

LEADERSHIP STYLES AND THEIR IMPLICATIONS FOR PROSPEROUS INDUSTRIAL RELATIONS IN NIGERIA

Genty, Kabiru Ishola

Universiti Putra Malaysia, Selangor, Faculty of Educational Studies,
Department of Professional Development & Continuing Education

Abstract

Industrial relations as a profession or discipline of study have undergone a series of developmental stages. This is as a result of changing in world of work prompted by globalisation and its accomplice like technical innovation, knowledge economy to mention few. Thus, trade unions today face simultaneously a wide range of often contradictory tasks. Therefore, they need to change and are changing in order to meet both new and persistent challenges to their advancement of social justice, income security and industrial democracy. The study examines how trade union leaders are going to survive in this turbulent economy paradigm using effective leadership styles that promote prosperous industrial relations in Nigeria. The study adopted discourse content analysis using secondary information of existing literatures on the subject matter to draw up a concrete conclusion with the aid of pictorial discussion. The study concluded that all the styles of leadership can enhance prosperous industrial relations but recommended the need for a situational approach to leadership. That is, the best style of leadership will depend upon the situation. Again, it is important to note that genuine leadership can only turn things around with the cooperation of followership. Therefore, a successful leader is the one which employs all forms of leadership styles in a given situation with predominate cooperation from its followership.

Keywords: Leadership styles, transactional, transformational, industrial relations, autocratic, democratic and laissez-faire

Introduction

Industrial relations as a profession or discipline of study have undergone a series of developmental stages. This is as a result of changing in world of work prompted by globalisation and its accomplice like technical innovation, knowledge economy to mention few. The roles of leadership in every industrial relations system need to change in-line with the changes brought by global economy, in order for the tripartite (trade unions, employers associations' and government agencies) to achieve their predetermine objectives.

Trade unions today face simultaneously a wide range of often contradictory tasks. Therefore, they need to change and are changing in order to meet both new and persistent challenges to their advancement of social justice, income security and industrial democracy. Their members want trade union leaders to be organised in an efficient, strategic and effective fashion. Again, they want them to be transparent, democratic and inclusive. This is so, because trade unions are one of the major groups in organisation for power resource of workers and to promote resolution of variety of problems faced by the workforce.

However, to achieve simultaneously both diversity and unity is a challenge and certainly incompatible with the command and control culture of state or business machineries. As such, the objectives of trade unions usually conflict with the objective of other groups while these often time has a great effects on productivity, profitability and

competitiveness as well as inflation on employment and other economic indices of the national economy.

It is on this basis that the leadership styles adopted by industrial relations actors becomes pertinent in order to minimise the implications of such interaction on the organisation couple with ensuring a qualitative representation of employees with a huge diversity of interests, views and experiences as against business objective of profit maximisation. Therefore, this paper will be tailored towards diagnosis series of leadership styles available to industrial relations actors, particularly trade unionist and measure the implications of such styles, which could be positive or negative while a recommendation will be suggested after the workshop for workers agitation to be attained with a common voice.

2.0 Conceptual Clarification of Terms



Source: Obisi, C (1996). *Personnel Management*, published by Jackbod Enterprise, Ibadan-Nigeria.

It is really imperative to understand what some basic terms denote before going to the subject of the day. Here, certain relevant terms within the context of this paper have been identified and appropriately operationalised as it is use in the paper.

They are as follow:

Leadership- Leadership is the act of directing and controlling the activities of a group who are willing and able to be led by one person. Beach (1980), recognised leadership as an

element of management that compels others to action. He sees leadership as one of the major function of management and argued that leadership is being performed to cause people to take effective action through source of power like coercive; reward, legitimate, expert and referent (Beach, 1980; Genty, 2005).

In the word of Lawal (1993:123) he defined leadership as “the process of influencing others to work willingly towards an organisation’s goal with confidence and keenness”. That is, the ability to influence the behaviour of others in a given situation. It can also be viewed as a process within groups in which one person, either by virtue of position or personality or both, obtains sufficient commitment of the other members to facilitate the achievement of group goals.

Lawal (1993) pointed out that there is a distinction between leadership as an organisation position and leadership as influencing process. He concluded that some individuals who are managers by virtue of their positions but who simply do not possess fellowship ability, whereas there are informal leaders in organisations who inspire and influence others but are not occupying management positions hence they are leaders but not managers.

