



LEADERSHIP CHALLENGES AND LABOUR PERFORMANCE IN ORGANIZATIONS. A STUDY OF NIGERIA LABOUR CONGRESS (NLC) (2015-2019)

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ABSTRACT

The role of labour unions in organizational performance cannot be undermine. It's on this premised that Nigeria Labour Congress (NLC) was established. The history of a great organization is linked to purposeful leadership. Leadership is the capacity in a person or in a group of persons to inspire confidence and thereby regard for himself or themselves to guide and govern the followers. Such leaders have played significant roles in the socio-economic development of their union. One of the major issues facing NLC and has greatly hampered the organizational performance is the burning issue of leadership due to lack of public trust, corruption, political interference, incompetency, lack of transparency as well as accountability. Union Leadership at both Federal, State and Local level lack the needed skills, integrity and intellectual openness to motivate and lead increasingly diverse and independent teams. These in adversely affect their performance and effectiveness and defeated the purpose of the union. To give this work a scientific base, the study adopted transformation leadership theory as a theoretical framework. The methodology adopted in this study is qualitative and descriptive and data were drawn from secondary sources with the aid of text book, Journals, Newspaper, Internet, and other scholarly work related to the topic under study. The major findings of the study revealed among others that (i) the nature of NLC leadership is problematic as most of them lacked control of effective leadership style in managing the affairs of the union. This led to the scramble for union resources to suit their personal desires. (ii) The leadership questions in NLC is as a result of political interference by government official. This affects the leadership performance as labour members are not given a free hands in deciding on their affairs as well as whom to pilot the affairs of the union at both National, state and local levels. Based on the above findings, the study recommended among others that enabling environment should be provide by the government in order to enhance union's performance in Nigeria. (ii) The NLC leadership at all levels should disassociate themselves from political activities to avoid political interference. This will help to reshaped the union and enable them to take an independent decision on the issue affecting the union and their members in any organization.

KEYWORDS: *Leadership, Leadership Challenges Labour Performance and Organizations.*



INTRODUCTION

Leadership has been in existence since the creation of mankind and is being applied up to the present time. It is considered a very important, an almost magical variable in enhancing management capacity, in providing higher quality goods and services, in providing higher levels of satisfaction among employees, and in improving organizational performance. The extent to which members of an organization contribute in harnessing the resources of the organization equally depends on how well the managers (leaders) of the organization understand and adopt appropriate leadership style in performing their roles as managers and leaders.

Leadership is a term that has obsessed management scholars, political leaders, intellectuals and policy makers for many decades. Leadership refers to the process of persuasion or example by which an individual induces a group to pursue objectives held by the leader or shared by the leader and his or her followers. It is therefore, a process of social influence by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. According to Parris and Peachey (2013: 377), “a great leaders create a vision for an organization, articulate the vision to the followers, build a shared vision, craft a path to achieve the vision and guide the organization into a new direction.

The ability for any organized groups to achieve its goals and objectives depend largely on the caliber of its human resources and more importantly on how they are effectively managed. This will no doubt be reflected in the level of services offered. One of the major issues facing organized unions and has greatly hampered the organizational performance globally is the burning issue of leadership. In the history of Nigeria, there has been ongoing unresolved industrial disputes due to leadership problem. This has fuelled spate of dispute as well as exacerbated the nature of labour disputes. These leadership challenges are evidenced in political, social and economic instability and the prevalence of ethnic, communal and religious crises, which have bedeviled Nigerian socio economic development.

The history of Nigeria follows a shadow of inept leadership that has appropriated power for the furtherance of its agenda leaving out other stakeholders in governance (Ubeku, 1983). This is why leadership has been reduced to mere the-killer-takes-it all kind of game. In view of this ugly experience, in Nigeria the

focus of leadership became parochial and with the overriding consideration for personal survival rather than national interest. Attempts at providing “democratic consolidation” were hampered by the personality cult of the emerging political gladiators who exploited the instrument of state power to promote their personal agenda” (Fagbadebo, 2009).

In assessing the leadership situation in Nigeria, Adejimi (2005), indicated that most of the policy makers as well as those involved in decision making process are engaged in bribery, egoism, power, and trade liberalization. They are distracted to an extent that they forget the nation’s policies aimed at improving the lives of people in the society. In recent times, many organizations in the Nigerian public sector have recorded cases of low productivity and unethical administrative practices, problems of finance, mismanagement and lack of motivation due to leadership challenges. It is observed that the absence of effective leadership is a serious problem endemic in many organizations and the resultant outcome is poor organizational performance.

Labour is the collection of the entire individual efforts, both physical and mental exertion bringing into play for the production of goods and services. A collection of the total workforce in a work place, where efforts are exerted for the purpose of producing products and services with a view to satisfy customers in order to meet or realize the objectives of an organization (Fajana, 2006). Traditionally, trade unions are formed to champion and protect the interests as well as welfare of workers or suppliers of labour. Hence the labour movement in Nigeria grew out of this inspiration. The movement took-off some decades ago as a result of struggle for the welfare of organization’s employees as well as to ensure an egalitarian society, and social equality. They fought to championed the cause of workers’ safety in an organization where there are unfavorable working conditions, and fought against policies that are inimical to the interest and welfare of workers in a work place through arbitration, conciliation, mediation, negotiation, bargaining, dialogue as well as strike action.

