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**OBAFEMI AWOLowo UNIVERSITY**

**Quality of Working Life in Selected  
Industries in Delta and Ogun State of  
Nigeria**

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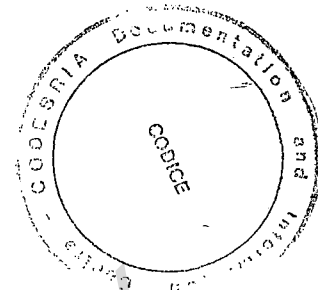
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QUALITY OF WORKING LIFE  
in selected Industries in Delta and Ogun  
states of Nigeria.

BY



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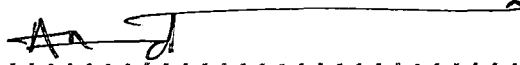
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CANDIDATE'S CERTIFICATION

I certify that the materials in this thesis have not been presented for any other degree or professional qualification in this or any other University.



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## DEDICATION

This project is dedicated to the Almighty Allah, the Most Gracious, the Most Merciful, the Living, the Self-subsisting, for His Love, Care and Protections over my family

and

To my wife Funmilayo, children Adepeju, Temitope and Opeoluwa who are symbols of unity, peace and progress in my life.

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To Kemi who did the computer analysis, the Famurewas and Mrs. Adeduro who did the typing, I say a big thank you.

God bless you ALL.

A. L. Adesina.

## ABSTRACT

This study attempts to explore empirically the quality of working life in Nigeria, using a comparative approach. In this regard, a total of 340 respondents were selected from Delta Steel Complex (DSC), Aladja; Premier paints, Ifo and National Salt Company of Nigeria (NASCON), Otta.

In its broadest and most abstract usage, quality of working life means the sum total of material and non-material values attained by a worker through his life as a wage or salary earner. In the narrowest sense of the term, it refers to the positive value level of a given job as it affects the worker. None of the above definitions is wrong. However in this study, quality of working life was operationally defined as attitudes of functional activities that make for fulfilment of anyone whose existence depends on working for living.

The action frame of reference supported by the contingency approach were the theoretical orientations of the study. Questionnaires, participants observations, focus group discussions and indepth interviews were the method of social survey used.

The central thesis developed from the study is that quality of working life in Nigeria emanates largely from the socio-economic and political issues that led to wage employment, the economic policy of the government particularly the present structural adjustment

programme (SAP), the socio-cultural beliefs of Nigerian workers, the structural factors internal to every firm as well as the external environment of the workplace.

The findings of this study exhibit low quality of working life. There was little divergence on this in the opinions of respondents in the studied firms. The findings also suggest that there is a significant correlation between quality of working life and quality of life in the country.

Again, it is interesting to note in the findings that despite the seeming instrumentalism displayed by the respondents with regards to their preference for extrinsic job factors, the centrality of work in their daily lives is never in doubt.



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## CHAPTER ONE

### BACKGROUND INFORMATION TO THE STUDY

This study examines the quality working life with reference to the workplace and the wider social context within selected industries in Delta and Ogun states of Nigeria.

In its broadest and most abstract usage, quality of working life encompasses all possible aspects of work-related life including working environment, working time, remuneration, career prospects, and labour and social relations among others that may be relevant to the worker's satisfaction and self fulfilmentt. The interest in quality of working life fits naturally into the programme of the ILO which, since its founding in 1991, has had a direct interest in making work more humane. In 1976, ILO launched the international programme for the improvement of working conditions and environment (PIACT) with the goal of giving a new impulse to its activities in this field. Under this programme, the quality of working life is a key area of research and action (Spyropoulos 1985).

According to Delamotte and Takezawa (1984), quality of working life emerged relatively recently in the industrialised nations where English was the primary language. Parallel concepts and innovative steps towards like goals developed, almost simultaneously in several other industrial countries. For instance, "Humanization of work, is often used in a number of

languages as a synonym for quality of working life. In France and some French-speaking countries, the most usual expression is "improvement of working conditions", while in the socialist countries, the establishment term is "workers" protection (Delamotte and Takezawa (1984). In Scandinavia, the central concepts are "working environment" and democratisation of the work place" (Thorsirud, 1976). In Japan, the concept of "Hatarakigai" and "Ikigai" which gained impetus in usage around the same time, are surprisingly similar to those of quality of working life and quality life respectively (Takezawa *et al* 1982). In assessing a quality of working life, it is necessary to discuss the degree to which available basic needs of a society and the total quality of life of people contribute to making it possible for the worker to fulfil the mission for which he exists. These basic needs include health, food and nutrition, adequate employment, education, reasonable conditions of work, adequate transportation and housing, adequate clothing and recreational entertainment, good social security, and human freedom. Diejomaoh (1986), Chief of ILO jobs and skills programme for Africa (JASPA), defines the basic needs as minimum requirements of a family such as adequate food, shelter and clothing to be supported by essential services provided by, and for the community such as drinking water, sanitation, public transport, health and educational facilities.



Ever since the evolution of man and his tortuous passage from cave-age to date, the struggle to get the basic needs had been the most intrinsic. However, it is realized that quality of working life affects a vast area of human activities that go beyond the basic needs.

### JUSTIFICATION FOR THE STUDY

Quality of working life is an important socio-behavioural dimension which can be used to evaluate employees strength of commitment, motivation, involvement and productivity in organizations. However, sociologists in Nigeria have been extraordinarily slow in addressing the issues and problems associated with the quality of working life dimension. There are few isolated studies of job satisfaction and motivation which generally attempted to test western derived concepts with little impact on policy in the public and private sectors. These studies are also divorced from necessary aspects of work and life in the country in general [see Siebel (1968; Eukan (1958), Oloko (1972)]. Yet, this is one of the two objectives underlying the application of sociological concepts and methods to the study of people at work. The other objective is the increased efficiency of work organizations. Usually, the two objectives can be reconciled by the tacit assumptions that better quality of working life means better jobs; better jobs means

greater job satisfaction; greater job satisfaction means better performance; and better performance means improved functioning of the organization (Patchen 1970]. Thus, interest in quality of working life dimension is an attempt to fit the worker to the job and the job to the worker. Most workers accept the conditions of work because it fulfil one aspect of their needs or the other. An important characteristic of quality of working life is that the more we aim at promoting human values in work life by improving quality of working life, the more responsive we are to the value of changes in our society as a whole. For example, Delamotte (1982) sees quality of working life as specific conceptions of the desirables by which a particular society or group judges features of work to be good or bad. The basic assumption here is that the socio-cultural beliefs of certain ethnic groups dictate how they define work within their total life cycle. Thus, there is the need to know the extent to which cultural perceptions of work influence the expectations which are brought to work. Another important characteristic of the quality of working life concept is that it has to project work characteristics, the attitudes and behaviour of workers against the political economy of the country. This implies that we must study the political consequences of economic development of a country in order to appreciate the quality of working life of people. The emphasis on political economy is on

the need for deliberate planning and for governments to play a major role as entrepreneurs. Also, it is realized that political economy is not only concerned with how political variables and constraints affect economic development but also, as an independent variable, affect socio-political behaviours and institutions.

Diversity of opinions, or polarisation of positions regarding an issue, inevitably characterise a new development in society, and the quality of working life is no exception. Polarisation, to some extent, represents the wisdom of mankind. It prevents ill-considered changes in society in one direction or another by "freezing", the situation or by forcing people to stop and reflect. The choice rests, with each society, whether or not it is in line with present day quality of working life concepts and innovations.

No single package of policies can adequately meet the quality of working life needs of all the industries concerned. A particular practice may have many merits under certain circumstances, but not necessarily in every case. We are convinced that the best decision is always situational, and that without exception, it comes from the committed responsible partners in the situation.

Quality of working life is the simple solution which can be readily understood by and are meaningful to a very large segment of the populations in each society.

The orientations of workers' values and aspirations may not be the same in all industries, and counter measures themselves even in response to the same issues, may differ across industries.

It is against this background that this study proposes that the quality of working life in Nigeria emanates largely from the following sources:

1. The socio-economic and political development of wage-employment,
2. the socio-cultural beliefs of Nigerian workers,
3. structural factors internal to the chosen industries and,
4. the external environment of the workplace,
5. the present economic policies and programmes, particularly the present structural adjustment economic programmes (SAP), and its associated socio-political policies.

These sources, to a large extent, influence and/or determine the perceptions of work, orientations and motivation to work among the Nigerian working class.

1. THE SOCIO-ECONOMIC AND POLITICAL DEVELOPMENTS  
OF WAGE EMPLOYMENT IN NIGERIA

Current trend in the labour market in this recessionary period, reminds one of the capital domination, worker intimidation, human degradation, inhuman working conditions and labour exploitation that characterized the development of western industrialization. As Onyeonoru (1990)<sup>33</sup> observed, the early stages saw English King Edward III in 1349, enacting a labour law which made working day start at 5.a.m and end at 8.00 p.m. To the capitalist, the ideal is the impossible 24 hours. But by the 18th century, entrepreneurs had exploited the situation to heighten working hours in English factories and workshops to about 18 hours. Men, women and even children, were forced to work pitiable long hours, even on weekends, without overtime payment. Thus, the life of the worker was expended on work for the benefit of the employer. Onyeonoru (1990) explained further that it was not until 1919, following the progressive struggle of Western European workers, that an international agreement establishing an eight-hour working day was signed in Washinton D.C in the United states of America.

It is against this general background that the history of wage-employment in Nigeria could be appreciated. During the precolonial and pre-industrial eras in the country, the economy was primarily based on

subsistence farming, and the family was seen as an intergral part of communal activity, devoid of profit motive. Work was a group activity and people accepted the norms and values associated with the work. They were able to control the time and place of work as well as the products of their work. The existing social relation was based on mutual help, cooperation and socio-moral obligation to the extended family and the community at large. However, the 18<sup>th</sup> century industrial revolution in Europe and America as well as colonialism which eclipsed Nigeria and other African countries up to the 19<sup>th</sup> century, changed both the economy and the nature of work as well. Wage labour replaced the family as the basic unit of production in agriculture and other related occupations. Again, export commodity production, the growth of modern industries, the emergence and development of the public sector and so on altered the traditional structure and organization of work. For example, the factory system curtailed the freedom and movement of workers, since they are requested to be at work as regulated times. Again work became fragmented, and workers were transformed to a powerless and estranged human being, exposed to poor conditions of work, poor living, medical and safety facilities and other demotivational factors at work. This situation led to a target labour with little or no commitment to the new occupational structure (Elden 1974, Form, 1969). Although there were no

empirical studies on satisfaction, motivation and commitment during the pre-colonial and early colonial periods in Nigeria, Afonja (1986) argued that one can infer from the causes and frequency of working class protests about the end of the 19th century, that the socio-technical structure of industry as determined by Nigerian political economy, caused dissatisfaction with wage employment. It is also evident from Peace (1979) and Hughes and Cohen (1971) findings that workers were highly dissatisfied with a variety of factors early in the colonial period - with poor housing, insecurity, inadequate wage rates, irregular promotion and ill-treatment on the job.

The colonial administrators who came into Africa to take charge of governmental affairs, did not appear to have given much positive consideration to the negative traditional attitude of the African to wage-employment.

Rather they engaged in the forced labour system. Mason (1978), claimed that the British Government resolved to a system of forced labour system which they disguised with the term "plotical labour," instead of creating the conditions for a free labour market. This system created and entrenched in the minds of the early Nigerian workers a high level of fear and suspicion towards wage employment (Ahiazu, 1985). Thus, wage employment was seen as white man's work, the result of which led to a total psychological detachment and a

negative attitude towards wage-employment. This attitude has tended to linger on as to become almost normative or institutionalized, because although the white man has gone, Nigerian management team, are often perceived to have replaced the white man at work-place. Hence, the same attitude that was shown to the white man is being transferred to the 'black' man management team. Infact, although Nigerian workers now realise they no longer work for the white man but for themselves as Ocho (1984) observed, the name was changed without any corresponding change in attitudes and commitments.

In our view, the history of wage employment in Nigeria is one of the sources of value that shape the framework through which Quality of Working life dimensions are developed. Thus, while present quality of working issues may arise as a result of workers' goals, these goals cannot be divorced from the history of wage employment in the country.

## 2. SOCIO-CULTURAL BELIEFS OF WORKERS

Working for another man in Nigerian social setting, unless when governed by custome was traditionally associated with slavery. Infact Lugard (1922) contended that the existence of large areas of fertile and unpopulated lands, the fact that the requirements of the peasantry were few, and the existence of abudance seasonal crops which could be



cultivated without much labour meant that in normal circumstances of peace and security, the Nigerian people take up land for themselves or engage in trade, and neither remain as slaves nor seek wages for hire. Also Ahazuem and Falola (1987) argued that Nigerian villagers saw wage employment as a degradation from the independent status of the farmer to that of a hireling. Many scholars (Summit 1981, Davis 1977, 1975, 1981) recognise the fact that quality of working life entails a cultural definition of work and one can derive from that definition what workers want from work, their evaluation of particular types of work and how these change overtime.

From the sociological perspective, it is generally believed that perceptions and expectations of quality of working life develop primarily from a socio-cultural context, making it necessary to investigate the origins of workers expectations before relating them to workers' perception of quality of working life. Also, Social Anthropologists have often described African behaviour as following prescribed courses which exclude the need for economic and political decision making (Hill, 1972). This belief disavows the notion that African people are economic men and insist instead that, until they came into contact with colonialism, they were not profit-oriented, rather, they were oriented to the support of society. The socio-cultural kit which

workers possess, thus, becomes one of the determinants of quality of working life.

### 3. STRUCTURAL FACTORS INTERNAL TO THE ORGANIZATION

Every industry contains a number of interacting persons, whose actions and interactions are coordinated for the achievement of a set of purposively defined goals (Etzioni 1964), and have a rationalized set of objectives within a well defined and continuous structure. The early scholars who stimulated research interest in organizational analysis along this line, were the classical Economists who were primarily concerned in the economic rationalization of objectives as a means of ensuring the rational allocation of all the factors of production - land, labour and capital in business firms. This set of scholars were less concerned about the actions and interactions of individuals in the firms in so far as profit was maximized. From this perspective of reasoning, Max Weber (1949) set the way for the comparative studies of organizations across different socio-cultural and historical backgrounds. In his analysis of bureaucracy, Weber was primarily concerned about the type of formal authority or organizational structure that could emanate in a formal organization. He saw his theory of bureaucracy as a tool of administration in advanced industrial societies, although he also assumed considerable variation between this pattern and the

structure of the ancient bureaucracies of China and Japan.

This comparative analysis of organizations originated by Weber, later developed along two dimensions. In the first dimension, there were studies on variations in the functions or the specific goals of different firms (Blau and Scott (1963), Katz and Kahn (1966) or in the managerial structure of organization (Simon 1960), Cronzier 1964).

In the second dimension, there were studies (Burns 1963; Leavitt 1951), on the study of bureaucracy as a general concept defined in terms of structural factors internal to the organization and such factors include goals, mechanisms of control, types of authority and so on. This close system perspective of organizations later gave way to the open systems perspective, with factors such as size, technology, market, environment, working conditions and so on, all interacting to determine the degree of formality of organizations as well as the quality of working life of the workers involved. With these variations, it becomes apparent that the quality of working life cannot be generalized to all organizational forms and structures, thus, quality of working life becomes a concept that would have to be related to the specific conditions and structural factors internal to specific industries, even within the same environmental context.

#### 4. THE EXTERNAL ENVIRONMENT WORKPLACE

The open systems model of organizational structure and process which currently predominates research on organizations implies a structural-contingency model. Here, organizational structure is not primarily seen to be arranged according to a single fixed set of rules, but rather, it is assumed to vary with the external situation faced by the organization. This model of organization is presented by Katz and Kahn (1966), Thompson (1967), and has received empirical support in the research of Aiken and Hagen (1968), Pugh *et al* (1969) and Duncan (1972) among others.

The application of the systems approach called for a clear definition of the concept of environment. In line with this, differentiated conceptions of environment were given by Rhenman (1970) and Zupanov (1967). Rhenman distinguished between the 'task' environment and the value environment, the political and the mixed environments. In this way, he was able to establish a theoretical typology of environments, which makes possible a more precise operationalization of the environmental dimensions. From another angle, Zupanov stratified the factors of the environment into stimulators and catalysers; stimulators exercise pressure upon enterprises and effect their reactions to the environment, while catalysers determine the way in which organizations react to external pressures (Rus

(1978).

Another dual method of assessing the environment may be identified in current theorizing and research on the relationships between organizations and their environment. One model used by Dill (1958), Weick (1969) and Duncan (1972) took an informational perspective on the environment treating variations in information about the environment as perceived by members, as the major factor in explaining and determining their quality of working life. An explicit interest in this model leads Aldrick and Mindlin (1978) and Randall (1973) to the position that environmental elements, such like other organizations or individuals, are of no interest in themselves, but only in so far, as information about such elements is attended to by organizational members.

The second model, identified by Emerson (1962), Pfeffer (1972a; 1972b) and Aiken and Hage (1968), adopts a resource approach on the environment believing that the level of resources and the terms on which they are available in the organization's environment is the major factor in explaining quality of working life of workers in the organizations. From this model, the environment is a source of scarce resources which are sought after by a population of organizations which competes for as well as shares them (Yuchtman and Seashore (1967); Aldrick, 1971).

Rus (1978);, in his definition of organizational

environment, endeavoured to integrate the advantage of all the above mentioned models and approaches. Thus, he defined environment as a communicative-influential domain. He contended that the environment of an organization is everything within which the organization communicates and which can influence the internal activity of the organization. The influence can be more or less reciprocal, and more or less intensive.

In this study, we accept the phenomenological hypothesis that the actual influence of the environment on the organization equals the perceptual one. An individual actually reacts to an issue the way he perceives the situation, and not to the situation 'in-itself'. In support of Davis (1981) and on the basis of the above discussions, this study will examine such question [among others] about employee and attitude as;

1. How strong are employee growth and achievement needs?
2. To what extent can the employee take responsibility and directives from the organization when his/her needs are less satisfied?
3. What is the employee's attitude and perception of SAP?
4. Does the employee projects a brighter future for himself and family within the present socio , political and economic set up in Nigeria?
5. How strong are the employee's drives for security

and stability among people from different ethnic background.

6. Does the employee prefer supervisory authority compared with peer pressure?

In order to provide answers to the set questions above and get an appropriate picture of the quality of working life in Nigeria, the following are the objectives of this study.

#### THE RESEARCH OBJECTIVES OF THE STUDY

1. To examine the nature and perception of life which affect quality of working life in selected industries,
2. to identify the extent to which the present Structural Adjustment Programme affects the quality of working life of working class,
3. to discuss how the -socio-cultural beliefs of the working class determine their perceptions of their quality of working life (QWL),
4. to explore the inter-relationships between the internal organizational factors of the chosen industries and the quality of working life of workers in the industries,
5. to evaluate the contributions of the external environment of work on the quality of working life of the working class and,
6. To see how workers adapt their working environment-

ment to their physical, mental, social and psychological capacities, and reduce manifestations of alienation.

5      STRUCTURAL ADJUSTMENT PROGRAMME AND QUALITY OF  
WORKING LIFE OF WORKING LIFE IN NIGERIA

The economic recession which eclipsed the world in the early 1980s to date brought with it a decline in the general socio-political and economic development in Nigeria. The oil glut in the world market and the neglect of agriculture led to a total decline in the foreign exchange earnings available to the government. Subsequently, the country could not support heavy importation of raw materials, food, spare parts, and machinery. This led to a decline in industrial output, high rates of unemployment, loss of job opportunities, the collapse of industries, high rates of inflation and a decline in the purchasing power of the Naira. The effect of these problems is that there was a general fall in the standard of living or quality of life of the average Nigerian.

A Structural Adjustment Programme (SAP) was introduced by the Babangida regime to remedy these problems in 1986. According to Adeosun (1987)<sup>45</sup>. The structural adjustment programme consists of a combination of measures directed at efficient restructuring and diversification of the productive base of the



economy in order to reduce dependence on the oil sector and imports, to achieve fiscal and balance of payments viability over the periods and to lay a strong basis for a sustainable non-inflationary or minimal inflationary growth.

One major dimension of structural adjustment programme that has direct relevance to quality of working life (QWL) of workers is that it has forced both the household and governments to more rational in their consumption, and socio-political activities. Nigerian workers have been compelled to be more careful in their spendings and to base their expenditure on the "price-service principle (Adeosun, 1987). Another dimension of SAP that is directly related to QWL is the present high rate of inflation in the country. The high and unguided rise in prices of most commodities such as food items, detergents, motor cars, building materials, drugs and so on, and the fall in the external value of the naira are partial picture of already tense inflationary situation. These pictures become more revealing when compared against the annual income of most Nigerian working class. Yahaya (1987) contended that the present inflation rate in the country has the tendency to create serious difficulties for those on pensions and other fixed income earners. Such inflation, he argued, could create tension between those groups that are able to protect themselves against rising prices and those that cannot.

Another structural adjustment programme dimension that has implications for quality of working life of working class is the high rate of unemployment and under-employment in the country. While the magnitude of this problem is difficult to measure due to lack of adequate data base, it can be said that the majority of the unemployed are idle and roam about streets committing different types of crimes and living below poverty level. This has about at least three effects for quality of working life of workers. The first effect, although not the most important, is that an average Nigerian worker has at least a relatively close family member among these unemployed ones, thus, the worker is morally or otherwise binded to contribute some money to the continued existence of this family member. Whatever assistance the worker renders cannot be divorced from what he brings from his own work. The second of Structural Adjustment Programme on quality of working life is that Nigerian workers, more than ever before, are more conscious of the agony of being unemployed and they now assess their quality of working with the fear of unemployment countermeasures in life.

More importantly, the third effect of Structural Adjustment Programme on quality life is that the present level of salaries and wages, and the existing conditions of work for an average Nigerian worker is below expectation. According to Eyobong Ita (1989),<sup>47</sup> the

average Nigerian worker now cuts a picture of a "collapsing striken" who could drop dead with the least physical provocation. From his pocket money turned salary, he is expected to take adequate care of food, transportation, housing, health, education, clothing and so on both for himself and his immediate family. Yet, the salary is far below his financial needs. Again he is in perpetual fear of his landlord who is always threatening him with quit notice for failure to update his house rent. He is always indebted to his customers because his salary is always exhausted even before he receives his pay packet. As a result of the current economic recession and the introduction of Structural Adjustment Programme, Soley, (1989) claimed that the general attitudinal context of work is one of 'fedupness' arising from the fact that the expectations of employees are not being realized. Many workers now spend most of their time thinking about themselves and their families rather than about their jobs.

## CHAPTER TWO

### REVIEW OF LITERATURE

For thorough appraisal of literature on quality of working in this study is divided into three sections. These are;

- (a) Origin and definitions of quality of working life
- (b) Active groups in quality of working life determinants and,
- (c) Literature on quality of working life indicators.

### THE ORIGIN AND DEFINITIONS OF QUALITY OF WORKING LIFE

There is little agreement on the origin and definition of the concept "quality of working life" (QWL). Although the expression is of fairly recent vintage, a good number of the issues involved are not infact new. In the middle of the 19th century, a campaign was launched to secure respect for what was called at the time "the dignity of the working man." However, the formation of International Labour Organisation (ILO) in 1919 contributed a lot to the issue through conventions and recommendations, aimed specifically to improve the quality of working life through the introduction on occupational safety and healths. minimum wages and salaries, hours of work, fringe benefits, leave bonus and other measures aimed at establishing a number of basic rights, encouraging the workers efforts to improve their conditions of work and

curbing the arbitrary power of management (ILO, 1978).

It is generally acknowledged that the climax of sociologists' interest in the problems of work took place in the 1950s while the middle of the 1970s revealed a crisis of work sociology due to the economic boom and crisis of the period, industrialization and urbanization as well as technological reconstruction (automation). Most of the earliest studies challenging work design and its related activities were based on the combination of bureaucratic and scientific management theories carried out in the United State and Britain (Taylor 1913, Mayo (1949), Trist and Bamform (1951). These studies were feasible alternative ways of organizing work and workers. They were attempt to rationalise production and maximize profit which started during the industrial revolution and Adam Smith's comments about the most productive way of making pins are well known. However, the most influencial theory was elaborated by Taylor as evident in scientific management theory. This theory has two major complications;

- (1) That, determing work method was too complex to be left in the hands of workers alone, rather there is the need to invite "specialists" who should define the "one best way" which worker should follow and.
- (2) That, generally, the most simple and short-cycled

the tasks, the greater the chance of their being performed in a correct way.

The implications of Taylorism made jobs to be more fragmented and repetitive, with the assembly line as the most spectacular development. This development continued for many decades, without much protest from industrial workers and/or their union. Infact the economic and technical efficiency of the system then could not be over-emphasized.

However, after the first World war, interest was shown by the social scientists in the social problems of people at work as evident in the famous Hawthorne studies, which was the beginning of the Human relations theory and were infact the first signs of some interest in the non-material quality of working life with emphasis on interpersonal relations without any mention in changes in the organisation of work.

It was later, after the second world war, that some Sociologists [Walker and Guest (1952)<sup>85</sup> in the United State Friedmanx (1961) in France] began to advocate the enlargement of jobs in industry. They did not press hard for the idea, as if they knew that industry was not yet ready to accept it.

There was a great turning point in the 1960s and eraly 1970s when several strikes were carried out by industrial workers (most especiallt the young ones) in reaction to what they perceived as meaningless or

alienating job. Opportunities for full employment and relatively high level of education of the young workers made them immersed in the media of an affluent and industrial societies and had been brought up in a permissive atmosphere. They became more demanding about what was expected from work and were not ready to be treated in the old authoritarian way. New needs and aspirations emerged.

An increasing interest was shown in new organizational patterns and in work structuring. It was at this time that Herzberg (1966) published his theory of motivations intrinsic to the job.

Another source of intellectual stimulation was the work done at the Tavistock Institute in United Kingdom. While Herzberg insisted upon the enrichment of individual jobs, the Tavistock researchers emphasised all the possibilities associated with the constitution of semi-autonomous groups, able to divide work among their members, to plan work and to deal with problems raised by an unpredictable environment.

The Tavistock research was certainly instrumental in giving credence to the idea that there were different possible organizational choices, and that some of these could mean greater influence of workers upon their environment and more industrial democracy, as well as greater adaptability to external changes. However, development in these areas took place mainly in the private sectors and they differ noticeably from one

organization to another, the state of industrial development, the degree of unionsation in each organization (Davis, 1971, Bluestone, (1977).

Although the origin of sociaology of work as a separate, fashionable discipline is usually connected with the research in Hawthorne and the Human Relations School, the development of orgonomics (study of the relationship between workers and their environment) as a separate discipline revealed the problems of working conditions and strengthened the sociologists' interest in this problem most especially by the Environmental Determinist Sociologists. With regard to research and practice of the quality of working life, the links between the sociology of work and social policy is well pronounced because quality of working life serve as a link between in-plant variables and out-plant variables within a specified social context. Thus, in various countries, special attention is paid to certain problems in such a way that the sociology of work and social policy may be identified with specifically defined problems. For instace, in France, it was the problem initiated by Friedman (1961) concerning the consequences of technological change; in Britain, it was the interdependence between technological workers and management, in the Scandinavian countries, it was research connected with living and working conditions, and industrial democracy. In the Soviet Union, it was



research on social planning, the scientific and technological revolution, as well as the development of work collectively. In the United State of America, it was research on human relations, Bureaucracy and professionalization and in Nigeria, it is research connected with living and working conditions, wages and salaries, trade and labour unionism Okwoli (1992).

Although, the continuation of Trist and his co-workers at the Tavistock Institute in the 1960s led to the formulation of socio-technical systems and the theoretical foundation upon which sophisticated efforts to reform the organisation of work was based. Davis (1977) in the late 1960s introduced the concept wuality of working life to call attention to the private and needlessly poor quality of life at the work place. He used the concept to refer to the quality of the relationship between the worker and his working environment as a whole, and was intended to emphasize trhe human dimension so often forgotten among the technical and economic factors in job design. This, Davis argues, has to do with changes in the values of society. However, the first annotated quality of working life bibliography developed in 1973 was a review of 15 years of empirical research on the correlates of prior set of quality of working life criteria. Also, it was an attempt to define quality of working life concepts Levine, Taylor and Davis (1984).

Since 1960s to date, the concept quality of

working life has contributed to a large extent to the discussions and analysis of socio-political developments of many countries. For instance, in Belgium, the problem of quality of working life led to the collapse and eventual installation of a new government in 1977 (Pierre, 1981) and the government's programme contained the following statements: A major effort must be to improve working conditions and upgrade work in general.... A new policy of humanising conditions of work is set in motion based on three (3) major conditions:

- (a) Numerous job vacancies remain unfilled because of the conditions in which the work is performed; the workers' dislike for certain low prestige occupations calls for concrete measures to upgrade work of this sort.
- (b) The new economic crisis is not making it any easier to satisfy workers' demands and there is undoubtedly a temptation to sacrifice those seeking qualitative improvements.
- (c) People are beginning to see work in a new light; it has lost its sacred character, particular among young workers whose education makes them less receptive to Taylorist forms of work organisation and a new work ethic is emerging which would be dangerous to ignore."

From the Belgium's experience which is very similar to that of Nigeria, we can place quality of working life on three broad senses. These are degree of improvement in the physical and psychological conditions of work, modification of the content or organisation of work and finally the social context in which work is performed. Although Engelen Kefer (1976) believed that quality of

working life is not as new a concern its tropicality might suggest, he recognised the diverse aspects of these conditions which are now seen as part of a larger whole embracing related matters such as relations with work mates, opportunity for self-advancement, participation in decision making, social respect for one's work and so on. Hence, quality of working life is a very broad concept which embraces such matters as job satisfaction and work organisation towards economic efficiency as well as towards the humanization of work. In a related development, Wurf, (1973) took a businessman perspective quality of working life and argued that work life does not exist in a vacuum, thus, we have to mention priorities and the priority of business is profit. He argued further that what the academicians call the quality of working life, those in the labour movement are likely to call them wages, hour of work and working conditions and doubted if there can be any permanent, meaningful or dignifying improvements in the quality of working life in an environment where workers do not enjoy the protections of unions to represent and develop a mechanism for dealing with their day-to-day grievances.

From another angle, Jackson (1973) gave an organizational consultant's view about quality of working life and believed that the evolving expectations of workers conflict with the demands, conditions, and

reward of employing organisations in at least five different ways. These are:

- (1) Employees want challenge and opportunity for personal growth, but their work tend to be used repeatedly in work assignments;
- (2) Employees want to be included in patterns of mutual influence, but organisations are characterized by top hierarchies, status differential and chains of command.
- (3) What employees want from careers, they are apt to want now, but organisations design job hierarchies and career paths. They continue to assume that tpdays workers are willing to postpone gratifications as were yesterday's work but they are not.
- (4) An employee's commitment to an organisation is increasingly influenced by the intrinsic interest of the work. But organisations practices continue to emphasize material rewards and employment security.
- (5) Employees are becoming much less driven by competitive urges. Nevertheless, managers tend to continue to plan career patterns, organise work and design reward systems as if employees value competition just as highly as they use to.

There are also some scholars who argue that conceptual framework underlying the QWL study emphasizes the notion that employees behaviours at work result from choices they wake about being able to work (March and Simon, 1958) and about role performance while on the job (Lawler, 1973). All these arguments from Wurf, Jackson and others assume that employees are more likely to come to work and remain in the work if they obtain high quality of working life from it and they are likely to put forth more effort and work more effectively if they expect to be rewarded for their efforts and performance, thus quality of working life is to some extent intended and untended products or by products of

the socio-technical organisation Steers and Rhodes, 1978) as well as the social context of the work organisation as a whole. Infact, Guest (1979) sees QWL as a generic pgrase that covers a person's feelings about every dimension of work including economic rewards and benefits, security, working conditions, organizational and interpersonal relationships and its intrinsic meaning in a person's life. It is a process by which an organisation attempts to unlock the creative potential of its people by involving them in decisions affecting their work lifes. A distinguishing characteristic of the process is that these goals are not simply extrinsic, focusing on the improvement of productivity and efficiency per se, they are also intrinsic regarding what the worker sees as self-fulfilling and self-enhancing ends in themselves. Guest even suggested that QWL efforts should not be thought of as a programme with a finite ending. There must be a built in momentum that is dynamic, on-going and that can continue regadless of changes in the personal of an organisation.

Levince, Taylor and Davis (1984) also attempted to define and assess the quality of working life phrase. A representative panel of 64 employees from the headquarters of a large insurance company in the United States of America was chosen to take part in defining and assessing QWL, utilizing a six phase Delphi

Methodology which was developed by Dalkey (1968) as an experimental method of studying group opinions. The result of 34-item QWL questionnaire developed from that definition was tested with a sizeable (N450) sample of one groups opinions. The result of 34-item quality of working life questionnaire developed from that definition was tested with a sizeable (N450) sample of the company's employees. Their results identified the following seven (7) significant predictors of quality of working life, four of which extended beyond specific job content (EBCJC):

- (a) Degree which supervisors treat works with respect and have confidence in their abilities (EBCJC),
- (b) Variety in workers daily work routines,
- (c) Challenge of work,
- (d) How present work leads to good future work opportunities (EBCJC),
- (e) Self-esteem
- (f) Extent to which life outside of work affect life at work (EBCJC) and,
- (g) The extent to which work contributes to society (EBCJC).

The different definitions and approaches towards understanding quality of working life above point to the fact that there is no well developed nor unversally accepted definition of the quality of working life construct from the vantage of organisational theorists.

Also it seems appropriate to believe that different people have different perspectives of what quality of working life is supposed to be. This stand is supported by many empirical researches that suggest that quality of working life takes a different meanings

for different segments of the working population (Eden (1974, Koacham *et al* (1974), Boisvert 1977, Taylor 1978b).

One way of dealing with this difficult according to Boisvert (1977), consists in assuming a common meaning for all the workers concerned; in other words, it consists in assuming a global impressionistic assessment of quality of working life in attempting corrective actions as well as in observing differences, if any, on the same global indicator of quality of working life. However, this strategy of blind actions present two obvious disadvantages; firstly, one does not know before hand if his actions will reduce or improve quality of working life and second managers of competitive organisations are not likely to approve of the waster in resources invloved in unproductive action of universal idealist assessment of quality of working life.

Another way resolving problems associated with the conceptual ambiguity of quality life ia based on the restriction of the concept to a series of operationally measurable dimensions that then become the focus of descriptive and corrective action. The primary drawback of this second approach resides in possible misunderstandings between those initiating actions and those affected by them. For instance, promises of improvement of quality of working life will induce expectataions that if unmet, will lead most likely to

frustration and possible even refusal of cooperation in the future. In an attempt to solve the two problems associated with the two approaches mentioned above, Boisvert attempted to explore the extent of the correspondence in meaning ascribed to the concept of quality of working life by researchers and workers. A questionnaire was distributed to all members (N155) of a branch of a large government organisation located on the West coast of the United States of America. The questionnaire contained a global measure of job satisfaction as well as global measures of quality of working life. The latter were drawn from a list developed by Engelstad (1970) and from a series of intrinsic work measures included in a questionnaire developed by the Tavistock Institute of Human Relations. The degree to which each quality of working life component was present at work and its desired level were assessed by the respondents on a 9 - point scale.