Strictly speaking, leadership is the art or process of influence people so that they will strive willingly and enthusiastically towards the achievement of group goals.

Who is a leader? According to Genty (2005:9) he refers to a leader as “an individual who occupies a central role in leadership situation, the person with the ability to influence the behaviour of others to his/her desire in a given situation.

The functions of leaders are to achieve the task set for them with the help of the group. Therefore, leaders and their groups is interdependent (Armstrong, 2006: 299). This is unconnected with the fact that the main role of leaders depend on effective relationship between themselves (leaders) and the group to achieve the task.

(1973) cited in Armstrong (2006) pointed out, that in fulfilling their roles, leaders have to satisfy the following needs:

- ❖ **Task Needs:** To ensure that common purpose is fulfilled. If it is not, the group will lose confidence in the leader and this might lead to frustration, disenchantment, criticism and ultimately disintegration of the group.
- ❖ **Group maintenance needs:** The leader’s job here is to build up and maintain team spirit through good morale in order to held the group together.
- ❖ **Individual needs:** This is another prominent role a leader must play in a group. The leaders must be aware of individual needs that are necessary and take steps to harmonise them with the needs of the task and the group.

In summary, a leader is anybody that tried to exercise his/her influence on another for a purpose. Thus, the other person this influenced is the followers. In addition, a leader is a person who is generally able to perceive the intricacies of the problems at a level any other person within the establishment has not perceived and uses its charisma to avert such.

Leadership Styles- By style, we simply means a way of doing something, especially one, which is typical of a person, group of people or place. Therefore, leadership style refers to the type of method or technique adopted by a leader in a particular situation in order to achieve group goals or objectives.

In other word, the term leadership style is used to describe the manner in which a person exercises leadership, especially in relation to their treatment of people and tasks (Jacob, 2004; Lawal, 1993). Obisi (1996) pointed out that leadership style of a leader can only be earned. He emphasized that the style of a leader cannot be forced, conferred or bought. That is, the way in which a leader uses power will indicate his/her leadership style.

Conclusively, leadership style is contingent on the personality of the leaders. All these assertions will discuss extensively in the course of this workshop.

Industrial Relations- In order to facilitate a better understanding of the paper, it is pertinent to operationalise the term ‘industrial relations’, although it is not a new concept to some of us while various scholars have defined the term in different ways.

According to Dunlop (1958) cited in Babalola (2005) sees “ Industrial relations as a collective function continuously being discharged by group of actors- workers, employers, the government and its agencies, with a hierarchical ordering of each participating group”. That is, J.T Dunlop one of the originator of industrial relations discipline refers to the term as the relationship that exists between workers, employers and the government for the purpose of determining the conditions under which work is to be done.

The actors according to the scholar (Dunlop) are the basic units for the conduct of industrial relations while the hierarchical ordering of these units denotes the **association of the people**.

To Flanders (1965) cited in Lanre-Omole (2005) “Industrial relations is a system of rules and the study of the system is the institutions of job regulations”. Flander maintains that industrial relations system generates the rules, which according to him may appear in different guises like legislation, collective agreement, arbitration awards, social conventions, managerial decisions and accepted ‘customs and practice.

Shabi (2003:1) defined industrial relations broadly as “the concepts, theories, policies, practices, procedures, understanding and designing network of interaction between the relevant actors as well as institutions and processes which bring about peace in such relations”. This implies that essentially the study of IRs focuses on the institution of trade unionism and processual machinery for regulating collective relations at work, and in the wider society purposefully dialogue and promotion of industrial harmony.

Industrial relations leaders- The essence of industrial relations is among other things to ensure industrial peace so that maximum levels of productive efficiency can be attained as well as ensuring equitable share of the economic returns (Babalola, 2005).

However, for this prominent objective to be achieved the tripartite in industrial relations, that comprises of the three (3) principal actors (workers, management and the government) must discharge their duty independently to determine and regulate the conditions under which the work should be done.

The industrial relations leaders are the parties in the interaction at work which were mandated by law to play their roles independently in industrial relations setting. The parties are:

✓ *The Government:* The main purpose of government intervention in industrial relations is to influence the other two actors to promote industrial peace, increase productivity, preservation of human values in the development process, control of inflation and raising their standard of living.

