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Revisiting the Utility of Industrial Sociology in National Development: The Case of Nigeria

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Abstract

Sociology as an academic discipline has been entrenched in many Nigerian universities, however, not much is known about how the discipline has contributed or has been contributing to the national development. Although some scholars have discussed some contributions of sociology in the emerging economy like Nigeria, such discussions are often generic and non sub-specialism specific, and thus need to be revisited from time to time in the light of emerging contemporary issues. Against this background, the paper highlighted some socio-economic and political challenges of the Nigerian State. With particular reference to industrial issues, the paper discussed critically how the industrial sociology will benefit the organisational managers and policy makers for the overall national development in five key areas of managing industrial relations, corporate governance and leadership, human resource management, privatisation and deregulation, and globalization and use of non-standard workers.

The paper concludes that with the emerging industrial and development issues and challenges in Nigeria, the utility of industrial sociology in national development is immeasurable.

Key words: industrial sociology, corporate governance, policy makers, privatisation, national development

Introduction

Basically, national development entails the ability of a country to achieve overall rapid socio-economic and political progress such that the lives of the citizens will be positively touched. This is usually a combination of a number of sectors of the economy. According to Elaigwu (2013), national development refers to the delivery of services which achieve the ends of the state – security, welfare and the pursuit of national interests in the global setting. National development is a multi-dimensional process of change which affects political, social and economic growth and sustainability. It directly and positively changes the quality of life or welfare of the people. Meaningful national development has to be people-centric.

Over the years, the Nigerian nation has been facing a number of development challenges ranging from insecurity, low capacity utilisation, low productivity, prolonged workers strike, infrastructural deficit, massive unemployment, political crisis, high maternal and infant mortality and so on. All these challenges are major obstacles to national development and also a clear indication that the country is still very far away from development.

One of the roles of academic disciplines in the universities and other higher institutions is to be a pathfinder towards the nation's development. Consequently, the utility of every academic discipline is not only to acquire and disseminate knowledge but to become viable instrument for national development. That is to contribute to how the nation will be developed. This is not limited to science based disciplines, but also applies to humanities. More often than not, the intellectuals in the universities do not bring to the attention of managers of the nations resource and the policy makers on how their

various disciplines will contribute to national development. This is based on the fact that every discipline has one thing or the other to contribute to national development either directly or indirectly, otherwise retaining such disciplines in the universities or higher institution is a waste of time and resources. When the utility of discipline to national development is properly discussed, understood and spelt out, it will inspire confidence not only on students who offer such disciplines but also guide the managers of nation's resource and the policy makers in both private and public sector. Not so much of this has been done by the Nigerian intellectuals and academicians.

Sociologists study human behaviour, and human resource is the one of the most important resource in national development. As Otite (2008:1) contended:

One of the earliest approaches designed in sociology to perform its task of

changing society is to measure the current state of affairs of society by comparing its ongoing form with an ideal type, the actual situation of society which it ought to be. The ideal set becomes a measuring tool against which we may perceive current imperfections. This is most important in an analysis of the rise and fall and decay of ... states, and societies, and suggest ways of improving them through human decisions and activities.... Sociologists want things to be done right in pursuance of the ideal situation.

Against the background of the above assertion, this paper attempts to revisit the role of industrial sociology in national development. Moreover, this paper is also part of an effort to set agenda for other scholars in other areas to critical revisit how their various disciplines will contribute to national development as Nigeria continues to grapple with multifaceted challenges.

The Nigerian socio-economic and political challenges

An evaluation of the Nigeria's socio-economic and political condition would reveal stunning contradictions and paints a picture of a paradox. A country rich in human and natural resources, yet most of her citizens live in penury, squalor and abject poverty. In addition to this, the rising cases of insecurity characterised by the activities of armed robbers, kidnapper, insurgents and terrorists have added another dimension to the challenges confronting Nigeria. Unemployment has remained a time bomb waiting to explode. But how did Nigeria get to this unpalatable crossroad? It is pertinent to note that in Nigeria, the discovery of crude oil in commercial quantity and its subsequent exploitation and exportation led to the abandonment of agriculture as the mainstay of the economy. Hence, the Nigeria's modern economy came to depend heavily on petrol dollar which brought the country to reckoning. Paradoxically, money earned from exportation of crude oil enriched Nigeria as a nation and a very few elites, but did not improved the living standard of the masses due to massive corruption and other forms of mismanagement that existed for over fifty years. Agitations for greater share of oil revenue by the people of Niger Delta have resulted in all forms of violent conflicts in the area (Ehusani, 2002; Okafor, 2011; Elaigwu, 2013).