Series of statistical analysis and manipulation, he came up with four components of multi-item measures of quality of working life. These are:

1. General Quality of Working Life

- (a) Importance of decision made,
- (b) Learning opportunities at work,
- (c) Use of skills and abilities,
- (d) Challenge in the job,
- (e) Work variety,
- (f) Interaction with co-workers and,
- (g) Recognition at work.



2. Autonomy
  - (a) Control over work,
  - (b) Extent of use of own judgment,
  - (c) Control over criteria of work adequacy
  
3. General Deprivation of Quality of Working Life
  - (a) Lack of importance of decision made,
  - (b) Lack of learning opportunities at work,
  - (c) Lack of use of skills and abilities,
  - (d) Lack of challenge in the job,
  - (e) Lack of possibilities for taking pride in one's work and,
  - (f) Lack of interaction with co-workers.
  
4. Autonomy Deprivation
  - (a) Lack of control over work,
  - (b) Lack of use of own judgement and,
  - (c) Lack of control over criteria of work adequacy.

Boisvert study indicates that in many writings on quality of working life, the assumption that this concept connotes the same meaning for both researchers and workers must be seriously reconsidered. Infact, the study indicates that the scope of researchers' attempts to study and improve quality of working life may go far beyond the workers' expectations. It is anticipated that as workers become aware of the scope of researchers' actions, they will further attempt to renegotiate their "concept" or refrain from further cooperation.

From another perspective Keidel (1982) took a developmental approach to quality of working life study. In a comparative and longitudinal analysis of quality of working life in six established manufacturing factories in the United States, his study revealed three contrasting patterns of quality of working life development, each of which was made up of similar

component through

- (a) improving climate
- (b) generating commitment and
- (c) implementing change. His three contrasting patterns of quality of working were:

Quality of Working Life	Patterns of Development
1. Planned Quality of Working life	Climate/Commitment ---change
2. Evolved Quality of Working Life	Climate--change--commitment
3. Induced quality of working life	Change--climate/commitment

He defined climate to refer to an organisation's atmosphere - the whole of its communication flows, interpersonal relations and working conditions. In other words, its ambience. A healthy climate is one in which significant negatives (for example, adversarial habits, unresolved day to day issues, nagging grievances) that might interfere with change are largely absent. Climate has to do with organizational conditions conducive to change that are external to the individual. Commitment refers to the degree to which management has internalized the humanistic values underlying quality of working life. A serious commitment implies appreciation of quality of working life intrinsic worth. Quality of working life is valued for its own sake, irrespective of its instrumental role in improving organizational performance, hence quality of working life is regarded as a legitimate end in itself, thus commitment describes individuals' core convictions.

Change refers to structural modifications at the work system level, that is, to systematic efforts to increase workers discretion. Familiar examples are work redesign programmes and productivity gains-sharing arrangements in which workers help to generate improvements. What is common to all change initiatives is that workers make or actively influence decisions that previously had been exclusive power of management. In fact, change is an operational expression of commitment.

To further substantiate his belief in a developmental approach to quality of working life, Keidel developed specific features of organisation that practice each of his three types of quality of working life. These are presented in the table below:

Features of organisation	Planned QWL	Evolved QWL	Induced OWL
1. Initial conditions impetus for QWL	Opportunity	Problem	Crisis
2. Employment security	High	Low	Low
3. Level of union participation	None	Yes	Yes
4. QWL - Plant culture fit	Consonant	Dissonant	Dissonant
5. Overall patterns and locus of initiative	Management	Union and Management	Management and Employees
6. QWL trajectory	Top-down	Bottom-up	Top-down and Bottom-up

One of the limitations of this approach is that it gives linear representation of an multi-dimensional face of quality of working life. It ignored the fact that aspects of each component or feature may be present throughout in any given work organisation. However, the disparity in time spans between the three types of QWL may make the problem of phase comparison across organisations or occupations possible or real in any given social context.

Again, in understanding QWL, the approach supports the fact that we must make sure that authority patterns, reward systems, and personnel procedures reflect and reinforce the values underlying quality of working life.

In an attempt to give his approach a universalistic or global face, Keidel attempted to relate initial features or conditions of organisations and change trajectories by collapsing the initial conditions into global dimensions through

- (a) the need for organisational change and
- (b) management ability to produce change, which he presented in a tabular form as represented below:

Change-Trajectories	Initial Conditions of organisation Need for organizational Change	Management to Produce Change	Sequence of quality of working life Components
Planned QWL	Low	High	Climate/Commitment -- Change
Evolved QWL	Moderate	Moderate	Climate - Change Commitment
Indiced QWL	High	Low	Change --Climate/commitment

Although, Keidel recognised that his model is rigid and rudimentary, he demonstrated the importance of taking a developmental approach to QWL, rather than treating QWL as a before-after phenomenon. At least, the QWL, rather than being a simply a before-and-after measure, is in itself a catalyst of continual change and development of the workers, organisations and the society as a whole. Thus, the value of a QWL programme should be seen in its immediate and future gains, and in the innovation that it may stimulate within the social context of work.

## **CHAPTER 2**

### **ORGANIZATIONS IN THE STUDY AN OVERVIEW**

#### **2.1 THE FOOD, BEVERAGE AND TOBACCO INDUSTRY**

The Food, Beverage and Tobacco industry in Nigeria accounts for an annual turnover that constituted about 6.7% of the country's Gross Domestic Product (GDP) according to the Fourth National Development Plan 1981 - 85. The industry also accounted for 50 - 60% of total manufacturing turnover in Nigeria within the period (current data on the industry is not available). The manufacturing sector's contribution to Nigeria's GDP was 9.17% in 1981, 11.4% in 1986, and 5.5% in 1990 (CBN Statistical Bulletin, June 1992).

#### **2.2 THE NATIONAL UNION OF FOOD, BEVERAGE AND TOBACCO EMPLOYEES**

The National Union of Food, Beverage and Tobacco Employees (NUFBTE) is made up of all house unions in firms involved in the production of food, beverage and tobacco products. The union came into existence in 1978 as a result of the restructuring of trade unions in Nigeria by the Federal Government. It has its National Secretariat at No. 9, Mortune Avenue, along Lagos-Abeokuta Express Road.

The objectives of the union are primarily to protect and advance the interest and aspirations of its members. These include obtaining and maintaining a just and equitable hours of work, wages and salaries, and other conditions of employment, as well as

encouraging the participation of its members in decision making at all levels of economic enterprise.

The National Union of Food, Beverage and Tobacco Employees consists of various organs as follows:

- (i) The Quad-ennial Delegates Conference;
- (ii) The National Executive Council;
- (iii) The Administrative Committee;
- (iv) The State Councils;
- (v) The Branch Executive Committee; and
- (vi) The Unit Executive Committee.

The highest authority of the national union is vested on the Quad-ennial Delegates Conference which holds every four years. It is made up of the Principal Officers of the National Executive Council, the State Chairmen and Secretaries who are principal officers of the state council, and the Branch Delegates which also include the Chairmen and Secretaries of the Branch Executives Committees.

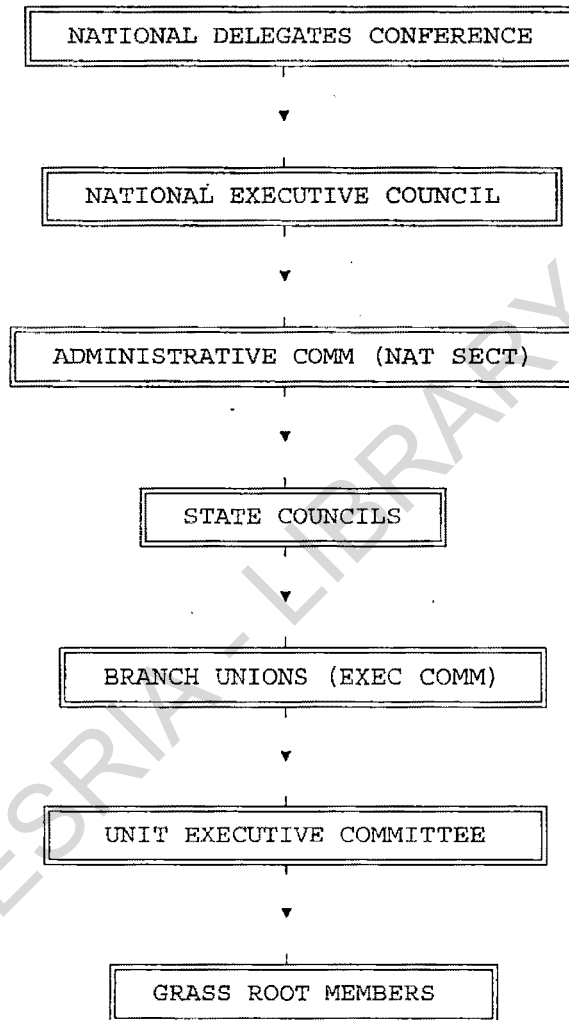
ORGANIZATIONAL CHART FOR NUFBTE

FIG 2.1



From the discussions so far, we can suggest that quality of working life is a process. It is not something one can turn on today and off tomorrow, nor is it a package in a neat little presentation. It is utilizing all available resources, but most especially, our humans resources. All these are the key elements of quality of working life philosophy.

#### LITERATURE ON QUALITY OF WORKING LIFE INDICATORS

The problem of deciding which indicators or determinants to be used in measuring a concept especially in the social sciences, has always generated a lot of problems. This is because there is hardly a concept that has a universally accepted definition nor indices of measuring its. The problem has always been solved at the individualistic levels. Thus, the measures of quality of working life cannot be an exception. The consensus has been that in order to provide working conditions, ensuring humanization of work and improve QWL, the special characteristics and needs of different categories of workers have to be taken into account; categories as gender (men and women), occupations (blue and white collar workers) different age groups, level of educational qualifications as well as many subjective indices like recognition, at work, satisfaction at work etc (Sick 1972). Infact, the ILO world employment conference of 1976, as reported by Bequele and Freedman (1979)<sup>118</sup>

highlighted the importance of employment as a generator of output and incomes in a basic needs strategy. However, the relationship between employment and basic needs is not unidirectional, rather the linkages between the key variables extend in both directions with the potential to reinforce one another as part of a cumulative process.

Roustant (1977) attempted to measure QWL with such manifestations as absenteeism and rapid labour turnover (job satisfaction variables) as ingredients to achieve better productivity and quality standards as well as to make more efficient use of human resources. Also, an article on the 1973 job satisfaction survey in United States of America was entitled "Evaluating working Conditions in America" (Quinn et al (1973) Henderson (1974) proposes measuring the QWL with indices of job satisfaction. In fact an OECD report equates the quality of working conditions with the satisfaction they produce, but the question arises whether measuring and improving one are tantamount to measuring and improving the other.

In a like wise manner, Zetterberg at the Swedish Opinion Research Institute has shown that few people express the view that work gives the greatest meaning to their lives compared to two decades ago. To these people work (QWL) has been traditionally a life style and this cannot be said of job satisfaction.

In a deliberate effort to design QWL measures,

Seashore (1973) argues that QWL should be approached and practised through three basic themes;

- (a) Collaborative planning and action between management, the employees and their unions.
- (b) Re-design of jobs and work environments and
- (c) Enlarged areas of individual self-determination or participation in workplace decisions.

Based on these themes, he embarked on his Boliver study and developed thirteen indicators or measures of QWL viz: job satisfaction, alienation, job offers opportunity to personal growth, working conditions, fairness of work load, treated job via more personal way, job involved more or use or higher level of skills (occupation), and job is more secure all these are positive indicators of QWL while he called more report of physical stress symptoms, less satisfaction with pay level and less satisfaction with pay equity as negative indicators of QWL. From these thirteen indicators, he developed twenty-four indicators of job and job environment known to be associated with higher quality of working life. These are supervisors are more participative, more work group participation, more worker influence on decisions, more adequate work resources, more work improvement, ideas provided by employees, supervisory feedback to workers, work group feedback, employee influence on work schedule decisions and general organizational climates.

Davis (1977) listed a number of elements which quality of working life is supposed to cover. These are availability and security of employment, adequate income, safe and pleasant working conditions, reasonable hours of work, less red tapeism and "bureaucracy", the possibility of self-developmeny, control over one's work, a sense of pride in craftsmanship or product, wide carrer choices, and flexibility in matters such as the time of strating work, the number of working days in the week and job starting.

In a related effort to develop QWL measures in Nigeria, (Soleye (1986) gave basic determinants which could enhance QWL in the country. These are the nature of government policy and the legal framework for employment, the prescribed qualification for entry into employment, the conditions of service which includes the pay structure direct and indirect, welfare structure including holidays, housing, medical and transport facilities, the work/job content and occupational harzards, the supervisory and administrative arrangement and finally the "self" of the worker which involves his family experience, his education and his referent others.

All these scholars emphasize more of in-plan variables than out-plant variables which wokers bring to their workplaces. Again, as most of the definitions of QWL used subjective approcahes in their definitions,

most of the variables which have been used are subjective variable with little or no objective variables. However, this study attempts to consider both the in-plant as well as out-plant variables, subjective and objective indicators of QWL.

Walton (1974) attempted to incorporate the objective evaluations with subjective indices of work with the social context of human society. Based on this he argues that the term QWL means more than what the working week provides, and more than workmen's compensation laws and job guarantees through collective bargaining, even more than equal employment opportunity and job enrichment schemes. He incorporated into his conceptual scheme other human needs, and aspirations and came up with conceptual categories which integrate objective and subjective dimensions of work. These are adequate and fair compensation, safe and healthy environment, development of human capacities, growth and security, social integration, constitutionalism, the total life space and social relevance (Afonja et al (1986)).

We can continue to discuss measures of quality of working life without ending. However, some facts emerge from the literature about QWL. Quality of working life demonstrates the potentials for integrating the values of organisational members into the process of organisational design and the outer social context of work. This, in itself, points to an important question;

what aspects of QWL do organisational member consider important?. Also, it seems that the more we aim to promote human values in work life, the more responsive we must be ready to relate work to the value changes in society. Human values change with technological, economic, social political and demographic developments, thus, we need to be aware of these changes in our social understanding of QWL. It is obvious that the modern working man needs a sense of purpose and satisfaction in his work. He feels the need of belonging to a team, of being able to feel at home in his surroundings, of being able to identify himself with the goods he produce and of being able to feel that he is appreciated for the work he performs.

The understanding of QWL is a very significant tool towards achieving and assessing these aims, thus QWL research is necessary and fruitful for the understanding of the workplace and the entire social context at large. The core dimensions tend to serve as motivational, satisfaction and quality of working life indices. They include;

(a) VARIETY

Variety allows employees to perform different operations that often require skill. Jobs that are high in variety are seen by employees as more challenging because of the range of skill involved. These jobs also

relieve monotony that develops from any repetitive activity. If the work is physical, different muscles are used, so that one muscular area is not over worked and tired at the end of the day. Variety gives employees a greater sense of competence, because they can perform different kinds of work in different ways.

(b) TASK IDENTITY

Allows employees to perform a complete piece of the work. Many job enrichment and quality of working life efforts have been focussed on this dimension, because in the past, the science management movement led to over specialization of routine jobs. Individual employees worked on such a small part of the whole that they were unable to identify any product with their efforts. They could not feel any sense of completion or responsibility for the whole product. When tasks are broadened to produce a whole product or an identifiable part of it, then task identity has been established.

When a person performs a complete cycle of work to make a whole or a sub unit of it, then that person is performing a natural work module. The work flows naturally from start to finish.

(c) TASK SIGNIFICANCE: refers to the amount of impact, as perceived by the worker, that the work has on the other people. The impact can be on others in the organisation as when the worker performs a key step in the work process, or it may be on those outside the

organisation, as when the worker helps to make a life saving medical instrument. The key point is that workers believe they are doing something impact in their organisation and/or society. The story has been told many times about workers who were instructed to dig holes in various parts of a storage yard. Then the supervisor looked at the holes and told the workers to fill them and dig more holes in other places. Finally the workers revolted, because they saw no usefulness in their work. Only then did the supervisor tell them that they were digging the holes to try to locate a water pipe.

(d) AUTONOMY: is the job characteristics that gives employees some control over their own affairs, and it appears to be fundamental in building a sense of responsibility in workers. Although they are willing to work within the broad constraints, they also insist on a degree of freedom. The popular practice of management by objective (MBO) is one way to establishing more autonomy because it provides a greater role for workers in setting their own goals.

Flexible working time (flexitime) is an interesting way to give workers more autonomy. Here employees may adjust their work schedules to fit their own life styles or to meet unusual needs, such as a visit to a friend etc. The idea is that regardless of starting and stopping times, employees will work their full number of hours each day.



Employees always work within the restraints of the installation's business hours, and if a job requires team work, employees on a team must flexible their work together. The main benefit perhaps, is that greater autonomy leads to greater job satisfaction.

(e) FEEDBACK: Refers to information that tells workers how well they are performing. It comes from both the job itself and management. The ideas of feedback is a simple one, but it is of much significance to people at work. Since they are investing a substantial part of their lives in their work, they want to know how well they doing (Greller 1980, Herold and Greller 1977). Further, they need to know their performance rather often because they recognise that performance does vary, and the only way they can make adjustments is to know how they are performing now.

Workers receive complete job feedback, both positive and negative, if they receive only positive feedback, it may not be motivating.

(f) OCCUPATIONAL SAFETY AND HEALTH

With developinh technologies, new products and new risks emerge and new rules are set (ILO, 1975). Noise, heat, fumes and similar nuisances have long been considered more or less inevitable attributes of work in industry. A consequence of this fatalistics approach was that unions and workers would bargain with employers for some monetary counterpart to these nuisance, and

many of the different premiums or bonuses which are introduced in various industries are still in practice. This traditional approach is now being questioned (ILO, 1980, 1975, 1979).

The increasing comfort of home/leisure life makes workers more aware of the obsolescence of the industrial environment.

In almost all countries, governments have taken some steps in order to promote improvements. There is now more and more emphasis upon the role which should be assigned to workers themselves and their representatives in preventing accidents and increasing safety, as well as improving the working environments (Roben *et al* 1972).

(g) WORKING TIME

Recent statistics and studies concerning the length of working time show clearly that in many countries the problem of the reduction of the working week has been tackled directly in the last decade, either through emphasise, as a likely prospect, the eventual consolidation of hours into a shorter week (see Cuvullier 1981, Evans 1975, Maric 1977, Spyropoulos 1978). Unemployment rates in individual countries have often been mentioned as making this reduction even more necessary, with the idea that the existing amount of work should be spread among more people (ILO 1979). More paid vacations or holidays is another way to reduce working time (Maric *op cit.*, Curvillier *op cit.*).

The reduction of working time seems to be an overall trend, concerning all countries. It stems from the need of the workers for more leisure and more time for private life. All over the world, trade unions are working in this direction.

As to the arrangement of working time, more variety is to be observed, which may reflect national socio-cultural differences. For example, in some countries (France, federal Republic of Germany, Switzerland), a considerable percentage of the working population is subject to flexible working hours. In other countries (Japan, U.S, Nigeria); flexible hours have not become widespread (Allenspach 1975, ILO 1978).

Like flexible working hours, part time work is very unevenly spread among countries (Robinson 1979), although it concerns mainly female workers (Delamotte and Takezawa 1984). This discrepancy between men and women hints at some problems which may be associated with part-time work. The chances for promotion are generally deemed to be slight for part-time employees. The kind of discrimination which women may face when they try to achieve higher positions can be reinforced when they work part time (see student project). However a symposium sponsored by the ILO 1977 showed that part-time work was, like flexible working hours, a form of arrangement of working time which was particularly

appreciated by workers because of the degree of flexibility it gives.

Recent reports have stressed the negative impact of shift work on the social and family life of the worker and of night upon health (Carpentier and Cazamian 1977, ILO 1977).

However, as shift work is necessary in process industries and in some services, and is usually deemed essential by management when equipment is costly and should be amortised over a rather short period.

Employees are prone to argue that competitiveness of national industries would be threatened if shift work were reduced or eliminated. Some companies have tried to make adjustments to shift work, for instance by making it possible for shift workers to have longer rest periods.

#### (h) JOB SECURITY AND FAIR TREATMENT AT WORK

It is obvious that good conditions are of less value to a worker who is exposed at any moment to the risk of losing his or her job.

In Nigeria, the employment crisis, which began in 1974 triggered emphasis on "job security" in a period when there was a very grave risk of dismissal for economic and social reasons. Also the work system is an omnipresent dispenser of rewards and penalties for working men and women.

Fair treatment may be viewed from several

perspective,

(a) Issues of protection against unfair dismissal and more generally, protections against any arbitrary measures taken by management.

(b) Issues of discrimination against women, religions, ethnic minorities.

Several laws were promulgated in the 1970s by ILO aimed at a better protection of the individual worker against unfair treatment. For instance, in France, a law prescribes that any discharge must have a "real and serious" cause, and in United Kingdom an employee who has been dismissed must be given a written statement of the reasons of his dismissal. Another trend concerns the creation of some kind of grievance procedure which allows individual employees to protest against any injustice done to them, and to obtain satisfaction within a short period (ILO 1967).

In France, in 1962, the employer is obliged to have an interview with the employee before taking any disciplinary measure. The employee may be assisted by a union official belonging to the personnel of the enterprise. All sanctions must be notified to the employee in writing.

During life at work, individual employees do not, nor should they, belong completely to the company. In France, though assignment to jobs and transfers is still regarded as a management one job to another, or from one place to another, might be construed by a court as

constituting unfair dismissal if the employee were discharged because he/she refused the move. The resistance to the move can as well come from the worker's family. It is said that large U.S. companies are now reluctant to switch an executive from one place to another because of the resistance of the spouse.

Certain demands of enterprise may raise the issues of privacy of the individual. This would be the case if pressure was exerted upon young men with long hair to have it cut. The right of a company to have employees searched on leaving work, to prevent stealing, had been questioned in France. The French law of 1982 prescribes that the rules of the coy should not include depositions "which would restrict the rights and freedom of people". The respect of privacy can be shown too through physical amenities. An example is offered by the volvo plant in Kalmar, Sweden, where each work team has its own rest area with its own personal facilities directly adjacent to the work area.

The notion that discrimination should not be allowed in the field of employment is widely recognised at the internal and national levels.

The ILO's discrimination (Employment and occupation) convention s 1958, binds each member state that has ratified the convention to pursue a national policy designed to promote equality of opportunity and treatment in respect of employment and occupation, with

a view to eliminating any discrimination based on race, colour, sex, religion, political opinion, national extraction of social origin.

(i) INFLUENCE ON DECISION

Effective grievance procedures are one way to correction and unfair decisions. More generally, ability to influence future decisions goes even further to offset feelings of powerlessness, one of the main components of worker's alienation.

These various approaches to the problems are through:

(a) A centralized approach

(b) A de-centralized approach.

(a) CENTRALIZED APPROACH: tries to give some influence to workers representatives by making them members of coy boards, or workers' representatives might constitute a worker council, with a greater or lesser degree of power and prerogative. Collective bargaining should also be included among these devices all of which have two features in common: decisions to be influenced are those taken by the higher levels of management, which shape the policies of the enterprise in different areas (for example, personnel, technical developmemnt): and workers act through their own representatives.

(b) DE-CENTRALIZED APPROACH: the decisions coming under workers' influence are taken at lower levels of management - by foremen, for instance. They will

usually cover areas such as work organisation and plannings, working conditions etc - in other words areas of immediate concern to workers. The workers, mainly as a group, will be able to use their influence directly, without representatives of intermediaries. This kind of pattern does not need to be institutionalized in the same way as in the centralised approach. Sho-floor participation has been practised with increasing frequency during the past few years, with the goal of giving workers themselves a greater say/inputs in decisions affecting them. Such developments have often taken place within the setting of organisational changes, aim at giving more autonomy to the workers and more interest to their jobs/ILO, 1980, Flander (1968).

(j) ROLE OF WORKERS' REPRESENTATIVES

One form of workers' participation in decisions is their participation on company boards, a system which exist in many countries like Germany, France, Sweden and United Kingdom.

Comments upon the results of this form if participation point to both positive and negative experiences. For example, positive unions, generally find/gain useful information to support the demands for improving the working environment or to discuss personal problems and wage issues. There are instances when management and owners withheld information from the



employees' representatives by transferring decisions to bodies other than the board or by holding informal meetings. Whatever may be the case, the idea of Participation in Company boards seems to be more and more accepted. This is because;

i. It is only one aspect of "Co-determination" under the role of workers' representative

ii. Works Councils - have the right to veto on management's decisions (discipline, length of working day/week, safety and health, wage system). Surveys have shown that workers give support to the works councils, and that the members of the council themselves are satisfied with their influence concerning most issues. The most popular criticism against works councils is the lack of frequent communication between the councils and the rank and file workers (Adams and Rummel 1977).

iii. Joint consultation Schemes - do not imply much legal powers. The idea is to share information and views between management and workers representatives. Perhaps a consensus may not be reached upon final decisions, which remain management's sole knowledge of the facts, and the workers will have had the possibility to express their viewpoints.

Joint consultation can be institutionalised through works councils as in France or through some sort of labour management committees as in Japan.

The experience of joint consultation system established in Japan shows that changing conditions and

values of Japanese workers have stimulated their interest in all aspects of worker participation in management. Studies show that labour representative actually have the right of veto and successful induce management policy changes on certain issues (Japan; 1976, 1982

(k) CHALLENGE OF WORK CONTENT

(1) Deals with quality of working life in the narrow sense of the term, the focus being placed upon work organisation and job content,

(2) Changes in working organisation: trends and results

- (a) Job Rotation
  - (b) Job enlargement
  - (c) Quality control circles
- (C) Job Enrichment - is an attempt to involve workers in planning, work assignment, discipline, quality control etc. The length of the new work cycles, the amount of training and upgrading of skill, and the scope of autonomy are criteria for judging the more or less innovative character of the operation.

It is worth noting that researchers with great practical experience concentrate much of their reflection and writing upon the way changes should be introduced (Emery and Emery 1976, Thorstrud 1974).

#### (1) SOCIAL RESPONSIBILITY OF ORGANISATION

In many countries, pressure has been exerted upon enterprises by different groups to make them more aware of their responsibility to their workers and society at large.

Much discussion has taken place, mainly in academic circles concerning "corporate social conditions" or human resources acting". For instance, it has been suggested, in the U.S, that firms should report all sums spent of their volition to improve the situation of personnel, workers satisfaction, reduce pollution etc. Only expenses which go beyond legal obligations would be included.

In the area of quality of working life, it has

been suggested that companies evaluate, the impact of their policy by measuring, at regular intervals, the satisfaction of their employees, through data on absenteeism and turnover, and through attitude surveys. However, some scepticism has been expressed recently about job satisfaction as a reliable criterion and about the use of questionnaires. Against this "subjective" approach, it has been strongly recommended by some practitioners and researchers that tool be devised in order to objectively" evaluate working conditions (Roustang 1977).

Many large firms are already practising some kind of "social audit" or "social report", usually included in or annexed to the annual report of shareholders. These reports give data on the number of employees, their distribution by sex and by categories and data on wages, accidents at work, length of paid vacations hourly wage cost.

(m) WORK, FAMILY AND LEISURE

Some people like to be totally immersed in their work. They do not feel at ease when they are away from work. In Japan, most managers reduce their vacation period voluntarily to give more time to their company. However, for the majority of employees in an enterprise, who are not involved to such an extent, the availability of free time is part of the quality of working life they see it in fact. They can take advantage of this free

time to take a second job. Usually however, they will prefer to spend it with their family and/or in some leisure activity.

Many large companies feel committed to providing employees with more opportunities for leisure. It is becoming common for some companies to invite employees with their families to company sponsored activities.

There is certainly a relation between the nature of the work performed and the nature of leisure. Friedman (1970) retraces the evolution of his reflections on this issues. First, he saw in leisure activities a possibility for workers, frustrated in their jobs, to develop some abilities that remained untapped in their daily work. In his view, leisure was to be active and creative, and would give the workers the only possibility they had for self-development. He states that later, he became much less confident about what could be expected from leisure, and mentions some research results which show that free time seems to hang heavily on many workers' lands. Taking a second job, or rendering various paid services, are ways to fill this void as well as making money, and more money is always useful because there is always something new to purchase.

#### WORK, SOCIAL STATUS, AND CLASS

Jobs have a social status, and a greater or lesser degree of prestige. The social symbol includes among

others, a private office, deep chairs, thick carpet. There is a natural trend within organisations toward more and more differentiation: they are not spontaneously egalitarian.

The difference between white and blue collar workers, from the point of view of income, right and status, are another input aspect of the social gap which can be observed in experiences.

(O) ADVANCEMENT IN A CAREER: WORK AND LIFE CYCLE

The hope of being promoted, of receiving a higher income, more prestige, and more power is, for most young people entering an enterprise, part of the anticipated quality of working life promotion criteria and career patterns differ from one organisation to another and from one country to another country.

In Japan, income increases with age, which is almost equivalent to the length of service, so far as permanent workers in government and large and medium companies are concerned. The "base-up" or across the board, increases and annual increments apply to everybody. In any large Japanese enterprise, public or private, voluntary turnover among organisations is still virtually non-existent among managers. Most of the top Managers of large corporations made their way up through successive promotions within their own companies. Just as University graduates must do today, the senior executives also once took the company's entrance

examination on leaving university and started to work as rank and file employees. In such a context, no employee is exposed to having an outsider parachuted into the assignment he hoped for; one cause of resentment is thus eliminated. The privileges of education are reduced (even if a graduate student is more likely to become an executive than a worker with less education), since everybody starts at the bottom. And for everyone there will be a certain degree of promotion associated with age. Even if this may not mean real access to power positions in the company, it will at least satisfy some of the individual's needs for consideration.

Compared with Japan, Western countries seem to give more weight to prior formal training, which can influence the level of entry into the enterprise; and the level of entry frequently affects the subsequent development of a career. In a job structure more stratified than in Japan, improvements may, however, develop in two directions.

First, there will be an effort to rationalise promotion standards. For production workers, seniority is a very widespread criterion, especially in organised or, even unorganised co-ops in the U.S. For managers or Engineers, efficiency and ability seem to be the criteria most frequently mentioned explicitly. The problem is then to assess individual performance in an objective and methodical way. Many devices have been developed ("Merit Review", "Key people analysis").

Second, - The second direction is the development of training. The possibilities for adult education have spread in most countries in recent years. However, two problems arise in this context: firstly, the propensity to make use of these training facilities is higher in the upper levels, and production workers do not take advantage of them to the same extent as technicians, engineers and managers; and secondly, it is not certain that management will be willing to link promotion to training. Training is recognised as a means of acculturation (that is assimilation of the corporate life, supervisor's life, manager's life) as well as for its value as a source of technical competence. A career is merely the formal process of job succession. The man or woman who undergoes this succession of jobs also enters different phases of life.

There are some key periods in a life cycle: from school to work from young adulthood to marriage, then children, middle age, the years before retirement and then, possibly, becoming old. Quality of working life should allow for some adaptation of work to the specific demands of each phase. Recognition of the life cycle is an important concept to the quality of working life in Japan (Murakami et al 1975).

For younger workers in many countries, compulsory education usually excludes them from the workforce before the age of 15 or 16 years.



It has been observed that the present school system does not meet the needs for all adolescents. Some of them felt that they are wasting their time and would like to leave and enter working life, considering in any case that the school programme has not properly prepared them for work. It has been suggested by Chalender (1978) that without questioning the threshold of 16 years for entry into the workforce, some facility should be developed within the educational system to prepare young people for working life before they reach the age of 16 provided of course that more systematic recurrent education would make it possible for them to return to their general education later.

The possibility for workers to go back to general education or vocational training exists in a number of countries. Different types of leave from work may cater to other needs of the individual and to other events in his or her life.

In the final phase, for employees who are growing older, it is usually recognised that they become, with age, less and less motivated to follow training programmes. However, it was observed in the Federal Republic of Germany that this was not so marked for those employees between 45 and 49 who had completed secondary schooling. For this period of life, some problems may be associated with the obsolescence of skills and with the difficulty of acquiring new skills.

The end of the working life cycle comes usually

with retirement. With the general unemployment crisis, more and more workers now retire at an early age, and more or less unwillingly.

Retirement time is usually a traumatic period. Social services in many companies try to organise some kind of pre-retirement education by alerting those who are about to retire to the problems they may face and to opportunities open to them. But it is now a well-proven fact that successful retirement depends mainly on the resources built up in individuals by their education and their work experience.

#### DEFINITIONS OF BASIC CONCEPT RAISED FROM THE LITERATURE REVIEW

From the literature, the following concept shall be defined operationally in this study as follows:

1. QUALITY OF WORKING LIFE: is defined as attributes of functional activities that make for fulfilment of anyone whose existence depends on working for living.
2. RECOGNITION AS A PERSON: This involves autonomy, a degree of control over one's own behaviour and independence at work.
3. SECURITY OF WORKERS: means the degree of protection lay offs, retrenchments, suspensions, retirements of workers from the employers.
4. By the Social Condition of Work; we appreciate the

fact that every worker is a member of a group and as a group member, he feels some degree to be accepted by, and hence to like the group. Hence social conditions of work is defined to mean the extent to which a worker sees himself as being a member of group in taking his expected role and the dominant values of work environment.

5. OCCUPATION: It is defined as relatively continuous patterns of activities that provide a worker a livelihood and define his general social state. Sociologists have attempted to classify occupations according to their general standing or prestige. However, most of the scales used are sensitive to socio-economic gradations among the occupations and that neither the occupations in the scale nor the general occupational structure.

6. SATISFACTORY WORK SITUATION: It is an analysis on the needs for status, for independence and to preserve the integrity as workers at work place and for the pleasant and efficient working conditions which is desired for personal adequacy and for respect from others.

The consideration of the measures above will allow us to use a multi-dimensional approach to quality of working life since the relevance and importance of each of these measures to quality of working life will be

explored seriously. Also, these measures are relevant to our social context because they relate the objective realities and subjective evaluations to the external environment of work in Nigeria.

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## CHAPTER THREE

### THEORETICAL ORIENTATION OF THE STUDY

The weapon of theory lies in its capacity to guide social inquiry in posing the question why a particular phenomenon manifests the way it does. It enables the analyst to ask not what consequences of an action are but rather, it is interested in the causes of a particular action under study. To ask for a theory is to ask for explanation and to relate phenomenon in a cause-effect paradigm. Also, to understand what a theory means is at least in part, to understand the unique society to which it refers, the purposes for which it was constructed, and the questions it was meant to answer. In other words, theory allows us to understand the science of a given period in its own terms. It is with this background that the theoretical orientation of this study is discussed below.

Many theories have been made to analyse workers' behaviours and attitudes at workplace such as scientific management theory, human relations theory and theory of bureaucracy. Unfortunately, explanations that emerge from these theories were not adequate enough to account for the wide, complex, and multi-dimensional facets of workers behaviours and attitudes-. Basically because most of theories are too mechanical and without reference to sociocultural variations as well as differences in situational factors surrounding different societies and occupational groups. More unfortunately,

the classical structural perspectives in sociology emphasize that societies exist and persist as solid, real entities and for an individual, society is a massive external reality. This is less so today in rapidly changing societies where efforts are now being made to modify and adapt social behaviours and institutions or engage in what Bilton (1987) refers to "as the precariousness of social existence". It is with this basic background that this study attempts to rely on the action frame of reference linked with contingency model as it relates to quality of working life in Nigeria.