The government of a nation has responsibility for both the security and the economy of the nation hence the need to intervene in the conflict between the employer and the employees purely for the purpose of economic growth and industrial peace (Babalola, 2005:7).

Thus, the government are duly represented in these roles by their agencies, such as the Federal Ministry of Labour, Employment and Productivity; the National Salaries, Incomes and Wages Commission; the Industrial Arbitration Panel and the National Industrial Courts among others.

✓ *The Management:* This is another major actor in industrial relations saddled with the responsibility of managing the workplace. Management functions include the control of work process; guarantee cost-effectiveness; and maintain managerial authority (Eniayejuni, 2005).

Managements, in all organisations in an industry, unite to form the employers’ association, being representation of employers for that industry, in order to act as a pressure

group function of influencing government policies as well as carrying out a collective bargaining function with other parties. Also, function as an advisory by counselling members and showing solidarity when necessary.

Example of Management/Employers' association includes the Nigerian Employers' Consultative Association (NECA); the Manufacturers' Association of Nigeria (MAN) and the Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture (NACCIMA) to mention few.

✓ *Trade Union:* Workers and their unions constitute the third key actors in industrial relations. According to Babalola (2005:8) "the trade union is the umbrella body of the workers". That is, trade union is the megaphone of the workers which frowns at anti-labour policies such as unfair dismissal and maltreatment of the workers.

Webbs (1894) cited in Eniayejuni (2005) sees union as "a continuous association of wage earners for the purpose of improving the condition of their working life". This implies that trade union constantly presses for equal pay, equal opportunities for all workers, enthronement of collective bargaining and promotion of equity and fairness as well as better conditions of service as a sinequanon for industrial harmony.

In Nigeria, the followings are example of workers union. It includes: the Nigeria Labour Congress (NLC); Trade Union Congress of Nigeria (TUCN); Academic Staff Union of Universities (ASUU); Nigerian Union of Teachers (NUT); Nigerian Civil Service Union (NCSU) among others.

Leadership Styles and Industrial Relations in Nigeria

For a thorough discussion of leadership styles, certain factors must be considered. These include the leader, the led and the situation in which the leadership is necessary. For instance, the style of leadership required on the battle-field will be quite different from the one desired in the House of Parliament. However, effective leadership is desired in both situations.

Etzioni (1958) cited in Genty (2005) postulated that the best situation for leaders' effectiveness is to have both personal and position power. According to him, position-power is the ability to induce or influence behaviour of others. That is, power derived from an organisational office, personal influence or both. Individuals who are able to influence the behaviour of other persons in an organisation because of their positions are said to have position-power.

Personal-power on the other hand is the extent to which followers respect, feel good about, and are committed to their leaders, and see their goals as being satisfied by the goals of their leader (Genty, 2005:13). In essence, it is the extent to which people are willing to follow the leader. Consequently, in an organisation personal-power comes from below, i.e. from the followers.

However, Etzioni argued that in most cases it is not possible to build a relationship on the two based on behavioural school of thought and social factors possess by most people. Therefore, an effective leader is the one who is able to lead others by directing, helping, guiding, counselling and motivating followers to achieve desired goals.

Thus, leadership style refers to a leader's manner of acting in a work situation. This implies the way in which a leader uses power will indicate his leadership style (Genty, 2005). The style leadership focuses on the pattern a leader uses or adopted in dealing with subordinate. By and large, leadership style can be viewed from two major leadership theories or approaches. These are:

- a) Behavioural theories
- b) System and contingency theories.
- c) Contemporary theories.

Behavioural Phase:

According to Lawal (1993), behavioural leadership theories shifted attention from the trait approach of physical or psychological characteristics that account for a person's behaviour to what an effective leader do. That is, how they delegate tasks, how they communicate with and motivates their subordinates as well as how they carry out tasks.

Lawal (1993) argued that behavioural approach unlike the trait assumes that behaviours could be learned. Therefore, individuals trained in the appropriate leadership behaviours could be effective.

Leadership styles under this approach are generally classified as follows:

Autocratic Styles:

This is a style adopted by leaders through the uses of threats or punishment in getting thing done. Leaders centralise power and decision making while subordinates are instructed on what to do. Here, leaders has no trust and confidence in subordinates as result pose negative motivational style which invariably lead to frustration, low morale and conflict among the rank and file.

