cocoa, groundnuts and other primary commodities from the country's rural to urban areas for shipment to the UK. Lagos State for instance is one of the South Western states in the southern part of Nigeria, is known for its high capacity of agricultural produce and other natural resources. It is one of the main beneficiaries of the rail lines that were constructed in various Nigerian cities by the former

British colonial rulers prior to 1919. The corporation has a workforce of about 1,500 persons⁷. The organization possesses a strong bureaucracy, which is adhered to rigidly, and the personnel are organized in a hierarchical manner, which improves order, efficiency, and instructions, but delays the fast execution of the labour.

1.2 Statement of the Problem

The Nigeria Railway Corporation among other corporations was created to provide services to the Nigerian populace. However, its employees are impeded with severe institutional challenges within the corporation. These challenges thus pave way for employee's grievances within the corporation. As a result of some of these institutional challenges, it often results to low productivity in production outcome. It is believed that when workers are better organizational packages, it makes them do their job with so much enthusiasm. Several factors are believed to be the reasons for employee grievance in the Nigerian Railway Corporation. Among them are the inappropriate working conditions of employees, lack of motivational drive by the management of Nigeria Railway Corporation to the prejudice of the workers, and the most of others.

As a result of the fact that these grievances are not properly addressed, it thereby poses a threat to the efficacy and efficiency of the corporation.

1.3 Aim and Objectives of the Study

The general objective of this research is to investigate the salient issues affecting the level of management of worker's grievances at the Nigeria Railway Corporation. While the specifics are:

- i. To examine the major factors contributing to employee grievances in Nigeria railway Corporation.

- ii. To determine the mode of actions utilized by employees in expressing their grievances.
- iii. To access the impact of employee grievances on the achievement of organizational productivity in NRC.
- iv. Analyse strategic methods deployed in the management of employee's grievances in NRC.

1.4 Research Questions

In order to ascertain that this research study would fulfil its purposes, the below are the research questions that are developed in the course of the research study:

- i. What are the causes of employee's grievances in the Nigeria Railway Corporation?
- ii. What are the various ways in through which employees can vent their grievances?
- iii. In what way do employees' grievances have an impact in the corporation?
- iv. What are the management's responses to employee grievances?

Together, all these questions helps us to guide both the researches and studies in finding the underlying cause of employees' grievances in Nigeria Railway Corporation as well as providing some solutions to address these grievances.

1.5 Significance of the Study

With the recent emergence of workers' grievances on a continuous basis, the call for a prospective study to contributing to the process of developing and fostering awareness regarding workers' grievances as well as the handling of labour-management differences in Nigeria and particularly at the Nigeria Railway Corporation emerges.

Management of Nigeria Railway Corporation as well as other public organizations through this study will comprehend why grievances arises and reasons why their resentment of good

industrial relations generates grievances. Further, they will be able to appreciate the importance of providing a grievance and complaint free work relationship environment. The recommendations at the end of the paper will be useful in finding ways to ensure peace in the organization.

The work also will aid in figuring out the swiftest and most effective means of redressing employee grievances. In addition, from this study, union leaders can learn how to use the bargaining tool of applying collective pressure to obtain favourable results in resolution of grievances. groups and individuals will derive a great deal of valuable information and insight through this study concerning this process of articulating grievances to the management. Union leaders also will be able to comprehend the legal techniques that this same study explains in the management of employee's grievances.

In addition, this research work will definitely be of use for conventional and academic purposes. That is to say, it will be a guide for students who wishes to carry out similar research in relating to the research work.

1.6 Scope of Study

This research is designed in respect to management of workers or employee's grievances in reference to the Nigeria Railway Corporation.

1.7 Outline of Chapters

This thesis will be organised in five chapters. Chapter one of this research work is the introductory part. It encompasses the followings. The background of study, statement of problem, research aim and objectives, research questions, significance of the study, scope of the study and the definition of key terms. The Chapter Two is in three different sections. The first part is the literature review. In this section, it encompass the conceptual review theoretical review as well as the empirical review adopted for the study. Chapter three

explains the methodology adopted for the research work. Chapter four of the study is the research and discussions of findings while chapter five is the concluding part of the research work.

1.8 Operational Definition of Key Terms

A number of the key terms, that may appear more vague or equivocal and consequently may pose a threat to the ease of understanding and assimilation of this dissertation, are succinctly identified as follows.

Management: Management in this context means those that are responsible in executing the task of organizing, planning, directing, controlling and staffing the organization.

Labour: The ones who are members of the lower and middle management. They might also be considered as belonging to the non-management cadre.

Grievances: That is, complain by union or employee (sometimes by employee association or employee) in respect to employee management.

Grievance Management/Procedure: It can be defined as the provision/structure put in place to resolve disagreement/problems which may arise in the interpretation and application of any contract agreement.

Grievance Committee: It can be defined as the management and union representatives, who are charged with the responsibility of reviewing grievances after they've been submitted from the lower cadre of grievance machinery.

Entrepreneur: This simply refers to those that innovates, as well as introduces new products and new ideals, and most importantly opens up the economic market.

Endnotes

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Chapter Two

Literature Review

2.1 Conceptualize Understanding of Grievances

In every academic research, the very essence of literature review is to equip the researcher with an extensive knowledge of the research topic, and thus improve his understanding of the investigated topic so as to better define the scope of the researchers, concentrate on the investigated topic, and to establish an evaluation guidelines for the topic of the study. In essence, this aspect will rely on both secondary and data on the subject provided in journals, scientific publications, newspapers, books, and several reports.

The main sub heading under the review of relevant literature are as follow,

1. The meaning and the categories of Grievances.
2. Employee/Workers grievances in the public corporations.
3. Underlying sources for employee's grievances.
4. Procedures for handling employee's grievances.
5. Organizational /Corporation Incentives.

2.1.1 The Meaning and the Categories of Grievances

Grievance may be defined as dissatisfaction of a worker, employee or group of workers over the deprivation of a deemed rights, entitlement or interest on which the employee or group is entitled to. It also may be further defined as the frustration of a worker or group of workers over managerial actions and policies deemed detrimental to the worker, employees, group of workers, or group of employees¹. Grievances similarly denote the sole reason for a protest or complain¹.

Also, a grievance is any discord between an employee or group of employee and an employer in a work setting that severely impedes harmony and peaceful coexistence among the two faction parties. It's also essential to realize what the law stipulates that is, grievance needs to be in line with the terms and conditions of employment or working conditions of a person, employee, group of persons or group of employees. Grievances that arises in between an employer and the labour union should a primary objective that is the advancement of the interests of the employees with respect to their terms and conditions of employment².

Immediately dissatisfaction in the industry or corporation has reached the state of grievance, it can be divided into two main categories:

- i. individual or personal grievances
- ii. collective or group grievances²

Individual or personal grievances are ascribed to those problems that are connected with the denial or violation of the individual's rights³. They may result from the employee's being refused a promotion, being given an annual raise, or being subjected to non-application of individual terms and conditions of service, or perhaps even being mistreated by a superior. However, caution should be exercised as these individual or personal grievances are not always easy matters to trace or attribute to the high degree of stress in the Nigeria work force³.

Employers should therefore seek to ensure that all existing loops are adequately covered to prevent such individual or personal grievances from emerging in the workplace. Even if they are individual or personal grievances, these always become collectively grievances that prompt all members of the union to vent their displeasure with the manner in which union members are being treated by the management.

Whenever a grievance arose, a conversation should be held with the manager or direct supervisor involved to get to the real cause of the problems⁴. The staff person handling the conversation must be both patient with the aggrieved worker or employee to really find what exactly has brought about the grievance. That is to say, all grievance and complaints should be solved within the conferment of the working place. If the personal or individual grievance is unable to solve within the organisational structure, it may lead to collective or group grievance which will be a bigger problem for the organisation or corporation.

Collective or group grievance is one that covers a group of employees or the union. It often arises as a result of the discord and disagreement between the labour union and management often as a result of the refusal of the corporation to heed demands of the labour union or refusal of the corporation to implement a demand⁵.

It is important to know that the reasons for this type of collective or group grievances could be as a result of poor housing conditions, wages other fringe bonuses and benefits to personal grievances that were not resolved or attended to internally by the corporation. For instance, if the management or corporation rescind the appointment of a member of a labor union without a justified reason, other workers will feel threaten because they will believe that such a thing could happen to them in the future. therefore, this will be a challenge to the union's might to stand up to the task of protecting the interest of its members.

The following factors can lead to group or collective grievance:

- i. victimization
- ii. unfair or unjust treatment
- iii. Violation of laws or regulations
- iv. Lack of application of bargained agreement

- v. Failure to comply with working conditions and non-regulated situations⁶.

2.1.2 Employee or Workers Grievances in the Public Corporations

As the name implies, public corporations or organizations are state-owned enterprises that are established by the central government or one of the regional or state governments in Nigeria⁷. They are formed owing to the fact that there are specified and essential services that the national government cannot allow the private entities to operate. Typically, these are services that are essential and are required by all and if left to private companies with the main motive of maximizing profits, such services could become costly.

Public firms are founded to be cost-effective or people-oriented, and to provide essential infrastructural and technical services that can be provided by the private sector only at a very high cost. Public firms or corporations are set up by the central government performing the function of an entrepreneur; for this reason, the organizations are referred to as public corporation or public enterprises.

A distinctive category of such corporations in a number of countries, one of which is Nigeria, is known as a Statutory Corporation. That is, enterprises that are created by specialized laws which contain, amongst other things, provisions on finance and personnel. In the state administration structure, the institutions and agencies are necessary for the proper management of social benefits. A useful division of public corporations is classified into three main groups. A public service organization, a financial services development and financial services company - this is the summary of the classification:

1. Statutory Corporation
 - a. public corporations and utility
 - b. financial and development corporations

c. social service corporations and enterprise

2. state or regional owned corporations

3. mixed-economy firms or corporation⁸

From the definition, it is clear that public enterprises are organizations that are formally constituted of persons with a collective purpose and stated defined objectives under an authority and leadership. To enable an organization to attain effectiveness, and efficiency, management needs to solve the challenges of the following among others.

The management of an organization must be able to get people to take part in that organization with view to attaining a desirable result. More often than not, this participation is initiated or consented to, while in some organizations it may be voluntary. In reference to the structure, it is considered, the organizational structural roles should be split into organizational subtasks and therefore must be distributed using the organizational system of influence and authority, and finally a system of control should be established in order to ensure that the parts coordinate and behave according to the needs of the organization. While the issue of change is whether the organization is able to adapt to social changes in the form of what people need at a given time. These reproaches could also be in regards to the extent to which a respective organization is credible in fulfilling social needs. Thus, it is unsurprising that Fredrick Taylor, while trying to get an organization to be truly reliable, arrived at the conclusion that scientific or empirical management is a man-made production. He had the view and conviction that there is only one finest means of achieving a task and that, is to explore and implement the most suitable methods by the management⁹.

On this premise, he therefore, set forth to devise methodology designed to lead to the eventual discovery of one finest way in which a task could be accomplished. He's of the

opinion that such methodological design should not be based on workers opinion, rather, it should be based on scientific or empirical research.

Scientific or empirical management objectively put a great deal of emphasis and effort on production, with sole interest on focussing on what should be done to enhance the production of the employees so that the consider investors can earn enough revenue¹⁰. The scientific or empirical management is not an efficient device or a scheme of any sort to ensure productivity, likewise a system that rewards, bonus system neither is it a new system. It's not about paying men, nor does it withhold a stopwatch on human depriving him of writing down things for himself, but scientific or empirical management is designed to increase the performance of the ordinary employee and to enhance management efficiency.

Scientific or empirical management theory was not left unchallenged. The scholars argued that, since man is not merely an economic tool or animal who react exclusively to financial and economic incentives, other concerns need to be considered. They are of the opinion that workers had been turned into lone wolves to the degree that they did not value their work much and were therefore both pessimistic and depressed¹⁰. An employee's grievance, is defined as an image, imagined or real claim by an employer towards the company which is based on perceived non-application of the terms and conditions of employment, misapplication or misinterpretation of an employee¹⁰.

Indeed, such misapplication and misinterpretation of the terms and conditions of the contract could be done by the management of the organization or by employees or union within the organization. This is so because the organization is composed of groups and individuals. Here we consider groups not only as a collection of individuals, but as an organized whole of two or more interrelated individuals, in a way that the system may perform some related functions, have some status and relationship among its component members, have a set of

values, norms that govern the operation of the group, as well as the scope of its individual members. In any organization, we have groups and individuals whose work is directed towards the realization of the aims and objectives of the organization. This is as a result of the fact that no corporation or organization can perform effectively in the absence of human element¹¹.

In every organisation, we have individuals and groups working towards attaining the organisation objectives. This is because without human element, the organization cannot function. In every organization, there are different human being with diverse behaviour and character. This is as a result of the influence that arises owing to norms, values, ethics, peer group, learning, discipline culture, personal needs and the most of others. In order to achieve efficiency, the management must be able to rise to the task of solving these individual problems that involves these diverse human elements. These problems are inevitable owing to difference in human behaviour as a result of differences in individual personality¹¹.

During the era dating human relational movement, employee's grievances was at the mercies of corporation's administrators. It is important to note that during this time in history, workers grievance were often listened to and the most disheartening aspect is that they were made to work under rigorous working conditions which often comes with unfavourable compensational pay. During this time, management sees employees as individual. Overtime, the system of corporate behaviour to employees starts to change, owing to globalization and corporates failure to understand the dynamism of employee's personality and grievances.

The perception of complaints is irrelevant in the workplace, particularly in public companies or corporation. The most important thing is to understand the fact that grievances have occur either such grievances is imagined or real. Realistic Approach to Conflict is pertinent here.

The realist approach to conflict opined that conflict (imagined or real) must be accepted and recognized as an intrinsic component of any human endeavour.

Conflict can be helpful because it can give birth to new mechanism and new ideas as a solution to corporation problems¹¹. Similarly, conflict can lead to innovational changes. That is to say, it can enhance employee or workers motive such that the workers feels the need to excel and prosper thereby pushing themselves to meet performance goals and objectives. Furthermore, conflict can help individuals or group members develop self-identities¹¹. Conflict that aims at resolution and mediation of conflict between two conflicting antagonists is certain to have an integrative function that will enhance a good relationship when talks have started.

Diverse conflicts with past experience could act as a mechanism for addressing the underlying causes of disassociation and for restoring unity. Thus, these systems employ institutionalization and tolerance to conflict. Regardless of the institutional framework that exist amidst the first contract agreement which brings employees and administrator together an observation of the agreement or law is highly needed¹². Observance of the joint agreement/s utmostly constitute prime national aims and objectives, widely held by union, management, government and the entire public. As a result of the aforementioned, conflict will be manageable when the two conflicting fractions are able to rub minds and understand each other's differences. It is also important to know that discipline on both sides is essential.

