

JOURNAL OF SOCIAL SCIENCES

Interdisciplinary Reflection of Contemporary Society

VOLUME 15

NOVEMBER, 2007

NUMBER 3

UNIVERSITY OF UDAAN LIBRARY



KAMLA-RAJ ENTERPRISES

(Publishers since 1933)

DELHI, INDIA

Visit our Website: www.krepublishers.com

JOURNAL OF SOCIAL SCIENCES

Interdisciplinary Reflection of Contemporary Society

EDITORIAL BOARD

- | | | |
|--|---|---|
| Oyaziwo O. Aluede
Ekpoma, Nigeria | P.A. Erasmus
Bloemfontein, South Africa | Elisabet Näsamn
Stockholm, Sweden |
| Balogovind Baboo
Bhubaneshwar, India | Mary E. Evans
Florida, USA | Gousgounis Nicos
Athens, Greece |
| B. V. Babu
Bhubaneshwar, India | Tomoko Hamada
Virginia, USA | Suguna Pathy
Surat, India |
| Deepak Kumar Behera
Sambalpur, India | Roland Hardenberg
Heidelberg, Germany | Georg Pfeffer
Berlin, Germany |
| M.K. Bhasin
Delhi, India | R. Indira
Mysore, India | Haixiong Qui
Guangzhou, China |
| Veena Bhasin
Delhi, India | Judith Issroff
Jerusalem, Israel | Jens Qvortrup
Esbjerg, Denmark |
| Richard H. Brown
Maryland, USA | Chris Jenks
London, UK | B.K. Roy Burman
Delhi, India |
| Ferran Casas
Barcelona, Spain | S.N. Jha
Delhi, India | Giovanni B. Sgritta
Roma, Italy |
| Buddhadab Chaudhuri
Kolkata, India | Maca Jogan
Ljubljana, Slovenia | Mohammad Taghi Shaykhi
Tehran, Iran |
| Snigdha Chakraborty
Kolkata, India | Barbara R. Johnston
California, USA | Moshe Shokeid
Tel Aviv, Israel |
| Cynthia Price Cohen
New York, USA | Chiam Heng Keng
Kuala Lumpur, Malaysia | M. Suryanarayana
Tirupati, India |
| Bob Currie
Huddersfield, UK | Mary R. Lewis
Houston, USA | Fatos Tarifa
Chape Hill, USA & Tirana,
Albania |
| Kate Currie
Lancaster, UK | Mohamed A. Mahgoub
Alexandria, Egypt | Philip E. Veerman
Jerusalem, Israel |
| Ajit K Danda
Kolkata, India | S.B. Mani
Pennsylvania, USA | R. Venkataratnam
Madurai, India |
| Motilal Dash
Pilani, India | Braja Kishori Mishra
Sambalpur, India | Eugeen Verhellen
Gent, Belgium |
| Lucia Rebello de Castro
Rio de Janeiro, Brazil | P.C. Mishra
Sambalpur, India | Shalva Weil
Jerusalem, Israel |
| Judith Ennew
Cambridge, UK | P.J.M. Nas
Leiden, The Netherlands | |



KAMLA-RAJ ENTERPRISES

(Publishers since 1933)