An autocratic leadership style is the one in which the leader does not consult or co-decide with his colleagues, and subordinates. This kind of leader always drums his ready-made decision in the ears of his followers without prior discussion and exchange of ideas. Such leader often makes statements as follows...

".....I have decided that this course of action is the best for our union. And I want everybody to accept and implement it. Anyone who does otherwise do so at his or her own risk"

However, Obisi (1996) assert that some leaders may succeed with this kind of style because it allows for quick decision and enables the organisation to utilise less competent leaders to carry out negligible managerial work. Thus, production is only good when the leader is present, but drops in his absence. Therefore, it is not recommended for any organisation particularly trade unions because of its implications which shall be discussed in the subsequent subheading.



Source: Obisi, C (1996). *Personnel Management*, published by Jackbod Enterprise, Ibadan-Nigeria.

Democratic Styles

This is a leadership style whereby leaders give others (subordinates) a chance to participate, contribute and exchange ideas, believes in decision making process. This kind of leadership involve group to determine work-method, communicate overall-all goals to the subordinates, seeks advice, gives rooms for feedback as well as allows two-way flow of information. Here, rewards rather than threats of punishment are used to motivate subordinates (Lawal, 1993:125).

Democratic leadership styles allows for decentralisation of authority whereby decisions with employees takes place in form of participation and this allow employees (followers) to work as a social group. In this style of leadership new ideas and changes are welcome while this lead to improvement in productivity, level of cooperation increases as well as enhances morale of the workers.

The decision making process is however slower due to the fact that the leader has to give reasons or explaining why certain decisions were taken (Lawal, 1993:132). In the word of Obisi (1996:270) he said this type of leadership is recommended for trade unions because the leader functions through his colleagues and subordinates and not over them.

Why this is so, will be x-rayed in the next subheading while the implication of such measure will be ascertained, particularly to Industrial relations actors who are tripartite representatives.



Source: Obisi, C (1996). *Personnel Management*, published by Jackbod Enterprise, Ibadan-Nigeria.

Laissez faire Styles: This style looked at two respective perspective based on democratic and autocratic styles. This type of leader plays a rather passive role in social participation and individual decision (Otokiti, 2004:155). That is, the leaders acts as an umpire and coordinator of information believing that each person does his best when left free to work and think in his own way.

Thus, the leadership is usually neutral and allow the group to establish goals and work out problems, though the leaders still issues orders but subordinates are given some flexibility in carrying out tasks with carefully prescribed limits and procedures.

According to Otokiti (2004) this type of leadership is considered better than authoritarian leadership style but may not be as effective as democratic leadership style.

However, Obisi (1996) pointed out that the fear in laissez faire leadership style is that it degenerates into mobocracy, if care is not taken which is the extreme form of democracy. That is, the leadership can degenerate into confusion and for this reason the style is not suitable for industrial relations practitioners, especially trade unions.



Source: Obisi, C (1996). *Personnel Management*, published by Jackbod Enterprise, Ibadan-Nigeria.

System and Contingency Approach

As earlier mentioned, style of leadership required at battle-field is quite different from leadership style at House of Parliament because of differences in task. According to Lawal (1993), system approach of leadership is concerned with the complex interrelationship between many parts of a system (Organisation) such as production, marketing, finance etc and effect of the environment on the system.

Katz and Kahn (1966) cited in Lawal (1993) postulated that the kind of leadership style required to better functioning of a system is different from leadership behaviourist style because there were three (3) aspects of leaders behaviour which affect productivity of a system. These include: assumption of the leadership role; closeness of supervision; and degree of employees orientation.

As a result, Katz and Kahn suggested **contingency style** of leadership for system (Organisation). According to them, leadership effectiveness is contingent upon the leader adopting appropriate style in the light of situation favourableness. This implies that contingency style is a process whereby a leader influence to exercise his ability depends upon the group task, situation and the degree of personality and approach to which the leader considered fit the group.

Genty (2005) advocates that leader should understand their own behaviour, the behaviour of their subordinates and the situation before utilising a particular leadership style. He maintained that to do this requires the leader to have a diagnostic skill in human behaviour.

In the word of Fielder (1967) cited in Jacob (2004) said basically, an effective leader must be flexible enough to adapt to the differences among subordinates and situations

because the performance of the groups is dependent on the interaction between leadership style and situational favourableness.