Most importantly, penalty measures for rules and norms violation are meant to be encoded into agreement or more menacing into statutory law. With the help of such strict undertaking and activity from the part of the workers and employees as well as the management of the corporation, mutual relationship as well as observance of contract agreement will be appreciated. Furthermore, conflict can be viewed as the medium through which group/s or

individuals are about to be upset or have been upset of their beliefs, plans, activities or goals.¹¹ That is to say conflict involves scenarios in which actual goals or actual expectations of a said group of people or person are being frustrated or on the verge of being frustrated by some other group of person or another person.

Conflict has four different distinctive types. They are as follows:

i Behavioural Conflict

ii Goal Conflict

iii Cognitive Conflict and

iv Effective Conflict¹³

Behavioural Conflict: this is a type of conflict that happens when a group of persons or person exhibit some kind of behaviour which is not acceptable to others. That is to say, to behave in an approximate manner.

Goal conflict: As the name implies, a conflict is said to be a goal conflict when a particular group or person desires or drives for different outcome unlike others. That is to say, there is a clash of goal in respect to whose goal will be pursued.

Cognitive Conflict: Cognitive conflict simply refers to when a group or person holds opinion or ideas that are in contrast to another person or group of persons. This type of conflict can be seen more in the political sphere as well as corporate management circle.

Effective Conflict: This type of conflict is quite different and complex. It is a type of conflict that emerges when one group or persons emotions and feelings are in contrast with other group or persons. This type of conflict is often seen in scenarios where persons or groups can't get along with each other¹³.

It is important to know that these conflicts of various types are often triggered factors meaning that any of the conflict can lead to varieties of responses from group or individual. This therefore leads us to the need to understand what industrial relation, as well as labour managerial relations are which often serves as media medium in which these types of grievances are settled or managed. Labour managerial relations simply means the relationship that exist between the employees, not as individual persons, however, as communal and joint identity and their administrator or employer¹⁴.

Industrial relations refers to the management of employees relations in all employment scenario by the organization or by the management, their employees, corporation and third party, private and the government playing the role of a controller or an umpire. The sole reason for the joint shared decision making in establishing cooperation and relations is to achieve organizational objectives and goals of the corporation, the employees union as well as the course state. Similarly, it refers to the covering of the politics and sociology of power that exist around work situations. ¹⁴ it can also mean (industrial relations) understanding the relationship which exist solemnly in work setting or place¹⁵.

2.1.3 Factors for Employee or Workers Grievances

Mutual and Interpersonal relations between labour and management, meeting the need of workers and their aspiration often add to resolving grievance and the effective management of grievance in a given organization. It's in respect of the foregoing that Abramham Maslow coined the popular theory of the Hierarchy of Needs. We can classify these needs in an hierarchical order. He subsequently classified the needs as follows: safety, physiological, esteem, social and self actualization.

i. Physiological needs: Physiological needs as the name implies are basically things that are considered as the primary or vital need of man which may include, shelter, foods, clothes, rest and exercise, etc. these needs are considered to be the strongest needs in man's existence therefore they must be fulfilled first before any other needs.

ii. Safety needs: safety as the name implies, is quite close to security or surety needs. They may include but not limited to peace and comfort, emotional safety and guarantee, physical protection and safety as well as the assurance in respect to a long term economic safety and wellbeing.

iii. Social needs: this type of need is also known as the acceptance need. That is to say, the individual's two major needs has been satisfied and now desires acceptance in many regards such as being loved and also love, also corresponding to group participation, effective needs and affection.

iv. Esteem (Ego) needs: Esteem needs (Ego): this is the level that showcases women and men's higher needs. That is, the need for several things such as, status, recognition, power, accomplishment, achievement, intelligence, success, strength, confidence, leadership etc. Management is expected to reward the individual in accordance to his contribution to the group of the management as well as his contribution to the corporate's achievement.

v. Self-actualization needs: Self actualization is regarded as the last hierarchy of need by Abraham Maslow. This is the level that aggregates all the existing hierarchy of needs earlier conceptualized. In a simple term, it means, the feeling of attainment and accomplishment in life. That is the feeling of satisfaction with oneself. A person is regarded as self-actualized when the person has been able to realise his or her potential in life. In other words, self-actualization simply means a person's perception that has been transformed into reality.

It is important to know that the hierarchy of needs denotes so many cogent ideas. Example is individual attention which is highly important while values that are less are minimized and

are often forgotten. However, failure in achieving any of the foregoing often leads to a behavioural pattern called defensive behavioural pattern which is characterized by depression, rejection and aggressive withdrawal¹⁶.

Furthermore, in analysis the motivation concept, two prominent ideas ought to be clearly examined. Frederick Herzberg and McGregor Douglas both lay emphasis on the need to cultivate conceptual understanding in a corporation, they also see laid emphasis on the need for management of an establishment to motivate their workers in order to be able to achieve corporational goals and objectives. McGregor highlighted some assumption in respect of human behaviour¹⁶. Understanding of the assumptions are vital for the management for effective use in directing and organizing human being. McGregor basic assumptions are further categorized into theory by him.

In summary, the basic assumption or core notions of McGregor is that, ordinarily, human being has an inherent or natural dislike for anything called work, thus will try as much as possible to avoid working if he is able to. Similarly, man loves to be teleguided. While noting the fact that behind any management decision or actions there lays an assumption about human behaviour and human nature¹⁷. Similarly, an employee with an adult characteristics is considered a motivated worker or motivated employee¹⁷. He enjoys sovereignty, the deeper, longer and also more steady interest in performing his duties, whereas, a frustrated staff or employee makes use of force which is synonymous to a toddler. He is full of dependency or over-reliance syndrome with shallow interest or erratic casual.

On the other hand, there are two range ideas of dissatisfaction and motivation often referred to as motivational hygienic theory or the dualistic factor theory. Motivations are recognition, achievements and responsibility thus work itself whereas, hygienic factors are interrelationship with superior working relationship with peer-groups¹⁸.

2.1.4 Procedures in Managing Employee or Workers Grievances

Procedure employed in management of employee grievance can be said to be varied in accordance to the company's size as well as the union control. However, a typical procedure of managing employee's grievance ought to have steps of sequence. That is, small and medium size company takes fewer steps¹⁹. Vast majority of contracts stipulate that upset or disturbed employee tenders their complaints through writing. Nigeria establishments are of the opinion that grievance machinery is supposed to be in a kind of collective bargain agreement. Lets for instance, a company has the grievances settling policy, if an employee feels he or she has been denied a fairly treatment, such an employee should be opportune to tender his or her grievance and also have the grievance properly examined in the appropriate procedure which has been laid down without the employee suffering any kind of injustice, victimization or discrimination for taking such step.

Four different procedure or stages exist in management of staff or employee grievances²⁰.

They are listed below:

First Stage: The employee or staff is due to let his grievances know directly to his or her sectional immediate supervisor who will then investigate the complain and subsequently inform the staff or employer of his finding three days after the immediate supervisor had been informed.

Second Stage: if the staff or employee is less satisfied with the actions taken by the immediate supervisor in the first stage, he may further let his case be known to the sectional management in three days by writing.

Third Stage: if there is no solution to this grievance after the three days, the aggrieved employee alongside the company's union representative can further present the grievance to the department's head.

Fourth Stage: If the grievance was unable to be resolved from the first stage to the third stage, it will then be taken up by the personnel manager who will refer it to the managing director and a logical conclusion will be reached at this stage. When an employee grievance is resolved at the first few stages without going to the topmost officials in both sides, it is believed that it thus increase grievance procedure as well as strengthen the relationship between employees and union leaders, similarly, strengthen the bond between employees and their employers²⁰.

It is evident that grievance procedure is in place so as to rectify the shortcomings as well as the problems of labour agreement. If an employee feels the terms and conditions of his agreement had been trampled upon by others, such grievance might be used in attempting to restore the losses. Thus, the idea of gains and losses could totally destroy relations specifically if the claims made are illegitimate claims.

The explained views above are summarized as follows:

As soon as signatures have been appended on a contract, it becomes legally binding on the two parties involved.

The struggle tends to continue particularly if a side is considered to have gained a deciding advantage, or if the contract involved are not collectively accepted.

Similarly, the emotional phrase of the grievance procedure often causes one of the side to see defect or victory, the corporation can try to recoup the things that were lost in negotiation by reassigning the work force members, retrying jobs etc. Labour or management tends to give a

listening ears to all the grievance reports judiciously in as much as the grievance proceed are not directly parallel with the negotiation²¹.

Management or labour listens to all grievances and deal with them as judiciously as possible since the grievance proceed is not directly comparable with the negotiation itself because it does not in normal circumstances represent each parties bargaining strength, no one wins and no losses. The process is a means for obtaining a better climate of labour retain in a company or the union can exercise authority over each other. Ideally, cases on which agreement cannot be reached are referred to as arbitration or industrial court. Here each party believes her position to be the right one and consequently remains unyielding, this preventing any compromise through negotiations²².

The advantages of the arbitration process is that settlement can be reached without stopping work. Labour management and government can all be responsible for deciding which member of the industrial arbitration panel well hear their dispute. This should be more acceptable to the parties because if a particular arbitrator deals with a particular situation, he naturally has a good knowledge of the parties as the other time. If the parties agree on the choice of arbitrators, they are more likely to accept them voluntary than one imposed on them. However, labour and management in order to eliminate grievance come to a compromise through collective bargaining.

The mere existence of collective bargaining relationship, quite apart from the specific cause in the contract, puts continuous pressure on the employer to eliminate the causes of employee discontent and to think in terms of human values in the management of people. Collective bargaining is a process of handling problems in the work place. It is based on the simple fact that people who pursue an issue of common interest have the right to discuss and arrive at a decision on how to relate to each other, it is based on the principle that workers have a right

to contract with their employers and recognized these rights²². Federal ministry of employment, labour and productivity defines it as the negotiation about working conditions and terms of employment between employers, a group of employers as one or more employers organisation, on the other hand with a view to reaching agreement. Collective bargaining includes all methods by which groups of workers and the relevant employers come together to attempt to reach agreement in matters under discussion through a process of negotiation²³. Reaching the agreement depends on the two parties involved, they have to meet the following pre-conditions:

i They must possess the necessary skills to manage the intricacies of the bargaining process.

To do this, a sufficient degree of literacy is essential.

ii They must be ready to enter into agreement with each other with the framework of the machinery provided for the purpose.

iii They must be ready to observe the collective agreement. The parties to any collective bargaining arrangement have to bear in mind the preconditions stated above before the process takes place. They will be in a better position to yield here and there and adopted the attitude of give and take²³.

Collective bargaining purports to introduce industrial democracy into the workplace through elected representatives. The individual workers make a direct and significant contribution to the functioning of the labour union²³. Collective bargaining therefore provides means through which workers through their elected officials, influences the industrial relations policy of the management. The institutionalization or otherwise of collective bargaining process in Nigeria is no longer a factor, given that the collective bargaining is already institutionalized and is to remain so under the new national labour policy.²² Another scholar highlighted the major characteristics of the collective bargaining in relation to grievance process. In labour

agreement, provision is made for the settlement of dispute and grievances arising from the interpretation of the agreement. It also provides statutory machinery in which two parties play major roles. Conflict between management and labour is not significantly different from inter-departmental conflicts.

Conflict in a collective bargaining helps to bring about co-operative results by producing the labour agreement. What this amounts to therefore is the collective bargaining aims at accommodating the conflict interest of the parties. To reach this may be a long drawn out process, but it is the only way to involve a mutually acceptable solution.

Collective bargaining as a process can take five main forms, they are²⁴:

- Discussions that take place between the management, the employers and the workers within and established machinery to derive policies to fight matters like inflation and unemployment and also to advise the government on relevant labour legislation, bodies created for such functions are the price, productivity and income board (PPIB) and the national labour advisory council (NLAC). The agreement reached with these are sent to the government as recommendation actions.
- Government discussions and consultations with employers and trade union on some social and economic problems, provision of proposed about legislation, introduction on income policy etc.
- Discussion helps as part of work level conditions. This discussion result in agreements that may or may not be implemented in practice.
- Agreements on procedures for setting labour dispute. This is aimed at getting discussion on dispute between the two parties going on that have been the contributions of both mediators or conciliators can be used for such settlement.

- The actual bargaining process with the obligation to negotiate in good faith to ban certain practices that might impede the bargaining process to provide various other measures whose purpose is to ensure that the parties have relevant information which would enable them to negotiate in full knowledge of the facts. Collective bargaining takes place at enterprises as well as national level²⁴.

At enterprise level, the parties involved are branch union, employers, worker representative and management representatives between the branch, union and the employer and the joint consultation between the representatives or workers and management. At national level, the collective bargaining is between the concerned industrial union and the corresponding employers of the federation. This is also a discussion that goes on between the NLC, the Federation government and NECA. Settlement of grievances in Nigeria railway corporation Lagos State follows the same process with the general procedure for settling grievances²³.

2.1.5 Organizational/Corporation Incentives

As the name implies, organization or corporation incentives is used in motivating an employee/employees in a corporation or organization. Inadequate as well as insufficient incentives means changes or dissolution in a corporation purpose that may lead to failure in co-operation²⁵. A worker or employee is regarded as a vital element in any organizational structure and he tends to be motivated to make higher performance when a better and robust incentives are made available to such employee.

Two main types of incentives are explained below. They are the subjective and objective incentives.

Incentives are also sub divided into two which are the negative and positive incentives. As the name implies, negative incentives are the types of incentives that are related to working conditions or working environment specially when they're insufficient. Whereas, positive incentives can be said to be incentives like money, goods, materials etc. Thus, subjective incentive can be said to be totally materialistic. There are incentives that help deal with the employee's state of mind, motives, attitude of the employee to work, and the most of others. They give a feeling of arouse instinct, the feeling of belonging, devotion and identification to the establishment as well as duties. Subjective or persuasive incentives can be regarded as economic earning incentives which subsequently help in creating opportunities of motives²⁵.

In creating a subjugating/coercive conditions, the corporation or establishment tends to introduce an authoritative or oriented climate. In validation of opportunities, the leadership or the management of the establishment will continue in informing the employees on the reasons for the sole existence of the corporation and also the reasons why they need to continue to work diligently and hard. Different Liberation movements makes use of different economic persuasive resources. For instances, the defunct Biafra government made used of a lots of persuasive incentives during the Biafra/Nigeria Civil War which was fought from 1967 to 1970. That is to say, motivation depends on how those in authorities can make use of incentives in motivating their employees or workers.