Poverty is one of the greatest challenges facing Nigeria. Poverty in Nigeria is not a product of providence, but the consequence of elite misrule. The sundry social problems in the country can be traced to a faulty monolithic economy and a leadership bereft of ideas and vision of nation-building. Abundant oil wealth, itself a huge national asset for socio-economic transformation, has become a sore point on the national psyche. Successive leaders have not only wasted the resources of the country on some white elephant projects but also bled the country through excessive self-indulgence. Half-hearted efforts at diversification of the economy never paid off. The net effect is the alienation of the people and their relegation to abject poverty (Ehusani, 2002; Elaigwu, 2013). In the last one decade, social

indicators about Nigeria have been negative. The United Nations Development Programme (UNDP) has ranked Nigeria low on its Human Development Index (HDI) with life expectancy put at 52 years. Recently, in a damning report, the Global Financial Integrity said between 2000 and 2009, illicit fund outflow from Nigeria stood at \$182 billion (Akinnaso, 2013; Brinkley, 2013).

By contrast, some countries with less or equal endowment as Nigeria have taken their people out of poverty. With strong commitment to poverty reduction, China has maintained a high growth rate for more than three decades since the beginning of economic reforms in 1978, with sustained increase in average living standards by World Bank benchmark of people living on less than \$1.25 per day. Brazil's progressive social policy of redistribution has helped it achieve more rapid poverty reduction. In Brazil, the proportion of the population in poverty is significantly lower than in China. Its poverty level fell from about 17 per cent to eight per cent over 1981-2005 with a fair annual rate of poverty reduction of 3.2 per cent. Venezuela's unemployment dropped from 14.5 per cent of the total labour force in 1999 to 7.6 per cent in 2009. Poverty has also decreased. In 1999, 23.4 per cent of the population was marked as being in extreme poverty, this fell to 8.5 per cent in 2011 (Brinkley, 2013; Ogunmupe, 2013; Williams, 2013).

Nigeria lacks viable political institution. The political leaders are supposed to enhance development; in Nigeria they have become inordinately selfish. Both the executive and legislative arms of government are shamelessly inefficient, corrupt and obscenely overpaid. In spite of the huge resources flowing into the national treasury, the current leaders have not shown that they can deliver on their promise to make the country work. Elections have been shambolic at best. This dysfunctional process ends up producing inept administrators, who look only after their own pockets. This in turn has made Nigeria's rich diversity in nationalities and cultures to promote disunity (Elaiwu, 2013). Nigeria's leadership on a balance sheet, shows macro indicators of growth in the Gross Domestic Product (GDP), which it claims on the average has grown between 2.7 - 7.10

per cent in the last one decade or so. This information is sold to impoverished Nigerians by all means of propaganda advertorial in ways that accentuate the irresponsibility of the ruling elite. The economy may be growing in GDP terms, but people are yet to be lifted out of poverty. Real development is one that is sustainable and in which there are infrastructural and industrial productivity as well as the improvement in the wellbeing of the people. The prevalent system in which over 70 per cent of the annual budget is expended on recurrent expenditure largely in the form of remuneration and perquisites for top political office holders, is not one in which the goals of development are ever achievable. Beyond the material poverty of the people is the poverty of ideas amongst Nigeria's leaders. Successive leadership has demonstrated incapacity to articulate any vision for the country's tomorrow. They have failed to come to terms with the universal truth of governance: that it is about the people. The consequence of their inaction and paralysis is the prevalent social problems confronting Nigeria today (Ehusani, 2002; Boyo, 2013; Elaigwu, 2013).