#### ACTION FRAME OF REFERENCE AND QUALITY OF WORKING LIFE

Action theory attempts to pay close attention to the ways in which "definitions of reality" are used and sustained by actors. It shows how these definitions may be disputed by individuals or groups and how actors negotiate shared rules and ideas. Blumer (1969, 1984) defines the theory as "a frame of reference within which the actor's own definition of the situations in which they are engaged are taken as an initial basis for the explanation of their social behaviour and relationships". This is neatly summed up by Thomas (1966), when he said "If men define situations as real, they are real in their consequences". To the actionist sociologists, the social behaviour of human beings is a product of what

they decide is going on around them, of what they take the behaviour of others to mean. Thus, whether or not these definitions are correct, every social encounter involves a process of interpretations on the basis of available evidence whether this is self-conscious or not.

The action approach derives primarily from the methodological recommendations of Max Weber (1949) that phenomena, including work behaviour be studied as the collective artifacts of purposeful human action, which in turn inject meaning into characteristic activities. The core of this perspective emphasises the importance of the expectations and orientations to work of the actors themselves in any explanation of social relations in industry. A major assumption of the action approach is the view that individual behaviour and thought processes are flexible and capable of being directed and redirected along lines deliberately chosen for specific purposes. Whether the actions and choices are rational or non-rational depends on the ends sought, the individual's definition of the situation, and the socio-cultural milieu of the acting individual. In this wise, the world for the working individual may be an everyday reality for all since knowledge of reality is governed by shared norms which come as part of the cultural pattern (Berger and Luckman, 1971).

Aina (1991), contended that action frame of

reference seeks to explain both the "micro" dimension of the orientations and behaviour of particular actors and the "macro" problem of the pattern of relations that is established by their interaction. It thus combines both the internal and external logic of organizational behaviour.

At the micro-level, instead of explaining action as a mechanistic reaction to the socio-technical structure of the organization or as a mere reflection of the nature of class relations, it explains action in terms of the definitions of the situation and views actors' aspirations as a product of their prior orientation from their extra-organizational statuses and their historical experiences of the past. By this, the approach establishes a relationship between the work and non-work spheres of life. At the macro-level, the social action approach stresses the need to understand the system of expectations that is established as individuals pursue their objectives in the context of the meanings and symbolic resources which they and other actors inlcate from the largee structure (Aina, 1991).

More specifically, action theory describes the expectations and subjective meanings which workers give to their works and how these meanings dictate their quality of working life.

The action frame of reference lays emphasis on the goals, motives, intentions, constraints of the actor as well as the perception and evaluation of the social



situation in explaining the quality of working life of Nigerian workers. The social action approach posits actors as rational human beings. For instance, behaviours and commitment at work demand explanation and action. This action is conceived of as an actor's realistic perception of the means whereby to attain his ends. Action, is thus conceived as a process directed towards the realization of goals. The goal of a worker would be to achieve his/her self actualization needs in life.

Weber, (1949, 1964) defined sociology as a science which attempts the interpretative understanding of social action in order to arrive at an explanation of its cause and effects. Action is the basis of any analysis in Weber's view. As Sahay (1971) rightly observed, Weber's action is not the same term as 'behaviour' as it is in parsonian's sociology, but a specific, clear, and irrefutable primary concept of sociological analysis. If we analyse the concepts of behaviour and action, one finds that behaviour is what one observed and action is what one intends. Action, to Weber includes all human behaviour when and in so far as the acting individual attaches subjective meaning to it. Action is social according to Weber, in so far as by virtue of the subjective meaning attached to it by the acting individual(s), it takes account of others and is thereby oriented in its course. The Weberian action

paradigm is premised on the value structure of the society in which the actors find themselves, on the individual actors and actions and on their intentions, motives, and inspirations - Afonja and Pearce, (1986). Action theory implies that the explanation of work given by a worker is in line with those approved by his social or cultural group.

The problem with Weber's explanation of action is his conception of all human behaviour and motives in a means-end relationship. Dixon (1973) contended that the 'means-ends' distinction cannot be morphically associated with the "rational/non-rational" distinction not only because it is difficult to assimilate all human behaviour into a means-ends classification, but because, any investigation into human behaviour is necessarily committed to the superiority of his own cultural definition of rationality. Dixon stated further that to act rationally is to make one's action in some sense congruent with one's beliefs.

According to Weber, the method of "Verstehen" involves the interpretative or imaginative understanding of the subjective meanings that actors attach to this action, which according to him, is the key to "understanding on the level of causality". Cooley (1930), while supporting Weber, argued that the individual's image of himself is simply what he sees of himself reflecting in those around him, thus this concept "looking class self". Also Mead (1964),

believes that self consciousness of human beings generates the motive and expectations which pre-empt human action and conduct, and that such a consciousness is moulded within structures which individuals help to construct. In Mead's philosophy, human beings have a propensity for being able to stand outside themselves and observe their own behaviours. This is not exactly the same as the distinction between subjectivity and objectivity, but Mead's formulation does mean that we are not totally trapped in a narrow subjectivity. We can see ourselves as others see us to some extent. But at the same time, we can observe others. In other course of our daily interactions with other people, we receive messages and communications from them which influence our own self image. What we are is simply what we see of ourselves mirrored in other hence as others shape us, we shape them also.

Action frame of reference, based on Webers, Cooley's and Mead's thesis, established a sociological tradition which emphasized understanding human being through the analysis of the subjective meanings derived from cultural order and societal attitudes, hence there cannot be a solitary self, existing without reference to others. For actionist sociologist, self is a concept which is only meaningful in the context of many selfs, indeed, it is precisely this point which makes self a sociological concept (Brown).

Silverman (1970), summarized all the theoretical and methodological orientations of action approach into seven propositions, three of which are directly related to the understanding of worker's attitudes and behaviours in industries. These propositions are:

(a) That action arises out of meanings which define social reality.

(b) That meanings are given to men by their society, shared orientations therefore become institutionalized and are experienced by later generations as social facts, and

(c) That explanations of human actions must take account of the meanings which those concerned assign to their acts, the manner in which the everyday world is socially constructed, yet previewed as real and the routine becomes a crucial concern of sociological analysis.

Silverman has identified six major elements in the contributions of writers to include the argument that:

(1) individuals have personality needs and/or generalised motives which may be arranged hierarchically:

(2) these needs and motives exert direct influence upon behaviour;

(3) behaviour is explained when we have shown the need or motive upon which it is based;

(4) there is a basic conflict between the needs of individuals and the goals of the organisation;

(5) this conflict is best resolved by changing or restructuring the organisation; and

(6) the best form of organisation is one which attempts to optimise the satisfaction of individual and organisational needs. Expectedly, individual writers within the group differ in their points of emphasis and on the personality dispositions around which their contributions revolve. On the basis of this, Silverman (1970) identifies three models of man to include; social man, self-actualising man, and complex man conceptions of human behaviour.

The action approach, assumes, and attributes to the acting person a cognitive capacity to take roles and initiate actions, in every sphere of human activity, which have a meaningful intention (Child, 1972; Carlisle, 1973). In view of this the actionist sociologists have stated that a proper explanation of work behaviour must, of necessity, take account of the meanings which those concerned attach to their acts. Infact Chinoy (1955) summed up the action perspective when he concluded in his study of automobilw workers that:

"men need more than the satisfactions derived from predicatable patterns of social

interaction on the job from working with a "good bunch of guys". They seek in their jobs to satisfy desires derived not only from their co-workers but also from family and friends and wider society".

One of the popular studies which benefited immensely from the action frame of reference in Industrial Management is Goldthorpe and Associates (1968), study among Luton car assembly workers.

In this study, Goldthorpe and Associates (1968), found out that, among the assembly line workers, there was a high overall satisfaction with their work as well as a high order of industrial ppace and harmony; a high-level of satisfaction with supervisor, management and the firm, and a strong recognition by workers of the congruence of interest between management and men. They were able to establish, that absenteeism and labour turnover were low, was clear indication that Luton workers related their attitudes and behaviour to non-work sphere where needs are created and values are internalized. In this study, Goldthorpe et al emphasized the importance of subjective beliefs which workers bring into their workplace in determining their quality of working life.

Goldthorpe's (1966, 1968) conclusion suggest that:

"in any attempt at explaining and uderstanding attitudes and behaviour within modern industry, the orientations to work

which employees hold in common will need to be treated as an important independent variable relative to the in-plant situation"

The suggestion, is that, if we want to understand what goes on inside factories we must look outside them.

This theoretical perspective has since 1960s been acquiring support as a framework for research into, and analysis of industrial organisations and work behaviour. Proponents of the action approach according to Mgbe (1991) have, basically, argued that other fashionable theories and prescriptions are either inadequate, misleading or invalid because they concentrated too much on what happens within the factory gates and ignored the expectations, community experiences and meanings which different types of workers bring to work and their implications for attitudes and behaviour at workplace.

On the basis of this, Oloko (1973), suggests a shift to social action theory which projects each act against goals and expectations derived from a socio-cultural milieu. This, he says, requires the integration of the personality of the worker with social system formed by fellow workers on the job, others in the organisation structure, members of trade unions, the immediate family of the worker and the out of work place social groups who constitute significant others to the workers. These social systems are important because

they provide the beliefs and values which shape needs, rewards for effort, goals and expectations.

Beyon and Blackburn (1972), relied on action frame of reference in their study which they used in explaining variations in work attitudes in terms of the different orientations which workers bring to their work place and which in essence determines their quality of working life.

Blauner (1962), found out that among modern workers, satisfaction at work is roughly proportional to the prestige of one's occupation in the workplace and in the wider society, to the control a worker has over his physical and social environment, pace of work and decisions affecting his work, and to the relations he has with his workmates on and off the job. The implication of the above studies to quality of working life is that the prior orientations to work, workplace and the meanings which a worker gives to his/her work are derived from his/her responses to varying aspects of his job and life career which he develop from his social interactions with other members of his community. According to Afonja (1986), the action frame of reference is matched by a classification of orientations to work and each type is set against a standard set of attituded and behaviours. Although the generally used typology is the division between instrumental (extrinsic) and expressive (intrinsic) orientations to work.



Goldthrope et al came up with three types of orientations to explain the different attitudes of industrial workers to work and we suppose that each of these orientations in essence represents three types of quality of working life.

These are:

(a) INSTRUMENTAL ORIENTATION: It occurs when a worker sees his work as a means to an end or ends which are external to the work situation.

(b) BUREAUCRATIC ORIENTATION: Here, a worker is bureaucratically oriented when he perceives work simply as service to an organisation in return for income, social status and security.

(c) SOLIDARISTIC ORIENTATION: It occurs when a worker seeks emotional support from group and there is strong emotional dependence and ego involvement in the work group.

Etzioni (1961), concept of various kinds of involvement in organisations is very similar to the above, though a distinction is drawn between:

(a) allienative involvement where the member has little desire to remain in the organisation but is forced to do so at least temporarily by forces of circumstances;

(b) calculative involvement where the members

relationship with the organisation has little intensity and is viewed primarily in terms of extrinsic satisfactions, and

(c) moral involvement where the member has quite high commitment to the organization itself.

It may be because of these three types of orientation that Goldthorpe et al developed which made these writes to conclude that satisfaction or dissatisfaction at work has not only in the nature of conditions of the work itself, but in the attitudes and values which the men brought to their work from outside. The value of Goldthorpes's et al contribution to industrial management lies in their rejection of attempts to explain work behaviour and attitudes purely in terms of the working conditions themselves. Work places are not close systems, and attempts at explaining work behaviour must range outside the factory gates and particularly beyond the influence of technology on worker behaviour and attitudes.

By focusing on the notion that workers, like all human beings, seek in their jobs to satisfy desires in accordance with their own interpretations or definitions of the situation, the action approach has afforded a better understanding of work attitudes and behaviour. In the first instance, it has helped to bring back the action tendencies of the worker into the analysis of work behaviour. Secondly, it has helped to focus

attention on the socially patterned motivations which provide the basis for action (Mgbe, 1991).

A close examination of the theoretical perspective reveals an underlying assumption. The assumption is that human beings act and react within given environmental settings in a patterned and purposive manner, and that such behaviour is modifiable and directable.

From the discussion above, it is apparent that the action frame of reference is a reliable approach towards sociological understanding of quality of working life in Nigeria. It is argued here that some activities and attitudes at workplace are placed either directly or indirectly based on societal values and cultural orientations of people. More often than not, these values and orientations shape workers aspirations and influence their expectations as well as determine their quality of working life. Thus, we can argue that quality of working life of workers are direct and indirect derivatives from their societal values. Societal values place prominent roles in the worker's life style because these values shape their orientations to work and as well dictate their quality of working life. In fact, Peli (1972) 106, in her Ghanaian factory worker study found that most workers retain links with the traditional life of their home towns and their family. She found that although the experience of

school has accustomed many of them to working regular hours and at set times, yet the skilled workers and labourers, who rely more on the own abilities or strength and less on machines and formal organisation, are less tied to industrial routine than semi skilled workers.

This finding gives credit to Cotgrove (1972) and Fox (1976), studies where it was found that public scientists desire autonomy, personal commitment and disciplinary communism. The typology adopted by Cotgrove and Fox appears flexible enough for the analysis of the quality of working life for most occupational groups. Their main distinction is between substantive and procedural orientations. While security and more challenging work, procedural orientations reflect the desire to participate in decision making procedures in the organisation. Afonja (1986) once argued that Fox's typology does not rule out the possibility of the instrumentalism of professionals, rather, it shows that the desire to participate in decision making may be to ensure the fulfilment of instrumental needs, thus both substantive and procedural orientations to work contribute towards determining quality of working life of workers.

Afonja (1981), adopting the action approach, in her study of job satisfaction and job commitment in a textile factory, found that the individual choices of types of work are dictated by their wants and expectations which derive from the non-work sphere

principally from the prevalent economic conditions and social needs for status and mobility within the social structure, all of which are dictated by the political economy (situational factors). Alo (1984), also argued for the use of the approach in analysing the dynamics of workers' orientations especially in a country like Nigeria where social change is highly dynamic and where traditional and modern values permeate the whole social structure. More broadly speaking, Afonja (1979) has suggested that we should always consider the importance of the political economy of African people (which defines the context within which African values and expectations are formed) in explaining the attitudes and behaviours of African workers to industrial employment, thus emphasizing societal values and beliefs as important indices towards understanding workers attitudes, needs and aspirations at workplace. The concept of interaction defines the process that constitutes the very core of industrial life and behaviour. It is one of the tenets of industrial management that the behaviour of human beings can never be fully understood if one does not realize that work actions of individuals are always oriented towards other human beings, and that it is the interplay between the action of self (ego) and the expected or actual reaction of others that occupies the centre of human action at workplace and determines

quality of working life.

The action approach has its own merits and demerits. It is particularly well fitted to explain the orientations and behaviour of members of occupational groups in particular organisations. For instance, instead of explaining action away say as a mechanistic reaction to their place in the organisation or as a mere reflection of the nature of class relations or technology, it can show how it derives from the definitions of the situation and the ends of the actors as shaped by their prior expectations and past experiences.

Despite its usefulness, this approach has its weakness. It has been argued by some critics that the action approach commits the fallacy of psychologism. By this is meant that the action approach believes that all sociological questions are explicable only in psychological terms, since all social phenomena are ultimately reduceable to the properties of the human mind. A second weakness, is that the action approach tends to assume an existing system in which action occurs but cannot successfully explain the nature of this system. The other criticism against the approach is that while placing too much emphasis on the actor's or human dimension, it neglects non-human factors such as the type of technology used, and the role of the environment.

Methodologically, reservations have been expressed

about the action approaches in their operational definitions and measurements of work attitudes. The fact that research within the action frame of reference have largely been concerned with the individual's choice of particular work situations, why workers remain on a particular job and on what features of the job are more valued, to derive answers that are categorised according to some evaluative distinction between an instrumental and expressive orientation, and from which it is ascertained that the respondents see work either as a source of intrinsic or extrinsic rewards, does not provide adequate grounds for a theoretical understanding of work attitudes and behaviour. More evidently, such a methodological procedure fails to take account of the fact that factors that attract a person to a job are qualitatively different from those that determine his satisfactions or those that may make him to leave the job.

It is in realisation of the limitations of the action model that this study relies also on the contingency model as well as the interlink between the two approaches.

## CONTINGENCY MODEL AND QUALITY OF WORKING LIFE

A more recent theoretical perspective to the study of worker attitudes and behaviour is the contingency model, also called the situational approach. Contingency views are based on systems concepts but tend to be more concrete and emphasizes more specific characteristics of social organisations as well as patterns of relationships among the subsystems with the environment in which an organisation exists. The central argument of this model therefore, is that there is an interplay between the technology and environment in which an organisation exists.

Associated with the contingency model are: Burns and Stalker (1961) Lawrence and Lorsch (1965), Reudi and so on. Lawrence and Lorsch (1965) popularised the contingency approach with their study of organisations in stable and changing environments. They showed that in certain stable environments the classical forms tend to be more effective. In changing environments, organic structure rather than the classical mechanistic form should be used.

A Reudi (1972) followed the Lawrence and Lorsch model to study six American and one German plastics companies in order to explore the cultural effects of organisation contingency theory. His data, based in part on interview with 60 German managers in four different functional areas of a large German plastics producer, led him to conclude that cultural factors play a large,



inhibiting factor in the development of organisation structures and processes which had been found to be associated with higher performance levels in the American firms studied. He found out that in both Germany and the United States, the integration process is closely related to cultural orientations toward authority, leadership, self-motivation, interpersonal relations, and the informal communication of information. His finding also indicates that for complex and uncertain environments, the German culturally determined process of integration is not as effective as that used in the United States.

The contingency model has its origin in organisation theory. It developed in reaction to the classical economists attempt to find universalistic principles of management and to present their ideas as panaceas for securing effective organisations.

The basic tenet of the model is that managers should take account of the particular environment in which their organisations are situated in adopting any change. The contingency model has won as many converts as critics since it was proposed. But it has been applied organisational behaviour apart from organisation design from which it developed. It has been used in studies of leadership style, decision making, payment systems, work motivation and work attitudes.

The contingency model has been associated with

system theory because of its emphasis on all contextual variables. Critics therefore argue that it suffers from all the limitations of the older structural functionalist approach. As indicated by Wood (1979) the most important of these criticisms deal with questions concerning organisational goals the problems of goal conflict, multiple contingencies, the problem of multiple parties, and the problem of sectionalism. Wood too observed the following limitations; that the theory views organisational change as unproblematic and as essentially an intellectual and technocratic exercise; that contingency theory underplays the amount and scope of choice by emphasising environmental factors simply as constraints which determine organisational choice or as things which the organisation can do nothing about except adapt to.

More writers have however argued for its usage. Legge (1978) draws attention to the need to distinguish between the positive and the normative uses of the theory. The positive emphasizes the influence of the contingencies in the environment on the internal structure and processes of the organisation. The implication of this is that the best way to organise or tackle a problem depends on the specific nature of the organisation and its relationship with its environment.

The normative dimension of contingency theory stresses the need for managers to design their organisation to fit the context in which it is to

operate. Legge advocates the integration of these two dimensions in order to offset some of the limitations of the model.

Warmington et al (1977) also favour the use of the model on account of its flexibility and of the relative absence of bias as between different strata of authority. But Bowey (1976) claims that contingency theory is inadequate largely because it has been seriously handicapped by its "reliance on the kind of model of behaviour in organisations proposed by the "structural functional school of sociology....". She claims that this can be overcome if contingency theory is based on a more realistic view of organisations than the systems approach is able to provide. She thus suggests integrating the theory with an action theory approach in order to account for the interaction of organisational and individual goals.

Although Bowey did not show how this integrations can be achieved, Afonja and Alo (1985) they link contingency theory to the action approach as they examine personnel performance in the Nigerian public. One of the strongest arguments in favour of the contingency model is that it draws attention to the interaction between internal structural factors and external factors (Afonja 1981). It also points to the need to review managerial principles to suit the particular case in question. Such a flexible managerial

orientation is desirable considering the rapidity of change in this country. The economic and political changes in the country since independence have altered previously defined quality of working life and sometimes enforced a restructuring of the internal structure of the organisations directly concerned. According to Afonja and Alo, (1985) one of the latent consequences of these changes stem from the inability of the system to provide the resources needed for the achievement of the new goals and for the maintenance of the existing quality of working life. The disparity between the goals and the means of achieving them directly leads to poor performance and force the workers to redefine their orientations to work, their perception of work and their level of efficiency. Against this background, Adam Smith in the 18th century recognised the relationship that exists between the welfare of the working people as determined by their general terms and conditions of work on the one hand and the wealth of Nations on the other hand. Like what Karl Marx later did, Smith conceived of labour as the major source of wealth and the most significant input to the productive effort of all the factors of production. Both of them argued for improved conditions of work for paid labour having assured themselves that the annual labour of every country determines the degree of economic development of that country. From this argument, it is easy to see to establish a relationship between working conditions and

the economic policies of a country like Nigeria. For instance, when the economic policies are favourable to the working class, and the conditions of work is favourable, it is expected that the level of labour productivity would be high and vice versa. Also where wages are high, the workman will be more active, diligent and expeditious and vice-versa.

Action theory, rests on the assumption that the individual in a work situation has as a set of goals and expectations; orientations to work which mediate the relationship between his perception of work and his job perform (Goldthorpe et al 1968). In contrast to Blaune68) assumption that technological factors determine job attitudes and behaviour, Goldthorpe (1968) gives prominences to individual orientations and argues that these orientations are derived from the external environment of the firm. Although the major challenges to this theory are methodological, questions have been raised in respect of the significance of the context and stability of orientations. Whelan (1976) for instance questions the significance of situational factors and demands to know whether orientations remain fixed once formed or whether they change as the worker moves through his career. But Bennette (1978) resolves these issues by arguing that orientations cannot be considered fixed neither can they be viewed as totally flexible. He argues that "the desires and expectations of any

individual are the result of many different influences- his past experiences of work and life, his current situation at work and home, the nature of his personality, his skills abilities etc. Some of these are relatively stable whilst others may change rapidly and violently. "The actors definition of the situation is thus based on several contingencies in much the same way as the organisation of the structure in which the action takes place. One can therefore view the link between contingency and action theory as an attempt to "treat organisations not simply as constraint on behaviour but as social creations, created out of the actions and intentions of particular actors". Wood (1979).

According to Afonja and Alo (1985), there are several advantages in using the contingency model linked with action theory in the analysis of sociology of work which includes: It draws attention to the four major constituents of the work situation: the worker and his work orientation, the determinable physical characteristics of the job and the accompanying structure of rewards, first three are formed and within which they interact. Any attempt to evaluate or improve performance must acknowledge these four elements and their intricate relationships. They went further to argue that the two approaches complement each other because the first deals with those societal and organisational structures and cultural factors which shape the actor himself and the second with the actors

perception of work in that structural and cultural milieu. These approaches are methodologically adequate for assessing the quality of working life since the emphasis in this area of research is on measures which are cultural relevant. As shown in the discussions above, the approaches are particularly useful in understanding the goals and aspirations of workers as defined by the workers themselves.

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## CHAPTER FOUR

### RESEARCH METHODOLOGY OF THE STUDY

One of the basic characteristics of action frame of reference, which is the theoretical orientation of this study is that its research strategy tends to favour qualitative rather than quantitative data and this has often led to the use of qualitative studies of particular cases. Thus, in an attempt to collect necessary and comprehensive information on quality of working life, this study combined a lot of research methods and took the following steps:

#### 4:1 SELECTION OF SAMPLE

(a) A random sample of skilled, semi-skilled and unskilled workers were selected from the following industries in Nigeria.

These workers were randomly selected with the aid of the official registers given to the researcher by the management of the selected industries.

The selected industries are:

1. Delta Steel Complex, Aladja, Delta State.  
This is a federal government owned steel complex.

The industry is selected because it has a residential estate for its staff near the factory site. This estate is devoid of any village or town affiliation.

It is our assumption in this study that, workers in this industry interact both



formally and informally, primarily among themselves. This primary 'monotonous' interaction would affect the quality of working life of the workers in this industry, and make them to have their own peculiar quality of working life.

II. Premier Paints (Nig) Ltd, Ifo, Ogun State.

This industry is a privately owned company, located in a village and has no official residential estate for its staff. Majority (if not all) of the workers in this company live in the village and enjoy the village life with the villagers.

It is our assumption that workers in this company live in a 'world of their own' with relatively low quality of life, thus, we expect that they would have their own unique perceptions of quality of working life (QWL).

III. National Salt Company of Nigeria (NASCON) Ijoko-Otta, Ogun State. This

industry is also a Federal Government owned organisation. It is located on a neutral settlement (like Aladja Steel Company) except that the industry has no official residential estate for its workers at the factory site. Hence all the workers live in scattered rented houses in Otta and

industrial, city which is about six kilometres away from the factory site. Apart from this, Otta township is an industrial town, with over 100 small scale, medium scale and large scale industries of different production interests, proprietorships, and sizes.

Sango-Otta, the gateway between Lagos and Ogun States of Nigeria has turned out to become one of the major industrial areas in the country.

Though Sango-Otta Industrial Area geographically belongs to Ogun State, industrial ventures around the place are owned by industrialists and business entrepreneurs of various nationalities - Nigerian and foreigners alike.

The industries located at Sango Otta are those that are involved in the production of essential commodities ranging from household and office materials to industrial equipments and edibles. A visit to Sango-Otta on Lagos-Abeokuta road will convince any discerning visitor that the area is bursting with industrial activity both day and night, and products manufactured by the various industries at Sango-Otta are of high standard quality which compete favourably with imported ones in all respects.

No wonder there is a daily rush from different parts of the country to the place in search of "made-in-Nigeria" goods.

The multitude of industries at Sango-Otta include Kolorkoto Nigeria Ltd; Aluminium Rolling Mills, Food Specialities Nigeria Limited, Eagle Package Printing Limited, Shonghai Packaging Industries Limited, Trufoods Intersardines Nigeria Limited and a host of others all of which are contributing significantly to build a sound technological and industrial base for the future. Workers at NASCON industry have to live and interact with other industrial workers from these neighbouring industries, with different perceptions and orientations of quality of working life (OWL). It is the assumption here, that, workers in our chosen industry would always compare their own perceptions, aspirations and orientations of work with those of their colleagues in other industries before they assess their own quality of working life.

It was assumed that a large percentage of members of working class group in Nigeria are knowledgeable enough to know their quality of working life, thus random sampling technique was used to guard against bias while assuring the identification of quality of working life opinions across a wide spectrum of workers.

The plan of this study was to interview representative number of workers in the chosen industries so that comparisons shall be made across same or different quality of working life in Nigeria. One of

the chief concerns of this study is to learn more about the attitudes, aspirations, needs and beliefs of workers as they affect their quality of working life in their various industries.

The following methods of social survey research and the number of workers involved in this study are shown in table 4.1 below:

Table 4.1 showing the methods of social survey research and the number of respondents in each chosen industry.

Industries	Questionnaire	Questionnaire
Delta Steel Complex Aladja Delta State.	170	119(70.0%)
National salt Company, Ijoko-Otta, Ogun State	170	121(71.2%)
Premier Paints Nigeria Ltd. Ifo, Ogun State	170	100(58.8%)
Total	510	340(66.7%)

Two well trained interviews were employed as research assistants in each industry. These interviewers were people who could speak the local languages around and have adequate control of oral and written English language. Also, they were people who did not stand out as "outsiders" among the workers.

Most studies on industrial work attitudes have been found to fall into one of two distinct approaches.

These are:

- i. the subjective manifestation of behaviour arising from the experience of work; and
- ii. the objective characteristics of organisational forms, authority and production technologies. This study recognises these two points of view and approaches in the study of work place behaviour and brings together empirical evidence from three different technological systems of production.

The key variable in this study "quality of working life" is operationally defined as all attributes of functional activities that make for fulfilment of anyone whose existence depends on working for a living. It was treated as a multi-dimensional variable and was used in a sense to measure the workers' feelings, perceptions, and aspirations within the total work and life places.

The data presented in this study was based on the 3504 completed questionnaire reviewed out of the 510 administered in the three industries.

A breakdown of these responses by company shows that 70.0 percent in Delta Steel Company Aladja, 71.2 percent in National Salt Company of Nigeria, Otta and 58.8 percent in Premier Paints (Nigeria) Limited, Ifo, Ogun State actively participated in the study as shows in table 1 above.

#### 4.2 TECHNIQUES OF DATA COLLECTION AND MEASURES

Field work for this study was carried out between the months of September, 1993 and January, 1994. Data were gathered mainly by means of a pre-tested questionnaire. This was supplemented by focus group discussions, indepth interviews and direct observations carried out in the industrie under study.

The questionnaire was designed to cover a set of information items relating to work activities, values, experiences, motivation and feelings of the respondents on the job. In all, a total of 73 questions were included in the questionnaire. Most of the structured questions were presented in the form of simple statements describing varying types of perceptions and experiences to which respondents were to register the degree of congruence with their own personal feelings and experience on present job. Some of these questions and attitude statements were drawn from measures common in studies on work attitudes, behaviours and perceptions in Nigeria (Eshoyin (1991), Oloko (1993). Amachree (1968), Ogionwo (1971), Soleyeye (1970), Alo (1984), Fadayomi (1968), Ogunbameru (1982) Mgbe (1991), and those developed for effects of socio cultural beliefs studies on work by Oloko (1992) (Ahiauzu (1981, 1983), Akerele (1972), Ocho (1984) Peli (1972). Questions on Structural Adjustmen Programme in Nigeria were derived from the measures degeloped by Fadayomi (1988), Omotayo (1990) and Falae (1989).

The questionnaire was divided into four main parts covering bio data, work history, work life, life style, and measures of quality of working life. The first part of the questionnaire contained questions which were aimed at tapping information on the social economic characteristics respondents. Information was sought on the sex, age, marital status, tribe, income, number of wives and children, educational background, job title, and languages mostly spoken at home and at work.

The second part of the questionnaire contained questions on the respondents' work history. Questions were asked on previous work experience, reasons for leaving last job and how present job compares with previous employment.

In part three of the questionnaire, a set of general open and closed ended questions were asked about socio-economic changes in Nigeria, how these affect work in the company and how they affect the personal lives of workers.

The fourth and final part of the questionnaire was devoted to an examination of the structural adjustment programme on quality of life and quality of working life of the respondents. Aspects of work behaviours and attitudes around which questions were asked included job values, satisfaction, work extrinsic factors, structural competence, human relations, intrinsic, socio cultural beliefs, psychological/state

of mind, flexibility of job, challenge of work, self esteem and quality of life factors. The factors was measured by a 5 - point scale evaluation (questions 40-49) to which the individual worker attaches greatest importance. The factors of work values were introduced by Afonja (1978, 1981, Goldthrope (1968) Bispham (1964) Osunde (1991), Mgbe (1991) and others as an aproach to the study of the meanings which work had for workers and the satisfaction derived from their jobs. In the context of this study, the respondents were asked to indicated the importance and degree of satisfaction of such job attributes in determining their quality of working life. Degree of satisfaction factors were measured by a 5-point scale ranging from very dissatisfied to very satisfied (questions 50-59). In the study, the respondents were asked to state how stisfied they were with different aspects of their jobs including satisfaction with skill utilisation, freedom of movement during work times, control over work process and pace, salary and wages and nature of work.

As it is customary in most social survey to identify the independent and dependent variables for easy clarity, the independent and dependent variables in this study are identified and discussed below;

#### 4.3a INDEPENDENT VARIABLES

The independent variables used in this study



are categorised into:

- personal attributes,
- structural variables, and
- systemic variables.

It is assumed that organisational opportunity structure is dictated by personal, structural and systemic variables.

Personal attributes are measured by looking at the following variables: Age, Gender,

- educational status
- marital status and
- whether or not married with children and number of members of respondent's household including relatives and stewards.

The structural variables are variables that directly influence workers attitudes and behaviour at work, for example, It was established that aspirations, work commitment and other attitudes which show attachment to the organisation could be aroused by a dramatic improvement in organisational opportunity structure (Aina 1991).

Important structural variables measured include:-

- occupational status;
- whether or not respondents have ever worked before joining the industry
- income level, their present work places,
- promotion prospects and advancement, how long

without work and type of work ever done before.

In order to measure the influence of ideological influence emanating from the larger social system, questions were asked on respondents socio cultural backgrounds and beliefs, state of origin and tribe (s) and degree of interaction with indigene and non-indigene both at work place and outside. It is assumed that cultural beliefs on the acceptable definitions, roles and meanings of work has a strong role to play in individual's view of work outside the family environment.

#### 4.3b DEPENDENT VARIABLES

The following measures of quality of working life are treated as dependent variables in this study. They are:

- a. Structural adjustment programme,
- b. Socio-cultural beliefs,
- c. Work orientation
- d. Work satisfaction, and
- e. Quality of life.

The measures of each of the above variables are discussed below:

##### i. STRUCTURAL ADJUSTMENT PROGRAMMES (SAP)

While various economic consequences of the structural adjustment programme have been articulated by the Economists (Phillips and Ndekwa (1987), Falae

(1989a), and are already manifesting on the different sectors of the economy (Omotayo 1990, Falae 1989b), its effects on the lives of the people are yet to be articulated (Fadayomi et al 1988). Therefore, the major concern of this study was to make an assessment of the social consequences of the programme by identifying changes which SAP has created in the lives of Nigerian workers. Social change according to Fadayomi (1988) is associated with a number of psychological costs such as anxiety, insecurity, stress, creativity and personal identify. These costs are evenly distributed.

Infact, in the words of Peter Berger (1974), there is no change without costs. The questions to be asked with intense seriousness are just what the particular costs are, who is being asked to pay them, and whether the putative gains make these costs acceptable. Against this background, eleven questions were asked; what are the three important problems that you face these days in order of importance?

Generally speaking, how happy are you these days?

Would you say your life has become better or worse since SAP was introduced.

Do you think your life will improve with this SAP

How often do you feel you are really enjoying life?

Below is a picture of a ladder called 'the ladder of life'. At one end of the ladder is the best possible life for you and at the other end is the worst possible

life you can imagine.

|0-----|1-----|2-----|3-----|4

where on the ladder would you place your life at this time?

Step No -----

Think about your life before SAP, where did you stand then? Now, think about your future, where do you think you will stand?

Step No-----

Do you think that life in Nigeria is getting better, worse or remains the same?

ii. SOCIO CULTURAL BELIEFS

Many scholars (Davis 1977, Saviski (1981), Delamotte (1984) recognise the fact that quality of working life entails a cultural definition of work.

In a similar vein, Ahiauzu (1985:9) argued that any move towards the understanding of the poor attitudes to work of the African, which will enable indigenous organisational theories to develop..... should start with the identification of the influences that shape the behaviour of the African at work place. These influences ... are sure to emanate from historical and cultural origins. Thus, the fact that culture influences workers' perception of quality of working life cannot be over looked. The approach used to asses the effect of socio cultural beliefs on quality of working life was adapted from Ahiauzu (1985) and Osunde

(1991) (Questions 26:, 8 variables, question 44:4 variables and question 54:4 variables).

iii. WORK ORIENTATION/VALUE

A major feature of the action approach is using actor's definition of the situation to explain actor's social behaviour.