DELHI, INDIA

Visit our Website: www.krepublishers.com

JOURNAL OF SOCIAL SCIENCES

Interdisciplinary Reflection of Contemporary Society

- Full Text available ON LINE (Visit our website: www.krepublishers.com)
- The *Journal of Social Sciences (J. Soc. Sci.)* is designed to publish reports of original research, theoretical articles and brief communications in social sciences. Raising issues across disciplinary boundaries and facilitating exchange of views, this journal intends to serve as a forum of social scientists, especially those who share common interests in the understanding of various problems related to contemporary society. It also publishes reviews of books and other publications relevant to social sciences.
- The Journal is indexed in *International Bibliography of the Social Sciences (IBSS)*, *Sociological Abstracts* database, *Worldwide Political Science Abstracts* database, *Public Affairs Information Service (PAIS)* database, *DOAJ (Directory Open Access Journals)*, <http://www.doaj.org> and other indices.
- The journal seeks scholarly manuscripts that address one or the other aspects of the discipline of social sciences. The areas covered include, but not limited to, *Anthropology, Sociology, Geography, Economics, History, Environmental Studies, Business Administration, Home Science, Public Health, Political Science, Demography, Cultural Studies, Ethnography and Sociolinguistics*, along with their interfaces.
- The journal publishes basic, applied and methodologically oriented research from all these areas. The journal is committed to prompt review, and priority publication is given to manuscripts with novel or timely findings, and to manuscripts of unusual interests. The researchers are invited to submit original papers in English (papers published elsewhere or under consideration elsewhere shall not be submitted).
- There shall be six issues, two volumes per year (January, March, May & July, September, November).
- All papers and articles submitted are subjected to review. Materials submitted for publication are to be prepared in accordance with The Guide for Contributors, which is published in January issue of *Journal of Social Sciences* (or visit our website: www.krepublishers.com). Manuscripts which do not fully confirm to Journal style will be returned to the Authors.
- The contributors may send the papers to the Administrative Editor with the names of three Referees who are known to you and aware of the research activities of your Department/Institute to whom we may request for review of the paper (Please provide their postal & e-mail address and field of specialization). The possible exceptions are in the case of occasional invited papers and editorials, or where a partial or entire volume is devoted to a special theme.
- Manuscript along with disk should be submitted to the Administrative Editor, *Journal of Social Sciences*, C/o Ms Kamla-Raj Enterprises, Post Box No. 1120, Delhi G. P. O., Delhi 110 006, India or e-mail to: kre@vsnl.com
- Scholars are welcome to edit an entire *Special Issue of Journal of Social Sciences (J. Soc. Sci.)* in their field of specialization as a *Guest Editor*. For details write to the Administrative Editor, *Journal of Social Sciences*, C/o Ms Kamla-Raj Enterprises, Post Box No. 1120, Delhi G. P. O., Delhi 110 006, India or e-mail to: kre@vsnl.com
- The annual subscription price for six issues, two volumes per year for institution, libraries and other corporate bodies is US\$ 200/- Rs. 5000/- (Single Issue: US \$ 35/- Rs. 850/-) and for individuals and scholars it is US\$ 150/- Rs. 4000/- (Single Issue: US\$ 25/- Rs. 750/-). Rupee prices are valid in India.
- Subscription rates include postage air mail delivery.
- Regular subscriber to the journal will get free Special and Supplement Issues of *Journal of Social Sciences*.
- ©Kamla-Raj Enterprises. All rights reserved. No part of this publication (*Journal of Social Sciences*) may be reproduced in any form or by any means, without the prior written permission of the publisher. Requests to the Publisher for permission should be addressed to The Administrative Editor, C/o Ms Kamla-Raj Enterprises, 2273, Gali Bari Paharwali, Chawri Bazar, Delhi 110 006, India (E-mail: kre@vsnl.com)
- Forward change of address about two months prior to move.
- Claims for undelivered copies will be accepted only after the following issue is received. Missing copies will be supplied when issues have been sustained in transit and where reserve stock permits.
- Subscription cancellations will not be accepted after the first issue has been mailed.
- ORDER COMPLETE SET OF BACK VOLUMES AND AVAIL 40% DISCOUNT

Send Subscriptions and Business Correspondence to:



KAMLA-RAJ ENTERPRISES

(Publishers since 1933)

