

# **“EXPECTATION OF MANAGEMENT FROM UNION: A CASE OF ASUP”**

***A LECTURE DELIVERED AT THE ANNUAL CAPACITY BUILDING WORKSHOP/RETREAT ORGANIZED BY THE ACADEMIC STAFF UNION OF POLYTECHNICS (ASUP) ZONE “C”***

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**BY**

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# PROTOCOL

It is with great pleasure that I welcome you all to this all-important gathering of the Aluta Chanters and goal getters of this dispensation, for the annual capacity building/retreat of the Academic Staff Union of Nigerian Polytechnics (**ASUP**) Zone C. I wish to express my sincere appreciation to the Executive members of **ASUP** Zone C, for organizing this kind of workshop for its teeming members and for extending the invitation to me as one of the resource persons to come, stand and speak to you here today.

I equally appreciate the Chairman and members of the Organizing Committee of this Capacity Building/Retreat for the relentless efforts you have put in place to ensure the success of this year 2021 Retreat. May God reward you greatly.

There is this saying that some leaders are born leaders while some are made leaders. This kind of gathering is both ways viewed. In other words, whether you are a born-leader or a made-leader, we all need some levels of training, guidance and sometimes tutelage.

I am grateful to the leaders of this Zone C for considering it needful to consistently organize this capacity building workshop for the members of the Executives in the Zone and for considering me worthy of such a great honour to be one of the resource persons and an awardee. When I was initially informed of the award, I was wondering what I must have done to merit it in the first place. I do sincerely appreciate you!

The focus of this lecture “Expectation of Management from Union, a case of *ASUP*” is so germane at a time like this when so many things have refused to work well in Nigerian Polytechnics while its attendant effects on staff and students is becoming more devastating. This has continually pushed the Unions to always make demands and ensure that the demands are met. However, when the unions and Management work together in harmony, there will be less agitations and worries in the System (Internally) and better still, there will be synergy to press home the demands of the union from the Government for the good and benefits of all.

# INTRODUCTION

- Unionism is dated back to time immemorial.
- The mutual coming together by two or more people to foster and pursue a common goal is as old as the creation. It takes two to tangle.
- It is not empirically possible for normal person to survive in isolation.
- Over the years, there have been unions of mutual minds which always bring good changes in social, economic, political and in educational spheres.
- The constitution of Federal Republic of Nigeria (1999) outlines certain fundamental rights that should be enjoyed by all citizens.

- One of these basic rights is the freedom of association and in particular to form or to belong to trade unions.
- The Academic Staff Union of Polytechnics (**ASUP**), Nigeria is a registered Trade Union (CAP 437 of 1990).
- The Union is an affiliate of the Nigeria Labour Congress (**NLC**).
- The Union also interfaces with other Unions in the Education sector particularly in the tertiary sub-sector within prescribed limits in its constitution.
- The Union serves to protect and promote members' interests as well as that of the Technical Education sub-sector and the Education sector in general.

- Of all the conflicts found in industrial organizations, those involving unions and management have received the most attention.
- Labour unions are the primary means workers have for advancing their collective interests at the workplace.
- It is a recognized fact that Unions demands are insatiable. No matter how well management tries to attend to the legitimate needs of the union, they always ask for more like Oliver twist.
- However, Unions should as well understand that most of the members of Management are equally members of **ASUP**, hence, they are beneficiaries of **ASUP** demands.



- It should therefore be noted that when Management is adjudged to be deliberately not attending to the legitimate requests of the Union, then they are directly or indirectly depriving themselves of the goodies they are meant to enjoy from such requests.

**In essence, all that matters is mutual understanding  
between the Union and Management.**

**This will enhance industrial peace, productivity and  
progress in the work place.**

# OBJECTIVES OF ASUP

- To bring together all Academic Staff of Polytechnics, Monotechnics, and Colleges of Technology in Nigeria.
- To advance, project, and promote good relationship between Academic Staff and their employers.
- To advance, promote and demand proper conditions of service for its members.
- To provide and maintain such service(s) that is/are of benefit and assistance to its members.
- To advance and promote the education and training of its members

- To advance, promote and protect the technological, socio-economic, and cultural interests of the Federal Republic of Nigeria.
- To establish and maintain high academic performance as well as professional and technological practice.
- To encourage its members to participate actively in the development of technological education and commerce in Nigeria.

- To collaborate with the Federal and State governments to institute a culture of good governance towards achieving the objectives of Polytechnic/Monotechnic education in Nigeria.
- To cooperate with other organizations and Unions which share similar objectives.
- To pursue other objectives which are lawful and are not contrary to the spirit practice of Trade Unionism in Nigeria.

# DIMENSIONS OF ASUP UNION ENGAGEMENT/CONFLICT

## INTERNAL DIMENSION

i.

Union vs  
Management  
Conflict

ii.

Union vs  
Union  
Conflict

iii.

Intra –  
Union  
Conflict

# DIMENSIONS OF ASUP UNION ENGAGEMENT/CONFLICT

## EXTERNAL DIMENSION

i.