The approach to be used in measuring work orientation is finding out how each worker defines and describes the activity he regards as 'work'. This approach is developed from Alo (1984), Mgbe (1991) and Aina (1991) in studying the meanings individuals attach to their work. This study provides eight different definitions of work derived from the studies named above.

Every respondent was asked to pick one out of 4 options (strongly agree, agree, Disagree, and strongly disagree) for each of the following assessments of work. They are;

- Life satisfaction comes/develops from work
- There is no life without work
- Live, eat and breath your work
- Work is the only solution to poverty
- Derive more joy in your work than in your leisure
- A day at work is longer than a day at rest
- Work is only necessary but not compulsory

- You feel your real self when you are away from work.

iv. WORK SATISFACTION

Job satisfaction refers to an overall affective orientation on the part of individuals towards work roles which they are presently occupying. The concept of job satisfaction is measured in a variety of ways, for example, explaining job satisfaction in terms of personal variables; in terms of work role characteristics and in terms of motives for working.

Even though causes of job satisfaction are multidimensional, while it is possible to be satisfied with one dimension of the job and be dissatisfied with the other it is still assumed here that it is possible for individuals to balance these specific satisfactions against the specific dissatisfactions and thus arrive at a composite satisfaction with the job as a whole.

To measure job satisfaction in the present study. Several questions were asked such as;

- Are you satisfied with the conditions of work life in this study.
- What do you like most in this industry?
- What do you dislike most in this industry?
- Do you think life has become better or worse since you became a worker in this industry.

Here, every respondent was to pick one out of 3

options (Better, same, worse)

- Which aspect of a job do you consider most important? (one option out of job satisfaction, prestige, income and promotion prospects).

v. QUALITY OF LIFE

The world we live in presents a picture of appalling contrast in human activities. While a few individuals are immensely prosperous, majority subsists on sub-standard and dehumanizing conditions. Quality of life denotes a set of wants, the satisfaction of which makes people happy. It refers to such elements in the social conditions which are psychological on a macro scale, but observable within the existing knowledge and can serve as expression of either improvement or deterioration in the lives of workers.

It reflects a combination of the subjective feelings and status of the wellbeing of people and the environment in which they live (Adesina 1986). Theoretically, there is an infinity of social conditions which could be measured by quality of life domains. However, it is a general feeling of happiness, wellbeing and satisfaction with one's life. Therefore, the only way quality of life could be assessed in this study was through a survey of opinion of workers on their perceived life. My aim in this study was not to make quality of life the main focus of the study, but rather,

it was intended to provide some information, no matter how small, into workers' perceptions of their life's quality. Against this background, respondents were asked to pick one out of 5 options (Not satisfied at all, not satisfied, somewhat satisfied, moderately satisfied, and very satisfied) for the following quality of life domains. These are:

- To feel good and be in good physical condition
- To have a comfortable and peaceful home
- To have a government that is managing the economy well.
- To have a government that is providing employment and curbing inflation.
- To have a society that is free of corruption
- To have a society that rewards the individual for initiative and achievement
- To be free from infectious and serious diseases.
- To have a good relationship with my neighbours
- To have close friends and companions
- To enjoy every moment while not thinking of tomorrow.
- To be liked and appreciated by my friends
- To have inner harmony and peace of mind.



- To have a government that provides basic needs such as good water, roads, electricity.
- To be able to give my children the best in life.

#### 4.4 PROCEDURE FOR ANALYSIS OF DATA GENERATED FROM THE QUESTIONNAIRES

A number of steps were taken to convert the raw data collected from the three industries into a form appropriate for quantitative analyses. Four main stages were involved in data processing. The first was the design of a code for the questionnaire and the assignment of codes to the different questions and various attributes of the variables listed for examination. This step gave information on the general distribution of the respondents with respect to about 173 variables in the questionnaire.

A second major step taken in data processing was to assign columns on a standard data form to each of the questionnaire and 173 variables included for analysis. We also assigned values to each item of the response categories provided for all the closed ended questions.

The third major activity in data processing was the actual coding exercise. Using the code book into standard data forms and were entered into the computer using the PC-based statistical package for social sciences (SPSS) software. The code data were later fed

into the computer for final processing and generation of results.

The fourth major step we took was to analyse the data using the SPSS suite of programmes. The different programmes used to facilitate the interpretation of data were absolute and relative frequency tabulation of variables, cross-tabulation of selected dependent and independent variables. Other methods used in this study were focus group discussions (FGD) and direct observation of Respondents at work places.

#### 4.4.1 FOCUS GROUP DISCUSSION

Four focus group discussions were conducted in each of the studied industries. In most cases, participants in each discussion varied from six to eight while the researcher himself served as the facilitator. The service of a well-trained note taker was employed at each industry. However, most of the FGDS could not be recorded because most participants objected to the use of tape recorders. The researcher made sure that each group was homogenous to allow for free participations of all members. Also, all the FGDS were conducted outside the industrial gates and on neutral ground found convenient for all the participants. Infact all the focus group discussions were conducted in the evenings and/or on weekends. One of the objectives of the FGD

was to determine workers' perceptions about their quality of working life and to gain better understanding of why they feel, believe, and act the way they do.

FGD was also helpful in understanding and developing sensitivity towards those aspects of quality of working life that were not covered in the questionnaire.

#### 4.4.2 DIRECT OBSERVATION

Direct observation of employees in the selected industries was also made both during the working periods and after. This helped to document the conditions under which workers in the selected industries work. A review of available industry's news letters and documents were made in order to obtain information on the general conditions of service in each industry and to be able to compare and contrast the similarities between the working conditions of the selected industries.

The qualitative data collected from the focus group discussions and direct observations among the respondent were analysed and summarised. The findings at this level shed more light on basic concepts measured in the more structured questionnaire. The qualitative data revealed the unique experiences of the studied.

#### 4.5 PROBLEMS ENCOUNTERED IN THE FIELD:

Generally, gaining entry into many industries

in Nigeria for research was not without problems. The three industries covered were no exceptions. Most employers feared interference and exposure by researchers, while others thought their employees might be unnecessarily exposed and incited against them and thus destabilising the work process, most especially since this study centres on one of the crucial aspects of work place during a most turbulent economic hardships (SAP) in Nigeria.

The Structural Adjustment Programme (SAP) had and continues to have severe effects on the income and ability of workers to provide for self-sustenance and family upkeep. This may have influenced their feelings on present work. For instance, the high level of dissatisfaction expressed in relation to financial earnings, may not be unrelated to the high cost of living and frustrations from all fronts experienced by these workers.

Fortunately, however, as soon as the employers were assured of our genuinity, they gave necessary supports and allowed their workers free participation in the study. On their own part, employees exhibited loyalty to their employers and would not do anything that would make them lose their jobs. It therefore took sometime before we finally gained the confidence of the employees. Some showed disappointment in earlier researchers, since, the findings of such researches never made direct impact on

their work life.

Another major problem was inability of some respondents to take good care of the questionnaire given them. Some lost them outrightly those given to them originally and had to be given fresh copies to complete. Some returned the questionnaire half way given flimsy excuses and new respondents were recruited to take their places while some did not return the questionnaires given them even after several trips and appeals by the researcher. These difficulties rendered the random sampling procedure originally used a little bit invalid. However, all efforts were made to ensure that the data collected from each of the industries was not biased in whatever form.

Again, all the focus group discussions were conducted after working hours in all the industries and on neutral grounds which met that the researcher had to provide refreshments for all participants and at times provide transport fare to some of them before they volunteered to participate.

## CHAPTER FIVE

### ORGANISATION PROFILE OF THE THREE INDUSTRIES

#### 5.1 DELTA STEEL COMPLEX, ALADJA, DELTA STATE (DSC)

Delta Steel Company operates the first integrated steel plant in Nigeria. Officially commissioned in January, 1982, it is designed to produce 1 million tonnes of liquid steel per annum at full capacity. The plant is situated at Ovwian-Aladja, a location which presents strategic advantages from nearness to natural gas fields, a navigable sea channel and large scale electrical power generating stations.

Following an agreement signed in October, 1977, consortium steel plant A/Nigeria - a West German - Austrian Consortium undertook the construction and erection work. Metallurgical and Engineering Consultants (India) - MECON- provided consultancy and monitoring services during construction and erection.

The Delta Steel Plant is designed to produce 960,000 tonnes of billets at full capacity, two thirds of which are for the consumption of the government - owned inland rolling companies at Jos, Osogbo and Katsina. The balance of the billets are rolled in - plant to light sections and reinforcing bars.

Delta steel is Nigeria's premier large scale producer of high quality steel. Accordingly, the company is in the forefront in the provision of various

job opportunities as well as the development and sustenance of varied upstream and downstream industries.

The steel industry is indeed highly capital intensive and over 80 per cent of production inputs are imported. Faced with this reality, the involved steel companies including the Delta Steel Plant, have been actively involved in research and development with a view to developing local substitutes for some of the imported inputs. To this end, well equipped Research and Development Departments have been established to research into and develop local alternatives for some of the imported raw materials spares and consumables.

Research and development programmes are on high gear, particularly in terms of the substitution of local materials for imported consumables as well as in the consolidation of high quality steel making and the optimization and modernization of production processes.

To this extent, the company keeps abreast of current trends in steel development worldwide, especially through its membership of the international Iron and Steel Institute (IISI).

#### VITAL STATISTICS

<u>Plant Units</u>	<u>Capacities</u>
- Pellet Plant	1.5 million tonnes per annum of Oxide Pell.
- Direct Reduction	1.02 million tonnes per annum of

Plant	D R I.
- Electric Arc Furnance	1 million tonnes per annum of liquids
- Continuous casting	500,000 tonnes per annum of billets
- Rolling Mill	320,000 tonnes per annum of rolled pro
- Lime Plant	66,000 tonnes per annum of burnt lime.

#### AXULLARY UNITS

These plants include: Plant Harbour, Foundry, Air Separation Plant, central Laboratory and Quality Control, Power Supply and Distributions, Repair and Maintenance Shops, Communications, Water Supply, Training Centre, Industrial Effluent and Sewage Treatment, Computer and Fire Service.

#### INPUT MATERIALS:

Some of the Delta Steel input minerals are:  
 Iron ore (at 1,500,000 tonnes/per year), Lime Stone (130,000 tonnes/per year) Natural Gas (et al 596.82 x 10 tonnes per year), Coke (at 8,000 tonnes per year), Ferrous alloys (at 25,000 tonnes per year) Refractory Bucks (at 43,000 per year), Others (27,000 per annum), General Goods i.e. spare parts (at 15,000 per year) The figures in the brackets are the approximate requirement of hte materials per year and tonnes.

Liberia and Brazil are their current sources of Iron Ore which is delivered directly to the plant



Harbour. The long-run source of supply usually come from Iron Ore deposits in Geines (Conakry), where the federal government of Nigeria has acquired equity participation of 17.5% in the mining concern.

The company obtains its lime stone from local deposits at Mfamosing near Calabar in Cross River State usually delivered by ship/barges of up to 3,000 DWT to the plant Harbour. And the natural gas supplies come from Ughelli Oil/gas fields.

#### INDUSTRIAL GASES:

Delta Steel produces and sells the following Industrial Gases:

1. ARGON

Mode: Gases and Liquid; Purity 99.9%

Uses: Mostly in welding and steel analysis.

2. OXYGEN

Mode: Gaseous and Liquid; Purity; 99.5%

Uses: In steel production and hospitals

3. NITROGEN

Mode: Gaseous and Liquid; Purity: 99.8%

Uses: As a passivator for DRI in closed storage, fertilizer manufacture and steel production

#### THE FOUNDRY DEPARTMENT

The foundry at Delta Steel Complex over the years produced over 700 different spare parts. It now casts, on request, various specialized machine parts for

Nigeria's comment, Quarry, Mining and other industries.

Delta Steel has entered the export market with a variety of quality steel and miscellaneous products, produced to international standards ranging from direct reduced Iron and Cold Briquetted Iron to rolled steel products, gases and hydrated lime.

#### LIME PRODUCTS

"Delta lime" is the trade name for the burnt and hydrated lime produced by Delta Steel. The burnt lime is useful for steel making, while the hydrated lime is useful for water treatment, pesticides, road stabilization, lime bricks and so on.

The company is operated from the perspective of positively participating and leading the way in the development of Nigeria's steel industry. Corporate performance is measured not only in turnover but also by the success achieved in educating steel dealers on the proper application of steels of various qualities.

Not only that, the company runs a comprehensive health care services for its employees manned by qualified medical, para medical and administrative personnel. These health facilities are located at the staff quarters and the plant site.

Delta steel also operates a captive steel township of high standard comprising of over 5,340 housing units. On the basis of the average Nigerian family size, the

eventual population of the steel township is estimated in excess of 50,000.

Additionally, the company provides educational facilities for the children and dependent of the workers. The company runs 3 well staffed and full equipped Primary and Nursery Schools and Technical High School which provides Secondary education. The company also gave priority to manpower development through co-ordinated training especially of technicians and craftsmen for eventual deployment to the steel plant operations. Some are usually given scholarship to be trained in steel plants in Europe, India and Brazil on "leave with pay".

In a bid to improving the standard of living of the workers, the steel company handles the bulk purchasing of commodities for staff, runs a cooperative and credit systems and work to enhance integration, education and good neighbour-liness among staff, especially the resident of the steel township. It also operate a family welfare section which handles counselling, arbitration and support.

Also, as part of welfare services, the company provides a fleet of buses for staff use to and from work. Recreation, a most important aspect of community life is taken care of with the operation of various recreational facilities such as club house activities, standard swimming pools, a jogging club as well as lawn tennis courts and a National league foot-ball team.

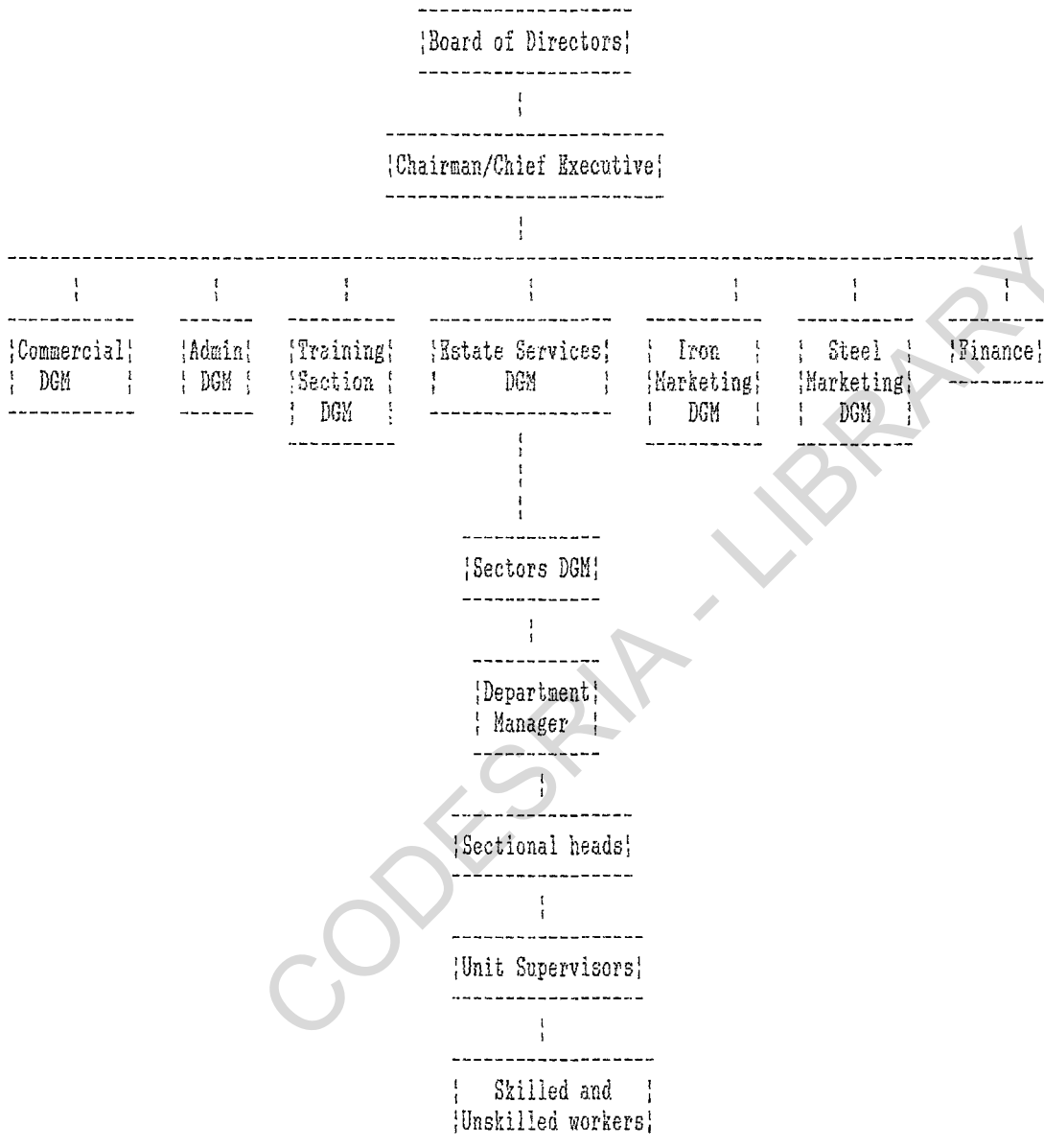
## STAFF RECRUITMENT, SELECTION AND PLACEMENT

Where experience staff are required, advertisement have to be inserted in the national newspapers or in the television stations. Apart from recruitment of staff job advertising is a form of selling the company as it carries a tremendous amount of general image building, publicity and prestige. Interviewing and selection are activities entrusted to the personnel department of this company.

### DISMISSAL

Like many other industries, on assumption of duty as a worker, workers are given a copy of a document called the "code of conduct". It is a document which spare the dos and donts of the industry. Non-compliance with these state codes (violated on several ocassions and with several qualities) amount to dismissal of such a worker. The essence of punishment is to make workers to be more serious with their job.

BELOW IS THE ORGANISATIONAL CHART OF DSC



NATIONAL SALT COMPANY OF NIGERIA LIMITED,  
OTTA, OGUN STATE (NASCON)

The history of National Salt Company of Nigeria Limited, NASCON, is a chequered one. It dates back to 1971, when the federal government decided to establish a salt refinery in the country. Following the decision, the government entered into technical partnership with Messrs Atlantic Salt and Chemical Company of Los Angeles, California, USA. A salt refinery was subsequently set up at Ijoko-Otta in Ogun State.

The refinery, which was commissioned October 9, 1975, with a capacity to produce 75,000 tonnes of salt per year, managed to produce only 21,638 tonnes in its first two-and-half years. As a result of this obvious poor performance, a management audit was instituted into its affairs. The report of this management audit revealed a high level of various deals and wanton rape of public funds. Consequently, the partnership with Atlantic Salt and Chemical Company was terminated. In its place, another foreign company, Saltec of Italy, was appointed as technical partner. In spite of the changes, the expected improvement in performance and management was not forthcoming. In fact, by early July 1978, the plants had completely broken down, thus, giving the federal government more worries. Wrote General Olusegun Obasanjo, former head of state, while visiting the factory, July 6, 1978. "It is a national disgrace that this factory has to be laid to idleness

for such a long time, yet, there is no definite time to put it back to work". He then charge the management: "I expect an immediate action and report on when and how this vital industry will go back into production and be permanently kept in production".

Soon after General Obasanjo's visit, the federal government took over full ownership and management of the company. But in order to put the plant back into production, the federal government decided to hire the services of Giovanni Savio, an Italian expert in salt refining as a technical adviser. Savio, who still works for NASCON, with the assistance of three other experts succeeded in resuscitating the plants.

Although, these experts brought life to the once idle factory, low production and lack of raw materials continued to remain the bane of the company. The result was that the company found it extremely difficult to swing out of its pool of problems which ranged from huge debt portfolio, alarming and continuous corroded plant and machinery, lack of raw materials to inadequate vehicles for transport and poorly motivated workforce. Thus, it became inevitable for the ministry of industries, under the leadership of Alani Akinrinade, a retired lieutenant-general, to request for a military administrator for the company. In line with the request, the governor reported in January 1988, Mustapha H. Jokolo a retired major, as the sole administrator of

the company. The appointment, consequently marked a turning point in the fortune and history of the company.

National Salt Company of Nigeria Limited sprang into national attention with a singular act, performed by the new administration soon after it assumed office. It uncovered the importation of a consignment of contaminated crude salt meant for the company. The consignment consisted of all sorts of contamination which include huge black granite boulders deliberately thrown in to exaggerate its weight. The vigilance of the management team and its refusal to be cowed by the big names behind the fraud earned NASCON a tidy sum of money in foreign and local currency from the chain of liable people and companies connected with the shipload of the trash. The new administration did not stop at this spectacular feat. In order to enhance effectiveness, it reorganised all the functional units of the company which include: production, accounting, marketing, administration and personnel. New machinery replaced some obsolete ones. Today, the company is back on course and ready for business with its heavy machines rumbling and churning out bags of high quality salt for domestic and industrial users.

#### RAW MATERIALS

The basic raw materials for edible salt is crude salt. It is also the raw material for the various



grades of industrial salt. As at now, NASCON imports crude salt which it washes and refines with chemicals like potassium iodide (for prevention of goitre), caustic soda and hydrated lime before bagging as edible salt.

In order to ensure supply of quality raw materials by contractors and business partners, NASCON relies on in-house laboratory staff to test and recommend on the acceptable standard of raw materials. NASCON usually gives its raw materials suppliers, specifications of the materials wanted. The supplier would have to send samples of what it intends to procure to the company where it is tested. If the sample meets NASCON standards, the supplier gets a go-ahead. It is, however, mandatory for the supplier to send materials before they depart the country of origin. As soon as the ship berths in a Nigerian harbour, another sample is taken to NASCON laboratory for analysis. The various results are compared before the materials are discharged at the company's premises. In case where there is a discrepancy in the grades of the raw materials during the analysis, the consignment is rejected. The company is, however, planning to bring the source of procurement of crude salt nearer the country. Towards this end, "The company is currently working on the possibility of going into joint venture with Cape Verde to get crude salt from there. They have a salt deposit in that country.

## PRODUCTION PROCESS

The production of the various grades of NASCON salt is in 3 stages that involve the use of modern and sophisticated machinery and equipment.

1. REFINNING: The crude salt undergoes a total purification by treatment with chemicals to remove heavy metal impurities like Mercury, Arsenic iron, Lead and so on which are very dangerous for human consumption. Other impurities like Calcium sulphate, Magnesium and fine sand are also removed in the process.

2. DRYING AND SEPARATING: The refined salt is now subjected to drying. At this stage, metallic impurities that escape the refining stage are extracted with free flowing agent finally iodized for the prevention and cure goitre.

3. PACKAGING: The pure salt is bagged with the Ultra modern packaging machine of NASCON. The packages are in 1Kg, 20Kg and 25Kg for all grades of table salts. The industrial salt and kitchen salt are in 50Kg bags.

## USES OF SALT

From the ancient times to the present day, the importance of salt for man and animals has been recognised. The human body may actually be kept alive for sometime if a salt solution is substituted for loss of blood. Salt was also used as money in ancient times because of its valuability. Roman soldiers were given special salts rations called "SALARIIUM ARGENTUM" from

which the English word "salary" has got its roots.

In ancient Greece, salt was traded for slaves and when such slaves were not productive they were said to be not "worth their salt". Today, salt is used in homes and in industries and also for the following:

1. In chemical manufacture of soda ash, caustic chlorine, hydrochloric acid, sodium sulphate and hydrogen.

2. As nutrients for flavour preparation.

3. As food processing raw materials.

4. As freezing point depressant.

5. In metallurgical processing.

6. As preservative.

#### BRAND

1. TABLE SALT (Iodized and free flowing). High purity free flowing salt with very fine uniform granulation containing free flowing agents and iodine.

TABLE SALT (Plain). High purity dried salt of fine uniform granulation. It contains no halogen additive (it is usually produced on request).

3. SUPER FINE TABLE SALT. This is high purity salt powder containing no halogen or additives. It is used in bakeries, livestock feed mixing, drying, dyeing food preparation and other industrial uses.

4. INDUSTRIAL SALT (dried coarse). This is high purity plain salt of crystal size containing no halogen

or additives.

5. KITCHEN SALT (Iodized and free flowing). This is high purity free flowing salt crystal size of between 1.0mm and 2.5mm. Contains mineral traces of iodine in addition to free flowing agents. It is used both in homes and industries.

Finally, the company is the Nation's No. 1 salt manufacturer and the best salt producer nationwide.

#### PERSONNEL AND INDUSTRIAL RELATIONSHIP

The relationship between the management and staff of the company has been most cordial. The petty wranglings among managers and the consequent demoralisation of the workers had since given way to a purposeful direction of company affairs. As the saying goes "when things get tough, only the tough can keep going". The result is that some of the human impediments that held the company back in the past have had to throw in the towel. The workers have since identified with the new dispensation, particularly as they are being given a sense of belonging getting. An example is the provision of work uniforms, industrial helmets, gloves, masks and boots, without which their jobs can be quite hazardous. NASCON was also able to implement the 15 percent government-authorized wage increase. Said R.A. Daudu, a Production Superintendent, on the developments in the company: Our production level is fine now. Before, we had no fork-lifts, no

loaders and no raw materials to work with. But now, we have all these things". Pius Onwughchlem a mechanical foreman, who joined the company since 1976 agreed with Daudu.

#### PHYSICAL DEVELOPMENT

The reorganisation of NASCON did not stop at personnel changes and development. Administration has developed and commissioned a number of physical structures.

ADMINISTRATIVE BUILDING: It is modern administrative complex with quality furniture, fixtures and fittings, 24 offices, a boardroom, filling room library, receptions, tea room and adequate toilet facilities. The construction of the building started in 1988 and was completed in 1989, at a cost of ₦900,000 by Admite Nigeria Limited. A similar building now, would cost about ₦15 million.

Warehouse: The former stock-pile building which the company saw as a death-trap, was pulled down and replaced with a modern and strong warehouse with a capacity for 12,000 metric tonnes of finished products. The warehouse was built by Polymart Nigeria Limited at a cost of ₦950,000.

Workshop: Since inception, the company never had a standard workshop for maintenance services. The new workshop is a complex for mechanical, electrical and

carpentry services. There is also a vehicle washing bay as well as six major stores for spare parts of five offices. The construction commenced in July 1989 by Efel Nigeria Limited. The cost of the workshop is approximately N1.5 million.

Fence: The height of the old fence of the company has been increased with security wire. The fence has also been plastered and painted.

Bore-hole: Unlike in the past, when the company had to contend with salty water, a fresh water bore-hole with treatment plant and overhead tank has been constructed of the company.

Gatehouse: A complete renovation of the existing gates has been carried out. In addition, a new was provide to re-route the commercial vehicles coming into the premises to enable them pass through the new weigh-bridge. "This is a major improvement on the company's internal security system".

Plant and Machinery: In order to ensure regular supply of power, the administration, completed the installation of a 1000 Kva generator at a cost of a similar plant now is about N2.4 million.

Transport: To facilitate the transportation of staff to and from work, the administration bought three new buses, three 504 cars, three pick-up vans and six motor-cycles. The existing bus and two other cars were rehabilitated. "For this spontaneous decision, the management was able to save the company a lot of money,

considering the spiral rise in vehicles prices and transport fares.

Project Proposals, Development and Prospects:

The production capacity of the company, according to Major Jokolo, needs to be increased from 60,000 to 100,000 metric tonnes of consumable salt per annum; if we are to continue to meet the increasing demand for our product." To achieve this, a new product line, he said, would be necessary. He also hinted that there is the possibility of diversifying into bag-making which would make the packaging of the company's products easier. He said that as part of our programme, surplus bags would be exported to the West African sub-region, where the demand for such bags is very high. The market if encouraged, will improve Nigeria's present sluggish foreign exchange base and enhance the country's political and economic positions.

BELOW IS THE ORGANISATIONAL CHART OF NASCON. OTTA. OGUN  
STATE. 1988.

Sole Administrator

|

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Sectoral Heads

Administration     and Personnel     Dept.	Production     Dept.	Marketing     Dept.	Accounting     Dept.	Laboratory     Dept.

|

-----  
Sectoral Supervisors

|

-----  
 | Sectoral skilled, semi-skilled |  
and unskilled workers



5.3            PREMIER    PAINTS    LIMITED.  
                 IFO, OGUN STATE.

HISTORY OF THE COMPANY:

Premier Paints Ltd. was incorporated in August 1982 as a small family business. It was then based within the family residence at 6, Egbatedo Close, Ifako, Agege. By 1985, the company moved to the present site at Ifo, Ogun State and commenced production with a staff strength of 85 workers. As at the commencement of this survey, the staff strength was over 200 workers.

PRODUCTION ACTIVITIES: The company manufactures decorative industrial and woodfinishing products. From a production level of 5,00gls (20,000 Litres) in 1985, the company's current capacity now is about 40,000gls or 160,000 Lts. per month or 2 million Litres per annum.

INDUSTRIAL PAINTS: Industrial paints constitute about 60 percent of her total production. The company is the number one leader among the 180 producers of WOODFINISH products used by the furniture industries. She also supplies copanies like Costain, Harmony house, Woodpecker, Better living, Kaduna furniture, Alibert products, Builders products, Jos, G. Capp furniture, Vono furniture, S C O A furniture and so on.

The company is also the brand leader for RED OXIDE PRIMER for the Steel and Iron industries. These are no mean achievements considering the fact that the company copetes with multi nationaqls in the industry.

The decorative paints account for 35-40 percent of her

production activities. The brand of decorative products include HILUX GLOSS, HILUX EMULSION, UNDERCOAT AND ZETTA & ZETTALUX EMULSION. These are all successful brands and doing well in the market.

THE WALL MARSHAL TEXTURED PAINT: There is also the Wall Marshall Textured paint which is the fruit of over 2 years of research and development carried out by their team of Chemists and outside Paint Consultants. Textured paint was introduced into the country about a decade ago. Today, there are about 10 popular varieties of the product (brands). Of interest is the fact that WALL MARSHALL TEXTURED PAINT approach to painting is anchored on long term protection rather than the short term decorative value. The company offers twenty-one (21) standard colours (which is a record by itself). The Wall Marshall textured paint also carries a 5 - year QUALITY WARRANTY. This is the first time a paint company in Nigeria will pioneer such facility to the consumer based on its excellent resistance to algae and fungi growth.

RESEARCH AND DEVELOPMENT:

Premier paints limited has a well equipped research and development laboratory with well qualified and competent industrial Chemists. Her laboratory is equipped with a computerised Accelerated Weathering Tester which is capable of giving result of painted panel within few days of exposure. For example, 300hrs

exposure in the cabinet is equivalent of 12 months of outside result.

TRAINING: The company attaches great importance to staff development. Premier paints limited is the first indigenous company to be registered with the British paint research Institute. In 1992 two of her technical staff were sent on industrial training at the paint research laboratory in Teddington near London. They also spent sometime at the University of North London, school of Polymer technology Holloway. Their training covered all areas of paint manufacture and testing the production of adhesives and sealants.

PROMOTION: Promotion in the industry is based largely on merit and efficiency. For example, somebody who was employed as a driver in 1982 was a Sales Representative at the time of this survey. Senior staff of the company are given official cars while others use the company staff buses. These vehicles are painted in the official colour of the company.

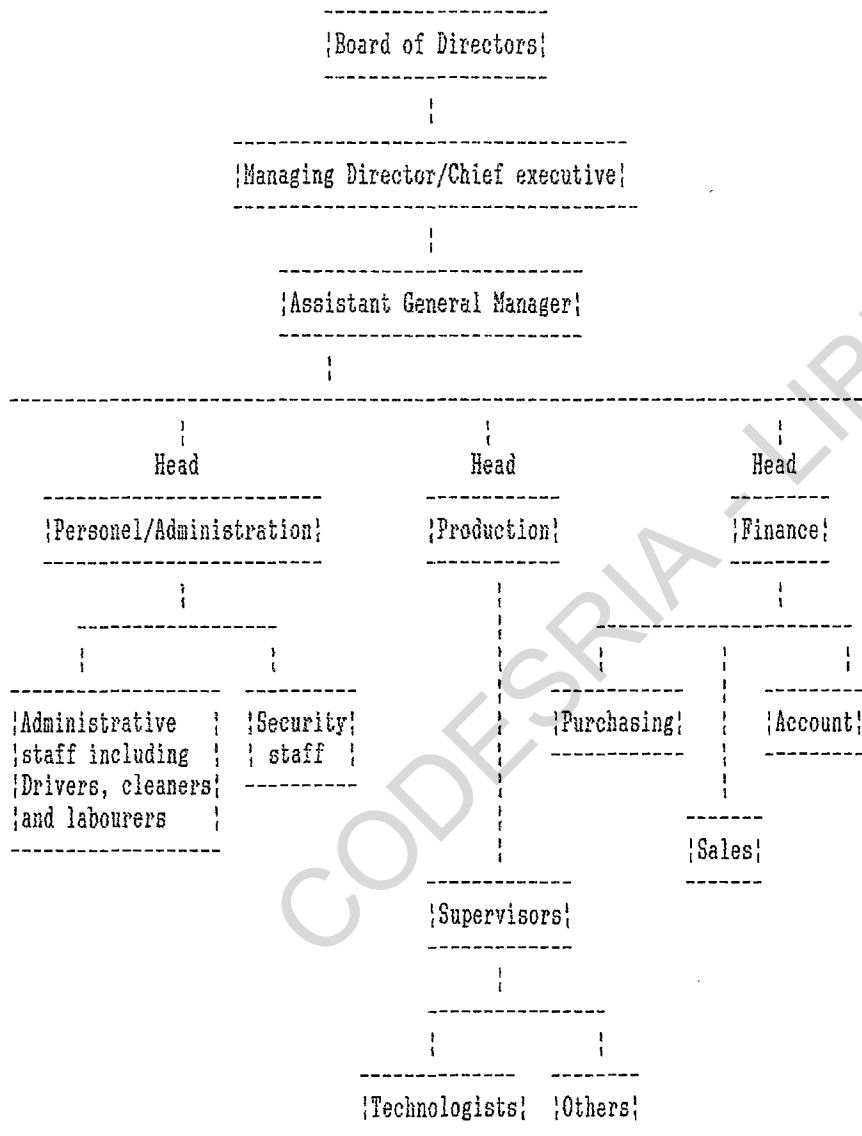
The workers provide accommodation for themselves mostly in Ifo township. In view of this, they are entitled to moderate housing allowances.

Also the company has a contractual agreement with a medical centre in Ifo where workers and their dependants receive adequate medical service at the expense of the company. Again, there is a staff canteen which is being run by a management workers' consultative committee.

The company had a major fire disaster in June 1992 during which she lost property valued at over 8 million naira. Reconstruction work was carried out and there is hope that all facilities would be restored very soon.