POST BOX NO. 1120, DELHI G. P. O., DELHI 110 006, INDIA

Phone: 091-(0)11-23284126, 091-(0)124-4360430; Fax: 091-(0)124-4361193

Website: www.krepublishers.com, E-mail: kre@vsnl.com

JOURNAL OF SOCIAL SCIENCES

Interdisciplinary Reflection of Contemporary Society

CONTENTS

VOLUME 15, Number 3

NOVEMBER 2007

Ruchita Sharma, Shubhangna Sharma and Shipra Nagar • Extent of Female School Drop outs in Kangra District of Himachal Pradesh	201-204
R.T. Nabinta, M.K Yahaya and B.R. Olajide • Socio-Economic Implications of Rural Energy Exploitation and Utilisation on Sustainable Development in Gombe State, Nigeria	205-211
Landre Olu-Adeyemi and Bonnie Ayodele • The Challenges of Regional Integration for Development in Africa: Problems and Prospects	213-218
Daniel C. Oshi and Sarah N. Oshi • Can Women's Associations be an Effective Mechanism for Gaining Access to Health Care Services? A Study of a Rural Women's Mutual Health Association in Nigeria	219-228
T. T. Amos • Production and Productivity of Crustacean in Nigeria	229-233
Emeka Emmanuel Okafor and Yusuf Abdulazeez • Gender-Sensitive Projects for Sustainable Development in Nigeria: A Critical Assessment	235-248
S. Banji Fajonyomi and A. Dabiri • Bringing Justice Closer to the People: An Assessment of the Lagos State (Nigeria) Office of the Public Defender (OPD)	249-253
Soumyendra Kishore Datta and Ruma Kundu • Socio-Economic Appraisal of Culture Based Fishermen: Case Study in West Bengal	255-262
Bunmi Olujinmi • The Yoruba Poets and the Nigerian Economy	263-269
E. M. Ajala • The Impact of Relationship Management of Peace Education on Labour-management Relations and Workers Welfare in Selected Industries in Nigeria	271-277
D. A. Adeyemo and A. A. Oyinloye • Predispositional Factors in Stigmatization and Discrimination Against HIV/AIDS Seropositive Persons in the Workplace: A Case Study of Osun State, Nigeria	279-292
Lawrence I. Aguele and Kolawole O. Usman • Mathematics Education for Dynamic Economy in Nigeria in the 21 st Century	293-296
Index	297-298

INSTRUCTIONS TO CONTRIBUTORS

AIM: The *Journal of Social Sciences (J. Soc. Sci.)* is designed for the prompt publications of original and important articles related to contemporary society.

EDITORIAL POLICY: It contains original papers on current research and practical programmes, short notes, news items, book reviews, reports of meetings and professional announcements. Constructive critiques and discussions of published papers and letters which are of relevance and of interest to the readership are published at the discretion of the *Managing Editor*. *Journal of Social Sciences* is published in English; spelling and usage conforms to the Oxford English Dictionary; for consistency and simplicity in style because for many subscribers English is a second language. Place names should be spelled in the form officially used in the country under discussion; where this differs from the commonly-known name of the English-language name, the other name should be written in parentheses. For practical purposes accents may be omitted on non-English names.

REVIEW OF PAPERS: The contributors may send the papers to the Administrative Editor with the names of three Referees who are known to you and aware of the research activities of your Department/Institute to whom we may request for review of the paper (Please provide their postal & e-mail address and field of specialization). The possible exceptions are in the case of occasional invited papers and editorials, or where a partial or entire volume is devoted to a special theme.

FREQUENCY: There shall be six issues, two volumes per year (January, March, May & July, September, November).

MANUSCRIPT: For the initial submission of manuscripts for consideration, submit a hardcopy with floppy or e-mail the text to kre@vsnl.com. Prepare the manuscript as per style of the Journal. Manuscripts which do not fully confirm to Journal style will be returned to the Authors.

ACCEPTED PAPER: After final acceptance, the disk along with the final and exactly matching printed versions with the underlining clearly marked should be submitted or e-mail the text to kre@vsnl.com. Acceptance of paper will be acknowledged via e-mail. Then send the processing fee of the paper and the photograph (if any in the paper).

DISK: We can accept files created by MS Word. The disk label must contain the information-your name and name of text file(s) containing your submission. Footnote text should be placed as endnotes following the last page to text.

AUTHORISATION AND DECLARATION: Authors must accept full responsibility for the content of their articles. The Members of the Editorial Board and the Publisher of the journal are not responsible for the statements and opinions expressed by the authors in their articles/write-up published in the journal. It is also for the authors to seek the permission whose copyrighted material they may use in preparation of their manuscript. While submitting the paper the author (s) must give a declaration that "the article has not been published or sent for publication elsewhere".

SIZE: An article should not generally exceed twelve printed pages (18 double spaced typed pages of MS Word). The authors would be charged for additional pages, even if a longer article is accepted for publication. Reporting of frequency data may be accepted in the form of small report. Such reports should generally not exceed four pages, including tables/figures.

TITLE: The paper title, author's name and affiliation and complete address, Fax number and e-mail address should appear on the first page of the article. When there is more than one author, the correspondence will be sent to the first author, unless otherwise requested.

RUNNING HEAD: Not more than 40 characters (including spaces) should be identified on the title page.

ABSTRACT: Not exceeding 250 words.

KEY WORDS: Not exceeding 6 should accompany the manuscript.

TABLE: Each table should be typed separately and marked in the text in numerical order.