Successive administrations in Nigeria have de-emphasized human capacity development and expressed evident disdain for functional education, which therefore created a fertile ground for perverted consciousness that has become the determinant of religious extremism. Given the abundant resources at the nation's disposal, Nigerians ought not to be helpless and hopeless. Unfortunately, the resources have not been well utilized for the good of the people. Rather, they have been rampantly looted by the leaders, an inept lot on whose watch the country continues to bleed. While public officials rehash the usual rhetoric about the country not being broke while mismanaging the nation's resources, poverty holds the majority of Nigerians in its pangs. Besides the issues of poverty, insecurity and unemployment, lack of infrastructure especially electricity has led to the closure of some industries and stifling the growth of small scale industries. Also, the inability of federal and state government to fund tertiary education in Nigeria properly and the nature of reward system have limited what scholars could do and left them some of them with

no other option but to leave the shores of the country. Those who stayed back mainly out patriotism or are unable to find opportunity elsewhere continue to make do with the little the system provides (Ehusani, 2002; Okere and Fanimo, 2012; Akinnaso, 2013; Alawiye, 2013; Bakare, 2013a).

Nigeria is always one step away from the abyss of an utterly failed state. In a report compiled and released by the U.S.-based not-for-profit organisation, *Fund for Peace in collaboration with the Foreign Policy magazine*, Nigeria was ranked 14th position among 177 countries evaluated by the organisation in the 2012 Failed States Index. Nigeria stalked states like Somalia, Sudan, Chad, Democratic Republic of Congo, Haiti, Zimbabwe, Central African Republic, Afghanistan, Iraq, Cote d'Ivoire, Guinea, Pakistan, and Yemen. It is noteworthy too that Nigeria has occupied an unenviable position in the ranking of this organisation since 2005. In that year, the country was ranked 54th; in 2006, 22nd; in 2007, 17th; 2008, 18th; and in 2009, 15th. This is not surprisingly because with the Boko Haram militants killing innocent people senselessly in the North in the name of religion, and kidnappers and other felons wreaking similar havoc on oil interests in the Niger Delta and in other Southern states, the stage is set for imminent conflagration (Brinkley, 2013; Elaigwu, 2013; Ogunmupe, 2013).

Also, continuous mismanagement of resources at both the federal and state levels has improvised Nigerians. For instance, Nigeria has produced and exported more than 23.2 billion barrels of crude oil for which it had earned 30 trillion naira (\$250 billion) over the last five decades, however, endemic corruption and maladministration perpetuated by successive military regimes and their civilian collaborators have left more over 70% of the citizens below poverty line and most women and children greatly impoverished. Another report by the U.S.-based global humanitarian organization, *Save the Children*, ranked Nigeria second to India as a country with the highest number of children who were not getting adequate basic health care. In overall global rating, Nigeria was ranked 111 out of 146 countries

as the worst place to be a mother. This dismal performance has been replicated severally in the areas of education, human development, job creation, human capital development, and poverty alleviation. While the managers of the country's economy continually flaunt the high scoring by the World Bank, the poverty rate in the country continues to increase. The same goes for the unemployment rate. The country is a global leader in infant and maternal mortality rates, and the rate of out-of-school children (Amaefule, 2013; Olukotun, 2013; Williams, 2013).

Also in Nigeria, corruption is getting worse. According to Transparency International, a global corruption watchdog, Nigeria ranked 139 out of 176 countries in its 2012 Corruption Perception Index. Although it was discovered that oil marketers stole about N2 trillion of subsidy funds in 2011 alone, nobody has been successfully brought to book almost three years after the discovery. While the political class luxuriates in Abuja, Nigeria's unemployment situation has become worrisome. The latest figure from the National Bureau of Statistics puts unemployment at 23.9 per cent, while it is as high as 50 per cent among the youths who graduate from various educational institutions with no hopes of getting employed for years on end (Okere and Fanimu, 2012; Amaefule, 2013; Boyo, 2013).