CODESRIA - LIBRARY

BELOW IS THE ORGANISATIONAL CHART OF PREMIER PAINTS LTD.  
I/O. OGUN STATE.



## CHAPTER SIX

### BACKGROUND INFORMATION ON THE WORK ATTITUDES OF NIGERIANS IN INDUSTRIAL ESTABLISHMENTS

Chapter four of this survey focussed on the methodology which included the procedure that were followed in the selection of sample. Also, it was stated in the said chapter that the survey involved the use of questionnaire, participant observation, focus group discussions and indepth interview in gathering data on the workers' socio-demographic characteristics, work history, socio cultural beliefs, quality of life as well as working life among others.

The data that were gathered from the above steps are presented, analysed and discussed in this and the next chapter.

### SOCIO-DEMOGRAPHIC CHARACTERISTICS AND WORK HISTORY OF THE RESPONDENTS IN THE STUDIED INDUSTRIES

The socio-demographic characteristics of the respondents give an insight into the composition of workers in the studied industries. It also provides an opportunity for fitting the workers personality characteristics with their responses to the questions raised in the study. More importantly, it provides background information that influences the attitudes and perception of working life in particular and their quality of life in general.

Some of the socio-demographic characteristics

covered in the survey included age, sex, marital status, educational attainment, occupational status, income, number of dependents, tribes, length of service in present employment and so on. Below are the findings of this survey.

Table 6.1 Age distribution of Respondents by industry.

Age(years)	Premier		D S C		N A S C O N	
	Number	Percentage	Number	Percentage	Number	Percentage
18 - 25	17	17.0	8	6.7	45	37.2
26 - 35	60	60.0	68	56.3	59	48.8
46 - 55	15	15.0	35	29.4	12	9.9
Above 55	3	3.0	4	3.4	1	0.8
TOTAL	100	100.0	119	100.0	121	100.0

Age is an important variable in every social analysis because it contributes to human experience about life. Information in table 1 showed that factory works tend to draw young men and women. For instance, majority of the workers sampled in the three industries are between 18-45 years of age. The table also showed that there is little disparity in the age composition of workers in the three industries. Infact, many of them, 60.0 percent in Premier Paints, 56.3percent in DSC and 48.8 percent in NASCON fell between 26-35 years of age. 5.0 percent, 4.2percent and 3.3 percent in Premier Paints, DSC and NASCON respectively were between 46-55

years while 3.0 percent, 3.4 percent and 0.8 percent in Premier paints, DSC and NASCON were above 55 years of age. Few exceptional cases were recorded in 18-25 year and 36-45 year age brackets. For instance, while 37.2 percent and 17.0 percent in NASCON and Premier paints were between 18-25 years, only 6.7 percent fell in the same category in DSC. Also, 29.4 percent and 15.0 percent in DSC and Premier paints were between 36-45 years as against 9.9 percent in NASCON.

This information confirmed the earlier findings that a majority of the Nigerian industrial labour force is made up of relatively young workers (Mgbe 1991; Afonja 1981; Oloko 1973; Soleye 1970) and were committed to urban employment (Oyeneye 1984; Peil 1972).

Table 6.2: Sex distribution of Respondent by industry.

Sex	Premier		D S C		N A S C O N	
	Number	Percentage	Number	Percentage	Number	Percentage
Male	78	78.0	104	87.4	107	88.4
Female	22	22.0	15	12.6	14	11.6
TOTAL	100	100.0	119	100.0	121	100.0

The information in table 6.2 showed a predominance of male over female workers in the three industries. Infact, it was found that a high percentage of workers in Premier paints (78.0 percent) DSC (87.4



percent) and NASCON (88.4 percent) were males as against 22.0 percent, 12.6 percent and 11.6 percent females in Premier paints, DSC and NASCON respectively.

The predominance of males over females in the studied industries could be traced to the fact that African women have a long tradition of working to support themselves and their husbands mainly as traders but also as farmers. It could also be attributed to the low proportion of Nigerian females in industrial employment due to the nature of the tasks involved and the fact that factory jobs are not as attractive to women as self employment because of lack of adequate day care nurseries for children. Evidence of male predominance over females in industrial settings has been documented by Peil (1972), Afonja and Dennis (1975), Alo (1985), Aina (1991) among others.

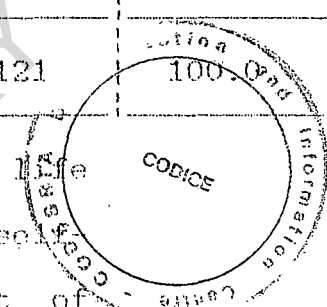
The relative high percentage of women in Premier Paints (22.0 percent) could be attributed to the fact that Paints industries generally use medium tending technologies which are physically light in operation and easy to handle by women unlike steel and salt industries which rely on heavy machineries and technologies.

Table 6.3 Marital status of Respondents, by industry.

Marital status	Premier		D S C		N A S C O N	
	Number	Percentage	Number	Percentage	Number	Percentage
Single	42	42.0	29	24.4	62	51.2
Married	58	58.0	84	70.6	55	45.5
Divorced	2	2.0	5	4.2	4	3.3
Widowed	-	0.0	1	0.8	-	0.0
TOTAL	100	100.0	119	100.0	121	100.0

Marriage to an average Nigerian is one of life ambition (Ojo 1985) and could be linked to self-actualization (Maslow 1954) although there are a lot of stresses and strains, a lot of problems and enjoyment which the people concerned undergo. As shown in table 6.3, information on the marital status of the workers indicated that majority of them in Premier paints (58.0 percent) and DSC (70.6 percent) were married as against 45.5 percent in NASCON. The exceptional case of NASCON could not be divorced from the fact that as much 37.2 percent of the workers in the industry were between 18 and 25 years of age which could be considered low age bracket for marriage.

42.0 percent in Premier paints as against 24.4 percent in DSC were single. It must also be noted here that 17.0 percent of workers in Premier paints were between 18-25 years of age.



The rate of divorce in the three industries was low. Specifically, 2.0 percent, 4.2 percent and 3.3 percent in Premier paints, DSC and NASCON respectively were divorced.

Table 6.4 Number of Dependents, by industry.

Numbers of Dependents	Premier		D S C		N A S C O N	
	Number	Percentage	Number	Percentage	Number	Percentage
1	9	9.0	12	10.1	20	16.5
2	23	23.0	25	21.1	19	15.7
3	15	15.0	16	13.4	15	12.4
4	15	15.0	9	7.6	14	11.6
5	17	17.0	14	11.8	26	21.5
6	6	6.0	20	16.8	7	5.8
Above 6	12	12.0	20	16.8	4	3.3
No Depen- dant	3	3.0	3	2.5	16	13.2
TOTAL	100	100.0	119	100.0	121	100.0
MEAN	3.670		4.160		2.975	

Within the indigenious Nigerian setting, the lead of household provides for the basic needs of members of his/her household be it wives, children or relatives. It is realisation of this that the workers were asked to give the number of people who stay with them as dependents.

The data in table 6.4 showed that a large

proportion of the workers had dependents which included wives, children, and relatives. Infact only 3.0 percent, 2.5percent and 13.2 percent in Premier paints, DSC and NASCON respectively did not have any dependents. The proportion of high number of dependents (above six dependents) were higher in DSC (16.8 percent) and Premier paints (12.0 percent) as against 3.3 percent in NASCON.

Children are highly valued in Nigeria and a marriage without children will not be considered successful. Most of the dependents in this survey were actually children of the workers and necessarily relatives. The mean number of dependents ranged between 3.670, 4.160 and 2.975 in Premier paints, DSC and NASCON respectively.

Table 6.5 Frequency of visitors, by industry.

No. Times	Premier		D S C		N A S C O N	
	Number	Percentage	Number	Percentage	Number	Percentage
1	41	41.0	21	17.6	54	44.6
2	7	7.0	8	6.7	2	1.7
3	6	6.0	6	5.0	9	7.4
4	12	12.0	9	7.6	3	2.5
Above 4 Times	19	19.0	41	34.4	51	42.1
No Response	15	15.0	34	28.6	2	1.7
TOTAL	100	100.0	119	100.0	121	100.0

Information in table 6.5 showed that majority of the worker in the three industries receive relatives from outside their places of work.

Very few migrants cut themselves off from their relatives and townsmen. Caldwell (1969) reports that most rural-urban migrants visit the towns before they migrate. They usually go to a town where they know someone and spend their early weeks or months there with these contacts. At times, they come as visitors but later find work or school and settle permanently.

41.0 percent, 17.6 percent and 44.6 percent in Premier Paints, DSC and NASCON reported that they had been visited by some relatives from outside their places of work once in a year as against 7.0 percent, 6.7 percent and 1.7 percent in Premier paints, DSC and NASCON who reported that relatives visited twice.

6.0 percent, 5.0 percent and 7.4 percent in Premier paints, DSC and NASCON reported that they had been visited three times by relatives during the previous year while 12.0 percent, 7.6 percent and 2.5 percent in Premier paints, DSC and NASCON mentioned four times during the same period.

As much as 42.1 percent, 34.4 percent and 19.0 percent in NASCON, DSC and Premier paints reported that they had been visited more than four times during the previous year by some relatives from outside their places of work.

Table 6.6 Educational Background of workers, by industry.

Qualification	Premier		D S C		N A S C O N	
	Number	Percentage	Number	Percentage	Number	Percentage
No formal Education	-	0.0	2	1.7	18	14.9
Primary/Modern Certificate	6	6.0	9	7.6	44	36.4
Secondary/Higher School	29	29.0	41	34.5	30	24.8
NCE/OND	30	30.0	32	26.9	15	12.4
University Degree/HND	12	12.0	18	15.1	4	3.3
Others	23	23.0	16	13.4	9	7.4
No Response	-	0.0	1	0.8	1	0.8
TOTAL	100	100.0	119	100.0	121	100.0

Educational attainment is an important socio-demographic and economic characteristic among the industrial labour force because it helps to build an enlightened and rational citizenry, able and willing to exercise its rights reasonably. It also provides some background information which help the workers to determine and assess their quality of working life.

Data in table 6.6 indicated that majority of the workers had one form of formal education or another. Infact, none of the workers in Premier paints, 1.7 percent and 14.9 percent in DSC and NASCON had no formal education. Comparatively, worker at Premier paints and

DSC were shown to be more educated than those at NASCON. Those with primary education constituted 6.0 percent, 7.6 percent and 36.4 percent in Premier paints, DSC and NASCON while 29.0 percent, 34.5 percent and 24.8 percent in Premier paints, DSC and NASCON respectively had Secondary school education. Premier paints and DSC had 30.0 percent and 26.9 percent who had attained either National Certificate of Education (NCE) or Ordinary National Diploma (OND).

A small proportion of the workers in NASCON (3.3 percent) attained University degree or Higher National Diploma (HND) as against 12.0 percent and 15.1 percent in Premier Paints and DSC. However, those who had acquired other professional training relevant to their jobs constituted 23.0 percent, 13.4 percent and 7.4 percent in Premier paints, DSC and NASCON respectively.

Table 6.7 Income distribution of Respondents, by industry.

Wages	Premier		D S C		N A S C O N	
	Number	Percentage	Number	Percentage	Number	Percentage
Below N2500.00	28	28.0	27	22.7	54	44.6
N2500 - N4500.00	12	12.0	3	2.50	30	24.8
N4501 - N8500.00	19	19.0	26	21.8	3	2.50
N8501 - N12,500	17	17.0	40	33.6	4	3.3
N12001 - N16,500	6	6.0	7	5.9	11	9.1
Above N16,500.00	7	7.0	15	12.6	18	14.9
No Response	11	11.0	1	0.8	1	0.8
TOTAL	100	100.0	119	100.0	121	100.0

Table 6.7 presented data on the present income level of the sample. Information on the table revealed that more than half of the workers in Premier Paints and NASCON earned below N8500.00 as income per annum. Infact 59.0 percent in Premeir Paints, 71.9 percent in NASCON earned below N8500.00 as against 47.0 percent in DSC.

Comparatively, workers in DSC and Premeir Paints earned better income annually than those at NASCON. For example, while 28.0 percent in Premier Paints and 22.7 percent in DSC earned below N2500.00, as much as 44.6 percent in NASCON earned the same. 12.0 percent and 2.5 percent in Premeir Paints and DSC earned between N2500-N4500.00 as against 24.8 percent in NASCON. 19.0 percent in Premeir Paints and 21.8 percent in DSC earned between N4500-N8500.00 as against 2.5 percent in NASCON. 17.0 percent, 33.6 percent and 3.3 percent in Premier Paints, DSC and NASCON earned between N8500-N12,500.00 as annual income.

It may be noted that a few of the workers earned above N16,500.00 as annual income in the three industries. Infact, only 7.0 percent, 12.6 percent and 14.9 percent in Premier Paints, DSC and NASCON respectively earned above N16500.00 as annual income.

Although the annual income earned by most workers in Nigeria ar low by the standard of developed and some developing countries and may not be enough to supply the essentials of basic life, they often represent the opportunity of improving one's standard of living



considerably beyond the village level. This does not mean that income are not a cause of dissatisfaction. Income differentials are an important reason for valuing one job more than another.

Table 6.8 Occupational status of Respondents, by industry.

	Premier		D S C		N A S C O N	
	Number	Percentage	Number	Percentage	Number	Percentage
Skilled	34	34.0	67	56.3	76	52.8
Semi-skilled	31	31.0	30	25.20	17	14.0
Unskilled	22	22.0	12	10.8	15	12.4
Clerical	13	13.0	10	8.4	13	10.7
TOTAL	100	100.0	119	100.0	121	100.0

One of the major concerns of this survey was to learn more about the attitudes and perceptions of workers in various occupational structures in the three establishments. It is assumed here that people with different occupations have varying attitudes and do not behave the same way because of their differing backgrounds.

In a way, different skill levels represent different degrees of incorporation in modern industrial technology. For instance, unskilled workers are often doing jobs which have changed little or not at all over a long period of time. Skilled workers may be using modern machinery and mass production methods, but some

of these may be working in much the same way, though under greater pressure for quality and production. The semi-skilled workers are symbolic of a new era while clerical work is largely the same wherever it is done. This work is seldom mechanized in industries.

In this study, the bases for classification were training and pay. Jobs which require no training were considered unskilled. Examples are labourers, storemen, cleaners and watchmen. Skilled workers were those in jobs for which there is a trade test or professional training. Examples are machine operators such as casters, riveters, polishers, accounts officers and so on.

Semi-skilled factory work attracts middle school leavers who are unable to continue their education or arrange for an apprenticeship. They see it as relatively well paid work in the modern sector of the economy. It is probably the best job available to them given their lack of qualification. All non-manual jobs except watchman were classified as clerical.

Information in table 6.8 shows that there were more skilled workers in DSC (56.3 percent) and NASCON (52.8 percent) than those at Premier Paints (34.0 percent), although there were more semi-skilled workers in Premier Paints (31.0 percent) than those at DSC (25.2 percent) and NASCON (12.4 percent). The reason for this disparity could be related to the fact that DSC and

NASCON in that order exhibited more advance machineries and technologies than Premier Paints.

22.0 percent, 10.8 percent and 12.4 percent in Premier Paints, DSC and NASCON in that order were unskilled workers, while 13.0 percent in Premier Paints, 8.4 percent in DSC and 10.7 percent in NASCON were clerical workers. There was no wide spread disparity generally in the occupational status of respondents in the three establishments.

Table 6.9 Tribal background of Respondents, by industry.

Tribe	Premier		D S C		N A S C O N	
	Number	Percentage	Number	Percentage	Number	Percentage
Hausa	6	6.0	28	23.5	23	19.0
Ibo	12	12.0	27	22.7	18	14.9
Yoruba	67	67.0	17	14.3	28	23.1
Others	15	15.0	47	39.5	52	43.0
TOTAL	100	100.0	119	100.0	121	100.0

Information in table 6.9 revealed that most of the workers came from the immediate tribe(s) around their industries. For instance, 67.0 percent in Premier Paints and 23.1 percent in NASCON were Yoruba tribe while 39.5 percent in DSC were from tribes other than Hausa, Ibo and Yoruba. Only 14.3 percent in DSC were Yorubas. The case of DSC could not be divorced from the fact that the host States - Edo and Delta States are

multitribal States. Some of the tribes in the States include Edo, Isom, Esan, Itsekiri, Urhobo, Ijaw and Etsako. 6.0 percent, 23.5 percent and 19.0 percent in Premier Paints, DSC and NASCON respectively were of Ibo tribe. The exceptional case of 43.0 percent in NASCON who came from other tribes apart from the three major tribes could be explained by the fact that Otta - the host city of NASCON is an industrial city which accommodates people from all walks of life and also because of her proximity to Lagos State - the industrial nerve centre of Nigeria. It must be noted that all the three major tribes in Nigeria were present in the three industries studied although their numbers varied from one industry to another.

Table 6.10: Attitudes Towards Working with non - indigene, - by Industry.

Working with non-indigene always	Premier		D S C		N A S C O N	
	Number	percentage	Number	Percentage	Number	Percentage
Happy	82	82.0	106	89.1	100	82.6
Not Happy	16	16.0	12	10.0	11	9.1
No Response	02	2.0	01	0.8	10	8.3
TOTAL	100	100.0	119	100.0	121	100.0

Nigeria, being a multi-tribal country connotes that people from different tribal regions would have to interact frequently. During such interactions, different opinions about each other are formed and different attitudes are developed. It was in

realisation of this that we asked our respondents whether or not they feel happy whenever they work with people from their own tribes. Information in table 6.10 showed that majority of the workers in the three establishments expressed the feelings that they felt happy when they work with people from other tribes. Specifically, 82.0 percent in Premier paints, 89.1 percent in DSC and 82.6 percent in NASCON expressed affirmative feelings about people from other tribes. Only 16.0 percent, 10.0 percent and 9.1 percent in Premier paints, DSC and NASCON respectively expressed contrary views about people from other tribes.

Table 6.11 Attitudes towards working with own indigene, by Industry.

Working with indigene always	Premier		D S C		N A S C O N	
	Number	Percentage	Number	Percentage	Number	Percentage
Happy	92	92.0	112	94.1	100	82.6
Not Happy	06	6.0	02	1.7	15	12.4
No response	02	2.0	05	4.2	06	5.0
TOTAL	100	100.0	119	100.0	121	100.0

The notion that 'blood is thicker than water' was generally displayed in table 6.11 as majority of the respondents contended that they felt happy when they work with people from their own tribes. As specifically shown in the table, 92.0 percent in Premier paints, 94.1 percent in DSC and 82.6 percent in NASCON expressed the

feelings that they felt happy always when they work with people of their own tribes. Only 6.0 percent in Premier paints and 1.7 percent in DEC expressed contrary view. The exceptional case of NASCON (12.4) percent) could be attributed to the fact that NASCON is located in a city where there is high tribal and cultural diversities among inhabitants. It is possible that most people in the city had been de-tribalised because of the heterogenous nature of the city.

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Table 6.12 : Language mostly spoken at work, by Industry.

Language spoken mostly at work	Premier		D S C		N A S C O N	
	Number	Percentage	Number	Percentage	Number	Percentage
English	38	38.0	116	97.5	69	57.0
Hausa	04	4.0	01	0.8	38	31.4
Ibo	01	1.0	01	0.8	10	8.3
Yoruba	57	57.0	--	0.0	01	0.8
Others	--	0.0	01	0.8	03	2.5
TOTAL	100	100.0	119	100.0	121	100.0

English language is the official language in every modern organisation in Nigeria, most especially where the workers are multi-tribal in nature.

However, the data in table 6.12 showed that only DSC demonstrated that feature. For instance while 97.5 percent of the workers in DSC spoke English mostly at work, as against 57.0 percent and 38.0 percent in NASCON and Premier paints respectively. On the other hand, it was found that as much as 57.0 percent in Premier paints spoke Yoruba language mostly at work while 31.4 percent in NASCON spoke Hausa language. The high percent of those who spoke English language in DSC could be related to the multi-tribal nature of the workers as shown in table 6.9 while the high percent of those who spoke Yoruba language in Premier paints could be related to the fact that the factory is located in a core Yoruba

speaking area and also it is a privately owned factory by a Yoruba business man.

Table 6.13 : Proportion of respondents with work experience, by Industry

	Premier		D S C		N A S C O N	
	Number	Percentage	Number	Percentage	Number	Percentage
Yes	94	94.0	107	89.9	101	83.5
No	06	6.0	12	10.1	20	16.5
TOTAL	100	100.0	119	100.0	121	100.0

Most of the workers in the three Industries contended that they had worked before joining their present establishments. As shown in table 6.13, 94.0 percent in NASCON expressed the fact that they had worked somewhere before joining their present places of work. NASCON had the highest number of new entrants with 16.5 percent, followed by DSC with 10.1 percent while the least was Premier paints with 6.0 percent.

Table 6.14 : Number of years without work, by Industry.

Number of years without work	Premier		D S C		N A S C O N	
	Number	Percentage	Number	Percentage	Number	Percentage
0	01	1.0	37	31.1	05	4.1
1	24	24.0	68	57.1	13	10.7
2	28	28.0	07	5.9	05	4.1
3	15	15.0	01	0.8	51	42.1
above 3 years	28	28.0	03	2.5	44	36.4
No response	04	4.0	03	2.5	03	2.5
TOTAL	100	100.0	119	100.0	121	100.0



Majority of the workers in the three Industries had stayed for more than one year at home without work before joining their present work places. Infact as much as 36.4 percent in NASCON and 28.0 percent in Premier paints stayed without work for more than three years. However, 31.1 percent of workers in DSC stayed for less than a year before they started work. 24.0 percent, 57.1 percent and 10.7 percent in Premier paints, DSC and NASCON respectively stayed for a minimum of one year without work while 28.0 percent in Premier paints, 5.9 percent in DSC and 4.1 percent in NASCON were unemployed for two years. As much as 42.1 percent in NASCON and 15.0 percent in Premier paints stayed without work for three years before joining their present work places. From the discussions above, it is evident that most workers in the three establishments had tasted the problems associated with unemployment in an unstable and declining economic and political climates of Nigeria. However they perceive their quality of working life, the agony of being unemployed beofre would play a decisive role. As shown in table 6.14, workers at NASCON have had more unemployment gap than those in Premier paints and DSC.

Table 6.15 : Length of service in present employment, by Industry.

Number of years in present Establishment	Premier		D S C		N A S C O N	
	Number	Percentage	Number	Percentage	Number	Percentage
Less than 1 year	03	3.0	03	2.5	--	0.0
1 year	19	19.0	17	14.3	15	12.4
2 - 4 years	05	5.0	31	26.0	03	2.5
Above 4 years	73	73.0	68	57.2	103	85.1
TOTAL	100	100.0	119	100.0	121	100.0

Information gathered on length of service in present employments suggests a relatively stable workforce with 73.0 percent of workers in Premier paints, 57.2 percent in DSC and as much as 85.1 percent in NASCON having spent more than 4 years in their present work places. 19.0 percent in Premier paints, 14.3 percent in DSC and 12.4 percent in NASCON had spent one year in their present industries. For the shortest serving workers, only 3.0 percent and 2.5 percent in Premier paints and DSC respectively had spent less than one year in their present industries. As shown in table 6.15, there seem to be little disparity in the length of service across the three industries. It is expected that length of service would have some effects on the work experiences, attitudes, behaviours and perceptions of the workers on a number of work related issues but most especially on their quality of working life.

Table 6.16 : Degree of satisfaction with present work place, by Indus

Degree of satisfaction with present work place	Premier		D S C		N A S C O N	
	Number	Percentage	Number	Percentage	Number	Percentage
Satisfied	100	100.0	71	59.7	56	46.3
Not Satisfied	--	0.0	48	40.3	65	53.7
TOTAL	100	100.0	119	100.0	121	100.0

The relatively stable workforce in the three establishments as shown in table 6.15 becomes more significant when it is considered from the point of view of the level of job satisfaction which our respondents expressed in their present work places. As shown in table 6.16, information gathered on the degree of satisfaction suggests that most of the workers in the three establishments were satisfied with their present jobs. The level of satisfaction was highest in Premier plants where all the workers interviewed expressed satisfaction as against 59.7 percent in DSC. Only 46.3 percent, however, expressed satisfaction with their present work places in NASCON. The exceptional case of NASCON could be attributed to the fact that Otta is a big industrial city with over 100 industries and workers in NASCON would definitely assess their levels of satisfaction relative to what operates in other establishments around them.

## IMPORTANCE OF WORK VALUES

An insight into the attitudes and perceptions of quality of working life among Nigerians in industrial establishments is often provided by the values placed on the various work and life attributes in as much as these attributes are reflected and explicit in the meaning and importance which workers attach to their quality of working life in particular and quality of life in general. These attributes and perceptions are reflections of the workers awareness of the conditions under which they carry out their different assignments at work, in addition to regulating the workers actions in pursuit of their goals both at work and outside work place. In examining the work attitudes and perceptions of the respondents in this survey, fifty-eight questions were asked under ten different extrinsic and intrinsic indices of a job. They were asked to indicate the level to which these indices were important to their quality of working life. Below were the findings from the data obtained.

## DIMENSIONS OF SATISFACTION AT WORK

The phenomenon of satisfaction at work have attracted a great deal of interest in the fields of industrial management and human behaviour at work. Locke (1976) for example, suggested that over three thousand articles or dissertations have been produced and the number is of course rising yearly. This was due primarily to the

importance attached to factors relating to both extrinsic and intrinsic aspects of work life. As an important component of human behaviour at work, satisfaction at work is seen as the positive feelings of the employees in a group about themselves and their work situation. Besides, it is multi-dimensional. Satisfaction at work is multi-dimensional in the sense that there are many factors of it, each of which has significant role to play in determining employee's satisfaction at work. This implies that for employees to show positive feelings about their jobs, their needs have to be satisfied. But employees have often been viewed to be unstable. The reason for this complex nature of employee's attitude could be related to the fact that employees; behaviour or satisfaction at work vary according to variables in the employment situation, in the individual situation as well as variables outside the employment situation (Oloko, 1983). These variables are often explained in terms of extrinsic and intrinsic satisfactions. The extrinsic facets of satisfaction at work cover feelings such as pay, fringe benefits, security of job, promotion prospects among others. The intrinsic facets include feelings such as interesting work, opportunity to develop abilities, freedom at work and autonomy and so on. It is in the light of this understanding of the multifacedness of satisfaction at work that questions were asked on nine

dimensions of work factors consisting of fifty-six items covering both extrinsic and intrinsic factors of the job. These factors are discussed under sub-headings such as material/extrinsic, structural competence, human relations, intrinsic, personal state of mind, flexibility of job, challenge of work, self esteem and quality of life factors. Questions were structured and presented on a scale of four options from which each respondent was asked to pick the best option that represents his/her feelings. The four options were assigned ratings as shown below:

Very satisfied	=	4
Satisfied	=	3
Dissatisfied	=	2
Very dissatisfied	=	1

The values of very satisfied and satisfied were added to arrive at the proportions of respondents who are satisfied with each of the factors while the values of very dissatisfied and dissatisfied were added to arrive at the proportions of those who expressed dissatisfaction with the factors. The overall responses of the workers are presented in the tables below.

Table 6.17 : Index of Material/Extrinsic factor.

	Premier paints				D S C				N A S C O N			
	Important		Unimportant		Important		Unimportant		Important		Unimportant	
	No	%age	No	%age	No	%age	No	%age	No	%age	No	%age
Material/Extrinsic factors												
Pay	72	72.0	28	28.0	93	78.2	26	21.8	104	86.0	17	14.0
Fringe benefits	55	55.0	45	45.0	68	57.1	51	42.9	74	61.2	47	38.8
Good working hours	66	66.0	34	34.0	93	78.2	26	21.8	82	67.8	39	32.2
Job security	60	60.0	40	40.0	68	57.1	51	42.9	87	71.9	34	28.1

Information gathered from workers in the three establishments showed that industrial workers in Nigeria attributed great importance to extrinsic aspects of their work. As shown in table 6.17, as high as 72.0 percent in Premier paints, 78.2 percent in DSC and 86.0 percent in NASCON attached great importance to their pay at work while 55.0 percent, 57.1 percent and 61.2 percent in Premier paints, DSC and NASCON respectively attributed great importance to their entitled fringe benefits at work. Similarly, as much as 66.0 percent at Premier paints, 78.0 percent in DSC and 67.8 percent at NASCON attributed great importance to their working hours while more than half of the respondents, Premier paints (60.0 percent), DSC (57.1 percent) and NASCON (71.9 percent) attributed great importance to security at work. From the data discussed above, it could be argued that among the workers covered in this study, extrinsic factors are as important as how these factors relate to

the respondents' actual or desired quality of working life.  
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Table 6.18 : Index of Structural competence factors.

Structural competence factors	Premier paints				D S C				N A S C O N			
	Important		Unimportant		Important		Unimportant		Important		Unimportant	
	No	%age	No	%age	No	%age	No	%age	No	%age	No	%age
Supervisor competent	61	61.0	39	39.0	82	68.9	37	31.1	78	64.5	43	35.5
Adequate information to do job	63	63.0	37	37.0	74	62.2	45	37.8	71	58.7	50	41.3
Responsibilities clear	54	54.0	46	46.0	69	57.9	50	42.1	80	66.1	41	33.9
Enough help and equipment	61	61.0	39	39.0	70	58.8	49	41.2	73	60.3	48	39.7
Supervisor able to get a work team to work together	63	63.0	37	37.0	68	57.1	51	42.9	56	46.3	65	53.7
Co-workers competent	60	60.0	40	40.0	70	58.8	49	41.2	72	59.5	49	40.5

Respondents across the studied establishments

displayed similar attitudes towards structural competence factors as majority of them believed the structural competence factors are very important facts of quality of working life. Information in table 6.18 showed that many respondents (Premier paints 61.0 percent), DSC (68.9 percent) and NASCON (64.5 percent) believed that it is very important for them to have adequate information that would be needed to do their job. Similarly, majority of the respondents (54.0 percent at Premier paints, 57.9 percent in DSC and 66.1 percent in NASCON) believed that it is significantly important for them to have clear responsibilities at work. Again, 61.0 percent at Premier paints, 58.8



percent at DSC and 60.3 percent at NASCON contended that it is very important for them to have enough help and equipments at work while 63.0 percent at Premier paints, 57.1 percent at DSC and a little below half (46.3 percent) at NASCON argued that it is very important for them to have a supervisor that could get a good work team. Further many of the respondents (60.0 percent at Premier paints, 58.8 percent in DSC and 59.5 percent in NASCON) contended that it is very important for them to have co-workers who are competent always.

Table 6.19 : Index of Human relation factors.

	Premier paints				D S C				N A S C O N			
	Important		Unimportant		Important		Unimportant		Important		Unimportant	
	No	%age	No	%age	No	%age	No	%age	No	%age	No	%age
Human relation factors												
Co-workers friendly	64	64.0	36	36.0	64	53.8	55	46.2	78	64.5	43	35.5
Supervisor friendly	59	59.0	41	41.0	74	62.2	45	37.8	82	67.8	39	32.2
Chances good to make friends	67	67.0	33	33.0	68	57.1	51	42.9	92	76.0	29	24.0
Co-workers helpful	31	31.0	69	69.0	60	50.4	59	49.6	81	66.9	40	33.1
Supervisor concerned about me	68	68.0	32	32.0	63	52.9	56	47.1	86	71.1	35	28.9
Co-workers interested in me	29	29.0	71	71.0	44	36.9	75	63.1	94	77.7	27	22.3

The data in table 6.19 indicated that the reactions of individual workers in the three establishments to their co-workers and supervisors seem to be generally positive, although there were significant disparity in the attitudes and perceptions of the respondents to a few human relations factors. Information in the table

showed that 64.0 percent in Premier paints, 53.8 percent in DSC and 64.5 percent in NASCON attributed great importance to having friendly co-workers at work. Also, a significant proportion of the respondents in the studied establishments (59.0 percent in Premier paints, 62.2 percent in DSC and 67.8 percent in NASCON) believed that it is very important to have friendly supervisor at work. Again, 67.0 percent, 57.1 percent and 76.0 percent in Premier paints, DSC and NASCON respectively attributed great importance to job that provides good chances to make friends. There was a significant disparity in the attitudes of respondents towards having helpful co-workers as only 31.0 percent in Premier paints as against 50.4 percent in DSC and 66.9 percent in NASCON supported the idea that it is important to have helpful co-workers at work. Also, 68.0 percent in Premier paints, 52.9 percent in DSC and 71.1 percent in NASCON attached great importance to a supervisor which shows great concerns about their welfare while a few of respondents in Premier paints (29.0 percent) and DSC (36.9 percent) as against 77.7 percent in NASCON believed that it is very important for them to have co-workers who are interested in their own actions.

Table 6.20 : Index of Intrinsic factors.

	Premier paints				D S C				N A S C O N			
	Important		Unimportant		Important		Unimportant		Important		Unimportant	
	No	%age	No	%age	No	%age	No	%age	No	%age	No	%age
Interesting work	81	81.0	19	19.0	81	68.1	38	31.9	61	50.4	60	49.6
Can see results of my work	85	85.0	15	15.0	60	50.4	59	49.6	69	57.0	52	43.0
Freedom to do job	80	80.0	20	20.0	64	53.8	55	46.2	75	62.0	46	38.0
Can do things I am best able	57	57.0	43	43.0	110	92.4	09	07.6	77	63.6	44	36.4
Opportunity to develop abilities	71	71.0	29	29.0	110	92.4	09	07.6	101	83.4	20	16.6

On the basis of information collected in this survey, it could be argued that most workers in the three establishments attributed great importance to intrinsic factors of their jobs. For instance, data in table 6.20 showed that most workers in the studied establishments (Premier paints (81.0 percent), DSC (68.1 percent) and NASCON (50.4 percent)) believed that it is very important for them to have interesting work. Also, 85.0 percent at Premier paints, 50.4 percent at DSC and 57.0 percent at NASCON attached great importance to a job that would allow them to see results of their work. As much as 80.0 percent in Premier paints, 53.8 percent in DSC and 62.0 percent in NASCON attached significant importance to job which gives them a lot of control and freedom to decide when and how to carry out their job. In the same vein, majority of the respondents (Premier paints 57.0 percent, 92.4 percent in DSC and 73.6

percent in NASCON) believed that it is important for them to have opportunity to do things they could best able to do.

Furthermore, many workers in the studied establishments (71.0 percent in Premier paints, 92.4 percent in DSC and 83.4 percent in NASCON) attributed significant importance to a job that would give them great opportunities to develop their abilities, talents and intellect.

Table 6.21 : Index of Socio - cultural belief factors.