ILLUSTRATION: It should be clear, concise and good for reproduction (maximum size for illustrations is 120 x 180 mm/80x160mm). All illustrations are referred to as Figures.

PHOTOGRAPH: Photograph should be sharp for reproduction (maximum size for photographs is 120 x 180 mm/80x160mm). The cost of the reproduction of black and white and coloured photographs will be borne by the author(s).

LIST: A separate list of tables, figures and illustrations with captions should accompany the manuscript.

METRIC SYSTEM: The metric system should conform to the International System of Units (S.I.).

REFERENCES: These should be listed at the end of article, arranged alphabetically according to the surnames of the authors and in chronologically. Following are examples of the proper reference style of various sources

Journals: Bhasin, V. 1996. "Caste Dynamics in Transhumant Society." *Journal of Human Ecology*, 7(2): 77-94.

Books: Bhasin, M. K. and Veena Bhasin. 1995. *Sikkim Himalayas: Ecology and Resource Development*. Delhi: Kamla-Raj Enterprises.

Sections of Books: Cohen, C. P. 1998. "United Nations Convention on Rights of the Child: Relevance for Indigenous Children", (pp. 173-187) in D.K. Bharea (ed.), *Children and Childhood in Contemporary Societies*. Delhi: Kamla-Raj Enterprises.

Newspaper / Magazine: Bhasin, Veena. 1982. "Ecology and Gaddi Culture." *Hindustan Times, Weekly*, August 29, 1982 p.9.

Radio/Television Talk: Bhasin, Veena. 1986. Radio Talk-"Gaddis of Himachal Pradesh." *All India Radio 'Yuv Vani'* - 1st July, 1986.

Meeting Paper: Bhasin, V. M. K. Bhasin and I. P. Singh. 1978. "Some problems in the education of Gaddis of Bharmour, Chamba District, Himachal Pradesh." *Paper presented in Seminar on Education and Social Change in Himachal Pradesh (H.P.)* in H.P. University, Shimla, November 13 to 16, 1978.

Report: UNESCO. 1974. "Report of an Expert Panel on MAB Project 6: Impact of Human Activities on Mountain and Tundra Ecosystems." *MAB Report Series No. 14*, Paris: Unesco.

Thesis / Dissertation: Bhasin, Veena. 1981. *Ecological Influence on the Socio cultural System of the Gaddis of Bharmour Sub-Tehsil, Chamba District, Himachal Pradesh*. Ph. D. Thesis (Unpublished), Delhi: University of Delhi.

Work "in press": Bhasin, Veena. 2004. "Economic pursuits and strategies of survival among Damor of Rajasthan." *J. Hum. Ecol.*, (in press).

Website: Official Home Page of Work and Income New Zealand. Retrieved March 18, 2004, from <http://www.workandincome.govt.nz> When there are more than five authors et al. should be used.

REFERENCES IN THE TEXT: References citations in the text should be in parentheses and include author name(s) and year of publication. Text citations of two or more works at the time should be given in chronological order. When citing a paper written by three or more authors, write the name of the first author plus "et al." (However, all authors must be given in the Reference section). Where there are two or more papers by the same author in one year, distinguishing letter (a, b, c....) should be added to year. All references should be carefully cross-checked; it is the author's responsibility to ensure that references are correct.

QUOTATIONS: All direct quotations of 35 words or more should be in italics or indented; Double inverted commas ("") should be used throughout for consistency.

PROOFS: A single set of page and illustration proofs will be sent to the corresponding author for correction of typographical errors only; alterations other than correction of printer errors will be charged to the author. All corrections should be marked clearly, directly on page proofs. Send the hardcopy of the corrected gallery proofs to the Administrative Editor.

OFFPRINTS: These may be ordered at prices shown on the order blank accompanying proofs. No free reprints are supplied, but any number in excess of 100, with or without covers, may be purchased. The order, along with payment, for reprints should be sent with the corrected proofs.