On the industrial front, most industries have continued to operate below the installed capacity and facing serious infrastructural challenges especially power supply thereby leading to poor industrial development (Orya, 2013). In addition, poor corporate governance and leadership being experienced in many work organisations have made them unable to achieve their expected objectives while industrial relations climate in both public and private work establishments is stained and charged sometimes leading to prolonged industrial action by the workers with varying negative consequences. Also, most industries and corporate organisations operating under a very difficult economic environment have been exploiting the precarious condition in the labour market to engage in the use of casual workers as cost saving measure to survive. Human resource

management has remained poor as most workers are hardly trained and developed to improve their knowledge and skills coupled with poor motivation and low incentive. Due to poor performance, most public enterprises have become comatose and moribund and government has resorted to privatising them for perceived better performance, while workers union's agitations, opposition and resistance against the policy have escalated. Furthermore, the practice of child trafficking and child labour in most centres in Nigeria have become commonplace (Abiala, 2013; Akande, 2013; Bakare, 2013b; Ogunmupe, 2013).

Utility of industrial sociology in national development

Industrial sociology can be defined as the application of sociological concepts and methods in understanding the problems and challenges of industry. It can also be defined as the study of social factor in industries (Schneider, 1979). The word *industry* basically means organisation or establishment and covers a wide range of factory and non-factory, blue and white collar workers, commercial and non-commercial establishments. In other words, it covers anywhere productive or service activities take place, the kind of behaviour exhibited by the workers and management, and how internal and external factors such technology and cultural influences, the pattern of the relationship between the workers and management, influence production (Miller and William, 1964; Otobo, 1994; Scott and Marshall 2005; Ogunbameru and Oribabor, 2008). Thus, the scope of the discipline covers wide range of workers' behaviour, communication in industry, organisational structure, productivity, gender issues, motivation, leadership, organisational changes, and industrial conflict. In the recent time, the scope of the discipline has also covers human resource management, globalisation issues, ownership structure of industry, corporate government, entrepreneurship, child labour, issues relating to information and communication technology, labour migration and so on (Mohr, 1987; Watson, 2000; Onyeonoru, 2005; Oni, 2007).

Considering the Nigeria's socio-economic and political situation and challenges, it is pertinent to discuss at this stage what role sociology, particularly industrial sociology in getting Nigeria out of this morass situation and promote national development. Otite (2008) has argued that overzealous post-independence politicians had a misconception of what sociology can contribute to national development and policy formulation. However, it is generally accepted that knowledge is power and sociological knowledge is multi-powerful and social knowledge and national development are separable only analytically. Specifically, the knowledge of industrial sociology will benefit organisational managers and policy makers in both private and public sector especially in the following areas for overall national development.

Managing industrial relations

The centrality of industrial relations to national development cannot be overemphasized. For productive activity to take place in the country there should be industrial peace and harmony. If this is lacking, no meaningful national development will take place. One of the most debilitating issues affecting both public and private work organisations in Nigeria is the frequent industrial action with its devastating negative effects on the organisation, employees themselves and the nation at large. In Nigeria's industrial relations, workers union, management and government are the major stakeholders. More often than not trade unions in Nigeria have been oppositional in their nature and their orientation tilts towards political unionism, thereby employing political means to pursue broad goals which often transcend workplace issues. For instance, public sector unions in Nigeria over the years have participated in anticorruption and democratization struggles despite the fact that these have no direct bearing on workplace issues and agitations (Onyeonoru, 2005). For there to be any meaningful national development, there should be relative stability in the nation's industrial relations system. When workers go on strike frequently man days are lost with colossal negative effects on the nation's productivity (Aluko, 2008; Abiala,

2013). For instance, in the education sector, strike has affected the Nigerian students in public schools adversely. In 2013 alone, strike by the Academic Staff Union of Universities (ASUU) lasted for 169 days (nearly six months – from July 1 to December 16). Cumulatively, the Academic Staff Union of Universities (ASUU) and Federal Government imbroglio between 1993 and 30 November, 2013 resulted in the union going on strike for 1,466 days. This translates into four (4) years and sixteen (16) weeks or forty-eight (48) months and eight (8) weeks (Akinwale, 2009; Abah, Soriwei, Atoyebi and Ogundele, 2013).

The knowledge of industrial sociology will enable managers and policy makers to understand the importance of negotiating in good faith so that viable and implementable collective agreement will be reached when workers and management are in dispute. The knowledge will also enable both parties to know that agreement freely entered are not always cast in iron¹, however, sometimes there may be supervening event in the environment or from either of the party that will make the implement of part or whole of collective agreement impossible. Such event should be communicated to the other party and the agreement may be renegotiated. This is only possible where parties to industrial relations are open and honest to one another. If the negotiation and collective agreement are crafted in dishonesty and deceit and self serving as currently done in Nigeria, tension and conflict will always arise (Okuogbo, 2004) which will continue affect industrial peace and harmony, which are an essential ingredients for national development.