2.1.6 The Concept of Employee Engagement

The concept of employee engagement is not new as many researchers and organizations have been studying it for quite some time using different terms and definitions. Employee engagement can be defined as the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances²⁵. The cognitive aspect of employee engagement

concerns employees' beliefs about the organisation, its leaders and working conditions. The emotional aspect concerns how employees feel about each of those three factors and whether they have positive or negative attitudes toward the organisation and its leaders. The physical aspect of employee engagement concerns the physical energies exerted by individuals to accomplish their roles. Similarly, engagement means to be psychologically as well as physically present when occupying and performing an organisational role²². Employee engagement is further conceptualised as "a positive attitude held by the employee towards the organization and its value¹. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee." However, the more engaged the employees are, the more likely the organisation is able to achieve its objectives. From the aforementioned definitions, it can be seen that employee engagement takes various forms. However, for employee engagement to exist, there should be a two-way communication between the employer and the employee, and this involves the opinions of the employees being heard and taken into considerations.

2.1.7 Employee Voice

Employees' voice can be defined as a two way communication between employer and employee⁹. It is the process of the employer communicating to the employee as well as receiving and listening to communication from the employee. Much research on individual employee voice has been dominated by applications of Hirschman's (1970) exit-voice-loyalty framework in which dissatisfaction can be expressed by quitting or complaining. Employee voice is being redefined in ways that go beyond the exitvoice framework's focus on expressing dissatisfaction²⁶. There are four specific purposes for employee voice. First, it is to articulate individual dissatisfaction with management or the organization. Second, employee

voice serves as an expression of collective organization to management. Third, it contributes to management decision making, particularly regarding work organization, quality, and productivity. Last, employee voice demonstrates the mutuality of the employer-employee relationship¹⁶. Organisations that seek to promote voice are those that believe that employees want to contribute to the business' and that 'for employees to have an effective voice'; the important part of the communication process is not what the employer puts out but what it gets back.

2.1.8 Organisational Performance

Organisational performance is one of the most studied terms in management sciences. Organisational performance relates to how successful an organised group of people with a particular purpose perform a function¹. It comprises of the actual output or results of an organisation as measured against its intended outputs, objectives or goals. However, high organisational performance exists when all the parts of an organisation work together to achieve great results. Organisational performance encompasses three specific areas of firm outcomes: (a) Financial performance (b) Product market performance (c) Share holder return²⁷. It refers to the extent to which a firm is able to accomplish its stated objectives which can be in the area of market share, turnover, innovation, productivity, profitability, customers' satisfaction, etc.

2.1.9 Turnover Intention

Turnover intention refers to an individual's intention to stay or leave the organisation. Some salient factors of employee turnover intention include organisational justice, organisational citizenship behaviour, job satisfaction, job security, emotional stability, work environment, salary level, etc²⁷. For instance, most government jobs have higher levels of job security due to the presence of unions, when compared to private jobs. Jobs with strong union presence

such as government jobs are considered very secure, while many non-unionized private sector jobs are generally believed to offer low job security. Lack of job security happens in two aspects. The first aspect is related to feelings that an individual has toward his/her job setting such as transferring to a lower position in an organisation, firing or job stress. The second aspect refers to the feelings that an individual has for the wage and salary received, job promotion, lack of decision making and emotional job setting in the organisation²⁸.

2.2 Theoretical Framework

2.2.1 What is a Theory?

A critical theoretical review is a review that demands researchers to be skeptical of the literature he or she is reviewing²⁹. Literature review enables the researcher to build upon the work that has already been done in the field she or he is researching. Also, literature review enables the researcher to identify the useful material for the study. The critical review of the literature enables the researcher to develop a good understanding and insight into relevant previous research and the trends that have emerged. Therefore, through critical review of literature the researcher will be able to critically define and discuss concepts, define theories by identifying their strengths and weaknesses, and identify the inappropriateness to the study.

A theory is the perspective with which people make sense of their world experiences²⁹. Theory also is a systematic grouping of concepts that are interdependent (mental images of anything formed by generalization from particulars) and principles (are generalizations or hypotheses that are tested for accuracy and appear to be true to reflect or explain reality) that give a framework to, or tie together, a significant area of knowledge²⁹.

Generally, there are a number of reasons why we should review management theory. First and foremost, management theories provide researchers with a stable direction for understanding what they experience and being able to identify what is relevant. Second,

theories enable researchers to communicate efficiently and thus move into more and more complex relationships with other people. Third, theories challenge researchers to keep learning the environment which surrounds them. As a result of the forgone, this research is adopting the scientific management, system theory as well as behavioural theory for this research.

2.2.2 Scientific Management Theory

The first management theory is what is popularly known as Frederick Taylor's Scientific Management³⁰. Frederick Taylor started the era of modern management in the late nineteenth and early twentieth century; he was decrying the "awkward, inefficient, or ill-directed movements of men" as national loss. Taylor consistently sought to overthrow management "by rule of thumb" and replace it with actual timed observations leading to "the one best" practice. He also advocated the systematic training of workers in "the one best practice" rather than allowing them personal discretion in their tasks. He further believed that the workload would be evenly shared between the workers and management with management performing the science and instruction and the workers performing the labour, each group doing the work for which it was best suited. The strength of the theory is its need to break down complex tasks into a many little tasks, and optimize the performance of the little tasks; hence, its stop-watch measured time trials. However, the theory has been criticized for its tendency to dehumanize the workers.

2.2.3 Systems Theory

The systems theory has had a significant effect on management science and understanding organizations. He defines a system as a collection of unified part to accomplish an overall objective³¹. The theory argues that if one part of the system is removed, the nature of the system is changed as well. A system should be looked at as having the following

components. First, inputs which include resources such as raw materials, money, technologies, and people). Second, processes which include planning, organizing, motivating, and controlling. Third, outputs include products or services. Lastly, outcomes include enhanced quality of life or productivity for customers, and productivity³¹.

Therefore, systems share feedback among each of these four aspects of the system. Despite the fact the systems theory seem quite essential, decades of management training and practices in the workplace have not followed this theory. It was only recently due to on-going changes facing organizations and how they operate, have educators and managers come to face this new way of looking at things. The strength of the systems theory in management is that it enables managers to look at the organization in a broader way. It also enables managers to interpret patterns and events in the workplace such as being able to recognize the various parts of the organization, and, in particular, the interrelations of the parts. The theory is linked to this study because it advises managers to appreciate the various parts which form part of their organizations such as human resources, motivation, processes which enable them to effectively achieve their intended objectives³¹.

2.2.4 Behavioural Theory

The theory of Behaviourism is adopted for this research work. The key scholar under this category is Elton Mayo. The origin of behaviourism is the human relations movement that was a result of the Hawthorne Works Experiment carried out at the Western Electric Company in the United States of America that started in the early 1920s (1927-32)³². Experiments conducted by Elton Mayo and his associates experiments disproved Taylor's beliefs that science dictated that the highest productivity was found in 'the one best way' and that way could be obtained by controlled experiment. The Hawthorne studies attempted to determine the effects of lighting on worker productivity. When these experiments showed no

clear correlation between light level and productivity the experiments then started looking at other factors. These factors that were considered when Mayo was working with a group of women included rest breaks, no rest breaks, no free meals, more hours in the work-day/work-week or fewer hours in the workday/ work-week. With each of these changes, productivity went up. When the women were put back to their original hours and conditions, they set a productivity record.

The theory is based on the following assumptions. First, work satisfaction and hence performance does not only depend on monetary rewards, but it also depends on other factors such as working conditions and attitudes, communications, positive management response to employee problems and encouragement, working environment. Second, monetary reward is not the only condition for effective relations as well as employee performance. Third, highly positive responses to, for example, improvements in working environments (e.g. improved lighting, new welfare/rest facilities), and expressions of thanks and encouragement as opposed to the use of coercive strategies by managers and supervisors³².

Last but not least, the influence of the peer group is very high, hence, the importance of informal groups within the workplace. The theory is linked to this study as it describes factors that may influence the existence or absence of dissatisfaction on the part of employees as they are shown above. Systems theory and behavioural theories were used in this study to show the importance of both supervisors and employees for effective performance of any organization. The classical management theory was not used in this study because it does not recognize the role of employees in the survival of organizations or institutions.

2.3 Empirical Review

This section deals with the review of what other scholars as well as researchers have said and written in relation to management of employee's grievances.

A study conducted by Hook on supervisor and manager styles in managing discipline and grievance³³. This study thus included 91 supervisors and managers who were attending a weekend training course in human resource topics. In terms of methodology, three vignettes in terms of grievance situation were distributed to the respondents in order to examine styles used in managing grievances. Situations in each vignette were varied in order to identify different solution styles used by respondents for different cases. The study found that “tell”, “tell and sell”, “tell and listen”, “ask and tell”, “problem solving” and “ask and listen” were styles used in managing employee discipline and grievance. In this regard, the study discovered that the “telling” style was the style in which all the power was vested in the hands of the supervisors³³. The “ask and tell” approach was the approach where the subordinates did most of the talking. The “ask and tell” approach was very open and involved the employees having a greater degree of control over the interaction. In the “problem solving” style power and involvement were shared by both parties. In “tell and sell” approach the supervisor informed the employee of the decision that the supervisor has made and would then try to persuade the employee of the correctness of that decision.

Generally, findings of the study revealed that respondents preferred more participative styles when dealing with grievance. However, the study also found that when supervisors and managers perceived a situation that appeared as a direct threat to their authority, they reverted to a much more autocratic style which was first telling their subordinate their decision and then persuading them of its correctness. This study is linked to this study as because it highlights the styles used by supervisors and managers to manage discipline and grievance of their subordinates and their implications to the organizational survival³³.

Also, a study conducted by Tjosvold and Morishima on the behavior and perceptions of individuals on grievance resolution outcomes³⁴. In terms of methodology the study used exploratory research design in collecting data for the study. Underpinned by theory of

conflict resolution constructed by Deutsch, this study has assumed that people believed their goals were positively interrelated (in that they could both be successful) and were able to manage conflict more effectively than those with competitive goals³⁴. The study found that managers used competitive and cooperative styles to manage their employees' grievances. According to the study, competitive approach to managing employees' grievances involved opposing and intransigent aspirations which aimed to promote a political agenda. On the other hand, cooperative style in managing grievances generated flexible and open-minded discussion between the managers and employees.

The major reasons for cooperative goals included a shared understanding of the problem and its resolution, and union and management acceptance of each other's goal. Findings of the study revealed that in cooperative style of managing employees' grievances, respondents were confident that they could interact effectively and discuss grievance issues openly and constructively. In addition, cooperative style was correlated with positive effect, efficient resolution and a creative, high-quality solution. In contrast, competitive style diminished expectations of an effective and open-minded interaction. Competitive style was found to be negatively related to feelings, efficiency and quality.

The study recommended that managers should use cooperative style in resolving grievances because the approach yielded positive feelings, satisfaction for both the employee and management, and improved procedures. The study is also linked to the study because it discussed the two styles used in managing employees' grievances by suggesting the one that best suits the whole process of managing employee grievance.

McGrane et al have accomplished a study on one-to-one dispute resolution³⁵. The target population for the study included individual employees in the British Isles who worked in small office contexts. A total of 31 male and 57 female employees of managerial and non-

managerial levels were recruited as respondents to this study. In terms of methodology the study used exploratory research design in collecting data for the study. In establishing one-to-one dispute resolution, McGrane and his colleagues have found that three methods of dispute management that were often used by managers and their employees³⁵. The methods were fight, flight and intervention. According to the study, fighting style focused on identifying a winner and a loser. This often took the form of an employee invoking an organization's formal grievance procedure in which a dispute was investigated with high costs to all involved.

Flight was another method of dispute resolution that was commonly used. This occurred by avoiding an issue or transferring away from a problem. Intervention was the third method of dispute management that is typically used. In this method, employees requested that their line manager intervened directly and managed their dispute for them. However, the involvement of a third person in the management of the dispute could add to the problem. According to Bemmels and Resyef, the intervention of third party in grievance resolution will drag the time period that will effect worker's frustration³⁶. They coded that third party normally was not familiar and lack of knowledge on issue raised by aggrieved employee³⁶. The study recommended that problems between an employee and his or her supervisor should not involve a third person who does not have a deeper understanding of the major cause of problem raised by the aggrieved employee. This study is linked to the present study because it unveils the differences between the various styles or approaches used in managing employee grievances.

A study carried out Karambayya and Brett on managing disputes between employees and managers. In terms of methodology, the study used descriptive research design in collecting data for the study³⁷. The study discovered that by using the varimaxrotated seven-factor solution, four different roles were determined as manager's behaviours in managing disputes.

The first role was named inquisitorial role. Managers who took an inquisitorial role retained both process and outcome control for them. In this role managers imposed their own idea, made final decision and proposed their own idea.

The second role, according to the study, involved the mediational role. Mediational role enabled managers to ask their employee questions concerning conflicts, requested proposals from employees and tried to incorporate their ideas into their employees' proposals. The third role represented the role known as procedural marshal. Managers taking this role described the dispute-handling procedures to be followed and strictly enforced those rules. The fourth role was the motivational role. In this role, managers always rely on motivational control by using threats and incentives. If the issue of dispute could not be settled at the meeting, managers will predict probable outcomes and exerted pressure to encourage a timely settlement. Despite the fact that the study did not recommend the suitable approach of managing employees' grievances, it is linked to this study because it has clearly discussed an unlimited number of approaches used to manage employee grievances in different circumstances.

2.3.1 Establishment of the Railway Corporation in Nigeria

Britain is known to be one of the colonizers of several African States. Around 1945 thereof, Britain was in an economy meltdown, this was as a result of the aftermath of the second world war³⁸. Toward the end of 1945, Britain was in serious debt of about eighteen million pounds³⁸. The country slipped into a more financial woe in 1947 to 1950. In order to put an halt to the economic woes, the British lead government came out with a very strict policy on import duties and also clapped down on dollar exchange programs in Britain as well as his colonies.

Apparently, Britain's multi-dimensional and socio economic problems subsequently paved the way for Britain's imperial and colonial economic policies which range from the early 1940s to the end of 1950s³⁸. As at this period of history, the consensus opinion of the MPs in Britain was that the resources as well as wealth of the British Colonies should be fully annexed at the advantage of the British lead government. It's the presence and urgent situation and the need for the sterling groups to continue to maintaining their economic pro-independence that solely make it so important that we need to increase..... the tempo of the economic of Africa development and initiate the pace so the forthcoming years, we will get a tremendous increase in production of minerals, coal, raw materials, timber, as well as all kinds of foodstuffs with anything that will help save dollars or vice versa³⁹.