SPECIAL ISSUE: Scholars are welcome to edit an entire Special Issue of *Journal of Social Sciences* in their field of Specialization as a Guest Editor. For details write to the Administrative Editor, *Journal of Social Sciences*, C/o Ms Kamla-Raj Enterprises, Post Box No. 1120, Delhi G.P.O., Delhi 110 006, India or e-mail to: kre@vsnl.com

SUBMISSION OF MANUSCRIPT: Manuscript along with disk should be submitted to the Administrative Editor, *Journal of Social Sciences*, C/o Ms Kamla-Raj Enterprises, Post Box No. 1120, Delhi G.P.O., Delhi 110 006, India or e-mail to: kre@vsnl.com

SEND SUBSCRIPTIONS AND BUSINESS CORRESPONDENCE TO: Kamla-Raj Enterprises, Post Box No. 1120, Delhi G.P.O., Delhi 110 006, India or e-mail to kre@vsnl.com

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

E. M. Ajala

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

KEYWORDS Relationship management; peace education; labour-management relations; workers' welfare; industries

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

BACKGROUND OF THE STUDY

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

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

Yesufu (2000) contended that as the relationship between management and labour becomes more and more sophisticated, it generates much conflict as the workers tend to

demand more wages and/or facilities from their employer to improve their standard of living and welfare; while the employers seek to extract from them a higher output to ensure rising profitability. The consequences of pursuing high profitability by the employer and the demands and counter-demands between the employer and the employee increasingly generate some conflicts which have important social and economic impact for the country.

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

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

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

Emiola (1982) argued that for all the statutory

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

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

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

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

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

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

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

Purpose of Study

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

In order to achieve the purpose of this study, the following research questions were answered.

1. To what extent would the eleven relationship management of peace education variables, when taken together, predict labour-management relations in industries?
2. What are the relative contributions of the variables to the prediction?

METHODOLOGY

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

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

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

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

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

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

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

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

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

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

RESULTS

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

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

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

DISCUSSION

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

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

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

$F(11,964) = 296.801, P < .05$.

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

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

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

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

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

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

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

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

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

Implication of Research for Workers' Welfare

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

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

CONCLUSION AND RECOMMENDATIONS

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

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

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

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

REFERENCES

- Alam, K.F. 1999 "Business Ethics in New Zealand Organisations: Views from the Middle and lower level Managers." *Journal of Business Ethics*, 22: 145-153.
- Chowdhury, N. and S. Menon. 1997. "Beating Burnout." *India Today*, June 9, 1997, p. 86.
- Diekmann, C.H. 1999. "Research-Based Effectiveness of the Peace Education Foundation Model Frequently Asked question." *Paper presented at Peace Education Foundation*, Miami, Florida.
- Emiola, A. 1982. *Nigerian Labour Law*. Ibadan: Ibadan University Press
- Feindler, E and Randolph B.Ecton.1986. *Adolescent Anger Control*. Elmsford NY: Pergaman Press.
- Goodman, D. S., E. Ravin and M. Schminke. 1987. "Understanding Groups in Organisation." *Research in Organisational Behavior*, 9: 144-146
- Hendry, C and R. Jenkins. 1997. "Psychological Contracts and New Deals." *Human Resource Management Journal*, 7: 38-44.
- LeBlanc, P., C. Lacey and R. Mulder 1998. "Conflict Resolution: A Case Study of One High School Class's Experience." *Journal for Just and Caring Education*, 4(2): 224 - 244.
- Lem, S. 2000. "Snowed Under by Stress." *London Free Press*, February 3, 2000, p. c4
- McShane, S. L. and M. A. V. Glinow. 2003. *Organisational Behaviour: Emerging Realities for the Workplace Revolution*. New York: McGraw Hill Companies Inc.
- Onyeonoru, I.P. 2005. *Industrial Sociology: An African Perspective*. Ibadan: Samland Printers.
- Patterson, J.L., S. C. Purkey and J. V. Parker. 1986. *Productive School Systems for a Non-rational World*. Virginia: ACSD.
- Slaby, R., R. Wilson-Brewer and K. Dash. 1994. *Aggressors, Victims and Bystanders: Thinking and Acting to Prevent Violence*. Newton, MA: Education Development Center.
- Vinokur Kaplan, D. 1995. "Treatment Teams that Work (And Those That Don't): An Application of Hackman's Group Effectiveness Model to Interdisciplinary Teams in Psychiatric Hospitals." *Journal of Applied Behavioural Science*, 31: 303 - 327.
- Wilder, J. 1995. *Anger Management in Schools*. Lancaster, PA: Technomic Publishing Co. Inc.
- Yesufu, T.M. 2000. *The Human Factor In National Development: Nigeria*. Benin and Ibadan: University of Benin Press and Spectrum Books Limited.