Corporate governance and leadership

In the recent time, the issue of corporate government and leadership has become very critical in view of the fact that these are part of the factors affecting organisational performance and productivity. More often than not, one hears stories relating to embezzlement, fraud and

¹ This does not mean that one party can flagrantly violate the implementation of the agreement.

other forms of corrupt practices in the private sector organisations, ineptitude and gross leadership incompetence in the public sector organisations thus leading to failing of these organisations. It is on record that for a long time, good corporate governance and transformational leadership have eluded most work organisations in Nigeria thus leading poor performance of these organisations (Akande, 2013).

Corporate governance and leadership fall within the purview of industrial sociology. Hence the knowledge of industrial sociology among the managers of corporate organisations in the private sector and the bureaucrats in the public sector will enrich the understanding of adopting international best practices in managing the affairs of their organisations and make the organisation more efficient and effective in service delivery. Various sectors of Nigerian economy need dynamic managers and transformational leaders who understand the dynamics of organisations and workplace and are able to apply these in the management of men and materials in order to produce visible results that will propel national development. Nigerian public workers have described by various scholars as lazy, unproductive, inefficient, ineffectiveness and manifesting various forms of deviant work behaviour in the workplace such as truancy, absenteeism, low performance and so on (Okoh, 1998). The knowledge of transformational leadership can be used to reposition the country for national development through various work organisations in the public and private sector.

Human resource management

Human resource is perhaps the greatest asset of any organisation. When this effectively and efficiently managed in organisation, better and positive results are always achieved. The scope of management of human resource cover such areas as; manpower planning, job analysis, job design, recruitment and placement, motivation, training and development, discipline, industrial relations and so on (Okoh, 1998; Ogunbameru, 2013). All these areas have the potential to make organisation to achieve its full potentials. In as much as workers are

the most valued asset in work setting, workers are also the most difficult resource to manage because of the complexities of human behaviour.

The knowledge of industrial sociology exposes managers of work organisation to various theories and techniques of managing human resource in order to optimize workers potentials and achieve maximum result in a complex society like Nigeria (Ogunbameru, 2004b). Take the case of recruitment and selection into the public service in Nigeria which is often fraught with nepotism. In a multi-ethnic and multi-religious society like Nigeria, recruitment into the public sector has always tended to be based on the principle of federal character. As good as this affirmative action is in ensuring that all segments of the Nigeria society are given equal opportunity to participate in economic activities and be fairly represented in all the sectors, the principle has also ruined some government ministries, agencies and parastatals because the principle does not ensure that the best and the brightest are recruited and placed where their optimum utilisation is assured. With this principle, most of government companies have been managed and ran down by incompetent managers who have no iota of knowledge of what it takes to manage public corporation. Notable establishment in this category include; Nigerian Telecommunication (NITEL), Power Holding Company of Nigeria (PHCN), Nigerian Airways, Steel companies, Automotive Industries, Nigerian Refineries and so on. Some of these companies have been privatised and sold at give away price for only a paltry sum while some are the various stages of being privatised. For the organisations in the private sector, poor recruitment and placement is not much of a problem since the sector ensures the only the best and brightest get the jobs.

The knowledge of industrial sociology will make policy makers and managers of work organisations to come to term with the fact that in as much as the principle of federal character is an attempt to give every segment Nigeria fair and equal opportunity, however, merit should be sacrificed on the alters of mediocrity and that even within

the context of federal character the best can still be obtained and made to work for the overall benefit and development of Nigeria.

Privatisation and deregulation

Neoliberal policies of government as a route to national development have become a burning issue in Nigeria in the last two decades. With neoliberal policies like privatisation and deregulation, it is thought that the Nigerian economy and its operating environment will become more competitive and investment friendly. Government has been pursuing neoliberal policies with varying degrees of successes and failure especially in the aviation, telecommunication, education, security, mass media and power sectors. Needless to say, the dissatisfaction with the performance of public enterprises has fuelled the debate on the theoretical and empirical justification of the government's continued involvement in the some sectors of the economy, and became the driving force behind privatisation (Ayanruoh, 2013).