Adair (1983) cited in Genty (2005) mentioned some of the situations that leaders must take into consideration in contingency style, namely: working environment; values, attitudes and experience of the super-ordinates and subordinates; tasks to be performed; and available resources. He concluded that the most favourable situation for leaders is when:

1. He has good leader-member relations
2. The tasks is highly structured; and
3. He has a powerful position.

In a nut shell, contingency leadership style is dependent on situation. For instance, **directive leadership style** will be appropriate for situations of high task ambiguity, **supportive** for situations of stressful, dull or dangerous task, **achievement oriented** will produce positive results in situations where subordinates have confidence in their ability to attain challenging goals and **participative** for situation of high complexity (Lawal, 1993:135).

Contemporary Leadership Approach

On the basis of the foregoing, this paper will not only limited itself to the traditional leadership styles but will also explore the modern leadership styles practice across world presently. It is therefore, with this in our minds that this paper will discuss briefly on the contemporary leadership styles which will serve as a basis for prosperous industrial relations actors on the need to revitalise their respective styles in order to achieve the common goal of industrial peace and harmony. These include:

A Transactional leadership style

This style involves a correspondence between the leader and subordinates on daily basis (Idowu, 2003). Such leader is patient, purposeful, listening and conscious of priorities. The transactional leadership rewards exceptional contributions from subordinates and intervene when there is deviation from standard.

That is, transactional leadership style is a style of leadership in which the leader promotes compliance of his followers through both rewards and punishment (Schultz & Duane, 2010). The exchange between the leader and his followers will determine the level of rewards and punishment that will be suitable for a task.

This kind of leadership style can be recommended for trade union leaders at the National Executive Council (NEC) in order to discourage local unions or shop-floor members from deviating from the set objectives. Also, it will enhance exchange of ideas on daily basis on terms and conditions of employment or any other contract of employment issues.

A Transformational Leadership style

As the name implies, it changes the belief system of subordinates. Transformational leaders are those transform their followers into becoming leaders themselves. That is, transformational leadership creates valuable and positive change in the followers.

A transformational leadership style ensure elevating, mobilising, uplifting of followers interest and makes the followers accept the interest of the corporate group over and above their own interest. Research has shown that transformational leadership can move followers to exceed expected performance as well as lead to high levels of follower's satisfaction and commitment to group and organisation (Bass, 1998).

Bass (1998) identified four (4) components of transformational leadership namely: Idealised influence (Charismatic); Inspirational motivation; Intellectual Stimulation; and Individualised consideration. The subordinate sees leaders that adopt such style as a good

leader hence the style could lead to employee satisfaction, commitment, loyalty, innovativeness and creativity among the rank and file. This perhaps, led to high performance level. Such a style can be recommended for all categories of trade union leadership.

Determinant of Leadership Style

No study so far has been declared to possess answer to the leadership question on the factors suitable for adoption of leadership style, each study attempts to make a contribution by breaking new ground or re-finding exciting studies. Therefore, the question of what determines effective leadership is not completely answered. Jacob (2004) mentioned some of the followings as a determinant of leadership style, these includes:

Size of the Organisation

As an organisation grows larger and get more complex, there is a tendency for decision making to be centralised, leading to very limited participation or no participation at all. It is different where the organisation is small and consultation is very easy. Large organisations have a tendency to follow the line of authority very rigidly, leading to a strict adherence to the principle of unity of command.

Decree of Interaction

The degree of interaction in an organisation influence the style of leadership where employee must co-operate in order to accomplish a task, there is bound to be an open channel of communication.

Personality of members

Some people react more to certain style of leadership than others. Individuals who like to depend on others do not like to participate since their need for security and direction are answered by rigid organisational structures. Individuals who have a clear sense of direction and wish to get ahead live to participate in decision- making.

Level of decision making

In a centralised organisation, there is little or no provision for decision to be made by people of the lower levels of the organisation. Directives are handed down and strict compliance is expected. The style of leadership tends to be directive rather than participation or laissez faire.

The State of the system

When the productivity of an organisation is high and company profit target are being met, there is tendency for the organisation to be moved democratic. When the situation is difference, the leadership style to be adopted will be such as to encourage high productivity. Leadership becomes authoritative, while unproductive employees will have to be dismissed and some organisation expense items may have to be cut in order to improve the profit picture.