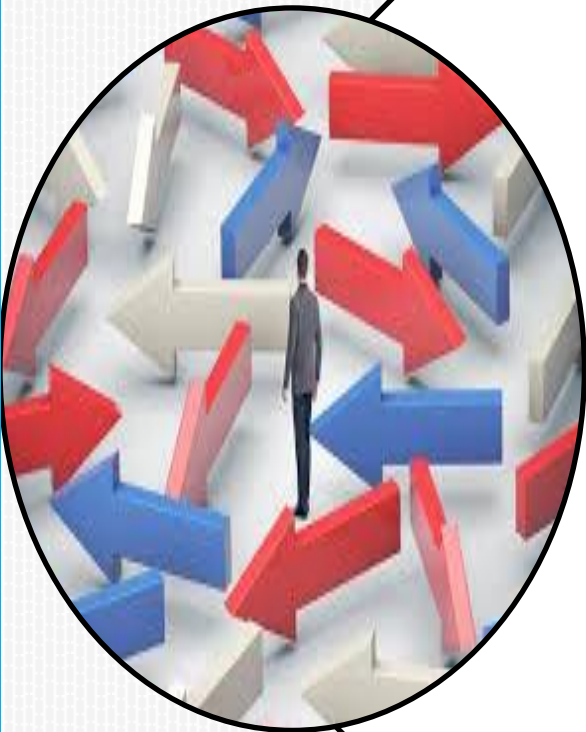
Union VS  
Government  
Conflict

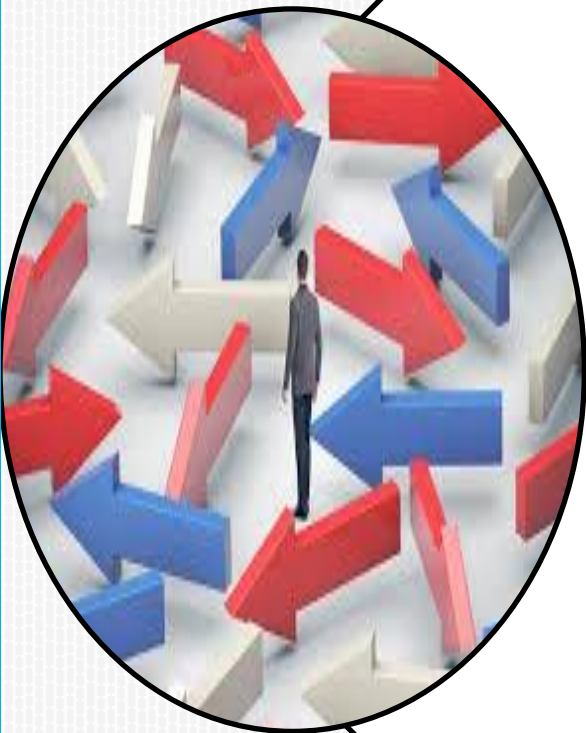
ii.

Union VS Private  
Organizations  
Conflict

# CAUSES OF CONFLICT BETWEEN UNION AND MANAGEMENT

- Management Administrative Style
- Breach of Agreement
- False Information/Rumor mongering
- Communication Gap
- Indiscipline among Union members.
- Over ambition
- Wages and allowances





- Infrastructural Deficit
- Individual differences
- Predetermined Mindset for Confrontation
- Imposition of difficulties and refusal to shift ground
- Catching in on Management's Ineptitude
- Non-adherence to the Union's Constitution
- Unnoticed Selfish Interest of Certain Union Leaders
- Incessant Congress Meetings



# IMPLICATION OF DISHARMONY BETWEEN MANAGEMENT AND UNIONS

## ■ Implications on Management/Employers

- Image issues
- Loss of potential candidates for admission.
- Production of Half-baked graduates
- Deploration of basic amenities.
- Diversion of Interventions to other Competitors (etc)



# ■ Implications on Workers

Badekale, Ngige and Hamman (2016) study on the impact of industrial disputes on teaching effectiveness of academic staff revealed negative effects on teaching effectiveness of academic staff members

- Ineffectiveness
- Depression
- Loss of prestige
- Job insecurity (etc)



# ■ Implication on Students

- Waste of time
- Low self esteem
- Inconsistent Learning Pace/spirit
- Chaotic learning environment (etc)



# ■ Implication on the Nation

- Decline in National Income
- Slow paced development
- Unemployment
- Poor standard of Education (etc)





# THE IMPORTANCE OF UNION/MANAGEMENT CORDIAL RELATIONSHIP

- Harmonious Relationship in the workplace
- peace and tranquility in the workplace
- collaboration to attract better benefits to the Institutions
- gets rid of unfruitful intermediaries
- discourages unnecessary tale bearing and rumor mongering
- enhances Mutual Respect
- facilitates the goal of harmonious labour relations
- enhances adequate productivity in the work place
- facilitates the best solutions to problems



# EXPECTATIONS OF MANAGEMENT FROM THE UNION (ASUP)

## ❑ Collaboration

- Management and unions both want the best for those they represent.
- This is not an easy task since each party has its own interests to protect and defend regarding issues such as wages, working conditions, and benefits.
- Representatives need to learn how to work together to negotiate effectively and agree upon the best possible solution for both parties.
- The bottom line is that when unions and management meet with a collaborative mindset, it clears a path to achieve mutual goals and establish symbiotic relationship.