One of the most important or cogent commodity the colonial power (Britain) desire was peanuts (groundnuts), which was a cogent means of deriving fats and oil for the post war Britain. As a result of this, the British prime minister in person of Atlee Clement, was forced to inaugurate the ministerial committee that held talks on word food supply while under the chairmanship of the Prime Minister. Similarly, as a result of shortage in raw materials as well as shortage of food, the United Kingdom was driven into currency convertibility to dollar problems in 1947 August. Similarly, Cripps was the person responsible for the formulation of the mentioned above policy. In order to have this policy implemented, the government created two separate corporations that is: Colonial Developmental Corporation and Oversea Food Corporation⁴⁰. While the Colonial Developmental Corporation was responsible for promotional scheme that is to make more dollars through the exportation of goods to the US or conserve dollars through the production of raw materials for the United Kingdom. Thus, the Oversea Food Corporation was charged with the duty of coordinating and organizing food production and increasing supplies to the end users in the United Kingdom⁴¹.

It is also important to know that the United Kingdom were not the only one to suffer due to the advent of the World war, its colonies had suffered as a result of the war too. This can be seen in the colonies socio economic strands which were plague by low infrastructure and maintenance as a result of the war which thus was in need of modernization as well as restoration. Also, there were excessive shortages of capital commodities as well. That is to say, the infrastructure of the British colonies needed urgent rehabilitation and attention as so to make raw materials available for the British Government. The Nigeria Case in particular, delay were still met in conveying goods even at the expense of total restoration of railway service in the country most especially, is the peanut transportation from the Northern part of the country to the southern part which has the country's port⁴².

As a result of this development, this enhanced the Colonial Office Staffs to imagine if the Nigeria Railway's challenges were more fundamental in contrast to lacking essential equipment. This situation invariably caused officials or staffs to begin thinking about the idea of completely reorganizing and overall the Nigerian Railway. The management, development and construction of Nigeria's railway which began in 1895 epitomize one of the hub of imperialism enjoyed by British in Africa and most importantly colonial Nigeria's economy. Ranging from that time as well as the postcolonial era, during this period the Nigeria Railway happens to be the biggest employer of labour in the British colony; more so, during mid 70s the Nigeria Railway corporation was boasting about 30,000 employees⁴². However, for the development and construction of the Nigeria Railway system, it would definitely have been impossible to annex the different and many ethnics that now make up Nigeria. Similarly, the Nigeria Railway story can also be equated as the Nigeria story, that is to say, the two are somewhat inseparable⁴². As a result of these important role the Nigerian Railway played and the expansionism of the British Empire, there is a great magnitude of historical essays on its pre war as well as post war eras. Totally missing from this empirical review is the evaluation

of background to evolution of the Nigeria Railway into public corporation. We can as well say there is a gap in existing literatures relating to the Nigeria Railway and the Nigeria Railway Corporation.

2.3.2 Development of Nigerian Railway

In the year 1898, Nigeria colonial government and British government started the construction of railway transportation network in Nigeria, an evident of the European/British railway imperialism that began in Africa towards the end of the nineteenth century⁴³. The first of its kind of the Nigeria rail network is the creation of the Railway in Lagos state which commenced in 1898. The Lagos Railway was extended along the south coast towards Abeokuta and subsequently Ibadan in the year 1901, thus the distance was about 125 miles the line was extended towards Jebba from Ibadan in the year 1911, as time goes on, the Baro-Kano railway line in Nigeria's northern part of the country was executed about a year afterwards thereby joining the Railway line in Lagos⁴³.

In the year 1915, the establishment of the Jebba Bridge was finally along River Nigeria was thus executed which prompted the extension of the southern railway line to Kano in the Northern region⁴³. Similarly, in the eastern part of the country, the Port-Hacourt railway line was similarly constructed towards Enugu in the year 1961 so as to help assist in conveying coal from Udi Hills which is situated in Enugu. As a result of the execution of the Bridge in Markudi, the railway line from the Eastern part of the country is now able to Kaduna in he year 1932, this was also the reason for the facilitation of crossing of the famous River Benue. Subsequent railway line constructions were subsequently executed phase by phase and in the year 1945 the fast developing railway line had been able to reach Kaura Namoda in the country's northwest, to Nguru close to Borno which is in the northeast of the country.

Towards the 19th century to the year 1955, it is important to know that that the Nigeria Railway was managed and owned by the Nigeria Colonial Government and the Nigeria Railway Department was responsible for running its day to day administration. Initially designed to convey about one million five hundred thousand worth of goods annually, it was conveying a little less than one million two hundred thousand tons towards the eve of the disastrous second world war and in the year 1945, it was already conveying in excess in respect to its building capacity. Let's for instance, in the year 1944 to 1945 financial year, the railway line convey about one million seven hundred thousand tons of commodities/goods⁴⁴. From the beginning of the first decade in the twentieth century up to the year 1960, when transportation by road has now overtaken the railway in importance in the country, railway remains the mettle of the United kingdom colonial government means of running the economy and it was solemnly based on export and import trade. It is important to know that railway line or routes were first created and efficiently developed prior modern and communicable road system in Nigeria and West Africa at large⁴⁴.

Though, the management as well as the operations of the Nigeria railway's industry from early 1900 to 1960 when the country attained independence can't be totally seen as successful, it is important to know that the Nigerian Railway Department nonetheless recorded modest operating surpluses for several years. The highest of these before 1960 was in the 1958/9 financial year, when revenue reached £15.75 million, and a working surplus of £2,030,606 was achieved. This good performance was followed a year later in 1960/1, by poor financial results; with a net operating deficit of £988,000⁴⁴. However, in 1963/4 the Corporation achieved its best financial performance to date: revenue of about £16.30 million and a working surplus of about £2 million⁴⁸. Thereafter the NRC's fortune began to decline rapidly from which it never recovered⁴⁴.

2.3.3 Change of Government in Britain and Nigeria Railway

Coupled with the poor state of railway fixed assets, Nigeria Railway's problems included a lack of locomotives, coaches, rolling stock, spare parts, and skilled and experienced European supervisory staff. Other thorny issues included ill-equipped workshops and poor management of labour relations⁴⁵. All of these problems, which were not hidden from the Nigerian colonial government and its imperial counterpart in London, proved insurmountable to the British Labour government in power from 1945 to 1951.³⁹ This was not the case with the Conservative Government elected in October 1951. The regime was determined to proffer solutions to the poor planning and bad management in the Nigeria Railway⁴⁵. Its resolve further solidified when it discovered that at the beginning of the 1952/3 harvest season, about 150,000 tons of peanuts could not be transported from Kano to the coast⁴⁵. Consequently, the Conservative Government began debating the idea of transforming Nigeria Railway into a commercially viable organization. To fully comprehend the nature of NR's problems, Oliver Lyttleton, the new Secretary of State for Colonies, paid an official visit to Nigeria in May 1952. The degrading NR he discovered convinced him that drastic steps must be taken.⁵² Back in London, he convinced CO officials that two fundamental changes were necessary. First, it was essential that NR's organizational structure should be changed from a department of Nigerian civil service to a public corporation. Secondly, there was an urgent need to replace the seemingly incompetent and sluggish General Manager of NR, D. C. Woodward⁴⁵. However, the very idea of converting not only Nigeria Railway, but other commercially oriented government departments into public corporations did not originate from London. The idea was first suggested by the Fitzgerald Commission. Following the massacre of 21 coal miners by the Nigerian colonial police at the Iva Valley coal mines of the Enugu Colliery, the commission was set up by the Colonial Office (CO) in conjunction with the Nigerian government and headed by Sir William J. Fitzgerald, a former Chief Justice of

Palestine and the Attorney General of Northern Rhodesia. As part of its findings and recommendations, the commission blamed the management of the Colliery and the colonial state for the inefficient control of the labour disputes at Enugu. Foreseeing similar problems in other government departments, the Commission recommended that they also be converted into statutory public corporations.

2.3.4 Management of Nigerian Port by Nigeria Railway before 1954

The need to convert Nigeria Railway into a corporation was further underscored by two developments in the late 1940s. In 1949, another commission of enquiry was set up to look into NR's operational problems⁴⁶. Headed by H.F. Pallant, the Assistant Divisional Superintendent of the British Railways in York, this commission painted a picture of Nigerian rail transport maladministration in its 64-page "meaty" report. Furthermore, it recommended that fundamental changes be made to NR's organizational structure and procedures⁴⁶. The second development was the formation of the Strong Commission, which was asked to look into the functions of the Marine Department and the management of harbours in Nigeria, sectors where Nigeria Railway was a major player. Also, the Commission was mandated to make recommendations that would assist in setting up a more or less autonomous body for example on the 'Port Trust' model, which is found in the Port of London or Liverpool⁴⁶. Prior to the setting up of the Strong Commission, the management and control of the two major ports of Nigeria, Lagos, and Port Harcourt, both of which handled more than fifty percent of Nigerian import and export trade, was without proper coordination⁴⁶. For example, there were no less than five separate bodies in charge of the operational aspects of Lagos port in 1941. These included NR, Customs Department, Marine Department, Port Department, and Public Works Department. Each was not only involved in revenue collection, but port maintenance as well. In addition to these organizations, there were several foreign commercial and shipping interests operating at the ports. The

implication of this development was that it bred petty jealous and stiff competition among the various organizations, as they sought to outdo one another. Although there were many bodies operating at the Lagos Port, the most powerful was NR, which foreign commercial and shipping groups believed was manipulating its management of Nigerian ports for its own selfish interests at the expense of “genuine” port interests. Hence, foreign interests led by the United African Company (UAC), began criticizing NR’s inefficiency at the ports. It was largely due to such criticisms and the apparent lack of direction at the two major ports that the government decided to set up the Strong Commission to examine the situation and offer solutions. The Commission found that the administration of the port was indeed inefficient, and criticized the NR for not making a sufficient number of railway wagons available to transport imported goods out of the ports into the hinterland. Based on these problems, the Strong Commission recommended that there should be unified control of all port operations under a Board of Management, a Port Trust, whose executive functions should be carried out by the Nigerian Marine Department. Following the recommendations of the Strong Report, four alternative proposals on NR and ports administration emerged⁴⁷. They were:

- 1 There should be a single corporation to manage and control the NR, all the ports in the colony, and to carry out all the duties hitherto performed by the Marine Department;
2. there should be a single corporation, but made up of two statutory subcommittees, each of which would run Port Harcourt and the Lagos Port;
3. there should be separate port authorities for Lagos and Port Harcourt, and British companies in Nigeria, should manage the smaller ports; and
4. there should be two separate corporations – one responsible for the ports and inland waterways, while the other would manage the Nigeria Railway⁴⁷.

However, coordination between the two would be effected through cross membership of their boards of management. The possibility of removing NR's hegemony at the Ports was too hard for Woodward to accept. He therefore sought to defend his organization's indictment by the Strong Report⁴⁸. While not disagreeing with the recommendation that multiplicity of control at the ports should be removed, he was opposed to the establishment of a rival authority to NR to manage them. Thus, to prevent a drastic reduction in NR's influence, he put forward new proposals. Since NR was desirous of controlling and managing Lagos Port and Port Harcourt, Woodward did not object to the recommendation that both ports should be joined together with other minor ports and managed by a single port authority, provided NR would control the new authority. This position contradicted its original submission to the Strong Commission, which was that an autonomous Port Trust should not be established. On the other hand, expatriate European firms in Nigeria organized together as an interest and pressure group, the Association of West African Merchants (AWAM), and opposed NR's proposal on the new port authority. Consequently, the colonial government was caught in a dilemma, and initially seemed unsure how to implement Strong Report's recommendations. Whatever course of action, both the Nigerian and British imperial governments were going to implement the report. They could not afford to ignore the interests and opinions of European merchant capital embodied in AWAM, which was certainly not a run-of-the-mill group of politically weak European firms in Africa⁴⁹. During the post-war period, AWAM members were not only well entrenched in West African economy, they were well funded. In fact, some half a dozen AWAM members controlled not less than seventy-five percent of the sub-region's imports and exports valued at between £300 to 400 million in the 1940s. Of this considerable volume of trade, UAC, a predominant player in Nigeria, had the largest share. Not only this, by the late 1940s, it had invested about £4 million pounds in the Nigerian trading sector. For most of AWAM, the total equity capital of its members operating in

Nigeria was more than £20 million during the climax of the war. Economic muscle brought AWAM members many political privileges. For instance, they were represented on the executive and legislative councils in Nigeria and enjoyed tax exemptions that were not available to them in Europe and other colonies⁵⁰. In addition, UAC's General Manager was not only a member of the Nigerian legislative council, but also had free access to the Governor of Nigeria. Patronage of railway services by AWAM members in Nigeria was also very crucial to the economic well-being of NR in the 1940s and 1950s.⁶⁰ The NR's freight services enabled the companies to transport agricultural and mineral goods to the coast for export to Europe and imported manufactured goods into Nigeria's hinterland. These transactions provided substantial profits for Western capital in Nigeria⁵⁰. Aware of the economic muscle and the strategic position of AWAM members, a meeting was called on August 23, 1950 between Nigeria's Acting Development Secretary, H. R. E. Browne, and AWAM delegation comprised of G. Cotgreave (John Holt & Company (Liverpool) Ltd.), N. Kay and L. Passage (United Africa Co., Ltd), G. H. Neville (Elder Dempster Lines Ltd.), and R. C. Irving (Lagos Chamber of Commerce) "in order to ascertain their views on the various alternatives which had been put forward" for the reorganization of NR and the ports.⁶² No single indigenous Nigerian political leader was, however, invited to take part in this meeting at which the final decision on the conversion of the NR into a statutory corporation was to be taken. At the end of the meeting, the consensus of opinion was that the NR and the ports should be reorganized into two separate statutory public corporations⁵¹.