The proponents and advocates of neoliberal policies are always quick to point out that government has no business to provide services that will adequately be provided efficiently and effectively by the private sector, that the policies will stimulate job creation in the economy, promote efficiency, free resources for the development of other sectors (El-Rufai, 2002). They argue that government should limit its role to providing enabling environment for businesses to thrive and performing other regulatory functions. The perceived successes and achievements recorded in the telecommunication sector are often flaunted as a case in point. On the other hand, the opponents of the neoliberal policies of government view privatisation for instance as mere replacement of public monopoly with private monopoly and that government has abiding social contract with the people to provide them with social services and other things that will make their lives worthwhile in the society (Momoh, 2002). They perceive neoliberal policies of government as irresponsible and abdication of its statutory and constitutional role to the private sector built on the principle of profiteering. Their argument is that in a country like Nigeria where

poverty and unemployment are massive and where the masses are protected by any form of social security, government cannot afford not to provide social services.

There is no gainsaying that the arguments of the proponents and the opponents of neoliberal policies in Nigeria have their merits and demerits. What then is the position of industrial sociology in Nigeria in all these? The knowledge of industrial sociology shows that efficient and effective service delivery as part of global international best practices is a hallmark of any progressive country and organisation. Unfortunately most public sector organisations in Nigeria are very far behind in ensuring this. Granted government invested had huge sums of money at the wake of nation's independence to establish these public enterprises for a number of reasons which included; the huge amount required to establish them which cannot be shouldered by the private sector; for security reasons; to stimulate economic development; to provide basic social services; and to create job opportunities for the masses (Adeyemo, 2001; Okafor, 2005a). However, over the last fifty years these public enterprises have been thoroughly and grossly mismanaged by the Nigerians that manned them with little or nothing to show for them. Massive embezzlement and corruption that have been perpetuated in these organisations were rarely investigated, to the extent that as at toady not even a single person has been convicted running these organisation aground. Thus it makes no economic sense for successive administrations that have no political will to bring corrupt officials to book to continue to pump public funds in the companies that have become conduit pipes for embezzlement (Akande, 2013).

It is instructive to note that the helpless idea of government in privatising the enterprises is more or less an escapist posture. This leaves the fate of most Nigerians in the hands of few profiteering but powerful merchants and large multinational corporations, thus making the Nigeria government an accomplice in the massive and continuous exploitation of the masses. The often taunted achievements or successes recorded in the telecommunications sector only make

government short-sighted on what neo-liberal policies can do in the economy without adequate arrangement to protect the masses. Even in those advanced economy where the neoliberal polices have been adopted government continues to provide social services to the masses on competitive basis. To demonstrate that neoliberal policies are not the true panacea for economic stability and development as often projected, even in those advanced economies government had intervened in some instances to bail some companies out. This intervention raises the moral question of whether or not government should commitment public funds to bail out private companies badly managed by some individuals as done by the Central Bank of Nigeria (CBN) in 2009, and what would have been the social and economic implications if the CBN had not intervene? These are part of issues that have continued to engage the attention of industrial sociologists. On the whole, the Nigerian government mentality and penchant that every public enterprise should be privatised before they work is gross irresponsibility and misplaced.

Globalization and use of non-standard workers

Globalisation has become the major issue in the world today that has a lot of implications for work organisations. It has led to the migration of workers across national boundaries and help lot of workers to improve themselves to the extent that in the recent times many workers have become multi-tasked workers. It has also led many foreign direct investment and many multinational corporations have penetrated to some areas previously thought to be difficult. However, as much as globalisation has benefited some workers it has also hurt some developing economies and created precarious conditions of work in many countries including Nigeria (Offiong, 2001; Onyeonoru, 2004; Okafor, 2005b; Adepegba, 2013). With globalisation, the use of nonstandard workers by multinational companies and even local firms as cost saving device so as to maximise profit has escalated.