	Premier paints				D S C				N A S C O N			
	Important		Unimportant		Important		Unimportant		Important		Unimportant	
	No	%age	No	%age	No	%age	No	%age	No	%age	No	%age
	-----				-----				-----			
Socio - cultural beliefs.	-----											
Tribal beliefs	68	68.0	32	32.0	95	79.8	24	20.2	103	85.1	18	14.9
Favouritism	51	51.0	49	49.0	80	67.2	39	32.8	102	84.3	19	15.7
Nepotism	43	43.0	57	57.0	70	58.8	49	41.2	88	72.7	33	27.3
Family problems	46	46.0	54	54.0	92	77.3	27	22.7	89	73.6	32	26.4

One of the basic assumptions of this survey is that quality of working life, being an expressed preference for behaving in a certain way, varies across socio - cultural beliefs and background in Nigeria. As the data in table 6.21 showed, it could be in fact be argued that among the workers studied in the three establishments, industrial workers attached significant value to the importance of certain facets of socio-cultural beliefs as they affect their quality of working life. For

instance, 68.0 percent in Premier paints, 79.8 percent in DSC and 85.1 percent in NASCON attached great importance to their tribal beliefs about work. Further, majority of the respondents (51.0 percent in Premier paints, 67.2 percent in DSC and 84.3 percent in NASCON) attributed great importance to the belief that degree of favouritism at work affects goal of work life. Also, about half of the workers at Premier paints (43.0 percent and DSC 58.8 percent as well as 72.7 percent at NASCON) attributed significant importance to level of Nepotism at work.

Also a vast majority of workers at DSC (77.3 percent) and NASCON (73.6 percent) and about half at Premier paints (46.0 percent) believed that the level of their family problems often affect their goals of work life.

Table 6.22 : Index of Personal state of mind.

	Premier paints				D S C				N A S C O N			
	Important		Unimportant		Important		Unimportant		Important		Unimportant	
	No	%age	No	%age	No	%age	No	%age	No	%age	No	%age
Personal state of mind												
Feeling/mood	72	72.0	28	28.0	73	61.3	46	38.7	95	78.5	26	21.5
Domestic quarrels	52	52.0	48	48.0	74	62.2	45	37.8	91	75.2	30	24.8
Sickness of immediate family members	52	52.0	48	48.0	66	55.5	53	44.5	94	77.7	27	22.3

A further insight about the attitudes and perceptions of workers in the studied establishments showed that industrial workers in Nigeria placed high premium on their personal state of mind in determining their quality of working life although their perceptions and attitudes varied from one establishment to another. For instance, as shown in table 6.22, as much as 72.0 percent, 61.3 percent and 78.5 percent in Premier paints, DSC and NASCON respectively believed that it is very important for them to consider their personal feelings and moods at work place. Similarly, about half of the respondents at Premier paints, (52.0 percent), 62.2 percent in DSC and as many as 75.2 percent at NASCON attributed significant importance to whether or not they have domestic quarrels while 52.0 percent at Premier paints, 55.5 percent in DSC and 77.7 percent at NASCON attributed great importance to whether or not any member of their immediate family is sick in determining their personal state of mind at work place.

Table 6.23 : Index of Flexibility of job.

	Premier paints				D S C				N A S C O N			
	Important		Unimportant		Important		Unimportant		Important		Unimportant	
	No	%age	No	%age	No	%age	No	%age	No	%age	No	%age
Flexibility of job												
Independent work and movement	55	55.0	45	45.0	69	59.0	50	42.0	78	64.5	43	35.5
Work freedom	65	65.0	35	35.0	55	46.2	64	53.8	88	72.7	33	27.3
Autonomy	59	59.0	41	41.0	64	53.8	55	46.2	76	62.8	45	37.2
Responsibility	80	80.0	20	20.0	61	51.3	58	48.7	80	66.1	41	33.9

A further insight into work attitudes and perceptions of respondents in this survey showed that they placed varying degrees of importance to flexibility of job characteristics from one establishment to another as shown in table 6.23, about half of the respondents (55.0 percent in Premier paints and 59.0 percent in DSC) believed that it is important to have independence at work and movement while as much as 64.5 percent in NASCON supported the idea. Also, while 65.0 percent in Premier paints and 72.7 percent in NASCON attributed much importance to freedom of work, only 46.2 percent in DSC believed so. Also, 59.0 percent of the respondents in Premier paints, 53.8 percent in DSC and 62.8 percent in NASCON believed that it is very important for them to have work autonomy. Similarly, a large proportion of the respondents in Premier paints (80.0 percent), NASCON (66.1 percent) and about half in DSC (51.3 percent) also believed that it is very important for workers to be

given a lot of responsibilities on how and when to do their jobs. The information above, when viewed in terms of Herzberg's motivational and enrichment factors, could be argued that quality of working life occurs when a job is challenging, when achievement is encouraged, when there is opportunity for growth and when responsibility, advancement and recognition are provided.

Table 6.24 : Index of Challenge of work.

	Premier paints				D S C				N A S C O N			
	Important		Unimportant		Important		Unimportant		Important		Unimportant	
	No	%age	No	%age	No	%age	No	%age	No	%age	No	%age
Challenge of work												
Variety in work routine	66	66.0	34	34.0	66	55.5	53	44.5	56	46.3	65	53.7
Meeting/working with a variety of people	40	40.0	60	60.0	60	50.4	59	49.6	50	41.3	71	58.7
Team work	48	48.0	52	52.0	49	41.2	70	58.8	44	36.4	77	63.6
Cooperation at work	37	37.0	63	63.0	29	24.4	90	75.6	45	37.2	76	62.8

An insight into characteristics associated with

challenge at work showed that majority of the workers in the studied establishments wanted to be allowed significant control and freedom to decide how they would carry out their work. As shown in table 6.24, 66.0 percent in Premier paints, 55.5 percent in DSC and 46.3 percent in NASCON believed that it is important for them to be allowed variety in work routine. Also, less than half of the respondents (40.0 percent in Premier paints, 50.4 percent in DSC and 41.3 percent in NASCON) attached



much importance to meeting/working with a variety of people. Further, 48.0 percent, 41.2 percent and 36.4 percent in Premier paints, DSC and NASCON respectively attributed great importance to team work. In the same way, only 37.0 percent in Premier paints, 24.4 percent in DSC and 37.2 percent in NASCON attached significant importance to cooperation at work. From information above, it could be said that workers in the studied establishments attributed low importance to facets of challenge of work.

Table 6.25 : Index of Self - Esteem.

	Premier paints				D S C				N A S C O N			
	Unimportant		Important		Unimportant		Important		Unimportant		Important	
	No	%age	No	%age	No	%age	No	%age	No	%age	No	%age
Self - Esteem												
Side life affects work life	32	32.0	68	68.0	39	32.8	80	67.2	16	13.2	105	86.8
Working with people from my tribe always	32	32.0	68	68.0	65	54.6	54	45.4	83	68.6	38	31.4
Contribution to personal satisfaction	20	20.0	80	80.0	33	27.7	86	72.3	25	20.7	96	79.3
Self accomplishment	13	13.0	87	87.0	21	17.6	98	82.4	50	41.3	71	58.7
Acknowledgment from friends	21	21.0	79	79.0	44	37.0	75	63.0	61	50.4	60	49.6
Appreciation by management	26	26.0	74	74.0	38	31.9	81	68.1	30	24.8	91	75.2
Extent to which present life style leads to good future opportunities in life	30	30.0	70	70.0	21	17.6	98	82.4	41	33.9	80	66.1
Extent to which the work I do contribute to society	28	28.0	72	72.0	13	10.9	106	89.1	43	35.5	78	64.5

An insight into self esteem characteristics showed that majority of the respondents in the three establishments placed high value and attached great

importance to self-esteem factors at work. Also, there was no serious disparity into the degree of importance attached to most self esteem characteristics across the three establishments. As shown in table 6.25, 68.0 percent in Premier paints, 67.2 percent in DSC and 66.8 percent in NASCON attached great importance to the belief that outside life affects work life while only 32.0 percent, 32.8 percent and 13.2 percent in Premier paints, DSC and NASCON respectively believed otherwise. Also, 805.0 percent in Premier paints, 72.3 percent in DSC and 79.3 percent in NASCON attached importance to the belief that present job contributes to personal satisfaction as against 20.0 percent, 27.7 percent and 20.7 percent in Premier paints, DSC and NASCON respectively who believed otherwise. Again, majority of the respondents (74.0 percent in Premier paints, 68.1 percent in DSC and 75.2 percent in NASCON) attached importance to the degree to which their present jobs were appreciated by their managements. Furthermore, a significant proportion of the respondents in the three establishments (70.0 percent in Premier paints, 82.4 percent in DSC and 66.1 percent in NASCON) attached great importance to the belief that present life style leads to good future opportunities in life. In the same vein, a good proportion of the workers (72.0 percent in Premier paints, 89.1 percent in DSC and 64.5 percent in NASCON) believed that it is important for a worker to know the extent to which his/her work

contributes to society. However, there were significant disparities in the attitudes and beliefs of the respondents across the three establishments towards some of the self-esteem characteristics covered in this survey. For instance, while as much as 88.0 percent, in Premier paints, believed that it is important for a worker to work with people from his/her tribe always, only 45.4 percent in DSC and 31.4 percent in NASCON supported the idea. Also many respondents in Premier paints (87.0 percent) and DSC (82.4) percent) believed that present job should lead to self-accomplishment while about half (58.7 percent) in NASCON supported this belief.

Further, many respondents (79.0 percent in Premier paints, and 63.0 percent in DSC) believed that it is important for a worker to seek recognition from friends while 49.6 percent in NASCON did not support this idea. From the data discussed above, it could be suggested that self-esteem could be an independent variable as well as an outcome of work itself. Thus it seems reasonable that persons who view themselves in a positive manner would be happy with their current work life status while those with low self-esteem would be less happy.

le 6.26 : Index of Quality of life.

	Premier paints				D S C				N A S C O N			
	Unimportant		Important		Unimportant		Important		Unimportant		Important	
	No	%age	No	%age	No	%age	No	%age	No	%age	No	%age
Quality of life												
to have good food always	17	17.0	83	83.0	14	11.8	105	88.2	16	13.2	105	86.8
to have a comfortable and peaceful home	21	21.0	79	79.0	19	16.0	100	84.0	15	12.4	106	87.6
to have a government that is managing the economy well	18	18.0	82	82.0	18	15.1	101	84.9	22	18.2	99	81.8
to have a government that is providing employment and curbing inflation	28	28.0	72	72.0	22	18.5	97	81.5	29	24.0	92	76.0
to have a society that is free of corruption	29	29.0	71	71.0	28	23.5	91	76.5	24	19.8	97	80.2
to have a society that rewards the individual initiative and achievement in life	29	29.0	71	71.0	34	28.6	85	71.4	27	22.3	94	77.7
to be free from deadly diseases	18	18.0	82	82.0	29	24.4	90	75.6	25	20.7	96	79.3
to have a good relationship with our neighbour	14	14.0	86	86.0	60	50.4	59	49.6	48	39.7	73	60.3
to have close friends and companions	54	54.0	46	46.0	51	42.9	69	57.1	55	45.5	66	54.5
to enjoy every moment while not thinking of tomorrow	46	46.0	54	54.0	26	21.8	93	78.2	53	43.8	68	56.2
to be liked and appreciated by friends	68	68.0	32	32.0	29	24.4	90	75.6	38	31.4	83	68.6
to have inner harmony and peace of mind	29	29.0	71	71.0	30	25.2	89	74.8	27	22.3	94	77.7
to have a government that provides basic services such as good water, roads and electricity	15	15.0	85	85.0	06	05.0	113	95.0	13	10.7	108	89.3
to be able to give my children the best life	04	04.0	96	96.0	07	05.9	112	94.1	09	07.4	112	92.6

Quality of life denotes a set of wants, the satisfaction of which makes people happy. From whatever angle we look at it, it is common knowledge that life in Nigeria nowadays presents a picture of appalling contrasts in human activities. For instance, while a

few are immensely prosperous, majority of the Nigerian people subsists on sub-standard accommodation, food, medical care, income and occupation among others. These features of quality of life has direct effects on the quality of working life of industrial workers since they are part and parcel of the society before they could become or be treated as workers.

It was against this background that we asked the respondents to assess the degree of importance which they attributed to fourteen indices of quality of life as they affected their quality of working life.

On the basis of the data obtained, it could be argued that majority of the respondents in the three establishments place high value on most of the indices of quality of life. Also, there was no serious disparity in the perceptions of quality of life of the workers across the studied firms.

Information in table 6.26 showed that majority of the workers covered in this survey (83.0 percent at Premier paints, 88.2 percent at DSC and 86.8 percent at NASCON) believed that it is very important to eat good food always. Also, 79.0 percent at premier paints, 84.0 percent at DSC and 87.6 percent at NASCON believed that it is significantly important to have a comfortable and peaceful home. As high as 82.0 percent, 84.9 percent and 81.9 percent at Premier paints, DSC and NASCON argued that it is significantly important to have a government that is managing the economy well while most of the

respondents (Premier paints, 72.0 percent, DSC 81.5 percent and NASCON 76.0 percent) contended that it is very important to have a government that provides employment and curb inflation. Many of the workers interviewed (71.0 percent in Premier paints, 76.5 percent in DSC and 80.2 percent in NASCON) said that it is significantly important to have a society that is free of corruption while 71.0 percent at Premier paints, 71.4 percent at DSC and 77.7 percent at NASCON contended that it is very important to have a society that rewards individuals for initiative and achievement. Also, a large proportion of the respondents believed that it is important to be free from deadly diseases as 82.0 percent at Premier paints, 75.6 percent at DSC and 79.3 percent at NASCON supported this idea. As much as 86.0 percent at Premier paints, 60.3 percent at NASCON and about half (49.6 percent) at DSC said that it is significantly important to have good relationship with our neighbours. However, some of the respondents (46.0 percent at Premier paints, 57.1 percent at DSC and 54.5 percent at NASCON) argued that it is very important to have close friends and companions. There was a significant disparity across the studied firms in the attitudes of respondents towards life enjoyment. As shown in the data obtained, as much as 78.2 percent at DSC believed that it is very important to enjoy every moment while not thinking of tomorrow as against 54.0 percent at Premier paints and 56.2 percent at NASCON. Further, as large as 75.6

percent at DSC and 69.6 percent at NASCON argued that it is significantly important to be liked and appreciated by friends as against only 32.0 percent at Premier paints who attached much importance to likeness by friends. A large proportion of the respondents (Premier paints 71.0 percent, DSC 74.8 percent and NASCON 77.77 percent) contended that it is significantly important to always have inner harmony and peace of mind. As expected, as large as 85.0 percent at Premier paints, 95.0 percent at DSC and 89.3 at NASCON attributed great importance to a government that provides basic social amenities such as good water, roads and electricity. In conclusion, almost all the industrial workers covered in this survey (96.0 percent at Premier paints, 94.1 percent at DSC and 92.6 percent at NASCON) believed strongly that it is very important to be able to give their children the best in life.

The measurement of these components of quality of life which were discussed above is not an attempt to find a numerical expression for everything that might come under quality of life nor is it a numerical expression for human well-being broadly covered above. Rather, the indices reflect a combination of the subjective feelings and objective status of the well-being of the workers and the environment in which they live and work. Quality of life refers not just to survival and the attainment of a good standard of living, but also to the content and relatedness of the respondent's life.

Table 6.27 : Degree of satisfaction with Material/Extrinsic factor, b

Material/Extrinsic factor	Premier paints				D S C				N A S C O N			
	Satisfied		Dissatisfied		Satisfied		Dissatisfied		Satisfied		Dissatisfied	
	No	%age	No	%age	No	%age	No	%age	No	%age	No	%age
	28	28.0	72	72.0	32	26.9	87	73.1	15	12.4	106	87.6
Wage benefits	27	27.0	73	73.0	26	21.8	93	75.2	10	8.3	111	91.7
Working hours	70	70.0	30	30.0	105	88.2	14	11.8	108	89.3	13	10.7
Job security	32	32.0	68	68.0	23	19.3	96	80.7	32	26.4	89	73.6

One dimension of work life termed "material or extrinsic factor" has been recognised by many studies (Peil 1972, Okwoli 1992) as having an important effect on workers' satisfaction at work. On the basis of the data obtained, it could be argued that workers in the three studied firms express low satisfaction with material or extrinsic aspects of their jobs. For instance, when asked to state whether or not they were satisfied with their wage structure, majority of them across the three firms (72.0 percent for Premier paints, 73.1 percent at DSC and 87.6 percent at NASCON expressed dissatisfaction with their pay. On the the other hand, only a few of them (28.0 percent, at Premier paints, 26.9 percent at DSC and 12.4 percent at NASCON) were satisfied with their pay. The low level of satisfaction with pay found among the respondents is not unexpected. Evidence from a number of studies on pay structure has suggested that workers



frequently identify wages as a major source of dissatisfaction with their jobs (for example, Peil 1972, Mgbe 1991). Again, in the Nigerian context, the picture may have been worsened by the harsh economic conditions of the country. Prices of virtually every product has shot up with the workers being the worst for it. With the prevailing high cost of living, workers' salaries as it were, can no longer afford their basic necessities like food, shelter and yet they still go to work everyday.

As with pay structure, only a small proportion of respondents in the studied firms (27.0 percent for Premier paints, 21.8 percent at DSC and 8.3 percent at NASCON) expressed satisfaction with the fringe benefits which workers in the three firms receive on the job. On the other hand, a vast majority of respondents representing 73.0 percent at Premier paints, 78.2 percent at DSC and as large as 91.7 percent at NASCON were dissatisfied with their pay. Also, 32.0 percent at Premier paints, 19.3 percent at DSC and 26.4 percent at NASCON expressed satisfaction with their job security whereas as much as 68.0 percent for Premier paints, 80.7 percent for DSC and 73.6 percent at NASCON were dissatisfied with their job security. An exceptional response was reported in the case of working hours as majority of the respondents in the three studied firms expressed satisfaction with their working hours. As shown in table 6.27, 70.0 percent at Premier paints,

88.2 percent at DSC and 89.3 percent at NASCON expressed satisfaction with their working hours. Only 30.0 percent, 11.8 percent and 10.7 percent at Premier paints, DSC and NASCON respectively were dissatisfied with their working hours.

Table 6.28 : Degree of satisfaction with Structural competence fact

	Premier paints				D S C				N A S C O N			
	Satisfied		Dissatisfied		Satisfied		Dissatisfied		Satisfied		Dissatisfied	
	No	%age	No	%age	No	%age	No	%age	No	%age	No	%age
Structural competence factor												
Supervisor competent	66	66.0	34	34.0	85	71.4	34	28.6	64	52.9	57	47.1
Adequate information to do job	64	64.0	36	36.0	87	73.1	32	26.9	107	88.4	14	11.6
Supervisors able to give clear responsibilities	86	86.0	14	14.0	89	74.8	30	25.2	108	89.3	13	10.7
Adequate support and equipment to do the job	28	28.0	72	72.0	31	26.0	88	74.0	31	25.6	90	74.4
Supervisor able to get people to work together	72	72.0	28	28.0	106	89.1	13	10.9	111	91.7	10	8.3
Fellow workers competent	71	71.0	29	29.0	106	89.1	13	10.9	107	88.4	14	11.6

Another dimension of work life termed " Structural competence factor" was measured by six items. This factor encompassed such items as perceptions that supervisors and fellow workers are competent, the information, equipment and support are adequate to do the job and that supervisors are able to spell out clear responsibilities and to elicit the cooperation of fellow workers. It was assumed that the greater a worker sense that work superiors and colleagues were incompetent, resources adequate, responsibilities unclear, the

greater would be a worker's sense of dissatisfaction with the job and perhaps the greater the likelihood of ineffective delivery of services. From the data in table 6.28, it could be argued that most respondents in the three studied firms were satisfied with their structural competence factors. For example 66.0 percent at Premier paints, 71.4 percent at DSC and 52.9 percent at NASCON expressed satisfaction with the perception that their supervisors were competent. 64.0 percent at Premier paints, 73.1 percent at DSC and 88.4 percent at NASCON believed that information are adequate to do their jobs while 86.0 percent at Premier paints, 74.8 percent at DSC and 89.3 percent at NASCON expressed satisfaction with the ability of their supervisors to spell out clear responsibilities at work. Also, majority of the respondents (representing 72.0 percent at Premier paints, 89.1 percent at DSC and 91.7 percent at NASCON) expressed satisfaction with the ability of their supervisors to elicit the cooperation of others while 71.0 percent at Premier paints, 89.1 percent at DSC and 88.45 percent at NASCON were satisfied with the perceptions that fellow workers were competent. However, only a few of the respondents (representing 28.0 percent at Premier paints, 26.0 percent at DSC and 25.6 percent at NASCON) expressed satisfaction with the perceptions that they had adequate support and equipment to do their jobs. Majority of the respondents, 72.0

percent at Premier paints, 74.0 percent at DSC and 74.4 percent at NASCON were not satisfied with the support and equipment to do their jobs.

Table 6.29 : Degree of satisfaction with Human relation factor, by firm

Human relation factor	Premier paints				D S C				N A S C O N			
	Satisfied		Dissatisfied		Satisfied		Dissatisfied		Satisfied		Dissatisfied	
	No	%age	No	%age	No	%age	No	%age	No	%age	No	%age
Co-workers friendly	36	86.0	14	14.0	108	90.8	11	09.2	107	88.4	14	11.6
Supervisor friendly	82	82.0	18	18.0	89	74.2	30	25.2	98	81.0	23	19.0
Chances good to make friends	87	87.0	13	13.0	108	90.8	11	09.2	111	90.9	11	09.1
Co-workers helpful	83	83.0	17	17.0	109	91.6	10	08.4	114	94.2	07	05.8
Supervisor concerned about me	83	83.0	17	17.0	108	90.8	11	09.2	93	76.9	28	23.1
Co-workers interested in me	97	97.0	03	03.0	109	91.6	10	08.4	111	90.9	11	09.1

The third dimension of work life, encompassing six items dealing with the social relationships of work termed the "Human relations factor" in this study. Human relations factor developed officially from the Human relations school and those items considered in this study dealt with perceptions of the quality of friendship, helpfulness and concern among fellow workers and supervisors. It was assumed that the greater the level of satisfaction with these human relation items, the higher would be a worker's sense of satisfaction with his/her job and vice versa. Information in table 6.29 showed that majority of the workers in the studied firms expressed satisfaction with all the human relation

items covered in the study. Infact, as large as 86.0 percent at Premier paints, 90.8 percent at DSC and 88.4 percent at NASCON and 82.0 percent at Premier paints, 74.8 percent at DSC and 81.0 percent at NASCON expressed satisfaction with the quality of friendship among fellow workers and supervisors respectively. Majority of the respondents, 87.0 percent, 90.8 percent and 90.9 percent at Premier paints, DSC and NASCON respectively were satisfied with the belief that their jobs offer good chances to make friends. Also, 83.0 percent at Premier paints, 91.6 percent at DSC and 94.2 percent at NASCON expressed satisfaction with the kind of help they receive from their fellow workers. As much as 83.0 percent at Premier paints, 90.8 percent at DSC and 76.9 percent at NASCON were satisfied with the concern shown by their supervisors about them. Majority of the repondents (representing 97.0 percent at Premier paints, 91.6 percent at DSC and 90.9 percent at NASCON) expressed satisfaction with the degree of interest shown in them by their fellow workers.

Table 6.30 : Degree of satisfaction with intrinsic factor, by Industry.

	Premier paints				D S C				N A S C O N			
	Satisfied		Dissatisfied		Satisfied		Dissatisfied		Satisfied		Dissatisfied	
	No	%age	No	%age	No	%age	No	%age	No	%age	No	%age
Intrinsic factor												
Interesting work	64	64.0	36	36.0	46	38.7	73	61.3	34	28.1	87	71.9
Can see results of my work	84	84.0	16	16.0	54	45.4	65	54.6	112	92.6	09	07.4
Freedom to do job	58	58.0	42	42.0	53	44.5	66	55.5	46	38.0	75	62.0
Can do jobs I am best able	65	65.0	35	35.0	34	29.4	85	70.6	36	29.8	85	70.2
Opportunity to develop abilities	69	69.0	31	31.0	41	34.5	78	65.5	26	21.5	95	78.5

Another important dimension of work life covered in this study termed "intrinsic factor" was assessed by five items. These include items dealing with the extent to which work is perceived as intrinsically interesting, as sufficiently complex and as affording opportunity to develop abilities, freedom to do job freely and see the results of one's work. Assuming that such characteristics are usually associated with the degree of one's power, responsibilities and position in the firm we expected that there would be difference across the three firms based on their locations, management and technology. As shown in table 6.30, respondents in DSC and NASCON expressed dissatisfaction with most of the items mentioned under intrinsic factor while most respondents in Premier paints were satisfied with virtually all the intrinsic factor items. Also, there was little disparity in the level of dissatisfaction

among respondents from DSC and NASCON firms in most of the items. 64.0 percent at Premier paints believed that their work was interesting unlike 38.7 percent in DSC and 28.1 percent in NASCON who expressed satisfaction with their work. Majority of the respondents at Premier paints (84.0 percent) and NASCON (92.6 percent) expressed satisfaction with the belief that they could see results of their work while only 45.4 percent of respondents at DSC expressed the same feeling. This finding was not surprising since both Premier paints and Nascon produce finished products (Paints and Salts) whereas Delta Steel produce primary (raw materials) products which are used by other firms across the country. Majority of the respondents at DSC (55.5 percent) and NASCON (62.0 percent) expressed dissatisfaction with the opportunity to operate freely at work while many respondents at Premier paints (58.0 percent) were satisfied with their ability to operate freely at work. 70.6 percent of respondents at DSC and 70.2 percent at NASCON were dissatisfied with the perception that they were doing jobs they are best able to do while only 33.0 percent at Premier paints expressed similar dissatisfaction. Again, most workers at DSC (65.5 percent) and NASCON (78.5 percent) were not satisfied with the level of opportunity available to develop self abilities while as much as 69.0 percent at Premier paints expressed satisfaction with the available opportunity to develop their abilities.

Table 6.31 : Degree of satisfaction with respondent's personal state of mind, by Industry.

	Premier paints				D S C				N A S C O N			
	Satisfied		Dissatisfied		Satisfied		Dissatisfied		Satisfied		Dissatisfied	
	No	%age	No	%age	No	%age	No	%age	No	%age	No	%age
Personal state of mind factor.												
Feeling/mood	39	33.0	67	67.0	27	22.7	92	77.3	31	25.6	90	74.4
Domestic quarrels	36	36.0	64	64.0	25	21.0	94	79.0	34	28.1	87	71.9
Sickness of immediate family members	39	33.0	67	67.0	44	37.0	75	63.0	37	30.6	84	69.4
Family problems	37	37.0	63	63.0	24	20.2	95	79.8	18	14.9	103	85.1

Personal state of mind was another dimension of work life covered in this study and it was measured by factor items. The items included a worker's feeling that he or she was "not in the working mood", presence of domestic problems or quarrels, regular sickness in the immediate family and regular occurrence of problems in the family. It was assumed in this study that poor personal state of mind would have negative impact on work attitudes and performance at work leading to dissatisfaction at work. As shown in table 6.31, it could be argued that workers in the three studied firms expressed dissatisfaction with their personal state of mind. Only 33.0 percent at Premier paints, 22.7 percent at DSC and 25.6 percent at NASCON expressed satisfaction with their feelings or working mood. Also, a few of the respondents representing 36.0 percent at Premier paints, 21.0 percent at DSC and 28.1 percent at NASCON) were satisfied with the level of domestic problems or quarrels around them while 33.0 percent at Premier



paints, 37.0 percent at DSC and 30.6 percent expressed satisfaction with the frequency or occurrence of sickness in the family. As large as 63.0 percent for Premier paints, 79.8 percent at DSC and 85.1 percent at NASCON were dissatisfied with the frequency of problems in the family.

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Table 6.32 : Degree of satisfaction with flexibility of job factor, 11

Flexibility of job factor	Premier paints				D S C				N A S C O N			
	Satisfied		Dissatisfied		Satisfied		Dissatisfied		Satisfied		Dissatisfied	
	No	%age	No	%age	No	%age	No	%age	No	%age	No	%age
Independent work and movement	56	56.0	44	44.0	50	42.0	69	58.0	44	36.4	77	63.6
Autonomy	60	60.0	40	40.0	45	37.8	74	62.2	27	22.3	94	77.7
Responsibility	66	66.0	34	34.0	43	36.1	76	63.9	79	65.3	42	34.7

Another important dimension of work life covered in the study was termed "flexibility of job factor" and it was measured by three items. These items include degree of independent work and movement, autonomy and responsibility at work. From the information in table 6.32, it was obvious that except at Premier paints, majority of respondents at DSC and NASCON were dissatisfied with their flexibility of job factor. For example, 58.0 percent at DSC and 63.6 at NASCON expressed dissatisfaction with the degree of independent work and movement unlike 44.0 percent at Premier paints who expressed same. 60.0 percent at Premier paints as against 37.8 percent at DSC and as low as 22.3 percent at NASCON expressed satisfaction with the degree of autonomy at work which they have. Also, majority of the respondents representing 66.0 percent at Premier paints, and 65.3 percent at NASCON expressed satisfaction with the degree of job responsibility they are assigned while less than half at DSC (36.1 percent) expressed

satisfaction with responsibility at work.

Table 6.33 : Degree of satisfaction with Challenge of work factor, by

Challenge of work factor	Premier paints				D S C				N A S C O N			
	Satisfied		Dissatisfied		Satisfied		Dissatisfied		Satisfied		Dissatisfied	
	No	%age	No	%age	No	%age	No	%age	No	%age	No	%age
Amount of variety in work routine	40	40.0	60	60.0	42	35.3	77	64.7	29	24.0	92	76.0
Working/working with a variety of people	34	34.0	66	66.0	41	34.5	78	65.5	68	56.2	53	43.8
Teamwork at work	79	79.0	21	21.0	92	68.9	37	31.1	113	93.4	08	06.6
Cooperation at work	88	88.0	12	12.0	84	70.6	35	29.4	108	89.3	13	10.7

Challenge of work factor was another dimension of work life covered in the study and it was measured by four items. This factor encompassed items such as degree of satisfaction with amount of variety in work routine, working with a variety of people, teamwork and amount of cooperation received at work always. On the basis of data obtained, it could be argued that there was little disparity in the degree of satisfaction among our respondents across the three studied establishments as shown in table 6.33. Few of our sample representing 40.0 percent at Premier paints, 35.3 percent at DSC and 24.0 percent at NASCON expressed satisfaction with the degree of variety in their work routines. Also, majority of respondents at Premier paints (66.4 percent), DSC (65.5 percent) and about half at NASCON (43.8 percent) were dissatisfied with the frequency of

working with a variety of people. On the other hand, majority of respondents representing 79.0 percent for Premier paints, 88.9 percent at DSC and 93.4 percent at NASCON expressed satisfaction at the rate at which they engage in team work. Also, as large as 88.0 percent at Premier paints, 79.6 percent at DSC and 89.3 percent at NASCON were satisfied with the amount of cooperation received at their work places.

Table 6.34 : Degree of satisfaction with respondent's self - esteem factor, by Industry.

	Premier paints				D S C				N A S C O N			
	Satisfied		Dissatisfied		Satisfied		Dissatisfied		Satisfied		Dissatisfied	
	No	%age	No	%age	No	%age	No	%age	No	%age	No	%age
Self - Esteem factor												
Outside life affects work life	11	11.0	89	89.0	18	15.1	101	84.9	30	24.8	91	75.2
Contribution to personal satisfaction	19	19.0	81	81.0	41	34.5	78	65.5	33	27.3	88	72.7
Self accomplishment	11	11.0	89	89.0	40	33.8	79	66.4	28	23.1	93	76.9
Recognition from friends	73	73.0	27	27.0	103	86.6	16	13.4	103	85.1	18	14.9
Work appreciation	24	24.0	76	76.0	27	22.7	92	77.3	31	25.6	90	74.4
Extent to which present life style leads to good future opportunities in life	17	17.0	83	83.0	32	26.9	87	73.1	27	22.3	94	77.3
Extent to which the work I do contribute to society	84	84.0	16	16.0	106	89.1	13	10.9	112	92.6	09	07.4

Another important dimension of worklife termed "self esteem factor" was measured by seven items. Self esteem factor was originally developed in Maslow's (1943) hierarchy of needs as one of the higher order needs of individuals at work. In this study, self esteem factor included items such as effect of outside

life on work life, contribution of one's job to self satisfaction, self-accomplishment, recognition from friends, extent to which present life style leads to good future opportunities and extent to which one's work contributes to society's development. On the basis of the data obtained, it could be argued that majority of the respondents in the studied establishments expressed dissatisfaction with nearly all the self esteem items. The only exceptions were recorded in items such as recognition from friends and the extent to which their jobs contribute to society's development. As shown in table 6.34, only few respondents representing 11.0 percent for Premier paints, 15.1 percent for DSC and 24.8 percent for NASCON were satisfied with the extent to which their outside life affects their work life while 19.0 percent at Premier paints, 34.5 percent at DSC and 27.3 percent at NASCON expressed dissatisfaction with the level of contribution of their jobs to self satisfaction. 11.0 percent at Premier paints, 33.6 percent at DSC and 23.1 percent at NASCON were dissatisfied with their level of self accomplishment. Also, few respondents representing 24.0 percent at Premier paints, 22.7 percent at DSC and 25.6 percent at NASCON were not satisfied with the level of appreciation they receive from their work and as little as 17.0 percent at Premier paints, 26.9 percent at DSC and 22.3 percent at NASCON expressed satisfaction on the extent to which their present life style leads to good future

opportunities. As said earlier on, exceptional cases were reported in the level of recognition from friends and extent to which their work contribute to society's development. As shown in the table, majority of the respondents (73.0 percent at Premier paints, 86.6 at DSC and 85.1 percent at NASCON expressed satisfaction with the amount of recognition they receive from friends. Also as large as 84.0 percent at Premier paints, 89.1 percent at DSC and 92.6 percent at NASCON were satisfied with the extent to which their work contribute to society's development. This widespread evidence of dissatisfaction with self esteem factor could not be divorced from the economic and socio-political tensions in the country as of the time the study was carried out. Also, evidence from a number of studies on work attitudes towards self esteem factor (for example, Maslow 1949, Herzberg et. al. 1959) has suggested that in job situation, only after the lower order needs have been satisfied would an employee seeks satisfaction from higher order needs like self esteem factor.

Table 6.35 : Degree of satisfaction with quality of life factor, by Industry.