2.3.5 Creation of the Nigerian Ports Authority and the Nigerian Railway Corporation

Eventually, the four proposals on the management of Nigerian ports and NR were discussed in the Council of Ministers and it was decided that two separate corporations should be established: one for managing all the ports, including the minor ports, and the second for NR. Although the decision to set up the two corporations was taken in 1950, the formal

establishment of the Nigerian Ports Authority did not happen until 1954. The restructure of the Nigerian Railway Corporation was completed in 1955⁵¹. On April 9, 1953, Ralf Emerson, an experienced British engineer, was appointed the General Manager/Chairman Board of Directors Designate of the proposed Nigerian Railway Corporation. On 18 June 1953, Emerson left the United Kingdom for Nigeria to assume his new position. Pending the formation of the corporation, his primary duty was to serve as the technical adviser to the Nigerian Government on the establishment of the railway corporation in addition to serving as the General Manager of the existing NR. In this capacity, Emerson developed the policy proposals which formed the basis of the Nigerian Railway Corporation Parliamentary Bill that subsequently became the Nigerian Railway Corporation Ordinance⁵¹. In a twist of irony, Emerson had the unique fortune of writing his own job descriptions while already in office. He did not shy away from fortifying the position of the Executive Chairman with considerable powers. Shortly after the formation of Nigeria Railway Corporation, he assumed the exalted position of Executive Chairman of Board of the Corporation, as well as its General Manager. In fact, the Nigerian parliamentarians who debated and passed the NRC bill into law characterized the chairmanship as a railway dictator⁵¹. On October 1, 1955, the ownership of the Nigerian Railway was formally transferred from the Nigerian Government to the new Nigerian Railway Corporation. Under the Railway Ordinance, NRC was given monopoly power and responsibility to carry out railway activities in Nigeria and manage and provide reasonable facilities for the carriage of passengers and goods. Furthermore, it was to control its expenditure in a practical manner where annual revenues would be sufficient to meet all expenditures properly chargeable to revenue, and to direct the expansion of the railway system.

2.3.6 Railway Corporation and Utility Values

Although it was widely accepted from 1945 onwards that NR was in urgent need of reorganization and modernization, Nigerian political leaders were not given the opportunity – as seen above by their non-participation in the meeting – to be part of this very important process⁵². This disproves the argument by Nigerian colonial government officials that public corporations set up in Nigeria beginning from early 1950s were solely for the economic well-being of Nigerians. Rather, Britain's economic interests and those of Western capital were more paramount in deciding the nature, character, and purpose of public corporations in Africa in the late colonial period. It was in view of this situation that Mofutou Laleye, a Policy Analyst, argued that public corporations in Africa were indeed children of political expediency and crisis of confidence between European colonialists and colonial peoples. This was unlike the rationale behind the nationalization of major industries in Britain, from where the public enterprise management model was copied. There, in the late 1940s to the 1950s, the Labour Government used its nationalization programs to reformulate new industrial policies⁵². Eventually, Nigerian political leaders, who initially were not consulted on the matter and were opposed to the recruitment of Europeans to head the new organization, were won over by colonial officials. However, Nigerian support was predicated on the hope that the transformation of NR would curb its manifest inefficiency. To buttress this point, in April 1952, while NR annual financial estimates were being debated in the House of Representatives, the Minister of Transport, a Nigerian, Chief Bode Thomas of the Action Group Party, not only informed members with new thinking on NR - that is to turn it into a public corporation - but also that it would be alive to its responsibilities from that point forward. Many legislators heartily welcomed the new development.⁸² At another meeting of the House of Representatives on August 21, 1952, the Minister of Transport, Thomas, while reacting to the various comments of House members that centered primarily on NR's

inefficiency and shoddy services on one hand and the need to construct more railway lines to members' constituencies on the other, stated that the Central government had decided in principle to establish an autonomous statutory corporation in place of the Nigeria Railway⁵³. The Minister went further to state that "I can assure Honourable Members... that the proposal (to set up a railway corporation) is already being fully examined by Government and is receiving serious considerations⁵³".

Later he poignantly underscored the urgency and necessity of change in status for NR by arguing that "If Nigeria does not determine the fate of the railway (NR)... then the railway will determine the fate of Nigeria⁵³." Thomas merely stated the obvious: NR was still a very important backbone of the Nigerian import and export economy at the time. The initial consensus achieved on the part of Nigerian leaders vis-à-vis the issue of a new railway corporation would later break down during the peak of the decolonization process from 1954 to 1960. This was followed by increasingly scathing criticisms against the colonial government and foreign commercial interests. The latter were referred to as "dictators and usurpers" and advised to remove their stranglehold on the Nigerian economy and institutions, including the NR, so they could be managed by Nigerians⁵⁴. However, there were many factors in Nigeria that were responsible for the transformation of the NR into a public enterprise. First, by the late 1940s, the colonial government was itself overburdened by its excessive centralization and bureaucratization of government service, of which the NR was an important component. Reflecting on the prospect of establishing a railway corporation, the Secretary of State for the Colonies stated "...it will also grant much needed relief to the Central Government machine in Nigeria from the great burden of work which is concentrated on it as present⁷⁴. Due to centralization and sluggishness of the civil service bureaucracy, it was often difficult to make quick decisions on the NR, especially in the area of capital development. Thus, it was necessary to have a new organization that could operate outside

the ambiance of the main civil service. Linked to this is that from the start of the Second World War to the mid-1950s, despite carrying more freight than its installed capacity, NR was not recording adequate net surpluses⁵⁴.

In fact, most of its operating surpluses were used in paying debts or put into the Renewal Fund, which was set up for renewing the NR's fixed capital or assets. In view of this financial performance, there was a need to keep down operational costs, especially labour costs. As many strikes, negotiations, and concessions to workers were escalating, to understand the management's perspective, it is here noted that by 1952, the NR's workforce was more than 30,000⁵⁵. Hence, a corporation model of management would cut unnecessary bureaucracy and ensure that NR was run on a strict commercial basis. Second, corporation-type organization relieved the colonial state of the burden of being the direct employers of railway workers while escaping from direct conflicts it was having with railway labour unions since the end of the war. Such was the nature and frequencies of these industrial conflicts that the operations and survival of the Nigeria Railway as a corporate organization was adversely affected. For instance in 1947 the Nigerian government was forced to concede in public that: productive efficiency and power of movement of the Railway continues to be hampered by political and industrial unrest and much valuable time has had to be given to these matters by Administrative and Supervisory staff of employees when their attention was most desirable elsewhere; consequently the services of employees have been diverted from the efficient performance of their tasks to the detriment of production⁵⁶.

The workers' grievances included: lack of promotion, the domination of NR's management by Europeans, racial discrimination, poor salaries and wages, non-implementation of agreements between railway unions and management, overwork, high-handedness by supervisors, and slow pace of the implementation of the "Nigerianisation" policy on staffing

of NR⁵⁷. As a result of incessant railway workers' strikes after 1945, the colonial government set up a commission of inquiry in 1949 to investigate and make recommendations on the labour situations in NR. Headed by a retired British judge, Justice Neville John Brookes, the commission found both the management and workers were intransigent in their relationship with one another. It noted that several of those interviewed spoke of deterioration in industrial relations is not recent [phenomenon] but has continued progressively over several years⁵⁸. In view of such revelations, the Commission recommended a complete review of the existing machinery designed to resolve trade disputes and eliminate grievances⁵⁹. A few months after the commission submitted its report to the government, the workers again went on an organization-wide strike⁶⁰. Against this backdrop, the government decided that the best way to solve the perennial NR's labour crises "once and for all" was to turn it into a corporation. This way, the new body would be able to hire and fire its staff more easily than the civil service rules and regulations had allowed. The Chief Secretary to the Nigerian Government underscored this point when he stated there were strong political reasons for establishing corporations to take over Government's quasi-commercial activities. It was easier for such Corporations to handle labour disputes than it was for Government. The labour unions accurately read the mind and Machiavellian disposition of both the Nigeria Railway management and government. The workers openly opposed the proposed conversion for two reasons. First, the workers were very reluctant to transfer their services from the Nigerian Railway Department to a new, autonomous organization that, in a manner of speaking, was an uncharted territory⁶¹. Secondly, they were apprehensive that the new corporation might not give them the same kind of privileges, stability of tenure, and perks they were enjoying in the current NR⁶². The workers' open attacks to the government's plan for the NR troubled the former. In fact, Thomas, the Transport Minister characterized the workers' criticisms as being "unfair" and their behaviour as exceedingly astounding⁶².

However, realizing the need for the new corporation to have some stability and industrial peace in the transition period, the government entered into negotiations with the workers. The government went into talks with the two largest unions, the Nigerian Union of Railwaymen (NUR) and Railway and Port Workers Union (RPWU). The purpose of the arbitration was to assure the workers that they would not lose anything in the new corporation. After weeks of debate, it was agreed by both parties that the conditions of service of the workers in the new corporation would not be less than what they had enjoyed in the Railway Department. Having been assured of their status, the workers agreed that the new corporation should be formed⁶³. Another reason why statutory corporations were established in West Africa, according to CO and Nigerian Secretariat officials, was to ensure that “trusted” Nigerians could be carefully recruited into and entrusted with the joint management of sensitive organs of the colonial state⁸⁵. This had been the thinking of government in 1950 when the Chief Secretary to the Nigerian Government justified the need for establishing public corporations when he stated: and it [will] also enabled [sic] Nigerians to share in the management. This was a consideration that would become even more important when the changes proposed under the New Constitution came into effect, because it would mean that Departments responsible for the Corporations would not be accountable to Ministers.

In fact, a year earlier, in March 1949, while addressing the Legislative Council, the Chief Secretary articulated the need for public corporations by saying: “I myself feel that almost the greatest advantage to this country in this new conception of public corporation ... is the advantage of Nigerian participation⁶⁴”. Finally, AWAM members specifically requested the Nigerian colonial government to develop social and economic infrastructure for the efficient exploitation of Nigerian resources. To achieve this, institutions, such as NR, should be reorganized into semi-autonomous corporate organizations. This call seems to have become imperative when Nigerians were demanding complete Nigerianisation of government and

public service. Within this context, AWAM members concluded that their interests would not be well represented if Nigerians controlled the entire service. Thus, the establishment of corporations would provide the right opportunities for their representatives to sit as board members of the proposed statutory corporations.

2.3.7 Employees Grievance Procedure as a Strategy for Improved Welfare

The potential of grievances is always present at work. There is hardly any firm that can operate without one form of grievance or the other. However, the manner and speed with which those grievances are handled speaks much about the how the harmony, productivity and performance of the organization will be⁶⁵. Hence, handling grievance through appropriate procedures plays a key role in the settlement of management's mistakes and weakness. If grievances are handled with a proper concern and consideration, they will initiate positive changes in the organization, thereby enhancing organizational productivity and employee satisfaction. The importance of having grievance procedure in place in an organization is that if an employee does not have opportunity to express his or her grievance, it will create some negative organizational impact which may include reduced productivity, absenteeism problem, disobeying of orders, indiscipline behavior and reduced quality of work, among others. The rationale for grievance procedures is to help individual organization attain its best in terms of employee's performance and service delivery⁸⁷. Thus, the most cases the procedures are management centered and may not allow employees to initiate expression of their dissatisfaction with regard to their work situations.

Where there is no machinery for the effective settlement of grievances; they can have disruptive influences on the running of the organization⁶⁵. A good grievance procedure help to settle grievance issues at the earliest possible stage and help that such disputes are resolve as close as possible to their source⁸⁹. Chances are that morale may go down, commitment

reduces, and the worker may engage in some act of sabotage as a pay back to the supervisor or management. In order to ensure workplace stability, management-workers cooperation, and industrial peace and effective grievance procedure is in place in an organization. This is because suppressed workers grievances are known to have given rise to accidents at the workplace, absenteeism, strike actions, and different forms of industrial sabotage, low morale and reduction in employee's commitment. Presence of grievance handling procedures will help the employees in addressing their issues and concerns and are important for sustaining high satisfaction high productivity of employees⁶⁵.

A good grievance procedure help management understand the feelings and attitude, of the workers concerning the organizations' polices, practices and rules, thereby helping them to make necessary improvement in policies and rules. It also serves as a medium for upward communication to organization top management, and makes them become more aware of employee's frustration, problems and general expectation. As a result, help an employee to release the pressures that has accumulated because of the grievance. It serves as a tool for management to maintain an open and harmonious relationship with the employees within the workplace, identify questionable practices and areas of discontents in the organization and provides measures of correcting the questionable or faulty practices or policies, and reduces the likelihood or arbitrary action by supervisors as they know that employees can protest such behaviour to tap management, where the supervisor may even be cautioned.

2.3.8 Dimensions of Employee Grievance Management

Effective grievance management is an essential part of personnel management; it is the management process of handling the grievance that occurred in a work place in more productive way. An effective employee grievance management ensures a peaceful harmonious work environment because it redresses the grievance to mutual satisfaction of

both the employees and the managers, and also helps the management to frame policies and procedures acceptable to the employees. Accordingly, the use of an effective approach in managing an employee grievance is essential to resolving employees' dissatisfaction fairly. The choice of an effective way of managing an employee's grievance ensures justice in the management of employee grievance and helps managers to base their decisions on ethical codes of conduct⁶⁶.

2.3.9 Collective bargaining

Collective bargaining is the institutional processes by which union workers and their management or employers negotiate with the aim of determining the appropriate terms and conditions of workers employment⁶⁶. It is the process through which agreement between management and workers is reached with regards to wages, working hours and working conditions of employees at the organization⁶². Workplace negotiations are usually undertaken by employees' union on behalf of an employee or employees in order to present a formidable front which management finds difficult to turn down. It usually covers general negotiations on employee's work hours, health and safety, salaries and grievances, training, overtime, grievance mechanisms, and even employee's rights to participate in workplace⁶⁷. Collective bargaining is a process of negotiation between employers and a group of employees aimed at agreements to regulate working salaries, working conditions, benefits, and other aspects of workers' compensation and rights. The interests of the employees are commonly presented by representatives of a trade union to which the employees belong.

Collective bargaining helps to counter balance the undue advantage that employers have when employees collectively negotiate or make their demands⁶⁷. With collective bargaining, interests of the employees are commonly presented by representatives of a trade union to which the employees belong. Collective bargaining thus is an essential ingredient for

industrial harmony in industrial relations. Collective bargaining helps to make the relation between employees and employers smooth, and help in preventing the employees from carrying out strikes actions, provision of security and stability to tenures of employees, offering of protection to all employees, keeps abusive employees powerless and promotes spirit of oneness among employees⁶⁸.

2.3.10 Open Door Policy

This refers to an organization's communication policy in which top management encourages openness and transparency from the employees of the organization by granting them unlimited access to the top management offices for them to make their complaints or contribute ideas which they believe will help to move the organization forward. An open door policy enables an employee to approach top management and discuss issues such as job performance, co-worker conflicts, innovative ideas for business improvement and company policies⁶⁹. In addition, open door policy encourages effective communication between the employee and the management. It also eliminates room for confusion when the employees directly interact with their superiors. Moreover, it encourages healthy discussion at the workplace and enables the employees to seek their boss's help and freely discuss things with them for better clarity. Furthermore, open door policy fosters an environment of cooperation and respect between the senior management team and employees⁶⁹.