Qualities of Successful Leadership

Successful leadership calls for the highest qualities of head and heart besides the physical energy that is essential for the supervision of work (Otokiti, 2004). He argued that the higher the position of the leader and the greater his responsibility, the higher will be the expectation in term of qualities of leadership.

Generally speaking, the following qualities are associated with successful leaders:

- ✓ Intelligence-somewhat above the average level

- ✓ Broad interest and a sound educational/technical background
- ✓ Initiative and creative ability
- ✓ Verbal facility and the ability to communicate with subordinates
- ✓ Sound judgement
- ✓ Ability to take decisions on the basis of a proper evaluation of the relevant facts and factors
- ✓ Mental and emotional maturity including an inclination towards the scientific method and presence of mind
- ✓ Sense of responsibility
- ✓ Ability to deal with the people and secure their willing cooperation
- ✓ Ability to guide and teach
- ✓ Enthusiasm
- ✓ Physical energy and stamina.

A Hypothetical Example of Trade Union Leadership Structure and Functions.

Full Time Officers and their roles






Congress-in-session

It is the supreme authority of any trade union leadership, which is like the Annual General meeting of the limited liability company or the delegate conference of the Industrial Union. The congress in session comprises of the elected representatives of the affiliated unions and all the members of the National Executive Council. Some of the congress in session held their meetings every 3 years like Nigeria Labour Congress (NLC) but can also convene for emergency purpose (Babalola, 2005:43). Parts of congress in session functions are to formulate broad policies over matters concerning the labour movement.

The National Executive Council (NEC)

The NEC plays the role of the Board of Directors in a limited liability company. The NEC is made up of elected officers such as The General President, two Vice Presidents, the Treasurer, The General Secretary, Deputy General Secretary, the Chairman and Secretary of affiliated industrial Unions. The NEC has the power to appoint, deploy, discipline the staff of the congress, appoint committees, raise, invest and administer the funds of the congress as well as convene special congress-in-session to mention few.

In the case of NLC, the NEC meets once in every 3 years to formulate policies (Babalola, 2005).The functions of the NEC are among others:

-  To execute the decision of congress-in-session
-  To convene congress-in-session
-  To monitor labour legislation
-  To strengthen trade unions
-  To settle disputes among affiliated bodies

The NEC commences meeting with a quorum of 60% of its membership while the Congress-in-session delegates power and responsibilities on national issues to the secretariat of the congress.

The Central Working Committee (CWC)

The Central Working Committee (CWC) acts like the management committee which takes decisions on day to day running of the National Secretariat. The CWC meets monthly for decision making process.

The National Secretariat

This consists of all the appointed officers of the congress with the General Secretary as its head. It reports to the NEC and has various departments such as the Administrative, Finance, Public Relations and International Relations Departments, Education and Training departments to mention few.

The State Executive Council

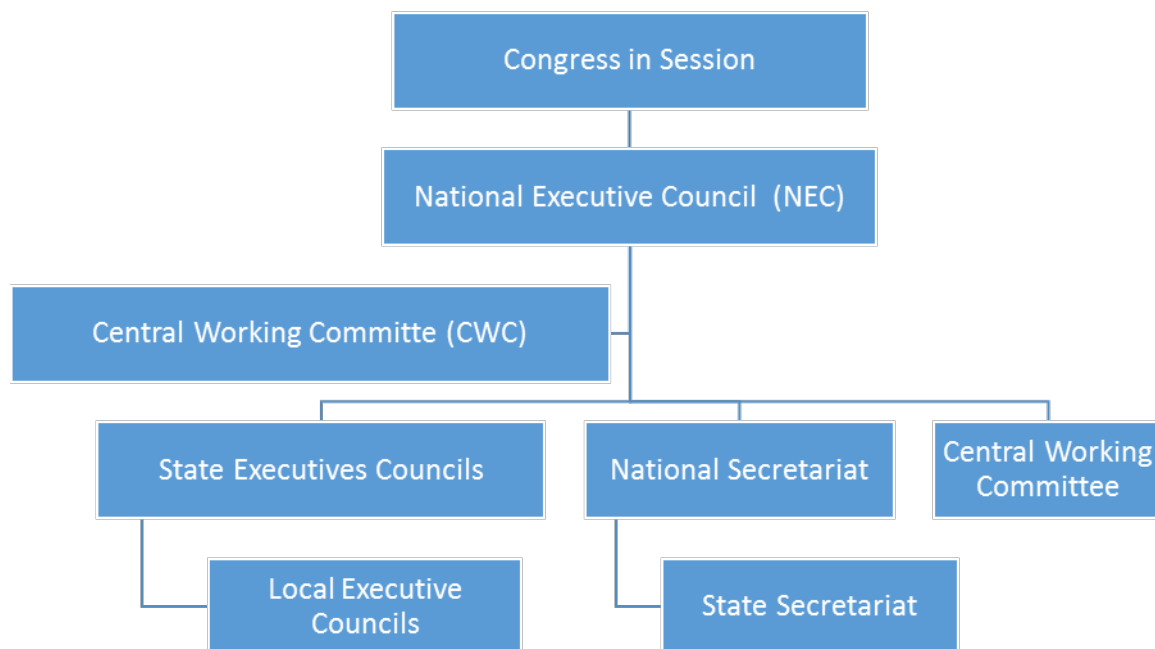
The State Executive council is made up of the Chairman, Treasurer, State Secretary and a representative of each of the branch union. This body executes the business of the congress as may have been directed by the NEC.