Quality of life factor	Premier paints				D S C				N A S C O N			
	Satisfied		Dissatisfied		Satisfied		Dissatisfied		Satisfied		Dissatisfied	
	No	%age	No	%age	No	%age	No	%age	No	%age	No	%age
Feel good and be in good physical condition	17	17.0	83	83.0	12	10.1	107	89.9	21	17.3	100	82.7
Have a comfortable and peaceful home	21	21.0	79	79.0	91	76.5	28	23.5	20	16.5	101	83.5
Have a government that is managing the economy well	10	10.0	90	90.0	17	14.3	103	85.7	08	06.6	113	93.4
Have a government that is providing employment and curbing inflation	07	07.0	93	93.0	08	06.7	111	93.3	07	05.8	114	94.2
Have a society that is free of corruption	10	10.0	90	90.0	08	06.7	111	93.3	08	06.6	113	93.4
Have a society that rewards the individual for initiative and achievement	16	16.0	84	84.0	02	01.7	117	98.3	10	08.3	111	91.7
Free from delicate infectious diseases	87	87.0	13	13.0	83	69.7	36	30.3	83	68.6	38	31.4
Have good relationship with my neighbour	99	99.0	01	01.0	108	90.8	11	09.2	110	90.8	11	09.1
Have close friends and companions	82	82.0	18	18.0	108	91.6	10	08.4	113	93.8	08	06.6
Be liked and appreciated by friends	98	98.0	02	02.0	108	91.6	10	08.4	112	92.6	09	07.4
Have inner harmony and peace of mind	10	10.0	90	90.0	16	13.4	103	86.6	22	18.2	99	81.8
Have a government that provides basic needs such as good water, roads and electricity	07	07.0	93	93.0	06	05.0	113	95.0	06	05.0	115	95.0
Be able to give my children the best life	07	07.0	93	93.0	07	05.9	112	94.1	17	14.0	104	86.0

Quality of life factor was another important dimension of worklife covered in this study and was measured by thirteen items. As Barrett (1972) and Weitz (1952) observed in two separate studies, that there is a significant correlation between attitudes towards life

and attitudes towards work and both concluded that an employee who is satisfied with life tended to be satisfied with work. Quality of life, according to Fadayomi et. al. (1988), is a subjective evaluation which also includes one's values, aspirations and expectations within the society. It permits concise, comprehensive and balanced judgement about the conditions of majority of people in a society. Quality of life determines what a worker regards as right, good, worthy, beautiful and ethical, thus establishing his vocation and life goals. A look at the data obtained in table 6.35 connotes critical low quality of life for majority of the respondents in the three studied establishments. Infact except on four items, respondents expressed high level of dissatisfaction with most of the quality of life items covered in the study and there was no significant disparity in the reactions across the studied firms. As the data show, very few respondents (17.0 percent at Premier paints, 10.1 percent at DSC and 17.3 percent at NASCON) expressed satisfaction with the notion that they feel good and are in good physical condition. Few respondents at Premier paints (21.0 percent) and NASCON (16.5 percent) expressed satisfaction with the notion that they have comfortable and peaceful home, while majority of the respondents at DSC (76.5 percent) expressed satisfaction with the same item. The case of DSC is not surprising since the establishment operates a private residential



city for her staff and this city is provided with adequate basic amenities such as water, electricity, good road network, primary and secondary schools for their children. A vast majority representing 90.0 percent for Premier paints, 85.7 percent for DSC and 93.4 percent for NASCON were dissatisfied with the way the government was managing the economy. Also, as large as 93.0 percent at Premier paints, 93.3 percent at DSC and 94.2 percent at NASCON felt dissatisfied with the way government was providing employment and curbing inflation in the country. In the same vein, majority of the respondents representing 90.0 percent at Premier paints, 93.3 percent at DSC and 93.4 percent at NASCON expressed dissatisfaction with the degree of corruption in the society. Also, only few respondents, 16.0 percent at Premier paints, 1.7 percent at DSC and 8.3 percent at NASCON were satisfied with the reward package for initiatives and achievements by individuals in the country. Only 10.0 percent at Premier paints, 13.4 percent at DSC and 18.2 percent at NASCON were satisfied with their degree of inner harmony and peace of mind. An insignificant few representing 7.0 percent at premier paints, 5.0 percent at DSC and 5.0 percent at NASCON expressed satisfaction with the government's ability to provide basic amenities such as food, water, roads and electricity. Also, few respondents (7.0 percent for Premier paints, 5.9 percent for DSC and 14.0 percent for

NASCON) expressed the feelings that they are able to give their children the best in life. However, exceptional high degree of satisfaction were recorded for four items of quality of life factor. For example, as large as 99.0 percent for Premier paints, 90.8 percent for DSC and NASCON expressed satisfaction with the level of good relationship they have with their neighbours. Majority of the respondents representing 87.0 percent at Premier paints, 69.7 percent at DSC and 68.6 percent at NASCON were satisfied because they were free from delicate or infectious diseases. 82.0 percent for Premier paints, 91.6 percent at DSC and 93.3 percent at NASCON expressed satisfaction with the level of close friends and companions around them. Again, majority of the respondents across the studied firms representing 98.9 percent at Premier paints, 91.6 percent at DSC and 92.6 percent at NASCON were satisfied with the level of likeness and appreciations displayed towards them by their friends. The influence of quality of life on worker's thinking, acting and behaving cannot be underestimated. Besides, evidence of dissatisfaction with quality of life factor analysis among workers within the three establishments is neither unexpected nor surprising. In the first instance, the country at the time of this study was passing through serious economic adjustments under which various basic facilities have broken down and beyond the reach of an average Nigerian. Also, evidences from a number of

scholars in Nigeria (Falana 1989, Fawehinmi 1989, Aluko 1990) has established that those dissatisfied with life tended to be dissatisfied with their jobs.

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## CHAPTER SEVEN

### SOCIAL IMPACT OF STRUCTURAL ADJUSTMENT PROGRAMME (SAP) ON THE QUALITY OF WORKING LIFE OF RESPONDENTS

In the preceding chapter, the early part was devoted to the discussions of the demographic and social characteristics of the respondents. Efforts were also made to identify and assess a comparative analysis of the work history, work life and quality of life across the studied establishments. Both the extrinsic and intrinsic factors of work life were discussed and some of the worklife factors covered in the chapter included material, structural competence, human relations intrinsic, socio-cultural, personal state of mind, flexibility of job, challenge of work, self esteem and quality of life dimensions. It was established from the findings in the preceding chapter that workers in the studied firms place high value on extrinsic dimensions of worklife. The data also showed a generally low quality of working life among the studied firms which ranged from low satisfaction at work to low quality of life in general. It was obvious from chapter six that workers in the studied firms are generally underpaid, dissatisfied with their work and therefore, they are unhappy with their state of life.

In this chapter, attempt was made to identify, discuss and analyse the impact of the Structural Adjustment Programme on the quality of working life among workers in the studied firms.

It would be recalled that the world economic recession which occurred in the early 1980s brought with it a down-turn in the general economic development of Nigeria. Consequently, a Structural Adjustment Programme (SAP) was introduced in 1986 by Babangida regime to remedy the situation. Unfortunately, however, the situation moved from bad to worst for the average Nigerian worker. For example, since SAP was introduced, the country could no longer support massive import of raw materials. Food and basic spare parts became more expensive. Other problems include decline in Industrial output, close down of factories, loss of job opportunities, high rate of inflation and loss in purchasing power of the Naira. Parents are unable to meet their commitments to their children.

The impact of SAP on the Nigerian people was remarkable to the extent that there were National strikes in May 1989 and May 1992 as protests against the programme (SAP) which rocked the economic and social life of the country to her foundation.

In essence, SAP could be seen as a monumental economic policy which has affected all socio and economic structures. The primary task in this chapter therefore, is to identify and discuss the social impact of the programme by focussing on the quality of working life across the three studied firms. To assess the impact of the programme on the quality of life and quality of working life, a set of close and open ended questions

were asked in the questionnaire (Questions 32 - 43).

Also, indepth interviews conducted for two workers on different occassions in each of the three firms on the impact of SAP on their personal and worklives were reported in this chapter. These case studies show the typical conditions of quality of life in the country under the Structural Adjustment Programme (SAP).

When asked to identify government's policy which deserve serious governments' review and attention, inflation (representing 33.0 percent at Premier paints, 30.3 percent at DSC and 38.0 percent at NASCON), food shortage representing 21.0 percent at Premier paints, 21.8 percent at DS and 25.6 percent at NASCON and education (23.0 percent at Premier paints, 21.8 percent at DSC and 11.6 percent at NASCON) were the most mentioned as shown in table 7.1. Also, unemployment (representing 13.0 percent at Premier paints, 15.1 percent at DSC and 5.8 percent at NASCON) was next in rank while 4.0 percent, 5.9 percent and 8.3 percent at Premier paints, DSC and NASCON respectively mentioned health. Few respondents (6.0 percent at Premier paints, 5.0 percent at DSC and 10.7 percent at NASCON) mentioned social problem and infrastructure as the major government poolicies which deserve serious review and attention by the government.

Table 7.1 : Percentage distribution of responses to major Government policies deserving serious attention.

Responses	Premier		D S C		N A S C O N	
	Number	Percentage	Number	Percentage	Number	Percentage
Agriculture/food shortage	21	21.0	26	21.8	31	25.6
Education	23	23.0	26	21.8	14	11.6
Inflation	33	33.0	36	30.3	46	38.0
Health	04	04.0	07	05.9	10	08.3
Social problems	02	02.0	05	04.2	09	07.4
Infrastructure	04	04.0	01	00.8	04	03.3
Unemployment	13	13.0	18	15.1	07	05.8
TOTAL	100	100.0	119	100.0	121	100.0

In my attempt to identify respondent's most serious concerns in life nowadays, I asked in the questionnaire what was the major concern that gave the respondents serious worry or concern. A concern in this study is conceived as those things that a person considers necessary to living a satisfactory life. According to Fadayomi et. al. (1988), they are those things a respondent wants others to appreciate the importance and he would expect the government to recognise this importance, and do something about it. As shown in table 7.2, more than half of the respondents across the studied firms declared that inflation (representing 26.0 percent at Premier paints, 36.1 percent at DSC and 38.0 percent at NASCON) and money (40.0 percent at Premier paints, 33.6 percent at DSC and 28.9 percent for NASCON)

gave them the most worry and concern. This gives credence to an earlier finding by Adejina (1993) among ODU Textile workers, Ado-Ekiti, where it was found that financial matters, future of children and growing old were the most important domains of worry among the respondents. 14.0 percent for Premier paints, 10.1 percent for DSC and 14.0 percent at NASCON mentioned future of their children while 8.0 percent at Premier paints, 9.2 percent at DSC and 5.0 percent at NASCON mentioned health matters. Few respondents (representing 12.0 percent at Premier paints, 10.9 percent at DSC and 14.1 percent at NASCON) declared that social problem and personal fulfilment gave them the greatest worry and concern nowadays.

Table 7.2 : Percentage distribution of respondent's most serious concern in life.

Responses	Premier paints		D S C		N A S	
	Number	Percentage	Number	Percentage	Number	Percentage
Inflation	26	26.0	43	38.1	46	38.9
Future of children	14	14.0	12	10.1	17	14.0
Money	40	40.0	40	33.6	35	28.4
Health	08	08.0	11	09.2	06	4.9
Social problem	07	07.0	01	00.8	06	4.9
Personal fulfilment	05	05.0	12	10.1	11	8.9
TOTAL	100	100.0	119	100.0	121	100.0

The daily life of man is composed of things whose importance is hidden in the mystery of their



familiarity. The sharp increases in the prices of basic foodstuffs, transport fares and house rents in many parts of the country, together with the rising rate of unemployment cumulated into social tension mainly from the effects of SAP not that the meaning and relevance of work to an average worker must be defined within the impact of SAP on these facets of life. To further assess the quality of work life of the respondents under the Structural adjustment programme, they were given eight domains of work and asked to indicate their degree of agreements with each of the domains. It is interesting to note from Table 7.3 that despite the seeming instrumentalism displayed by the respondents as shown in table 7.5 with regards to their preference for extrinsic job factors, the importance and centrality of work in the daily lives is never in doubt. When their responses were disaggregated, only few divergences were recorded across the firms. For example, 63.0 percent at Premier paints, 68.1 percent at DSC and 60.3 percent at NASCON believed that life satisfaction comes/develops from work, while 65.0 percent, 79.0 percent and 47.1 percent at Premier paints, DSC and NASCON respectively agreed that there is no life without work. Other responses were as follows: live, eat and breathe your work (66.0 percent at Premier paints, 62.0 percent at DSC, 60.2 percent at NASCON), work is the only solution to poverty (Premier paints 76.0 percent, DSC 63.0 percent and

NASCON 56.2 percent), derive more joy in your work than in your leisure (65.0 percent at Premier paints, 66.4 percent at DSC and 60.3 percent at NASCON), a day at work is longer than a day at rest (Premier paints 34.0 percent, DSC 43.7 percent and NASCON 32.2 percent), work is only necessary but not compulsory (3.0 percent at Premier paints, 25.2 percent at DSC and 33.8 percent at NASCON) and you feel your self when you are away from work representing 23.0 percent at Premier paints, 26.1 percent at DSC and 28.9 percent at NASCON.

Table 7.3 : Respondents' beliefs about work under SAP.

Domains of work	Premier paints		D S C		N A S C O N							
	Agree	Disagree	Agree	Disagree	Agree	Disagree	Agree	Disagree				
	No	%age	No	%age	No	%age	No	%age				
Life satisfaction comes/develops from work	63	63.0	37	37.0	81	68.1	38	31.9	73	60.3	48	39.7
There is no life without work	65	65.0	35	35.0	94	79.0	25	21.0	57	47.1	64	52.9
Live, eat and breathe your work	66	66.0	34	34.0	74	62.2	45	37.8	73	60.3	48	39.7
Work is the only solution to poverty	76	76.0	24	24.0	75	63.0	44	37.0	68	56.2	53	43.8
Derive more joy in your work than in leisure	65	65.0	35	35.0	79	66.4	40	33.6	73	60.3	48	39.7
A day at work is longer than a day at rest	34	34.0	66	66.0	52	43.7	67	56.3	39	32.2	82	67.8
Work is necessary but not compulsory	03	03.0	97	97.0	30	25.2	89	74.8	47	38.8	74	61.2
You feel your real self when you are from work	23	23.0	77	77.0	31	26.1	88	73.9	35	28.9	86	71.1

Table 7.4a : Job likes, by Industry.

	Premier paints		D S C		N A S C O R	
	Number	Percentage	Number	Percentage	Number	Percentage
	JOB		LIKES			
Management	13	13.0	63	52.9	23	19.0
Welfare services	21	21.0	07	05.9	10	08.3
Wages	24	24.0	11	09.2	60	49.9
Welfare	16	16.0	24	20.2	14	11.6
Equipments	06	06.0	10	08.4	08	06.6
Work itself	10	10.0	03	02.5	04	03.3
Skill development and training	10	10.0	01	00.8	02	01.7
TOTAL	100	100.0	119	100.0	121	100.0

Table 7.4b: Job dislikes, by industry.

	Premier paints		D S C		N A S C O R	
	Number	Percentage	Number	Percentage	Number	Percentage
	JOB		DISLIKES			
Management	13	13.0	32	26.9	21	17.4
Wages	23	23.0	32	26.9	38	31.4
Work itself	12	12.0	06	05.0	06	04.9
Working conditions	28	28.0	30	25.2	22	18.2
Skill development and training	11	11.0	09	07.5	19	15.7
Equipment	13	13.0	10	08.3	15	12.4
TOTAL	100	100.0	119	100.0	121	100.0

The questions about what the workers liked and

disliked about their present establishments always proved valuable in understanding their work history and work life. As information in table 7.4 shows, there was no consensus about what workers in the three establishments liked most. For instance, while as much as 52.9 percent in DSC liked their management, only 13.0 percent in Premier paints and 19.0 percent in NASCON expressed similar view. Also 21.0 percent in Premier paints liked the social welfare services as against 5.9 percent in DSC and 8.3 percent in NASCON. 49.9 percent in NASCON expressed the feelings that they liked most the degrees of salesmanship in their establishment as against 24.0 percent in Premier paints, and 9.2 percent in DSC. In the three establishments, only few of the workers contended that they liked the pay system of their organisations. Infact, only 16.0 percent, 20.2 percent and 11.6 percent in Premier paints, DSC and NASCON respectively expressed the feelings that their pay system was what they liked most. Also few of the workers said it was the job itself as 10.0 percent in Premier paints, 2.5 percent in DSC and 3.3 percent in NASCON mentioned this. More workers in Premier paints than in other establishment expressed the feelings that they liked most the skill development and training opportunities in their establishments as 10.0 percent in Premier paints as against 0.8 percent in DSC and 1.7 percent in NASCON expressed the said feelings. When the

workers were asked to mention what they dislike most in their establishments, there was no serious disparity in their expressions. For example, while 23.0 percent in Premier paints, 26.9 percent in DSC and 31.4 percent in NASCON expressed the feelings that they disliked most their pay systems, 28.0 percent, 25.2 percent and 18.2 percent in Premier paints, DSC and NASCON respectively expressed total dislikeness for their working conditions. 13.0 percent in premier paints, 26.9 percent in DSC and 17.4 percent in NASCON contended that they disliked most their management while 12.0 percent, 5.0 percent and 4.9 percent in Premier paints, DSC and NASCON respectively expressed total dislikeness for their jobs. 11.0 percent, 7.5 percent and 15.7 percent in Premier paints, DSC and NASCON respectively contended that they disliked most their skill development and training programmes while 13.0 percent in Premier paints, 8.3 percent in DSC and 12.4 percent in NASCON expressed total dislikeness for their working equipments. The questions about their work appeared valuable in understanding their attitudes and perceptions of their jobs. A summary of the findings indicates that many workers has a long line of complaints about the pay, the management, the conditions and facilities at work which the firm ought to supply.

To gain insight into the dimension of worklife of respondents since SAP was introduced in Nigeria,

respondents were asked, "In the period of SAP now, what factors will make you change your work from this industry?" As table 7.5 shows, most respondents attached great importance to extrinsic facet of jobs which are better salary, job satisfaction and job security. Also similar responses were recorded across the three firms, there was slightly higher disparity between respondents in the studied firms. For instance, 48.0 percent at Premier paints, 29.4 percent at DSC as against 27.3 percent at NASCON attached the highest importance to better salary. Next in rank was better job satisfaction for respondents at Premier paints (30.0 percent) and DSC (27.7 percent) while only 19.0 percent at NASCON supported the idea. However, as much as 28.9 percent of respondents at NASCON as against 15.0 percent at Premier paints and 12.6 percent at DSC mentioned job security as the factor that could make them change work from their present firms. Also, 15.7 percent at NASCON as against 6.0 percent at Premier paints and 10.9 percent at DSC mentioned better prestige while as high as 19.2 percent at DSC as against 1.0 percent at Premier paints and 9.1 percent at NASCON attached the highest importance to better promotion as the only factor that could make them accept offer of employment outside their present work place.

Table 7.5 : Factors that will make workers accept offer of employment elsewhere now, by Industry.

Responses	Premier paints		D S C		W A S C O N	
	Number	Percentage	Number	Percentage	Number	Percentage
Better satisfaction	30	30.0	33	27.7	23	46.3
Better prestige	08	08.0	13	10.8	19	15.7
Better salary	46	46.0	35	29.4	33	27.3
Job security	15	15.0	15	12.6	35	28.9
Better promotion	01	10.0	23	16.2	11	09.1
TOTAL	100	100.0	119	100.0	121	100.0

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Table 7.6 : Percentage distribution of level of happiness among respondents these days, by Industry.

Responses	Premier paints		D S C		N A S C O N	
	Number	Percentage	Number	Percentage	Number	Percentage
Very happy	15	15.0	16	13.4	22	18.2
Happy	27	27.0	41	34.5	42	34.2
Somewhat happy	28	28.0	49	41.2	49	40.5
Very unhappy	30	30.0	13	10.9	08	06.6
TOTAL	100	100.0	119	100.0	121	100.0

The most frightening aspect of Nigerian Structural adjustment programme is the adverse effects on living conditions of vulnerable groups such as industrial workers, children, women, students, the unemployed and surprisingly enough, the rudimentary middle class which is being wiped out by the effects of SAP. Against this background, we asked the respondents the question "generally speaking, how happy are you these days?" The respondents were given four options (very happy, happy, somewhat happy and very unhappy). As expected, only a few of the respondents were very happy these days. As shown in table 7.6, 15.0 percent in Premier paints, 13.4 percent in DSC and 18.2 percent in NASCON contended that they were very happy these days as against 27.0 percent, 34.5 percent and 34.2 percent in Premier paints, DSC and NASCON respectively who expressed the feelings that they were just happy these days. As much as 28.0 percent in Premier paints, 41.0



percent in DSC and 40.5 percent in NASCON contended that they were somewhat happy while 30.0 percent, 10.9 percent and 6.6 percent in Premier paints, DSC and NASCON respectively were very unhappy these days.

We further asked the respondents to assess the quality of life in Nigeria since when SAP was introduced. As shown in table 7.7, respondents in the three studied firms representing 71.0 percent at Premier paints, 70.6 percent at DSC and 76.0 percent at NASCON felt that life was getting worse in Nigeria since when SAP was introduced. 16.0 percent, 21.8 percent and 21.5 percent at Premier paints, DSC and NASCON respectively perceived no change while a few representing 13.0 percent at Premier paints, 7.6 percent at DSC and 2.5 percent at NASCON believed that life was getting better.

Table 7.7 : Perception of respondent's quality of life since SAP was introduced.

Responses	Premier paints		D S C		N A S C O N	
	Number	Percentage	Number	Percentage	Number	Percentage
Worse	13	13.0	09	07.6	03	02.5
No change	16	16.0	26	21.8	26	21.5
Better	71	71.0	84	70.6	92	76.0
TOTAL	100	100.0	119	100.0	121	100.0

Table 7.8 : Future expectations about the quality of life in Nigeria.

Responses	Premier paints		D S C		N A S C O N	
	Number	Percentage	Number	Percentage	Number	Percentage
Will improve	14	14.0	12	10.1	05	04.1
Will remain the same	16	16.0	23	19.3	13	10.7
Will worsen	70	70.0	84	70.6	103	85.2
TOTAL	100	100.0	119	100.0	121	100.0

Looking at SAP and other associated policies in Nigeria today, we asked our respondents if they think quality of life will improve, remain the same or will worsen in the future. The question was asked to find out what workers in the studied firms felt about the future of the country in general. As shown in table 7.8, majority of the respondents representing 70.0 percent for Premier paints, 70.6 percent for DSC and 85.2 percent at NASCON did not believe that quality of life generally will improve as against 14.0 percent at Premier paints, 10.1 percent at DSC and as low as 4.1 percent at NASCON who believed that quality of life will improve. 16.0 percent, 19.3 percent and 10.7 at Premier paints, DSC and NASCON respectively believed that quality of life generally in Nigeria will remain the same in the future. The information above is not surprising. Structural adjustment programme (SAP) has boosted the inflationary crisis in the economy and thus causing a drastic increase in the cost of living. Besides, the purchasing power of the workers has been

progressively eroded since wages and salaries are not allowed to adjust to keep pace with the general price level. Government has also drastically reduced subsidies on social services such as education, health, fuel and other public utilities. A direct consequence of this is the rapid deterioration of the slope and quality of the services provided, leading to malnutrition, dropouts at schools and outbreak of deadly diseases. It is constantly being reported in the newspapers that basic drugs can no longer be provided in government owned hospitals. With these unpleasant quality of life now, it is doubtful if the future will not be worse off.

In my bid to assess respondents' subjective perception of their total life situation, they were asked "How often do you feel you are really enjoying life?". As shown in table 7.9, only few respondents contended that they enjoy life all the time although there is a slightly higher disparity between respondents at Premier paints (5.0 percent), NASCON (7.4 percent) and DSC (13.4 percent). More than half of the respondents across the three firms representing 69.0 percent at Premier paints, 58.2 percent at DSC and 50.4 percent at NASCON believed that they rarely enjoy life. 40 percent, 11.2 percent and 8.3 percent at Premier paints, DSC and NASCON respectively declared that they fairly often enjoy life while 22.0 percent at Premier

paints, 17.2 percent at DSC and a slightly 33.9 percent at NASCON believed that they enjoy now and then. The information above is not unexpected since it is the poor of our society (which include most workers) that seem to be carrying the burden of Structural adjustment instead of the upper class people who are responsible for the collapse of the Nigerian economy.

Table 7.9 : Proportion of workers who feel they are enjoying life.

Responses	Premier paints		D S C		N A S C O N	
	Number	Percentage	Number	Percentage	Number	Percentage
the time	05	05.0	16	13.4	09	07.4
only oftenices	04	04.0	14	11.2	10	08.3
and then	22	22.0	21	17.2	41	33.9
only	68	68.0	68	58.2	61	50.4
TOTAL	100	100.0	119	100.0	121	100.0

To further examine the respondent's perception of his/her life, a "Ladder of life" was introduced in the questionnaire. The question was structured and presented on a five - scale (1 - 5) response category from which respondent was asked to identify the best possible status which represents his/her feelings. The five possible options were categorised as follows:

- Least possible position = 1
- Bad possible position = 2
- Average position = 3
- Good possible position = 4

On the ladder of life, respondent was asked to assess his/her positions on three different occasions. These were (a) "at a time", (b) "before SAP was introduced" and (c) "in the future". As shown in table 7.10a, more than half of the respondents across the studied firms believed that they occupy least and bad possible positions on the ladder of life at this time except that there is a slightly higher disparity between respondents at Premier paints (55.0 percent), DSC (60.5 percent) and NASCON (57.0 percent). 21.0 percent, 14.3 percent and 29.8 percent at Premier paints, DSC and NASCON respectively placed their positions at average while few respondents representing 24.0 percent for Premier paints, 16.8 percent at DSC and 13.2 percent at NASCON believed that they occupy good and best positions on the ladder of life at this time. The next question attempted to measure how respondents rated their positions on the ladder of life before SAP was introduced in 1986. As one would expect, only few of the respondents expressed the feelings that they occupied worst and bad possible positions on the ladder of life then. As shown in table 7.10b, 23.0 percent, 26.4 percent and 17.4 percent at Premier paints, DSC and NASCON respectively believed that they occupy the least and bad possible positions before SAP was introduced. On the other hand, majority of the respondents believed that they occupy the good and best possible positions on

the ladder of life before SAP was introduced except that there is slightly higher divergence between respondents at Premier paints (54.0 percent for Premier paints, 43.7 percent at DSC and 63.5 percent at NASCON). The future of man is always full of new plans with the expectation that the plans will come to fruition. On the basis of this, respondents were further asked to predict their future expectations on the ladder of life. Majority of the respondents; 63.0 percent at Premier paints, 64.6 percent at DSC and 57.8 percent at NASCON did not expect any better future for themselves as they believed that they will occupy least and bad possible positions in the future as shown in table 7.10c. About one quarter of respondents across the three studied firms (Premier paints 25.0 percent, DSC 19.3 percent and NASCON 24.0 percent) expressed the hope that their future position will be at an average. On the other hand, very few respondents (representing 12.0 percent at Premier paints, 15.9 percent at DSC and 18.2 percent at NASCON) believed that they will occupy good and best positions on the ladder of life in the future. The information above is not unexpected. For instance, the future of man in Nigeria nowadays is often faced by many situations he/she cannot control and which the Nigerian governments, employers, friends and other relatives seemingly cannot control either. For example, he/she may suddenly be laid off because of lack of raw

materials, broken down machineries which cannot be repaired because of inadequate foreign exchange. The government talks about ways to improve the economy and reduce the burdenings of SAP on the people, yet, inflation steadily erodes workers earnings at "jet speed". Again, government services such as water and electricity supplies, health services and roads frequently break down. Thus, under the above mentioned predicaments, it may be more rational to maintain ties with the past and live in the present in order to predict the future. Under the current economic hardships, it is doubtful if the working class in Nigeria will enjoy a better future than what is operating now.

Table 7.10a: Ladder of life of respondents at this time.

Responses	Premier paints		D & C		N A S C O N	
	Number	Percentage	Number	Percentage	Number	Percentage
Best possible life	30	30.0	40	33.6	02	01.7
Good possible	25	25.0	32	26.9	67	55.3
Average possible	21	21.0	21	14.3	36	29.8
Bad possible	15	15.0	13	10.9	12	09.9
Worst possible	09	09.0	07	05.9	04	03.3
TOTAL	100	100.0	119	100.0	121	100.0

Table 7.10b: Ladder of life before SAP was introduced in 1986.

Responses	Premier paints		D S C		N A S C O N	
	Number	Percentage	Number	Percentage	Number	Percentage
Best possible life	09	09.0	11	09.2	06	05.0
Good possible	14	14.0	21	17.2	15	12.4
Average possible	23	23.0	35	29.4	23	19.0
Bad possible	42	42.0	23	19.3	28	23.1
Worst possible	12	12.0	29	24.4	49	40.5
TOTAL	100	100.0	119	100.0	121	100.0

Table 7.10c: Future expectations of respondents on the ladder of life.

Responses	Premier paints		D S C		N A S C O N	
	Number	Percentage	Number	Percentage	Number	Percentage
Best possible	18	18.0	22	18.4	26	21.4
Good possible	45	45.0	55	46.2	44	36.4
Average	25	25.0	23	19.3	29	24.0
Bad possible	06	06.0	13	10.9	20	16.5
Worst possible	06	06.0	06	05.0	02	01.7
TOTAL	100	100.0	119	100.0	121	100.0

In form of a summary, respondents were asked to compare their quality of life with that of an average Nigerian at this time of Structural adjustment. The question was asked, "How would you compare the quality



of your life with that of an average Nigerian?". The question was structured and presented on a five point scale from which respondents were asked to pick the best option which represent their comparative positions. The options were ranked as follows:

Far below average = 1

Below average = 2

Average = 3

Above average = 4

Far above average = 5

As shown in table 7.11, many of the respondents at Premier paints and NASCON ranked themselves to be average and below, whereas majority of respondents at DSC ranked themselves to be average and above.

Disaggregating these responses, there were slight disparities in the responses across the firms. For example, while 37.0 percent at Premier paints and as much as 45.5 percent at NASCON ranked themselves far below and below average Nigerian, only 9.3 percent at DSC supported this ranking. Also, 37.0 percent for Premier paints and 24.8 percent at NASCON as against 12.6 percent at DSC ranked themselves to be members of "average Nigerians". Again, 26.0 percent at Premier paints and 29.7 percent t NASCON and as high as 78.1 percent at DSC believed that they were above an average Nigerian.

Table 7.11 : Showing percentage distribution on comparative analysis of respondents quality of life with that of an average Nigerian.

Comparison of respondents life with that of an average Nigerian	Premier paints		D S C		N A S C O N	
	Number	Percentage	Number	Percentage	Number	Percentage
Far below average	03	03.0	02	01.7	19	15.7
Below average	34	34.0	09	07.6	36	29.8
Average	37	37.0	15	12.6	30	24.8
Above average	24	24.0	83	69.7	24	19.8
Far above average	02	02.0	10	08.4	12	09.9
TOTAL	100	100.0	119	100.0	121	100.0

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As said earlier on, the following case studies represent the quality of working life of selected respondents across the three studied firms.

#### CASE STUDY 1

Name of firm: Premier paints Nig. (Ltd.), Ifo.

Mr. Alabi, a 30 year old muslim, graduated from a University in 1985 and joined the present company in 1986. He is single and the third in a family of thirteen, seven of which are from his mother. Both parents are still alive and they live in their family house in his home town. Both parents are traders although he still give them money when in need and during festivals. His salary per month is =N=2115:00 excluding tax. He rents a flat where he pays =N=400:00 per month, spends =N=800:00 on food, =N=140:00 on transport, =N=600:00 on clothing and keeps a regular savings of =N=150:00 per month. His original plan was to marry in 1992 but up till now, he is still "day dreaming". He has no car, his flat lacks necessary home furniture like moderate chairs, no television but has a moderate radio/cassette recorder, no refridgerator and has less than =N=3,500:00 in his savings. His worry is how to get married and maintain a peaceful home. He intends to set up a barbing saloon as a way to make ends meet. At the moment, he has no other source of income apart from his salary and occassional gifts from

relatives and friends. His concern is that the state of the economy today leaves little room for a brighter future. According to him, "Income is down while prices are up".

## CASE STUDY 2

Name of firm: Premier paints Nig. (Ltd.), Ifo.

Mr. James, 41 years old, a pioneer staff of the company, was first employed as a messenger in 1985 after completing his modern III school education. At present, he has risen to the post of a sales representative in his present job. He is married and has six children. His wife sells food at the motor park. His monthly salary is =N=1650:00. He pays =N=400:00 house rent, =N=700:00 for food and =N=300:00 as maintenance allowance for his children which includes =N=5:00 each per day for the three in secondary school and =N=2:00 each for the remaining children in the primary school. He spends about =N=300:00 on his parents on monthly basis and about =N=300:00 for his clothings etc. He has a junior brother who is an apprentice and takes about =N=10:00 per day. Mr James has a taxi cab which he bought about five years ago and he keeps a poultry which brings about =N=250:00 profit per month. He has no house. He has no savings either. To survive SAP, he drives his cab at weekends, keeps a farm and benefit

from being a sales representative. Yet, he says life is difficult for him. At 41 years, he wonders whether he could still build a house in his life. His present worry is how to educate and cater for his children which he says is "not easy". For three years now, he could not buy new clothes for his children and parents at home. Unfortunately again, his parents feel they are deliberately being neglected by him. His hope is that the economy will improve so that he can discharge his responsibilities to his children and parents adequately.

### CASE STUDY 3

Name of firm: Delta Steel Complex, Aladja.

Mr. Michael, 40 years old, finished his WASC at the age of 18 years and completed an apprenticeship in a technical trade at the age of 23 years. He was on his technical trade until 1984 when he was employed in his present job as a machine operator. His original ambition was to set up his own trade after working in the company for a maximum of five years to save enough to establish his own trade. Unfortunately however, this dream has not materialised because according to him, he has not been able to buy necessary tools. He is the first and the most "successful" in a family of nine and both parents are still living. Mr. Michael has a wife who sells provision at Benin-city and his family is

blessed with five children, one of which is already in the secondary school while another is learning a trade after his primary school education. The remaining three are in primary school. His salary is =N=1257:00 per month (=N=15,084:00 per year). Every month, he spends about =N=850:0 on food including what he gives to his children as "stipend", =N=250:00 for his parents in the village, =N=250:00 for transport and another =N=350:00 for unexpected occurrences. About =N=200:00 goes to his own brothers and sisters. Thus, his total expenses per month runs into about =N=1900:00, yet, he earns =N=1257:00. When asked how he is "coping", he said he drives taxi cab and practise his original trade when opportuned to make ends meet. Savings is an alien word to him, rather, he is only interested in the survival of his family.

#### CASE STUDY 4

Name of firm: Delta Steel Complex, Aladja.

Mrs. Johnson, 45 years old, is a university graduate and joined her present job nine years ago after resigning from a private firm. She is the only wife of her husband who died about five years ago. She has four children, her mother and grandmother to care for. The husband left an uncompleted building, one old car, his gratuity and about =N=5,000:00 in his savings. Apart

from being a graduate, Mrs. Johnson is also a trained hair dresser. Her take home is =N=2.834:00. Every month, she spends about =N=1500:00 on food, =N=600:00 on her children's school, clothing and transport since she could not take them to their different schools regularly and as necessary. About =N=500:00 is spent on her mother and grandmother and =N=500:00 is spent to maintain and fuel the only car in the family. According to her, her life ambition is to complete her husband's house and educate her four children up to university level. She resumes work at 8.<sup>00</sup> a.m. and leaves by 4.<sup>30</sup> pm (Monday - Friday). Once she returns from work, she goes to her hair dressing saloon while her children sell soft drinks at home. Because of financial difficulty, she does not belong to any social club but resigned from the two she previously belonged. She goes to church regularly to pray to God for His assistance and help. She spends everytime thinking on how to survive SAP. Her children take what she could provide but not what they prefer. She is a member of a cooperative society where she contributes =N=100:00 as savings per month. Her hope is to take a loan after 3 years, open a provision shop and allow her mother to manage the shop.