2.3.11 Concept of Organizational Performance

Organizational performance can be seen as the actual output or results that an organization has achieved output (or goals and objectives). It is the extent to which an organization was able to perform when it compare it goals, targets, or propose with those of its competitor. Organizational performance refers to "how corporation performs on contain criteria as profitability, market share, return on asset, and return on investment⁷⁰. In other words, level

of profitability, market share which the firm control in the industry, and the returns from their assets and investment defines an organizational performance”. Corporate performance is defined as a firm’s position in an industry in relation to competition and industry average. Organizational performance thus is the outcome of the performance or individuals and the entire groups in the organization. Individual performance lead to group (unit/department) performance and the performance of all the groups translate to the organization’s performance. Organizational performance can be operationalized in many ways which includes profitability, market share, return on assets or investment, changes in market share or profitability and new product success⁷¹. Customer’s loyalty, sales growth and long-term survival are some of the outcome of organizational performance. Corporate performance can be satisfactory or unsatisfactory depending on if it is high or low respectively. Similarly, corporate performance is the balance between all factors of production (Human and Materials) that will give the greatest output for the smallest efforts⁷¹. In the words of Chen, organizational performance is the “transformation of inputs into outputs for achieving certain outcomes. The ability of an organization to achieve its goals is organizational performance. Lastly, organizational performance is the ability of an organization to attain its goals by using resources in an effective and efficient manner⁷¹.

Profitability

Profit making is important for every business organization. Profitability is the primary goal of every business venture⁷¹. Without profit, it will be very difficult for any business to survive in the long term. The major reason why business organizations are adopting various business strategies in other to gain competitive advantages in the fact that they can acquire the financial resources to sustain human component which drive the organizational, and to

continue to provide goods and services in the most expedient way that they want. Profit is the ability of an enterprise to get sufficient return on the capital and the employees used in the business operation. Similarly, Profitability is measured with income and goals of all business ventures. It is the primary arm of firms and also the most appropriate measures of efficiency in competitive business.

2.3.12 Relationship between the Employee Grievance Management and Organizational Performance

People are important ingredient for the survival and productivity of organizations. The ability of managements to ensure that their grievances are handled in an unbiased, just and fair manner is a plus to any management team as proper management of employee grievance ensure a harmonious relationship between management and workers. When harmonious management workers relations exist, employees become more committed and this makes them to put in more efforts, which helps to improve performance. Employee performance is affected by any nature of grievance, and grievance management deal directly with workers and all that concern them, so can influence workers performance and productivity of organizations⁷².

Suppressed workers grievances are known to have given arise to accidents at the workplace, absenteeism, strike actions, and different forms of industrial sabotage, low morale and reduction in employee's commitment. Therefore when management of employee grievance is in place, workers morale improves, commitment increases, and even organizational citizenship behaviour develops, all of which are vital for improved organizational performance. A well-constructed and effective employee grievance management induces a positive performance, while poorly designed employee grievance management process is destructive as it heats up the work environment and brings about dislocation and disharmony

of the entire organization with attendant reduction in productivity and performance of organizations⁷². Through good conflict management strategies, weaknesses in the organizational decision-making are exposed which may prompt the establishment to effect changes and search for positive solutions⁷². Hence, management are duty bound to resolve conflict properly for the sake of increasing organizational performance, because the outcome of such action will result in good communication, time management, good cooperation and increase corporate productivity⁷².

2.3.13 Compensation Strategy

Compensation strategy defines what the organization intends to do in the longer term to develop and implement reward policies and process that will further the achievement of its business goals. It establishes priorities for developing reward plan that can be aligned to' business and human resources strategies⁷³. Compensation strategy is ultimately a way of thinking that you can apply to any reward Issue arising in your organization, to see how you can create value from it. Thus, effective compensation strategies have three components:

1. They need clearly define goals and a well-defined link' to business objectives.
2. There need to be well designed pay and reward programs tailored to the needs of the organization and its people and consistent and integrated with one another.
3. Perhaps most important and most neglected, there need to be effective and supporting human resources and reward process in place⁷³.

2.3.14 Developing Compensation Strategy

In practice, the formulation of strategy is seldom of rational and linear process as the model implies. Strategy in this regard can be perceive as a pattern in a stream of activities. It is not necessarily a rational and continuous process. Organization typically construct their strategy

with process that is fragmented, evolutionary and largely intuitive⁷³. The concept of logical incrementalism which states that strategy evolves in several steps rather than being conceived as a whole comes to mind. In workforce, changing, evolving, testing improving as we go as part of a continuous long term process; this is the key to successful reward and recognition management⁷⁴.

2.3.15 Component and Objectives of Corporation Compensation Management System

Corporation compensation management system includes anything an employee's value and desire that an employer is able and willing to offer in exchange for employee's contribution⁷⁵.

More specifically such compensation includes financial and non-financial rewards. Financial rewards include direct payment (e.g. salary) plus indirect payments in the form of employee's benefits. Non- financial reward includes everything in a work environment that enhances a worker sense of self-respect and esteem by others (e.g. work environments that are physically, socially and mentally healthy; opportunities for training and personal development; effective super Vision and recognition)⁷⁵. In addition, reward bridges the gap between organizational objectives and individual expectations and aspirations. For an organization to be effective, corporation compensation system should provide four things:

- i A sufficient level of rewards to fulfill basic needs
- ii Equity with the external labour market
- iii Equity within the organization and
- iv Treatment of each member of the organization In terms of his or her needs⁷⁵.

Furthermore, compensation system are design to attract, retain and motivates employees.

Much of the design of' compensation management systems involve working out trade off

among More or less seriously conflicting objectives. Perhaps the most important objective of any compensation system is fairness and equity.

2.3.16 Types of Compensation

Compensation provided to an employees can be direct in the form for monetary benefits and or indirect in the form of non-monetary benefits known as perks, time off e.t.c. compensation does not include only salary but it is the sum total of all rewards and allowances provided to the employees in return for their' services⁷⁶. If the compensation is effectively managed, it contributes to high organizational productivity. Direct compensation refers to monetary benefits offered and provided to employees in return of the services they provides to the organization. The monetary benefits include basic salary, house rent allowance, conveyance, leave travel allowance, medical reimbursements, special allowances, bonus, gratuity etc. They are given at a regular interest at a definite time⁷⁷.

2.3.17 Employees' Benefits

Benefits is defined as the component of a compensation package provided in addition to cash pay⁷⁸. Similarly, the three main type of employees benefits are as follows;

- i. Welfare benefits which includes pension and health insurance
- ii. Family friendly benefits which might include family leave and child care vouchers and
- iii. job related benefits which might include company car or product discounts⁷⁷.

The main aims of any benefit systems are: To contribute to the provision of a competitive compensation management system, to provide for the need of the employees in terms, of their security and sometimes their requirement for special financial help, this demonstrating to them that they are members of a carrying organization, to increase the, commitment of employees to the organization and to provide a tax efficient method of remuneration⁷⁹.

2.3.18 Compensation Determination Process

Compensation determination process involves several steps which have to be well articulated and carefully coordinated. In general, the establishment of a pay level for a particular employee is dependent on two main factors;

- i The general value of the job itself to the organization and
- ii The relative performance of the individual performing the job⁸⁰.

2.3.19 Determining the Actual Compensation

The determination of the actual compensation accruable to an employee is a very crucial aspect of compensation management system; and this come after job evaluation. Following job evaluation, the prevailing internal pay level are plotted against evaluated job levels to determine the mean internal pay, job line and show any anomalies (overpaid, and underpaid job)⁸⁰. Next, the result of external wage survey is compared with the existing internal pay level to see how they compare and after all this and taking note of relevant organizational problems, as appropriate internal family structure and compensation is determined.

It is worthy to note that certain principles and guidelines are usually formulated in the area of compensation management which are:

- i There should be a plan which difference's in pay for jobs based on variations in job requirements (e.g. skill, responsibility, .effort, physique and working conditions)
- ii The plan should carefully distinguish between jobs and employees. A job carries a specific amount of pay and an employee is assigned to fill it at that pay level.
- iii The general level of wages and salaries should reasonably be in line with what is prevalent in the labour market what is prevalent in the industry.

iv The principle of equal pay for equal work is a fundamental one. If two jobs have equal value or requirements, the pay should be equal regardless of who fill them.

v A very equity device should be adopted so as to recognize differentials in the ability and performance of employees⁸¹.

2.3.20 Management's Responsibility in Handling Grievances in an Organization

If an organization or corporation has to move towards excellence, maintaining of harmonious and cordial relationship is a vital condition. Similar to organization expectations from the employees, the employees do not have more expectation in terms of what they have contributed to each other⁸¹. Failure to meet with each other's expectation or the deviations from what had already been accepted may lead to indiscipline. Grievances and stress are continuing in nature and often judicial legal process may not be of much help in resolving them. Managers should be extremely sensitive in handling grievance situations⁸¹. Every case of grievance must be treated as an opportunity to improve the working environment and not viewed as a nuisance created by an employee. A clearly defined grievance policy should exist in every organization while the policy should be made available at all employees. The policy should allow the employee the complete freedom to "air his / her grievances" to different levels of management. It should also provide for a fair hearing with assurance of complete privacy where necessary. No action should be taken against employee simply based on hearsay or unconfirmed reports. Applying this system to the issue of grievances, one can see a constructive role for the board. The board can define through a statement or series of statement the overall results to be achieved by the organization's grievance policy. Then it is management's responsibility to craft the specific procedures, prepare needed documents and set up a system that will achieve the results outlined by the board. Of most importance, though the board does not dictate the specific procedures to be followed and not be involved

with specific grievance cases⁸¹. In general, the board wants to make an overall statement of goals for a grievance system and general guidelines on how grievances should be handled. A board's statement about grievances will probably address management's authority in defining grievance procedures, who must be involved in handling grievances, accountability to the corporation and overall standards of a grievance procedure⁸². A board's statement about grievances should avoid dictating such as where materials should be posted or how much time the committee may spend on a particular case (the means). Instead, if the board focuses on making clear statements of what results it expects, management can develop a particular procedure to fit those conditions.

2.3.21 Grievance Handling Procedures and Related Issues

Not all conflicts occur between parties who have no formal relationships; it is possible for intractable conflicts to develop even where parties have shared working relationship⁸². But an intractable conflict is less likely to arise when parties have used their negotiation time wisely. In particular, parties who anticipate the likelihood of future conflicts and create procedures to deal with them when they occur are much less likely to find the tensions of subsequent conflicts destroying their ability to continue to work together. A key element in such planning is often the establishment of a formal grievance procedure, a standardized set of procedures to follow when someone has a complaint or a problem. It is particularly important to have a grievance procedure when it is likely that people who were not direct signatories to the original negotiations will be affected by the implementation of an agreement. Employees whether represented by a union or not, are frequently in this position, and the classic grievance procedures are derived from workplaces with unions. Many decades of experience have resulted in fairly standard grievances procedures that might well be utilized by people in other situations as well⁸². There are two key factors in establishing a workable grievance procedure. The first is the concept of progression of levels at which a given complaint may be

handheld. Typically, this begins with a step that provides for a rapid and informal addressing of a complaint by those immediately involved, with appeals to successively higher levels of management or other possible representatives possible in the event that lower-level resolution does not work. The second factor is the availability of an alternative procedure to be used if several successive attempts at negotiation have failed. Typically, this will be mediation, arbitration or both⁸³.

Many grievances can be resolved quickly by correcting a misunderstanding, or with a simple negotiation. In this case the grievance procedure saves time, money, and the relationship between the parties. Having the issue handled by those immediately involved is a benefit as well as those who know more about the problem at hand than the people at higher levels. However, a given grievance may involve a more difficult issue, or one or more of the parties may refuse to settle with simple negotiation. The availability of appeals to a higher level not only provides an end to what might otherwise become frustrating bickering, but often serves to remind a given representatives at any levels that reasonableness at this stage will eliminate the need for review of his or her actions by someone higher up⁸³. Time limits at each step, so that no one can stall the process indefinitely are typical, and in the event that the parties have discussed the matter at all levels provided in the procedure and are still deadlocked, an arbitration provision generally provides for a final decision by a decision maker that both sides have had a say in choosing⁸³. A typical grievance procedure in a unionized environment might look something like this: Any dispute which may arise from an employee or union complaint with respect to the interpretation of the terms and conditions of this agreement shall be subject to the following grievance procedure, unless expressly excluded from such procedure by the terms of the agreement. All grievances shall be initiated in phases. Time limits set forth herein may be extended upon mutual agreement of the parties. The union shall have the right to be noticed and be present at the steps of the grievance procedure.

Phase 1: The employee, union steward or officer, and / or the union representative shall present the grievance to the most immediate supervisor who has the authority to make adjustments in the matter within fourteen days of the alleged grievance or knowledge thereof.

Phase 2: If a satisfactory settlements is not reached in step 1, within three days following completion, the employee, the union and union representative may present the grievance to the department head. Upon the request of said department head, the grievance shall be in writing and shall state the grievant(s) name(s)

Phase 3: If a satisfactory settlement is not reached in step 2 within five days of the date of submission of the written grievance to the department head, the employee, the union committee and the union representative may present the grievance to the personnel manager. The manager or his designee shall schedule a meeting to be held within fourteen days of the receipt of the grievance by the personnel manager with the union committee and union representatives for the purpose of attempting to resolve the grievance. The personnel manager shall respond in writing within seven days of the date of the meeting. Time frames may be extended in writing by mutual agreement of the parties.

Phase 4: If the grievance is not resolved at step 3, the union may within fourteen days after the personnel manager's written response is due, serve written notice upon the employer that they desire to arbitrate the grievance. The decision of the arbitrator shall be final and binding upon the parties. The cost of the arbitration shall be borne equally by the parties, except that each party shall be responsible for the cost at any witnesses testifying on its behalf. Upon the mutual consent of the parties more than one grievance may be heard before one arbitrator⁸⁴.

2.3.22 Grievance Handling Styles

Styles in handling employee's conflicts may give an impact in industrial relation culture. A unitary organization is more centralize. As a result, avoidance and dominating styles may be

utilized in resolving grievances⁸³. On the other hand, a bilateral organization which is more decentralizing may employ compromising, integrating or obliging styles when confronting with employee's grievances. The below is an independent scale to measure the styles of handling conflict. They are: compromising, integrating, obliging, avoiding and dominating.

Compromising Style: This style involves moderate concern for self as well as the other party involved in conflict. It is associated with give-and-take or sharing whereby both parties give up something to make a mutually acceptable decision. Compromising style also refers to splitting the difference, exchanging concessions or seeking a quick middleground position⁸⁴.