It is pertinent to note that the practice of the use of non-standard workers for productive activity has a long historical past and when used appropriately to complement the full time workers, productivity

has been increased. It is also expedient that this category of workers will be used in some sectors of the economy because of the peculiarity of the sector. For instance in Nigeria, due to seasonal nature of the environment, nonstandard workers are used in the construction industry. In Nigeria, the use of such non-standard workers whether as casual workers, ad-hoc workers, part-time workers and contract staff in the education, manufacturing, telecommunication, agricultural, health, banking, and oil and gas sectors has been on the increase. In some organisations it is possible to find over eighty percent of workers are nonstandard workers. This sometimes amounts to the abuse of the use of this category of workers in productive activities (Okougbo, 2004; Abah, 2013; Adepegba, 2013; Olupohunda, 2014).

How then will the knowledge of industrial sociology assist managers and policy makers in this regard? The knowledge of industrial sociology will benefit the managers of work organisations and even the policy makers in the sense that in as much as the use of non-standard workers may save cost to the organisation, such practice negates some sections of labour law especially when these workers are kept beyond the required stipulated period (usually not more ninety days). Specifically, section 7 (1) of the Labour Act, Cap 198, Laws of the Federation of Nigeria, 1990 provides that, “Not later than three months after the beginning of a worker’s period of employment with an employer, the employer shall give to the worker a written statement specifying the terms and conditions of employment, which include the nature of the employment and if the contract is for a fixed term, the date when the contract expires” (Uviaghara, 2001). Also, having large number of non standard workers promotes non-decent work in the organisation and does project the organisation in the good light. Besides, it has been argued that human resource is the most important resource in any work organisation and by extension the foundation for national development. For human resource such as workers to be truly and genuinely committed to contribute to national development, they should be properly remunerated, trained, secured and well motivated. All these are not possible as far as non-standard workers are concerned. Thus, without specific working condition, no

closing time, no overtime allowances and no provision of medical facility non-standard workers are endangered species in many work organisations in Nigeria (Okougbo, 2004; Adepegba, 2013; Olupohunda, 2014).

Although the employers may be capitalizing on the precarious situation in the labour market to promote the use of nonstandard workers, however, most of these employers are shooting themselves on the foot for the simple fact that they are unaware that the regularization the appointment of these workers will contribute meaningfully to the productive activities in their organisations on the long run (Abah, 2013). This is because job security, satisfaction and commitment are very critical factors when considering the issues of workers efficiency, effectiveness and productivity. Studies have shown that non-standard workers always scored low in these aspects because as a matter of fact most of them never saw themselves as having a stake in the organisation unlike the full time workers (Okafor, 2010; 2012; Adepegba, 2013). In addition, non-standard workers are more likely to engage in workplace deviance behaviour than the full time workers. All these undermine workers performance and productivity in the workplace and are major obstacles to national development.

Conclusion

Industrial Sociology plays a vital role in national development in Nigeria. Against this background, various institutions in Nigeria offering the discipline should ensure that students they are graduating are well equipped and grounded intellectually in various areas of sociology especially industrial sociology so that they will positively contribute to national development. In addition, industrial sociologists themselves should continue to create public awareness on the relevance of the discipline to national development. From all indications, most Nigerians are yet to appreciate the role of industrial sociology as a viable branch of sociology and academic discipline for national development. Nigeria is facing serious developmental problems and challenges and, definitely, industrial related issues are

one of them. The Nigerian people want to be free from hunger and have access to medical care and safe shelter; expect their daily lives, their residences and their workplaces to be safe; demand a creative and diverse education that enhances human life, spirit and physical well-being. They are looking forward to a robust physical infrastructure and public utilities that allow safe and efficient travel, deliver electricity and water for personal comfort and safety, at reasonable rates and in sufficient supply for residential, public, commercial and industrial purposes. Thus the Nigerian social scientists should be in the forefront of producing scholarly works that will re-define national discourse and shape the way things are viewed and perceived in political economy and to challenge the politicians to be transparent in their actions and dealings and be accountable to the people who elected them.

No social science discipline or even any branch of sociology is better placed than industrial sociology both in theory and methodology to diagnose the industrial and development challenges facing Nigeria and offer viable and relevance solutions to them. On the whole, the knowledge of industrial sociology will enable the policy makers to be in vantage position to formulating policies and programmes as well as putting in place adequate regulatory framework that will diversify the Nigerian economy and building strong human capital that will propel overall national development.

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