## CASE STUDY 5

Name of firm: National Salt Company, Otta.

Mr. Hassan, 52 years old, had no formal education but trained as a carpenter at the age of 14 years. He was in the trade for five years before he travelled to the Gold coast (now Ghana) to trade. He came back to Nigeria in 1972 and went to his village to farm. He joined his present company in 1986 as a gateman, although he still keep his farm. Mr. Hassan has two wives and nine children. None of his first four children read up to WASC level although they learnt different trades and are presently self-employed. Two others are apprentices while the remaining are in secondary schools. His monthly salary is =N=757:00. He pays no rent since he lives in his house which he built when he came back from Ghana. He spends about =N=500:00 on food, =N=220:00 on transport for both himself and five children who are with him. He does not keep account of his medical expenses nor does he keep record on expenses on family clothings. When asked how he is coping with SAP, he says he still practise carpentary and work at construction sites as labourer where possible. Besides, his children hawk fruits, beans and rice, and other petty goods. Also, his wives are traders in front of his house. His worry is on how to feed and clothe his children. He has never thought of buying a car nor build another house since according to him, they are above his reach. He advise Nigerians to



leave everything in the hands of Allah because he alone understands our sufferings.

#### CASE STUDY 6

Name of firm: National Salt Company, Otta.

Mr. David, 48 years, is a university graduate and joined the company in 1987 after resigning as a manager in another company in 1986. He is married to a class teacher and has four children. The family income is put at about =N=7,000:00 per month. The family lives in Lagos, a distance of about 43 kilometres from his work place. He has a personal car which his wife takes to work since he has an official car attached to his office. The family spends about =N=2,500:00 on food, =N=1500:00 on house rent and =N=14,000:00 per academic session as school fees of his children who attend a private primary school. Besides, the family spends about =N=1,000:00 to fuel and maintain the only car they have. He keeps a savings although he says what is in the account is just enough to sustain the family for two months when salaries are not paid on time. Another =N=1.500:00 is spent on general expenses on their children every month. He does not keep account on what the family spends on clothings and health. He has an uncompleted building which he abandoned in 1990 when he could not cope with rising cost of building materials.

At night, he uses his private car as commercial taxi popularly called "Kebukabu" - an expression for an illegal use of private vehicles for commercial purposes. His state of mind is unstable, always thinking of how to survive under down turn economy in Nigeria.

Note All names mentioned above are fictitious and do not represent the real names of respondents.

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## CHAPTER EIGHT

### SUMMARIES AND CONCLUSION

#### An overview of the study

This study examined the quality of working life within selected industries in Delta and Ogun states of Nigeria. The notion of quality of working life in this study ascribed to the gulf that exists between the aspirations of the workers and the realities of their working life as well as to the divergence between life at work and away from it. The importance of quality of working life lies in the realization that work is central to human existence.

In its broad and most abstract usage, it encompasses all possible aspects of work related life including working environment, working time, wages and salaries, career prospects, labour and social relations and quality of life which may be relevant to worker's satisfaction and self fulfilment. In essence, quality of working life although relatively new, is defined as the summation of all work related dimensions such as humanization of work, job satisfaction, orientation to work, motivation and commitment, working conditions and the social impact of socio-economic policies on work lives.

In assessing quality of working life, the level of available basic needs were considered because it was assumed that these basic needs contribute to making it possible for the workers to fulfil the mission for which they exist. These basic needs include food and shelter,

employment, transport, health, education, clothing and other needs which are minimum requirements for the survival of a family in the country. Apart from basic needs, this study also considered hereditary factors, socialization and other life experiences.

Chapter two documents the review of literature focussing on the origin and definitions of quality of working life as well as the operational definitions of some basic concepts in the study. The chapter also focussed on the active groups in the determination of quality of working life and some of quality of working life indicators. Specifically, the chapter established the "newness" of the concept in the academic literature as it was introduced to call attention to the private and needlessly poor quality of life at the workplace. Quality of working life, in essence, was developed as a way of appreciating the relationship between the worker and his working environment as a whole and was intended to emphasize the human dimension so often forgotten among the technical and socio-economic factors in job design. Due to its divergent origins, it has not yet have a clear-cut and generally accepted definition. In its broadest and most abstract usage, it simply means the sum total of values (material and non-material) attained by a worker through his life as a wage or salary earner. On the other hand, in the narrowest sense of the term, quality of working life refers to the

positive value of a given job as it affects the worker. however, in this study, quality of working life was operationally defined as attributes of functional activities that make for fulfilment of anyone whose existence depends on working for living.

The weapon of theory lies in its capacity to guide social inquiry in posing the question why a particular phenomenon manifests the way it does. It was against this background that chapter three was devoted for the discussion of the theoretical orientation of the study which is action frame of reference. By focussing on the notion that workers, like all human beings, seek in their jobs to satisfy desires in accordance with their own interpretations or definitions of the situation, the action approach has afforded a better understanding of work attitudes and behavior. Infact, it has helped to bring back the action tendencies of the worker into the analysis of work behavior as well as helped to focus attention on the socially patterned motivations which provide the basis for action. In essence, action frame of reference established a sociological tradition which emphasized understanding human actions through the analysis of the subjective meanings derived from socio-cultural and economic situations.

The action frame of reference was supported by the contingency approach in this study in order to take care of some of the limitations of action theory. In particular, the contingency approach is relevant in this

study because of the belief that there is no best way to explain the behaviors of workers. It is our belief that internal and external factors associated to a firm, the socio-economic policy of the country and the quality of life of people in the country (among others) are important determinants of quality of working life and fortunately this is the core of the contingency approach. Apart from this, the major and minor hypothesis guiding this study were also discussed in this chapter. This is in addition to the discussion of the basic assumptions of the study which were also mentioned.

One of the basic tenets of action frame of reference and contingency approach is that both tends to favour qualitative rather than quantitative data and this has often led to the use of qualitative studies of particular cases. Thus, in an attempt to collect necessary and comprehensive information on quality of working life in Nigeria, a random sample of 340 skilled, semi-skilled and unskilled respondents were selected from Delta Steel Complex (DSC), Aladja, Delta state, Premier paints, Ifo and National salt company of Nigeria Limited, Otta in Ogun state.

These firms were chosen after due considerations as discussed in chapter four above. In particular, it was assumed that workers in our chosen industries would always compare their own perceptions, aspirations and

orientations of work with those of their colleagues in other firms before they assess their quality of working life.

Questionnaires, participant observations, focus group discussions and indepth interview were the methods of social survey used in this study. About seventy-three questions covering both objective and subjective criteria of work were asked in all the methods used. Some of the questions covered in this research included socio-demographic characteristics, work history, life styles, quality of life and questions on the social impact of structural adjustment programme on quality of working life in Nigeria.

In chapter four also, a number of steps taken to convert the raw data into a form appropriate for quantitative analyses were fully discussed. These included the design of a code book, the actual coding exercise and analysis of the data using the SPSS programmes. Again, the problems encountered in the course of this research were mentioned in chapter four.

In chapter five, we presented detailed historical and organisational profiles of the three studied firms in this study. As it turns out to be, two of the firms, Premier paints and Delta Steel Complex were commissioned in 1975.

Premier paints, a privately owned company, is located in a village and has no official residential estate for

her staff. Thus majority of the staff live around the company locations. Delta Steel Complex, a federal government owned company, is located on a neutral ground devoid of any village or town inference. The company also operates a captive steel township of high standard comprising of over five thousand housing units with educational, health and social facilities and the eventual population of the township is estimated in excess of fifty thousand people. Again, National salt company is also a federal government owned company, located on a neutral ground (like DSC) except that the company has no official residential estate for staff, thus, staff of the company live in scattered rented houses in Otta, an industrial city with over 100 small, medium and large scale industries of different production interests, proprietorships and sizes.

Apart from the above differences, Premier paints represents a simple scaled production technology, National salt - medium scaled production technology while Delta Steel represents advanced scaled production technology when the complexity of their production techniques are taken into consideration. Their selection was based on the assumption that since workers in the three firms operate under different socio-economic conditions, we expect that each of the firms would operate unique quality of working life..



## SUMMARY OF MAJOR FINDINGS OF THIS STUDY

Socio-demographic characteristics of respondents provide an opportunity for fitting the workers personality with their attitudes and perceptions of work towards assessing their quality of working life. Against this background, it was found that majority of the labour force in the studied firms are relatively young workers and there is little disparity in the age composition in the three establishments. The information also showed a predominance of males over female workers which could be traced to the reason that African women have a long history of working to support themselves and their husbands mainly as traders and farmers. This could also be attributed to the relatively tedious tasks involved in factory jobs as well as the fact that factory jobs unlike self-employment demand regular hours at work but without adequate day care nurseries for children. Infact, evidence of males predominance over females in factory jobs has been documented by earlier scholars (Aina, 1991).

It was also established in this study that Premier paints display higher percentage of women than DSC and NASCON and this could be attributed to the fact that paint factory uses relatively simple tending technology which is physically light in operation than what operate in DSC and NASCON. As said earlier on, marriage to an average Nigerian is one of life ambition and is often

linked to self actualization. Thus it is not surprising that majority of respondents in the studied firms were married except that NASCON recorded the lowest percentage of marriage life among the three studied firms. This exceptional case could be related to the fact that a higher percentage (37.2 percent) of respondents in NASCON fell between 18 - 25 years age group. This age group is relatively low for marriage in the modern social setting of an industrial community.

Majority of the respondents in the studied firms had dependants which included wives/husbands, children and relatives although most of the dependants were children of the workers and not necessarily distant relatives. Also, majority of the respondents covered in this study often receive relatives as visitors from outside their workplaces. It has been established earlier that only few migrants cut themselves off from their relatives and townsmen. Majority of the respondents across the studied firms had one form of formal education or another. Comparatively, workers at Premier paints and DSC were shown to be more educated than those of NASCON. It is the belief of this study that education is a necessary socio-demographic and economic characteristic among industrial labour force in Nigeria because it builds an enlightened and rational citizenry. Also, it provides basic background information which help the workers to determine and assess their quality of working

life in the country. The income earned by most respondents in the studied firms are very low by international standard and the reality of economic conditions in the country nowadays. Comparatively, workers in DSC and Premier paints earned better income than those at NASCON. This study believed that income differentials are an important reason for evaluating one job more than the other.

One of the major concerns of this study was to learn more about the perceptions and attitudes of respondents across occupational structures in the studied firms. Information from this study showed that there were more skilled workers in DSC and NASCON than those at Premier paints. The reason adduced for this divergence was that DSC and NASCON exhibit more advanced technologies than Premier paints. However, there was no widespread disparity in the occupational status of respondents across the studied firms. It was found out that most of the workers in the studied firms came from the immediate tribes around their establishments. However, the three major tribes in Nigeria (Igbo, Hausa and Yoruba) were present in each of the firms although their percentages vary from one firm to another. Majority of the respondents in the studied firms expressed happiness when they work with indigene and non-indigene alike. Thus, there was no element of tribal discrimination in any of the three firms studied. Although English language is the official means of communication in

every modern organisation in Nigeria especially where the workers are multi-tribal in composition, only DSC workers demonstrated this feature. Most of the respondents in the studied industries had worked somewhere before joining their present establishments although NASCON had the highest number of new entrants. Also, majority of the respondents across the studied firms had stayed for more than one year without work before joining their present places of work, thus, it could be assumed that most of them had experienced the agony of unemployment at one time or the other in their work lives.

Information gathered on length of service in the studied establishments suggests a relatively stable workforce. It is the belief of this study that length of service has some effects on work experiences, perceptions and attitudes and more importantly on the quality of working life among industrial workers. The relatively stable workforce across the studied firms becomes more significant when it is considered in relation to the degree of job satisfaction which the respondents expressed in their present work places. From that angle, information gathered on the degree of job satisfaction suggests that most of the workers in the studied firms were satisfied with their present jobs. The level of satisfaction, however, was highest among workers at Premier paints than those of DSC and

NASCON.

The phenomenon of satisfaction at work have attracted a great deal of interest in the fields of industrial management and human behavior. As an important component, it is seen as the positive feelings of the employees about thier jobs, their needs have to be satisfied. It is in the light of his that questions were asked on nine dimensions of work factors, covering both extrinsic and intrinsic factors of work. As shown in chapter six above, respondents in the studied firms attributed great importance to extrinsic aspects of their jobs. Hwoever, out of the four index of material factor covered in the study, salary was the most important across the three firms while fringe benefits was the least important.

Respondents across the studied firms displayed similar attitudes towards structural competence factors. Availability of competence factor among workers at Premier paints and Delta Steel Complex whereas having clear responsibility was the most important among staff of National Salt Company. However, availability of the supervisor to assemble or organise team work was the least important among structural competence factors at Delta Steel and National Salt company. The reactions of respondents to their co-workers and supervisors are generally positive although there were significant disparity in the attitudes and perceptions of respondents to few index of human relations factor. The

most important indice of human relations factor across the studied firms was the chances to make friends. Also, a high percentage of respondents in the three firms attracted great importance to the attitude of their supervisors towards them. In the case of intrinsic factors, most respondents at Delta Steel and National Salt Company attributed high importance to freedom to do what they could do best while majority at Premier paints attached great importance to ability to see the results of their work.

One of the basic assumptions of this study is that quality of working life varies across socio-cultural beliefs. As shown in chapter six, it could be argued that workers in the studied establishments attached significant value to certain facets of socio-cultural beliefs. Majority of the respondents at DSC and NASCON argued that their tribal beliefs influence the assessment of their quality of working life while respondents at Premier paints and Delta Steel complex attached least importance to effect of nepotism in their determination of quality of working life.

A further insight about the attitudes and perceptions of workers in the studied firms showed that respondents place high premium on their personal state of mind in the determination of their quality of working life.

Among the index of personal state of mind, majority of respondents attached great importance to their personal

mood or feeling. An insight into index of flexibility of job showed that respondents placed varying degrees of importance to flexibility of job features. Respondents placed high importance to level of responsibility at work, independent work, and freedom at Premier paints, Delta steel and National salt company in that order. However, respondents at Premier paints, and National salt company attached the least importance to work autonomy. The information above, when viewed from the point of view of Herzberg's (1959) motivational and enrichment factors, it could be argued that high quality of working life occurs where a job is challenging, when achievement is encouraged, when there is opportunity for growth and where responsibility, advancement and recognition are available.

An insight into characteristics associated with challenge of work showed that majority of the sample across the studied establishments did not attach great importance to index of challenge of work. They attach moderate importance to variety in work routine. Information about self esteem index showed that many respondents placed high premium on self esteem factors. Also, there was no serious disparity in the level of importance attached to most self - esteem characteristics across the studied firms. From the data discussed above, it is suggested that self - esteem could be an independent variable as well as an outcome of quality of working life itself. Thus, it seems

reasonable that persons who view themselves in a positive manner would be happy with their current worklife status while those with low self - esteem would be less happy. It is common knowledge that there is crisis in the Nigerian economy which have severely affected the quality of life of Nigerian people, most especially the workers. On the basis of data covered in this study, majority of the respondents in the studied firms place high value on the indices of quality of life. The indices reflect a combination of the subjective feelings and objective status of the well-being of the workers as well as the environment in which they live and work.

Having identified and discussed the level of importance attached to selected factors of quality of working life across the studied firms, we went forward to assess whether or not our respondents were satisfied with these dimensions of quality of working life. This effort became necessary because it allowed us to determine whether or not quality of working life among our sample is low or high.

From the information covered, workers in the studied firms express low satisfaction with certain material/extrinsic aspects of their jobs. For example, they were least satisfied with financial rewards from their jobs, most especially with their pay and fringe benefits. They however expressed high satisfaction with



their hours of work and security of job. Also, majority of respondents across the three firms expressed high satisfaction with major aspects of structural competence factors although there were significant diverdences in the percentage of respondents across the establishments. They were particularly satisfied with their supervisors. The only exceptional case was in the area of support and equipment where majority of respondents express low satisfaction. Another dimension of quality of working life covered in this study was the human relations factor in which the respondents expressed high satisfaction. In particular, respondents across the three firms expressed high satisfaction with the cordial re;ationships that exist between their co-workers and themselves. As discussed in chapter six, majority of respondents in DSC and NASCON attached low satisfaction with virtually all the intrinsic factors covered in this study while the reverse was the case in Premier paints. This is not unexpected however. For instance, if we assume that intrinsic factors are associated with worker's power, responsibility and position at workplace, we should expect that there would be differences in the degree of satisfaction across the studied firms.

Workers across the studied establishments expressed dissatisfaction with their personal state of mind and we argued that this will have negative impact on work attitudes and performance among the respondents.

Another dimension of worklife covered in the study was termed flexibility of job factor. From the data covered in the study, it was obvious that except at Premier paints, majority of respondents at DSC and NASCON express dissatisfaction with their flexibility of job factor. Majority of respondents at DSC and NASCON express least dissatisfaction with the level of autonomy they possess at work while respondents at Premier paints express satisfaction with the level of responsibility they shoulder at work. Respondents at Premier paints and Delta steel complex also express dissatisfaction with their amount of work routine. However, respondents in the three firms express satisfaction with the level of cooperation they receive at work.

Self - esteem was originally introduced by Maslow in his hierarchy of needs as one of the higher order needs of individuals at work. In this study, it was made more explicit as seven different items were used to measure it. On the basis of the data obtained, majority of the respondents expressed dissatisfaction with nearly all the self-esteem items introduced. Exceptional cases were recorded in items such as recognition from friends and the extent to which their jobs contribute to society's development. This widespread evidence of dissatisfaction could not be divorced from the harsh economic and socio-political situations in the country as of the time the study was carried out.

Quality of life was another important dimension of quality of working life covered in this study. As Barrett (1972) and Weitz (1952) observed, there is a significant correlation between attitudes towards life and attitudes towards work. Both concluded that an employee who is satisfied with life tended to be satisfied with work. A look at the data covered in chapter six showed a critical low quality of life among our respondents in the studied establishments. Also, there was no significant disparity in the reactions of respondents across the studied firms.

Attempt was also made to assess the social impact of the structural adjustment programme in Nigeria on the quality of working life among workers in the studied firms. It would be recalled that the impact of SAP on the Nigerian people is remarkable to the extent that there were national strikes in 1989 and 1992 as protests against the programme which rocked the socio-economic life of the country to her foundation. To assess the impact of SAP, a set of open and close ended questions were asked. Also, indepth interviews were conducted among some staff of our studied firms. The findings in chapter seven showed the typical conditions of working life in the country under the structural adjustment programme. For example, when our respondents were asked to identify government's policy which deserve serious government review, inflation, food shortage and education in that order were the frequently mentioned

policies. There was no serious divergence in the reactions of workers across the studied firms. Our respondents also declared that high inflation and lack of money gave them the most worry and concern nowadays.

The sharp increases in the prices of basic foodstuffs, transport fares and house rents in many parts of the country nowadays cumulated with the rising rate of unemployment met that workers might need to redefine and reassess the relevance of work in their lives. It is interesting to note, however, that despite the seeming instrumentalism displayed by our respondents in this study with regards to their preference for extrinsic job factors, the importance and centrality of work in their daily lives is never in doubt. When their responses were disaggregated across the studied firms, only few disparities were recorded.

The questions about what workers liked and disliked about their present establishments nowadays always proved valuable in understanding their quality of working life. As shown in chapter seven, there was little disagreement about what workers in the three establishments disliked most. Pay, working conditions and managements were generally mentioned. Also, when respondents were asked what could make them change job now, most of them attached great importance to extrinsic job factors which are also better salary, job satisfaction and security.

Majority of our respondents expressed the feelings that they were always unhappy these days because of the adverse effects of SAP on their work lives and standard of living. Infact since SAP was introduced many respondents contended that life was getting worse in Nigeria. Only few respondents contended that they were enjoying life all the time nowadays. Also, majority did not believe that quality of life in Nigeria will improve in the future. The information above is not unexpected since it is mostly the poor of our society (which include most workers) that seem to be carrying the burden of structural adjustment instead of the upper class people who people believe, are responsible for the collapse of the economy. The purchasing power of the workers has been progressively eroded since wages and salaries are not allowed to adjust to keep pace with the general price level. Besides, government has drastically reduced subsidies on social services such as education, health, petroleum products and other public utilities.

To further assess the impact of SAP on the quality of working life in Nigeria, a ladder of life was introduced to the respondents and they were asked to identify their positions on it at this time, before SAP was introduced and their future expectations. As expected, majority believed that they occupied the least possible position at this time except that there is a slightly higher disparity between respondents at Premier paints and

Delta steel company. On the other hand, only few respondents expressed the feelings that they occupied worst possible position on the ladder of life before SAP was introduced in 1986. There is slightly higher divergence between respondents at Delta steel and National salt company.

The future of an average man is always full of new hopes with the expectation that the new hopes will come to fruition. Unfortunately, in this study, majority of the respondents because of their experiences about the effects of SAP in the country, did not expect any better future for themselves. This is not surprising. For instance, the future of Nigerian workers is often faced by many situations which they cannot control, and unfortunately which the government, employers, friends and relatives seemingly cannot control either. For example, they may suddenly be laid off because of lack of raw materials, broken down machineries which cannot be repaired due to inadequate foreign exchange. Also, the government talks about ways to improve the economy and reduce the burdenings of SAP on the workers, yet, inflation steadily erodes workers earnings at high speed. Under the above mentioned predicaments, a direct consequence is the rapid deterioration of the scope and quality of life leading to malnutrition, low commitment, low satisfaction at work and so on. It may be more rational therefore to expect worst working environments

than what is operating now.

As a form of summary on the quality of working life in Nigeria, the most appropriate assessment should be;

"We (Nigerian workers) are all dying in silence. What we have today is fake government, fake people, fake product. The market they talk about is artificial. Things are generally hard but the government knows what is happening and they are doing nothing about it. The present hardship will come to an end when the government regains its sense of direction. I am surviving it all but the fact is that I just have to struggle through various means to make ends meet. We don't need a seer to tell us that we are working under terrible environments. Infact our quality of working life is very poor. Our predicament is something that should be given an urgent attention if this country must progress and develop."

Mr. A. Johnson (Fictitious name)

Delta Steel Complex, Aladja.

### Implication for further research

No doubt, this study is a pioneering work in the annals of efforts at understanding work attitudes and perceptions in a comprehensive form in Nigeria. Infact as said earlier on, the concept quality of working life itself is relatively new in the literature. When it emerged, it was limited to the developed countries of the world. Because of its newness in Nigeria, it is envisaged that more scholars will be interested in taking up the challenge. In the light of this, the following suggestions will be useful:

(1). There is the need to further synthesize and make more elaborate the existing definitions of quality of working life in such a way that our socio-economic and political uniqueness will be taken into consideration.

(2). In any deliberate effort to redefine quality of working life as suggested above, it should be approached and practised through collaborative planning and actions between government, management and workers alike.

(3). Doubtless, problems might arise in coordinating the activities and recommendations of government, management and workers as suggested above, however, such difficulties might be a reasonable price to pay to tap the creative potentials of Nigerian people and thus help reduce their pervasive feeling that present quality of working life do not provide Nigerian workers with interesting and challenging work. It may even reduce



the unguided high rate of industrial strikes in the country at present.

(4). In addition, there is the need to reconstruct working arrangements in direction that addresses both the social relations and intrinsic nature of quality of working life in the country.

(5). Furthermore, studies like the one reported in this survey may prove useful to the country in so far as they help government to appreciate the need for improving workers productivity.

(6). There is also the need to develop an appropriate yardstick which can be used to determine what minimum quality of working life should be in Nigeria. This poses serious methodological problems for further studies.

(7). We look upon this study as a beginning both theoretically and methodologically. Introduced are theories and methods which require involvement and participation of experts in the determination and understanding of quality of working life in Nigeria. In our own view, these experts are those who live by it - the workers. There is the need to always consult them on issues that affect them most.

(8). It must be emphasized that this study was purely exploratory. There is the need in the future for predictive or casual research to relate quality of working life to other important components of life such

as biological, health, legal, crime and so on.

(9). Finally, for any research on quality of working life to have practical applications, most of the dimensions covered in this study need to be developed further and locally validated across the country and probably in other developing countries of Africa. It must also be an integrated research which must include ideas from sociology, economics, psychology, political science and other humanities as well. There are costs as well as benefits in this approach.

### CONCLUSION

The present generation of workers in Nigeria based upon the findings of this study, have unique perceptions and attitudes to work. They have been unduly denied of several rights, allowances and benefits, they now work under serious down-turn economic conditions - all in the name of structural adjustment. Welfare schemes are suspended when not eliminated, retrenchment, compulsory leave and early retirement have become institutionalized, while dismissal has become preferable by some organisations on flimsy excuses. The latent and manifest implications of these actions make an average worker in Nigeria nowadays to want the best that his or her job can offer within a short possible time, yet the management wants him to be productive to retain his job. As said earlier on, the case now is "insist on your right and lose your job or agree with

management and retain your work". At the centre of this dilemma is the worker.

It is the belief of this study that quality of working life is an area in which efforts could be redirected in order to enhance and promote the dignity and social status of the worker and make conditions more realistic in terms of changing perceptions and attitudes at work.

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Questionnaire

Dear Sir/Ma

I am carrying out a research project on the quality of working life in selected Industries in Nigeria and I would like you to fill this questionnaire appropriately.

I will like to assure you that any information given to me will be treated as confidential and your name will not be used or mentioned in the result of the study.

Your cooperation is greatly appreciated.

Thank you very much.

Yours sincerely,

A. L. Adesina.

Please fill in the appropriate information and make a tick [ ] where necessary in the boxes provided.

SECTION A: BIO DATA

1. Sex: Male ..... Female .....
2. Age: (a) 18 - 25 years .....  
(b) 26 - 35 years .....  
(c) 36 - 45 years .....  
(d) 46 - 55 years .....  
(e) Above 56 years .....
3. Marital Status:  
(a) single..... (b) Married.....  
(c) Divorced..... (d) Widowed.....
4. how many people stay with you in your room/house

- (a) Children..... (b) Wives.....
- (c) Relatives (Please specify) .....
- Total .....

5. State of origin:

6. Tribe:

- (a) Hausa..... (b) Ibo.....
- (c) Yoruba..... Others (Specify).....

7. Highest Educational/Professional Qualification Attained:

- (a) No formal education .....
- (b) Primary/Modern Certificate .....
- (c) Secondary/Higher School .....
- (d) NCE/OND/HND .....
- (e) University degree Certificate .....
- (f) Others (Specify) .....

8. Income per annum:

- (a) Below =N=4,500:00 .....
- (b) =N=4,500:00 - =N=8,500:00 .....
- (c) =N=8,501:00 - =N=12,500:00 .....
- (d) =N=12,501:00 - =N=16,500:00 .....
- (e) Above =N=16,500:00 .....

9. What is your job title in this industry .....

10. Your Department/Section .....

11. What language do you speak mostly at work?

- English .....
- hausa .....
- Ibo .....
- Yoruba .....



Others (Specify) .....

SECTION B: WORK HISTORY, WORK LIFE AND LIFE STYLE

13. Have you ever worked before? Yes..... No.....
14. If Yes, what kind of work have you done? (Specify)  
.....
15. For how long were you without work between this job  
and the previous job?  
.....
16. What year did you begin this job?  
.....
17. Do you feel happy always working with :  
(a) a non-indigene Happy ..... Not happy.....  
(b) indigene Happy ..... Not happy.....
18. Do you ever meet people you work with in the  
evenings or on weekends (to drink together or go  
to football matches, or sit and talk etc.)  
Yes ..... No .....
19. If Yes, are they your relatives or do they come  
from the same locality or the same tribe with you?  
.....
20. During the last one year, how many times have  
relatives from outside come to visit you?  
..... (Specify)
21. As a Nigerian worker, you are aware of some  
government policies that have been taking place in  
this country over the past five years. Please  
mention three (3) important ones in order of  
importance to you.

(a) ..... (b) .....  
 (c) .....

22. Are you satisfied with the conditions of worklife  
 in this company? Yes..... No .....

23. What do you like most in this company?  
 .....

24. What do you dislike most in this company?  
 .....

25. What changes would you like to see? .....

26. Which aspect of a job do you consider most  
 important? (Rank in order of importance to you).

27. From your socio-cultural beliefs, how would you  
 react to the following statements:

	Strongly agree	Agree	Disagree	Strongly disagree
Life satisfaction comes/develops from work				
There is no life without work				
Live, eat and breathe your work				
Work is the only solution to poverty				
Derive more joy in your work than in your leisure				
A day at work is longer than a day at rest				
Work is only necessary but not compulsory				
You feel your real self when you are away from work				

28. What are the three (3) most important goals which  
 you are trying to achieve in life?

.....

29. How satisfied are you with the progress you have made towards achieving these goals up to this point in your life?

(a) Very satisfied [ ]

(b) Satisfied [ ]

(c) Dissatisfied [ ]

(d) Very dissatisfied [ ]

30. What are the most serious worry that you face these days?

.....

31. Generally speaking, how happy are you these days?

(a) Very happy [ ]

(b) Happy [ ]

(c) Unhappy [ ]

(d) Very unhappy [ ]

32. Would you say your life has become better or worse since SAP was introduced?

(a) Better [ ]

(b) Same [ ]

(c) Worse [ ]

33. Do you think your life will improve with this SAP?

Yes, a lot [ ]

Yes, a little [ ]

No, it will not [ ]

34. How often do you feel you are really enjoying life?

All the time [ ]

Fairly often [ ]

Now and then [ ]

Rarely [ ]

35. Below is a picture of a ladder called "the ladder of life". At the top of the ladder is the best possible life for you and at the bottom is the worst possible life you can imagine.

0 1 2 3 4

---

Worst possible  
Life

Best possible  
Life

Now

(a) Where on the ladder would you place your life at this time? Step No.....

(b) Think about your life before SAP, where did you stand then? Step No.....

(c) Now, think about your future, where do you think you will stand? Step No.....

36. Do you think life has become better or worse since you become a worker in this industry?

Better [ ] Same [ ] Worse [ ]

37. Do you think that life in Nigeria is getting better, worse or remains the same?

Better [ ] Same [ ] Worse [ ]

38. How would you compare the quality of your life with that of an average Nigerian. [Circle the appropriate number].

0 1 2 3 4

---

Far below  
average

above  
average

SECTION C:

RANK THE IMPORTANCE OF THE FOLLOWING VALUES OR GOALS TO YOUR WORK LIFE AND QUALITY OF LIFE.

	SCALE	Not Important; at all	Not Important	Moderately Important	Very Important
	Score/ Grade	0	1	2	3
<b>A. Material/Extrinsic Factors</b>					
-----					
1.					
2.					
3.					
4.					
<b>B. Structural Competence Factors</b>					
-----					
5.					
6.					
7.					
8.					
9.					
10.					
<b>C. Human Relations Factors</b>					
-----					
11.					
12.					
13.					
14.					
15.					
16.					
<b>D. Intrinsic Factors</b>					
-----					
17.					
18.					
19.					
20.					
21.					
<b>E. Socio - Cultural Beliefs</b>					
-----					
22.					
23.					
24.					
25.					

F. Personal State of mind

- 26. Feeling/Mood
- 27. Domestic quarrels
- 28. Sickness of immediate family member

G. Flexibility of Job

- 29. Independent work and movement
- 30. Work freedom
- 31. Autonomy
- 32. Responsibility

H. Challenge of work

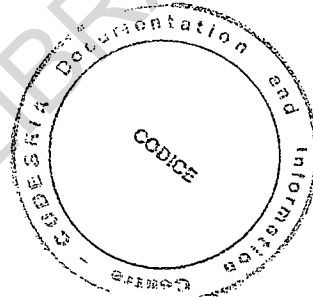
- 33. Variety in work routine
- 34. Meeting/working with a variety of People
- 35. Team work
- 36. Cooperation at work

I. Self - Esteem

- 37. Outside life affects work life
- 38. Working with people from my tribe always
- 39. Contribution to personal satisfaction
- 40. Self-accomplishment
- 41. Recognition from friends
- 42. Work appreciation
- 43. Extent to which present life style leads to good future opportunities
- 44. Extent to which the work I do contribute to society

J. Quality of life

- 45. To feel good and be in good physical condition
- 46. To have a comfortable and peaceful home
- 47. To have a government that is managing the economy well
- 48. To have a government that is providing employment and curbing inflation
- 49. To have a society that is free of corruption
- 50. To have a society that rewards the individual for initiative and achievement
- 51. To be free from debilitating ( )



- diseases
- 52. to have a good relationship with my neighbours
- 53. To have close friends and companions
- 54. To enjoy every moment while not thinking of tomorrow
- 55. To be liked and appreciated by my friends
- 56. To have inner harmony and peace of mind
- 57. To have a government that provides basic needs such as good water, roads electricity
- 58. To be able to give my children the best in life

SECTION D: Degree of satisfaction with work life dimensions

To what extent do you feel that you have been Satisfied with each of these values and goals in your life?

Again rate the Satisfaction of each value or goal on the scale below.

	SCALE	Not Satisfied at all	Not Satisfied	Moderately Satisfied	Very Satisfied
	Score/ Grade	0	1	2	3
<b>A. Material/Extrinsic Factors</b>					
1. Pay					
2. Fringe benefits					
3. Good working hours					
4. Job security					
<b>B. Structural Competence Factors</b>					
5. Supervisor competent					
6. Adequate information to do job					
7. Responsibilities clear					
8. Enough help and equipment					
9. Supervisor able to get people to work together					
10. Co-workers competent					
<b>C. Human Relations Factors</b>					
11. Co-workers friendly					
12. Supervisor friendly					

13. Chances good to make friends
14. Co-workers helpful
15. Supervisor concerned about me
16. Co-workers interested in me

D. Intrinsic Factors

-----

17. Interesting work
18. Can see results of my work
19. Freedom to do job
20. Can do things I am best able to do
21. Opportunity to develop abilities

E. Socio - Cultural Beliefs

-----

22. Tribal beliefs
23. Favouritism
24. Nepotism
25. Family problems

F. Personal State of mind

-----

26. Feeling/Mood
27. Domestic quarrels
28. Sickness of immediate family member

G. Flexibility of Job

-----

29. Independent work and movement
30. Work freedom
31. Autonomy
32. Responsibility

H. Challenge of work

-----

33. Variety in work routine
34. Meeting/working with a variety of  
People
35. Team work
36. Cooperation at work

I. Self - Esteem

-----

37. Outside life affects work life
38. Working with people from my tribe  
always
39. Contribution to personal satisfaction
40. Self-accomplishment
41. Recognition from friends



42. Work appreciation
43. Extent to which present life style leads to good future opportunities
44. Extent to which the work I do contribute to society

J. Quality of life

-----

45. To feel good and be in good physical condition
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  47. To have a government that is managing the economy well
  48. To have a government that is providing employment and curbing inflation
  49. To have a society that is free of corruption
  50. To have a society that rewards the individual for initiative and achievement
  51. To be free from debilitating ( ) diseases
  52. to have a good relationship with my neighbours
  53. To have close friends and companions
  54. To enjoy every moment while not thinking of tomorrow
  55. To be liked and appreciated by my friends
  56. To have inner harmony and peace of mind
  57. To have a government that provides basic needs such as good water, roads electricity
  58. To be able to give my children the best in life
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