Integrating Style: Integrating styles involves high concern for self as well as the other party involved in conflict. It is concerned with collaboration between parties to reach an acceptable solution to both parties⁸⁴. This style as been labelled collaborating mode. Collaborating mode refers to the ability of manager to work with his or her employee to find a solution that fully satisfies the concerns of both. Collaborating between two persons might take the form of exploring a disagreement to learn from each other's insight, with the goal of resolving some condition that would otherwise have them competing for resources, or confronting and trying to find a creative solution to an interpersonal problem⁸⁴.

Obliging Style: Obliging styles involves low concern for self. An obliging person attempts to emphasize commonalities to satisfy the concern of the other party. The style is regarded as accommodating mode. Accordingly, individual performing accommodating style neglects his or her own concerns to satisfy the concerns of the other person. In accommodating style, managers might take the form of selfless generosity or charity, obeying another person's needs and prefer to yield another's point of view. **Avoiding Style:** Avoiding style is associated with low concern for self as well as for the other party involved in conflict. It has been associated with withdrawal, passing-the-buck, sidestepping or "see no evil, hear no evil,

speak no evil” situations¹⁴². Avoiding might take the form of diplomatically sidestepping an issue, postponing an issue until a better time or simply withdrawing from a threatening situation.

Dominating Style: Dominating style involves high concern for self and low concern for the other party involved in the conflict. It has been identified with a win-lose orientation or with forcing behaviour to win position. Dominating style is portrayed as power oriented mode or competing style. A dominating manager always stands up with his or her rights, defending a position that his or her opinion is correct and simply trying to win⁸⁵.

2.3.23 A Typical Grievance Process

In a union environment, a typical grievance procedure begins with an employee presenting a problem to his or her immediate supervisor within a certain time period after the offending event has occurred⁸⁵. The supervisor then has a set amount of time to either respond or send the grievance on to be addressed by the head of the department. At this point, a union representative enters the negotiations on behalf of the employee. If the situation is still not resolved, the grievance continues up the chain of command to the plant manager and the president of the local union. If the labour union fails to follow the procedures at any point, the contract usually specifies that it must drop the grievance. Conversely, the company is usually obligated to resolve the grievance in the employee’s favour if management fails to follow the procedures outlined in the collective bargaining agreement¹⁴⁶. If the situation still cannot be resolved, the final step in the grievance process is for both parties to resent their side to an arbitrator. The arbitrator’s role is to determine the rights of both parties under the labour agreement, and his or her decision is usually final. The labour contract generally specifies the type or arbitrator used. The method of selecting the arbitrator, the scope of the arbitrator’s authority, and the arrangements for the arbitrator’s payment⁸⁵. A potential intermediate step

involves presenting the grievance to a mediator, whose job is to help the parties solve their own difference before they reach the formal arbitration phase. Mediation is usually less time consuming and expensive than arbitration. In addition, the mediator may be able to teach the two parties dispute resolution skills that may be helpful in solving future problems⁸⁵.

2.3.24 Grievance Handling Procedures and Performance & Related Issues Monitoring the Grievance System

The fact that employees file grievances does not necessarily indicate problems or failure on the part of management. Rather, it indicates that people are involved who see things differently¹⁴⁹. Directors will want to make sure that this philosophy is reflected to their guidance to management, and in their consideration of management performance. And yet, having numerous grievances filed year after year about the same issue could indicate a failure in the way grievances are handled or in follow-up to grievances cases⁸⁶. When boards focus on the results and they want to have it accomplished, they can then monitor implementation to determine whether those results are achieved. An annual report by the grievance committee to the board, like the management letter corporations get from their auditing firm, can provide an outside review of the way management has handled grievances, without getting involved in the merits or particular findings of specific cases⁸⁶. Where the corporations general manager is faced with the uncomfortable and difficult situation of having to fire an employee, the employee can decide to file a grievance per the corporation's policies with the board of directors. After taking testimony from the grievant, the board may decide that the employee should be reinstated with back pay. Imagine how the manager will behave after such a decision is taken. Of course corporation's managers can make mistakes but if such a decision is to be reversed, who would the manager prefer to hear; recommendations from the board or a more impartial group? If the board adjudicates grievances, how can the manager trust that the board will stand behind him or her when faced with other difficult decisions?. A manager

would be willing to accept this decision by the board if it also happens that the employee involved was a good friend of a vocal and critical board member. Would it be not better for board members not to get involved in this situation? Board members should refrain from any involvement in handling grievances or in formulating the details of grievance procedures⁸⁶.

If boards focus on making constructive, goal-oriented statements about how grievances are to be resolved, they will provide guidance to management without usurping responsibility for implementation. As a consequence, boards also end up with a much better basis for evaluating management performance. It is almost impossible to bring an unbiased and neutral review to a grievance that involves people with whom one works closely, just as true for board as it is for any party. When boards focus on providing overall guidance through statement of results to be achieved, they provide constructive leadership and help their corporations be the kind of exemplary, responsible and responsive employers they should be⁸⁶.

2.3.25 Limit on Arbitrators

The arbitrator shall have jurisdiction and authority to interpret the provisions of the agreement and shall not amend, delete or modify any of the provisions or terms of this agreement. Note that as it is often the case, the parties have provided for a final and binding arbitration phase at the end of the grievance procedure if nothing else has worked. Only a small percentage of all grievances filed end arbitration, which keeps the overall cost of the system under control. Yet the availability of the arbitration mechanism provides a “fail-safe”, as well as a set of standards against which the reasonableness of proposals made in grievance negotiations can be measured, though only minorities of arbitrators decisions (generally known as “awards”) are indexed and published⁸⁶.

It is also possible that an intractable conflict that has already occurred (or more likely, a particular dispute in such a long-running conflict) might be submitted to a grievance procedure drafted specially for that occasion. The practical difficulty in doing this is that unless the grievance procedure already exists, the pressures of the dispute tend to discourage the parties from committing themselves to a new procedure. There have been relationships in which the proliferation of day-to-day grievances overwhelmed the parties' willingness and ability to use an existing grievance procedure effectively, and resulted in a larger intractable dispute⁸³. As a start, the employee should contact his immediate supervisor who should endeavour to amicably resolve the issue. Most grievances can be settled by open, effective and regular communication between the employee and his supervisor. If, unfortunately, the immediate supervisor's efforts do not satisfy the employee, he should have to approach the higher levels of management for assistance because of the high importance placed on the employee-supervisor relationship to resolve grievances, it is critical that the manager makes his best efforts to first understand and then resolve the complaint. The supervisor's final resolution should be documented for reference in future actions, if any. If the employee is not satisfied with this resolution and decides to pursue the matter with higher authorities, this documentation would serve as a key role in future proceedings⁸⁶. The board of director's responsibility is to define overall standards and results to be achieved for a grievance procedure⁸¹. The General Manager has full authority to define and implement specific procedures consistent with these guidelines. This statement directs the General Manager to achieve results and limits his / her authority to actions that are within acceptable boundaries of prudence and ethics. Carver outlines a grievance handling procedure as follows: The General Manager shall establish a grievance procedure that ensures fair, impartial and timely handling of all employee grievances. The grievance procedure shall ensure that all parties treated respectfully and professionally. The grievance resolution process shall also address

ways to prevent the same type of problem from recurring, if possible⁸⁷. The corporations grievance procedure shall ensure that all informed about the steps to take in pursuing a grievance and that forms and explanatory materials are readily accessible to employees at all times. One employee (not the general manager) shall be designated to counsel employees about grievances to help them determine if they have grounds for a grievance, fill out forms and explain steps as follow.

Grievances by corporations employees shall be reviewed by a grievance committee that is chaired by someone not employed by the corporation and not involved with corporation in any way. The grievance committee chair shall be selected for his or her experience and expertise in labour relations, mediation or human resources. The committee chair shall be formally appointed by the board, based on research and recommendation by management, and shall serve in this position for one year term. The grievance committee shall also include at least one non-management employee. The findings of the grievance committee shall be binding on the corporation and its management. The grievance committee shall issue its findings as promptly as possible so that issues do not remain unresolved for long periods of time. The general manager shall cooperate with the committee and implement its findings in a timely manner. The grievance committee shall issue an annual report to the board regarding its activities and general findings. The committee's report shall focus on the quality of corporation it received from management and management compliance with its findings. The corporation's grievance procedure shall be cost-effective. The committee shall issue an annual budget for its work. Performance Management Performance is referred to as doing the work, as well as being about the results achieved⁸⁷.

Performance is a multidimensional construct, the measurement of which varies, depending on a variety of factors that comprise it⁸⁸. Performance management aligns the goals of the individual employees to those of the organisation with which they are associated. It is

important to determine whether the measurement objective is to assess performance outcomes or behaviour. Therefore, an organisation should distinguish between outcomes (results/output), behaviour (the process) and appropriate performance measurement devices⁸⁸. Performance is behaviour and should be distinguished from the outcomes because they can be contaminated by system factors, which are outside the control of the performer. What is implied in Campbell's argument is that performance measurement can only focus on an individual/group's final output, if and only if, system factors are controllable.

2.3.26 Factors Affecting Performance Management

Performance management is a management approach, which seeks to get the most out of the human resource². Factors that affect performance are a personal factor which has to do with the individual's skills, confidence, motivation and commitment, leadership factor: the quality of encouragement, guidance and support provided by the managers and team leaders. Team factor: The quality of support provided by colleagues. System factor: the system of work and facilities provided by the organization and situational factor which is about internal and external environmental pressures and changes⁸⁹.

Performance is the process whereby an organization establishes the parameters within which programmes, investments, and acquisitions are reaching the desired results⁹⁰. Organizations measure performance by analysing financial and non-financial metrics over time, across departments, between different entities (e.g. employees, organizations, investments, systems), and against benchmarks and targets to gauge success. To correctly measure for performance success, the benchmarks and targets comparisons must be aligned with the corporate strategic goals. The ultimate purpose of measurement is to improve performance. There are eight reasons for measuring performance; to evaluate, control, budget, motivate, celebrate, promote, learn and to improve performance⁹⁰. Performance measurement enables

organizations to assess their progress and identify strengths and problem areas. A simple example of performance measurement is the measurement of time to meet deadlines of targets.

2.3.27 Effects of Grievance Handling Procedure on Performance

Employee complaints are part of the business life of any corporate entity as every business has to deal with situations in which things go wrong from the employee's point of view. As a growth oriented organization, imparting good employee grievance handling and enhancing level of employee satisfaction should be the prime concern of any organization, if they are satisfied then only they can satisfy the customers. Providing prompt and efficient grievance handling is essential not only to attract new talented employees, but also to retain existing ones⁸³. Inadequate job performance or a decline in productivity or changes resulting out of job disturbances requires some type of grievances handling procedures. As the job become more complex the importance of the employee development also increases. In a rapidly changing society , grievances handling of employees in the organization is not only an activity that is desirable but also an activity that an organization must commit resources to if it is to maintain viable and knowledgeable workforce⁸⁸. A grievance procedure provides a hierarchical structure for presenting and settling workplace disputes. The procedure typically defines the type of grievance it covers, the stages through which the parties proceed in attempting to resolve matters, individuals responsible at each stage, the documentation required, and the time limits by which the grievance must be presented and dealt with at each stage. Every organization follows different steps which are Digitized by UCC, Library little bit similar to each to resolve the grievance among their employees⁹¹. Research studies show that when employees are asked to evaluate different dimensions of their job such as supervision, pay, promotion opportunities, coworkers, and so forth, the nature of the work itself generally emerges as the most important job dimension. Of all the major job satisfaction

areas, satisfaction with the nature of the work itself which includes job challenge, autonomy, variety, and scope best predicts overall job satisfaction, as well as other important outcomes like employee retention. Thus, to understand what causes people to be satisfied with their jobs is compensation, pay, job security, opportunity to use their own skills and ability and communication with management and supervisor.

2.4 Theoretical Framework

Amidst the scholarly empirical review above, it is obvious that several studies have been carried out in respect to management of employee grievances in Nigeria. However, little research has been done or executed in respect to management of employee grievances in Nigerian railway using job indicators such as grievance, grievance committee, industrial relations, salary structure, entrepreneur etc to measure employee grievances in the Nigerian state. It is quite pertinent to know that that the aforementioned dependent variables are essential in measuring the independent variable discourse.

2.5 Summary of Gaps in Literature

The literature review is thus concluded on the philosophical anatomy in management of grievance by the below quote “Industrial or job grievances, just like every other form of discontent in life, maybe taken, active and passive”. In any forms it exist, unruly of industrial relation equilibrium. It is essentially important for the management to help develop all the necessary effective methods and machineries for finding out all kinds of discontent or displeasure.

The literature review is a mixture of the views from management theories as well as industrial relations theories. However, management of grievance is better looked at from the spectra of management and how they can be controlled to a minimum level or how a lasting solution can be provided in confronting this grievance challenges.

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Chapter Three

Methodology

3.1 Research Design

In this study, the design that will be made use of is survey design. Which thus necessitate the need for formulating of research questions as well as questionnaires. This is deemed most important in collection of data that are required for the success of this study.

3.2 Population of the Study

Population of the study refers to the aggregate of persons from whom data of the study were collected. It also denotes the set of respondents that the researcher intends to study¹. The study population of this research study is 300 hundred people. These 300 hundred people consists of Lagos State Railway Corporation staffs/employees and personalities from the state which the researcher have the believes that they are well acquitted about the Lagos State Railway Corporation System.

3.3 Sample and Sampling Techniques

Thus, the sample size of this study is in the region of a hundred correspondents (100) which were drawn up from the studys' population as a result of random simple sampling.

3.4 Description of Research Instrument

A questionnaire is a research tool featuring a series of questions used to collect useful information from correspondents. These instruments include either written or oral questions and comprise an interview-style format. Questionnaires may either quantitative or qualitative and can be conducted online, by phone, on paper or face-to-face, and questions don't necessarily have to be administered with a researcher present.

3.5 Validity of Research Instrument

Validity of instrument is the ability to make finding that are in agreement with theoretical as well as conceptual values. In order words, validity of the research to measure that is suppressed to be the level of consistency of the measuring instrument. In order to ensure the validity of this research work, the interview questions will be structured from the research questions in such a way that they will logically be presented with control questions maintained to ensure validity.

3.6 Reliability of Research Instrument

Reliability in this context refers to the dependability of a measurement. However, in the cause of this research work, the researcher work will be executed empirically and not subjectively so as to arrive at a logical and more empirical conclusion.

3.7 Data Collection

In order to generate the appropriate informations needed, the researcher will therefore collate data from common known data source that is, structured observation as well as questionnaires.