## □ Trust

- The first relevant internal factor consistently referred to in good union-management relationships is trust.
- Indeed, in most cases trust was considered the most important aspect of the relationships.
- Another consistent theme around the notion of trust is associated with a willingness to share information and having a conflict resolving approach which reduces anxiety and creates openness.
- Honesty, keeping confidences and following through on promises are actions expected between the parties.

## ❑ Regular Communication

- Regular Communication between Management and the staff Unions improves the quality of the working relationship and minimize conflicts.
- If the Management is in constant communication with the Union and the Union with Management, this definitely will foster a good conflict-free working relationship.

## ❑ Never Forget the four (4) “C” s of disputes resolution

- The 4 “C”s of Conflict resolution includes consultation, consolidation, consideration, and confrontation.
- These are keys to amicable resolution of disputes which if embraced can reasonably abate escalation of issues.

## ❑ Avoid Enmity

Let it be known that Union and Management are not sworn enemies whose lines will never cross. Both Unions and Management have definite roles and responsibilities entrenched in the scheme/condition of service and bye laws/constitution (for the Unions).



## ❑ Attraction of Developmental Project

- Unions can as well work together with Management to attract developmental projects to the institution.
- Everything should not always be bring, bring and bring all the time. The union can rise on the strength of unionism to bring goodies to the Polytechnics.

## ❑ Orientation of Union Members

- Some of our members are bereft of the rules of engagement of the union and the reality of the fact that Management too has constraints.
- That is why most times, they address issues ignorantly and thereby add petrol to fire thinking they are actually trying to quench the fire.

**They need to be better informed.**

## ❑ Qualification of Union Chapter Chairman

- Anyone aspiring to become Chapter Chairman of *ASUP* and ditto to other Unions in the Polytechnic system should be someone who has gone through the rank and file of the Unions' echelon of leadership.
- He/she should not just be someone, a green horn, made to be elected Chairman because he/she is well applauded and popular for rascality.
- He/she should not be a person just jumpy and thereby climbing the tree from the very top.

That will not help the overall output in terms of meaningful contributions to the development of the system which everyone, from all shades of opinion, yearns to impart.

- Wisdom accumulated and borne out of experience in Union matters, not just because he/she is a Chief Lecturer who possesses good academic acumen, is what is needed here to balance things up in the Management/Union relationship and carry on to successful ending.

- Anyone without the requisite experience in Union matters will just be seen destroying the established structures, flouting the Union's Constitution/Code of Conduct, leading others into the abyss, causing National officers unrest, exhibits lack of understanding and pride when cautioned by those who are experienced in Union matters (irrespective of academic position), etc.

- It could be deduced on analysis that the Institution where such a person is ignorantly leading would be in a chaotic imbroglio most of the time.
- It is like engaging a Lecturer II or I, though versed in Union Matters, to be a Rector of a Polytechnic.
- Where will be the experiences of a Senior Lecturer, Principal Lecturer, Chief Lecturer, HOD, Dean/Director, possibly Deputy Rector and Chairmanship of Advisory Management Committees, etc.?
- He /she will certainly not do well eventually.

## **❑ Embrace Mutual Respect**

Mutual Respect makes it easier for employers and employees to meet their goals because it facilitates negotiations and ensures neither party will unnecessarily take a hard stance on the other.

## **❑ Desire a healthy and harmonious workplace:**

Let this be the desire of every one of us.

# CONCLUSION

- Management and Staff Unions work better together if they both acknowledge that the other has a legitimate and valued purpose.
- Management controls the resources and work environment of an organization while unions represent employees in getting the best terms and conditions of employment.
- Since the organization needs a happy, healthy and productive workforce to meet its goals, employers and employee Management and Unions are interdependent.



- It is not the number of industrial actions such as strike, protest etc carried out that matters but the number of issues resolved without prejudice, fear and favour.
- To achieve consistent peace and harmonious relationship between Management and Unions, trust and collaboration is the key.
- On this note, I humbly charge us all to pursue fairness with a sense of commitment in whatsoever divide we find ourselves (Union and Management) in the work environment to avoid incessant industrial disputes and improve individual/corporate productivity for our own good, the benefit of our children who are in the Polytechnics and the nation at large.

# RECOMMENDATIONS

1. Union Members should be well informed on the Constitution of the Union.
2. Civil Service Rules and Condition of service should be equally rehearsed among members
3. Union and Management should always adopt a Win-Win Approach in dispute situation.
4. There should be effective Communication between the Management and Union.
5. Both Parties should embrace sincerity and commitment to any agreement reached.

6. Let us promote active and effective Industrial Democracy.
7. Union should always recognize the fact that Management have constraints too which may prevent them from immediately acceding to its demands.
8. There should be promotion of Joint Consultation.
9. Let us always accord respect to human rights  
(Management, Union and the Students)
10. Let us respect and observe the rules guiding our operations.

**Thank you for listening.**

**I wish you fruitful  
deliberations.**

**God Bless you all.**

**THANK YOU.**

THANK YOU.