The State Secretariat of the congress

The State Secretariat of the Congress like the State Executive Council is made up of the Chairman, State Secretary, Treasurer and Head of Departments. The Secretariat reports to the State Executive Council and coordinates all activities in the State as may be directed by the State NEC.

The Local Executive Council of the congress

This is a body appointed by the State Executive council with not less than five affiliated unions (Babalola, 2005) who are usually part-time members. They meet at least four times in a year. According to Babalola, he pointed out the main function of the local executive council is to execute the business of the umbrella union at the local level and reporting some to the State Executive Council.



Source:

Babalola, D.Y (2005:45).*Theory and Practice of Industrial Relations in Nigeria*, Osamkeh Nigeria Enterprises, Osogbo, Osun State, Nigeria.

Effectiveness/Implications of the Leadership Styles to Prosperous Industrial Relations in Nigeria.

Industrial relations is a complex organisation that has its own set objectives needed to be achieved by the tripartite. This makes its hierarchical structure, official decision-making process complex as well as its institutional policies and routines differs among the three (3) principal actors, particularly in the area of achieving set goals. Therefore, the range of leadership styles required in Nigeria industrial relations system must be different from what is obtainable in other management leadership structure because of the divergent interests of the industrial actors.

For instance, the leadership styles of trade unions during negotiation and discuss on terms and condition of employment must be different to leadership styles needed for day to day running of trade union organisation. That is, style required during negotiation is different from style use for controlling of trade union subordinate members. Fatokun, Salaam and Ajegbomogun (2010) shown that most definitions of leadership, sees the term from traits, behaviour, contingency, power and occupation of an administrative position.

However, most of the definitions reflect the assumption that leadership involves a process whereby individual exerts influence upon others in an organisation (Fatokun et al, 2010). In Industrial relations system, leadership goes beyond exertion of influence on others (subordinate) rather the context will determine leadership techniques to use.

This assertion was corroborated by Yuki (1998) cited in Fatokun et al (2010) when he mentioned that the definition of leadership is arbitrary and very subjective. He concluded that leadership is a function of influences on events interpretation, the choice of the objectives and strategies, the organisation of activities, the maintenance of cooperative relationships, the development of skills and confidence by members as well as the enlistment of support and cooperation from the people outside the group or organisation (Fatokun, et al 2010).

In the world of Ejiofoh (2013) he said a non-democratic union in which the leadership does not represent the aspirations of the rank and file members cannot bargain meaningfully. He argued that leadership style of trade union can only be achieved effectively through adequate labour education where the combination of techniques, knowledge, skills and context of trade union as a movement can be taught and learn by union leaders to afford implication of chosen a style in Nigeria Industrial Relations system.

Some of the implications highlighted include constitution reform of trade union activities, appointment of leaders. Ejiofoh (2010) maintained that trade union leadership should be embodiment of simplicity, humility and modesty. That is, trade union leadership should be guided by social value. Again, trade union must be very careful of subversive generosity from employers in particular and government. This becomes so, because any union which is not independent of the employers or government cannot be said to be a democratic union. Also, trade union leadership appointment and salary or income should not be a secret affairs, it must be made open to other union members. All these are determinant of effective leadership style of prosperous industrial relations, especially among the unions.