3.8 Data Analysis

The researcher made use of the simple analytical techniques in this research work. This includes making use of figures and tables and also statistical tools like percentage and frequency to analyze the data.

$$\text{Percentage (\%)} = \frac{\text{Total Number of response}}{\text{Total No of respondent}} \times 100$$

Where response illustrates frequency and

85 stands or illustrates the total number of the respondents

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Endnotes

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Chapter Four

Result and Discussions of Findings

4.1 Introduction

This chapter illustrates the analysis of all data collected from the previous and entire chapters of this study. The below tables are formulated in response to the research questions in the chapter one of this research work.

4.1.1 Data Presentation and Analysis

Research Question 1

What are the leading factors to employee's grievances in the Nigeria Railway Corporation?

Table: I

Question Responses

Question	Response/s					
	Yes	%	No	%	Total Pop.	Total %
1. Can non-implementation of employee's condition and terms of job contract leads to employee's/workers grievance	60	75	20	25	80	100
2. In your own view, can inadequate or	65	75	20	25	80	100

irregular payment of employee's salary leads to grievance of employees in the establishment or corporation.						
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Analysis on Table I

As it can be seen from the above table, it is observed that 60 people representing 75 percent of the entire sample size had an agreement or consensus that non-implementation of employee's condition and terms of job contract can lead to grievances in employee whereas 20 people which represent 25 percent of the entire sample disagree.

Similarly, 65 people representing 85 percent of the entire sample size agreed that irregular or inadequate payment of salary contribute to employees grievances while 15 people representing 25 percent disagreed.

4.2 Research Question 2

What are the various ways in through which employees can vent their grievances?

Table II

Question	Response/s					
	Yes	%	No	%	Total Pop.	Total %
3. Do you believe employee/worker grievances can lead or result to strike?	50	62.5	30	37.5	80	100

4. If employees/workers are aggrieved, can it result to a negative attitude towards work?	60	75	20	25	80	100
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4.2.1 Analysis on Table 2

In accordance to the table above, it can be seen that people representing 63% solemnly agreed/ have the consensus that employee or worker's grievance can result to strike whereas the remaining people who represent 38% of the entire sample disagreed. Similarly, question no 4, people representing 75% percent believed and agreed that if a worker is aggrieved, it will thus affect the employee's attitude at work while the remaining people who consist 25% disagreed.

4.3 Research Question 3

In what way do employees' grievances have an impact in the corporation?

Table: 3

Question	Response/s					
	Yes	%	No	%	Total Pop.	Total %
5. Do you subscribe to the notion that employee grievances may result to reduction in corporation productivity?	45	56.3	35	43.8	80	100

6. Do you subscribe to the idea that employee grievance may be hindrance towards achievement of corporation's goal?	60	75	20	25	80	100
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4.3.1 Analysis on Table 3

From the above table, we can conclude that 45 people representing 56 percent agreed to the opinion that employee grievances may result to reduction in corporation productivity which will in-turn affect organization whereas, 35 people representing the remaining 44 percent believes that employee grievances may not result to reduction in corporation productivity.

Similarly, in same table in question number 6, 50 people which represents 63 percent agrees that employee grievance may be hindrance towards achievement of corporation's goal while 23 people which represents the remaining percent disagreed with the above assertion.

From the above table, we can agree that the number of the people that agreed are far greater than the number of those that disagreed. As a result of the forgone, we can agree that employee or worker's grievance can truly affects the achievements of aims and goals of the corporation.

4.4. Research Question 4

What are the management's responses to employee grievances?

Table iv

Question	Response/s
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	Yes	%	No	%	Total Pop.	Total %
7. Do you subscribe to the notion that collective bargain is a effective tool used in handling employee/workers grievance?	65	81.25	15	18.75	83	100
8. Do you believe that motivation as well as improving the working conditions of employee can help to reduce employee's grievance?	60	75	20	25	80	100

4.4.1 Analysis on Table 4

In respect to the table above, 65 people which represents 81percent of the total sample collectively agreed that collective bargain is a effective tool used in handling employee/workers grievance whereas the remaining 19 percent disagreed. That is to say, corporations should initiate employee-management dialogue and colloquy that's known to be collective bargaining for efficient as well as effective running and unceasing of the establishment.

4.5 Findings

As a result of the analysis above, it has been keenly discovered that the core notion to grievances in the Nigeria railway is that the corporation management often violates the conditions of employment. That is to say, the management does not comply to employment contracts of the employee.

It has also been established that as a result of the disregard, violation and defying of employment contract of employee, workers often make use of strike as well as some other poor attitude as a measure of speaking out their grievances. Similarly, it was discovered that the attitude of these workers towards their work often leads to low performance and productivity which often hinders the actualization of the corporation's goals. More so, amidst the analysis, it was found out that communication gaps always exist between the employees and their employer which thus paves the way for difficulty in settling the problems from its very early stage.

Finally, most of Nigeria's corporations are established for the purpose of service oriented at the expense of mere profit oriented. That is to say, lack of proper funding is inevitable in taking care of the corporate administration. In a nutshell, lack of proper funding was established to be the main reason for employee's grievance in Nigeria Railway Corporation.

Chapter Five

Conclusion

5.1 Summary of Findings

This chapter's aim is to make a short summary of all findings made in this research work. Similarly, general conclusion as well as recommendations will be included. Also, it includes suggestions for future studies and well as a proper look into the limitations of this research work. According to the data that were analyzed, copious amounts of the findings are that, employee's or workers grievances is a ceaseless affair in virtually all corporations. Thus, among the main strands that leads to these grievances are, irregular or not paying the employees salaries as at when due, non-implementation as well as violations of employees terms and condition to work by the corporation etc.

Finally, the research was able to find out that collective bargaining is a useful tool in approaching workers grievances. Furthermore, employee grievances will be brought to a minimum level if the corporation can offer better motivational incentives and improve the working conditions of their employees.

5.2 Conclusion

In accordance to the findings in this research, the main conclusion deducted from this research is that, in order to effectively manage grievances in any corporation, one must be able to have control on the real source to the people's grievances as well as the consequences that sprung up the negative impact.

As a result of the forgone, the researcher has been able to draw a logical conclusion that the main cause of employee's grievances in Nigeria Railway Corporation are non-implementation as well as violations of employees terms and condition to work by the corporation. If only the management would employ the recommendations stated above, the rate at which employee grievances is registered in corporations will reduce so drastically.

5.3 Recommendations

In respect to the general findings above, the researcher is recommending the following in respect to improvement of services and work situations in Nigeria Railway Corporation. It is recommended that the corporation management should implement as well as respect the employee's contracts (term of agreement) similarly, ensure that employee's salaries are paid in time.

Going further, employees are recommended to make use of dialogue as a means of settling whichever difference they have with the corporation management so as to avoid any industrial actions that may pave way to ineffectiveness and inefficiency in the corporation's administration.

Also, the corporation management should cultivate the habit of using collective bargaining as a means of settling employees grievances similarly, they should cultivate the habit of getting the workforce continually motivated because this will in-turn improve the level of employee's productivity as well as achieve corporation's goal. This is because, motivation from the management makes workers to put in their all in executing their daily task and functions.

Lastly on this, the central government should cultivate the habit of providing adequate and reasonable funds to the corporations. This is because it will enhance them (corporation) in executing their activities efficiently as well as effectively.

5.4 Limitations of Study

During the course of this research work, there were several challenges and limitations that were met, it is important to know that some of these limitations were expected whereas the rest weren't expected. This research work is limited to the Nigeria Railway Corporation with her challenges. Thus, this research breaks down the limitations bellows:

Lack of Awareness: It is quite challenging as well as surprising to know that vast majority of the employees at the Nigeria Railway Corporation most especially the staffs that belongs to the lower ebb of ladder can't be said to be literate. That is to say, some of these staffs were unable to give a definite answer to the questions that were asked, some don't even have a clear understanding of what a questionnaire is, some could not provide the questionnaire paper given to them, while some staffs were of the opinion that questionnaire paper was just another form of raising taxation for the government etc.

Victimization Fears: This research work also witnesses the above limitation. Some employee felt reluctant to answer the questions while some of the employees preferred not to talk about issues relating to the corporation citing victimization fears.

Carefree kind of Attitude Towards Work: During the course of this research work, the research also encountered carefree attitude by the employee towards their work. Examples of such attitude includes, staffs arriving at work late or staffs who were supposed to provide some materials or information not being on seat. This therefore had a negative impact on the course of this research work.

Improper Documentation of Data: The research also faced the challenge of getting materials and data as quick as possible. This is due to the fact that the researcher discovered that improper documentation of information and data poorly manage preservation system.

Accessibility: Among the roads (terrenes) that leads to the corporation offices were not that in good conditions as these road were pretty bad. Similarly, distance was also an impending factor too.

5.5 Area of Further Studies

To pave a new ground for further studies like this, it is highly cogent that conducive situations are duly created. Thereby, for the sole aim of furtherance of similar research, the below suggestions are highlighted.

Illiteracy: Illiteracy remains a major challenge that keeps affecting our society socio economic growth. As the name implies, socio economic growth venture should have basic educational qualifications as some criteria. This will enable them understand what a research based program is about and similarly help them to comport themselves in self expression as well as defending their rights.

Free-flow of Research Based Information: A very serene environment ought to be created. This type of environment will thus provide a free-flow of information centered on the establishment or corporation. Data, research materials, books as well as proper preservation of the forgone is important as well, also, creation of website for the establishment is important. This will enable anyone who need information to source for whatever information they need there.

The need to Introduce Computer: It is important to lay more emphasis on this point, as it is some important to have computers in the corporation most especially at this time and age. The more the computer the corporation has, the less the tons of waste material and information.

Politics: It is important that staff members, officials or employees of the corporation need to be taught on how to be more empirical rather than being subjective. That is to say they must be able to let go off their political views in respect to information needed about the corporation in carrying out research. They tend to give information and data to suit the views of their superior which in turn affect the credibility of a research.

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INSTRUMENT FOR DATA COLLECTION

APPENDIX 1

Dear Respondent,

RESEARCH QUESTIONNAIRES ON GRIEVANCES MANAGEMENT IN NIGERIA
RAILWAY CORPORATION

APPENDIX II

SECTION A

Please tick [] to your choice of answer

1. Sex: Male Female
2. Age: 18-25 () 26-35 () 36-45 ()
3. Marital status: Single Married
4. Educational Qualification:
F.S.L.C ()
S.SCE/GCE, ()
WAEC/NECO ()
First degree/HND ()
Post graduate []
If none specify

1. Occupation
2. Level of position
3. Employee department

Personnel

Finance

Administration

If no please specify

4. Place of residence

SECTION B

Test Questionnaires

Tick Yes or No

1. Does your corporation pay its basic salary according to your letter of appointment?
Yes [] No []
2. Do you consider your present basic salary adequate? Yes [] No []
3. Do you complain about your basic salary because you compared it with other organization like Bank or oil companies? Yes [] No []
4. Do you feel that Nigeria Railway Corporation is conducive for employees in terms of facilities? Yes [] No []
5. What are the things you expect from government concerning your working condition?
Yes [] No []
6. Do you feel that there are standard rules and regulations guiding the employees conditions of service? Yes [] No []
7. How often are you being promoted? please tick

“ “ to your choice of answer)

- a. Very often
- b. Often
- c. Not often
- d. Can't remember the last time
- e. Never

If No please specify

8. If your answer is on the negative, have you ever put up complaints regarding your promotion?
Yes [] No []
9. Do you ever receive extra allowances?
Yes [] No []
10. If your answer to question 10 is yes, are you satisfied with the present extra allowance paid by the corporation? Yes [] No []
12. If your answer to question 10 is no, have you ever put with the present extra allowance paid by the corporation? Yes [] No []
13. Do you think that the Nigeria Railway Corporation feels concerned in terms of improving working conditions of workers?
Yes [] No []
14. Do you feel that the management is doing enough for the improvement of salary?
Yes [] No []

15. Do you feel that the management is doing enough in terms of provision of facilities such in terms of provision of facilities such as housing equipment mobility etc. Yes. [] No []
16. How good is the pension scheme of Nigeria Railway Corporation (please tick good to your choice of answer)
- a. Very good
 - b. Good
 - c. Bad
 - d. Very bad
 - e. If none please specify
17. If your answer to question 16 is in the negative, have you ever put up a complaint regarding to pension scheme? Yes [] No []
18. How regular are gratuities and pensions of retirees paid? (Please tick good to your choice of answer)
- a. Regular
 - b. No regular
 - c. Never paid
- If none please specify
19. If your answer to question 18 in the negative you have ever put up complaint regarding payment of gratuities and person?
Yes [] No []

SECTION C

20. Does your organization pay its basic salary according to your letter of appointment?
Yes [] No []
21. Do you consider your present basic salary adequate? Yes [] No []
22. Do you complain your basic salary because you compared it with other organizations such as banks and companies? Yes [] No []
23. Do you complain because you consider your input more than your basic salary?
Yes [] No []
24. Do you feel Nigeria Railway Corporation is conducive for you? Yes [] No []
25. Which of the following do you expect from the government concerning your working condition?
- Increment in basic salary
 - Extra payment for extra work
 - Standard rules and regulations
26. Do you feel that there are standard of rules and regulation guiding the employment condition?
Yes [] No []
27. How often are you given promotion?
- Very often
 - Often
 - Not often
 - Can't remember the last time
 - Never

If none please specify under

28. If your answer to question 27 is in the negative, have you ever put up complaint concerning your promotion? Yes [] No []
29. Have you ever been given extra allowance?
Yes [] No []
30. If your answer to 29 is yes are you satisfied with the present allowance paid by the corporation
Yes [] No []
31. Do you feel that the management of the corpora cares about workers in terms of improving work conditions? Yes [] No []
- 3.2 Do you feel that the management is doing enough for your corporation in order to improve your salaries. Yes [] No []
33. Do you feel that the management is doing enough for you in providing the facilities like housing, equipment etc? Yes [] No []

Biodata

A. Personal Data

Full Name: Igoche, Josephine Onyeche
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Place of Birth: Ogbadibo LG, Benue State
Nationality: Nigerian
Next of Kin: Godwin James Adah
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B. Educational Background

Educational Institutions Attended with Dates and Qualifications

- MSc. in Public Administration – Lead University, Ibadan (in view)
- BSc Political Science – National Open University of Nigeria 2017
- S.S.C.E – Navy Town Senior Secondary School 2012

C. Working Experience with Dates

- FIRS (Federal Inland Revenue Service) (Maintenance Contractor) April
2013– Till Date

D. Membership of Academic and Professional Bodies

- i. Institute of Chartered Accountant (ICAN) In view

Signature

Date

University Compliance Certification

This is to certify that this project by Josephine Onyeche Igoche with Matric No. LCU/PG/001787 in the Department of Politics and International Relations, Faculty of Management and Social Sciences, Lead City University, Ibadan is in full compliance with the approved university.

Signature

Date

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