Similarly, Lanre-Omole (2005) pointed out that some of the emerging union leaders after the passing of the 1938 ordinance were inexperienced and lack sufficient trade union education to enable them identify their functions. He emphasized that the lack of labour education by some union leaders make them preferred to interrelate with ignorant members and belief that educated and articulate subordinate members would pose a threat to their continued leadership. The implication of this practice is on negotiation abilities and skills of trade union representatives during dialogue where constructive bargaining will be required. In order to promote healthy trade unionism among the rank and file of workers, trade union leadership in collaboration with other international bodies should inculcate labour education

culture through organising of seminars, conferences, symposia and workshop where different styles of leadership and fellowship expectation can be acquired.

Thus, this will encourage a balance of management and leadership which is necessary for a work organisation to operate effectively, particularly in trade union setting. This is so, because the inability to achieve the set trade union objectives makes some union leaders to be accused of exploiting the unions and its members.

Similarly, Clemmers and McNeil (1990) cited in Fatokun et al (2010) suggest that leadership is not a role or position, but the ability to initiate action and move others to shared goals. For them leadership is the foundation stone upon which other vital components of organisation high performance-management system and technology rest. Therefore, without effective leadership style, it is difficult for trade union leaders to function effectively.

Concluding Remarks

From the above classification of leadership styles, it is popularly inferred that the laissez-faire leadership and autocratic leadership are inferior to democratic leadership. However, research does not consistently support any one leadership style. It points to the need for a situational approach to leadership. That is, the best style of leadership will depend upon the situation.

Again, it is important to note that genuine leadership can only turn things around with the cooperation of followership. Therefore, a successful leader is the one which employs all forms of leadership styles in a given situation with predominate cooperation from its followership.

References:

- Armstrong, M (2006). *A Handbook of Human Resource Management Practice (10th Edition)*, Kogan page publication, London, United Kingdom.
- Babalola, D.Y (2005). *Theory and Practice of Industrial Relations in Nigeria*, published by Osamkeh Nigeria Enterprise, Osogbo, Osun State, Nigeria.
- Bass, B.M (1998). *Transformational leadership*, Lawrence Erlbaum Association Incorporation: New York.
- Beach, D (1980). *Personnel: The Management of People at Work (4th Ed)*, Macmillian publication company, New York.
- Ejiofoh, S (2013). *Why trade unions are docile*, Vanguard publication on Tuesday August 13th.
- Eniayejuni, B.O (2005). *Management of Industrial Relations in Nigeria*, concept publications (press Division), Lagos, Nigeria
- Fatokun, J.O; Salaam, M.O and Ajegbomogun, F.O (2010). The influence of Leadership Style on the Performance of Subordinates in Nigeria Libraries, *Library Philosophy and Practice*
- Genty, K.I (2005). *Leadership Styles and their Implications for Organisational Effectiveness in Consolidated Breweries Limited, Nigeria*, unpublished B.sc project work submitted to the Department of Industrial Relations and Personnel Management, Faculty of Management Sciences, Lagos State University, Ojo-Lagos.
- Idowu, O.F (2003). *Management: Theories, Structure and Roles*, published by Sege Prints, Lagos, Nigeria.
- Jacob, R.O (2004). *Relationship between Leadership Style and Employees Productivity: A case study of Cadbury Nigeria Plc*, unpublished B.sc Project work submitted to the Department of the Industrial Relations and Personnel Management, Faculty of Management Sciences, Lagos State University, Ojo-Lagos.

- Lawal, A.A (1993). *Management in Focus*, published by Abdul Industrial Enterprises, Lagos, Nigeria.
- Lanre-Omole, M.A (2005). *Labour Relations in Nigeria: Origin and Development of Union Education*, published by Cadalad Nigeria Limited, Ibadan, Oyo State, Nigeria.
- Obisi, C (1996). *Personnel Management*, published by Jackbod Enterprises, Ibadan, Oyo State, Nigeria.
- Otokiti, S.O (2004). *Theoretical, Concepts & Scope of Management*, Pumark Nigeria Limited, Lagos, Nigeria.
- Schultz, S and Duane, P (2010). *Psychology and Work today*, Prentice Hall; New York.
- Shabi, O.R (2003). *Industrial Relations Theory: An Introductory Reading Text for Management Students*, Global Consult Publishing Ltd; Lagos, Nigeria.