The need to protect and promote the welfare of workers necessitated the establishment of the International Labour Organization to give backing to unionism the world over. It was against this backdrop that the Nigeria Labour Congress (NLC) was founded as the umbrella body of the Nigerian workers. Just like labour organizations in other societies, the NLC has



had its unfair share in industrial conflicts, ending in strikes of varying magnitude with harrowing consequences, yet workplace justice is not achieved.

The history of Nigeria's trade union could be traced to the period when Lagos Colony was formally considered as a British colony and the events that followed in the wake of this. What followed was the substitution of slavery, which was considered illegitimate and forceful trade of human, for legitimate trade that gave birth to urban labour force. However, formalized Nigerian trade union started in 1912 with the formation of Civil Service Union (Fajana, 2006).

In a nutshell, the success of Nigerian Labour Congress (NLC) depends on effective leadership and efficient organizational cultural practices. The Nigeria Labour Congress being a major stakeholder as regards the workers welfare management in the country have been undermined. Practically, the purpose of establishing Nigeria Labour Congress has been defeated as the union leadership has been politicized by towing the line of government in power, working according to its whim and caprices at the expense of the union interest. This in turn led to incompetency as most NLC leadership lack the required skill to carry out their constitutional required responsibility. Other challenges face by the organized union includes Political and socio-economic changes, Conflict in bargaining, Dissolution of the NLC Leadership by the Various Nigerian Governments, the Use of Draconian Rules to Checkmate the Activities of the NLC, as well as Lack of internal democracy among others.

Constant strikes by the NLC resulting from disagreement with government on labour and national issues (especially deregulation) affects the pace of development of the country as many development projects by government and non-governmental organizations are usually put on hold during such strikes. It affects long term partnership and positive communication between labour, unions and government, and breeds distrust among the parties involved (Aspinall, 2007).

However, observers in the nation's economy have warned that Nigeria's chance of catching up with the globalized society is being hampered by the persistent strikes in the country. They argue that the impact of strikes on a third world nation like Nigeria would not only devalue her economic system but also impair her social relationship with other economies.

It is against this background that this study seeks to examine leadership challenges and organizational performance with specific emphasis on

the Nigeria Labour Congress, using Akwa Ibom State chapter as a case study.

STATEMENT OF PROBLEM

Effective leadership is a unique way of integrating employees with the organization to achieve its vision and objectives. The quality of leadership usually determines the fate of any society. History and experience suggests that leadership is very important to the success of a group or community as a whole and to the success of the individuals within the group. Studies show that 80% of problems experienced in any society and organization are people related. With good leadership, there are more strategies in-addition to operational roles, more qualified and developed people, more qualified stronger leaders coming through the ranks.

Most importantly, trade unions are formed to champion and protect the interests of workers. The trouble with Nigeria Labour Congress is simply and squarely a failure of leadership. There is nothing basically wrong with the Union system in operation. The nature of union leadership became a problem as most of them lacked good leadership qualities. This led to the scramble for changes in leadership to suit their personal desires.

Nevertheless, in view of this harrowing experience in Nigeria, the focus of leadership became parochial and with the overriding consideration for personal survival rather than national interest. To further lend credence to this position, several attempts at providing "political transition and democratic consolidation" were hampered by the personality cult of the emerging political gladiators who exploited the instrument of state power to promote their personal agenda". With above in mind, virtually all strata of Nigeria's leadership are affected by parochial and ineptitude. This ugly development has shaped and portray leadership pattern in Nigeria in bad lights of which NLC is not an exception when compares with their counterpart in Western countries.

It is observed that performance in the Nigeria Labour Congress is deteriorating. Leadership in the Nigeria Labour should be such that have the skills, ability, commitment, competent technical know-how and what is required to help find solutions to union problems. But conversely, the major pitfall in Nigeria Labour Congress today are the lack of public trust, corruption, political interference, incompetent leadership, and lack of transparency and accountability etc. The union Leaderships lacks the needed



administrative ingenuities, integrity and intellectual openness to motivate and lead increasingly diverse and independent teams. The task of meeting deadlines, being proactive and efficient in actual work situations as well as achieving performance has been a point of public concern.

It is on this premise that this research work seeks to examine leadership challenges and Labour performance in Organizations using Nigeria Labour Congress, Akwa Ibom State Chapter as a reference point.

Theoretical Framework

The paper adopted Transformational Leadership Theory as a theoretical framework. Transformational Leadership theory is an integral part of the full range leadership model developed by Burns in 1978 and later expanded by Bass (1985), to help explain how transformational leadership could be measured, as well as how it impacts follower motivation and performance. The theory distinguishes itself from the rest of the previous and contemporary theories, on the basis of its alignment to a greater good as it entails involvement of the followers in processes or activities related to personal factor towards the organization and a course that will yield certain superior social dividend.

Transformation leadership is a theory of leadership where a leader works with teams to identify needed change, creating a vision to guide the change in tandem with committed members of a group. The theory further explain the extent to which a leader is transformational, is measured first, in terms of his influence on the followers. The followers of such a leader feel trust, admiration, loyalty and respect for the leader. These outcome occurs because the transformational leader offers followers with an aspiring mission and vision and necessary mechanism needed for the job well done. The transformational leader motivates by making follower more aware of the importance of task outcomes, inducing them to transcend their own self-interest for the sake of the organization or team and activating their higher-order needs. He encourages followers to think critically and seek new ways to approach their jobs, resulting in intellectual stimulation.

The key to the Transformational Leadership Theory is the ability of the leader to motivate followers to accomplish change. Followers become motivated when confidence is increased and the value of work-related outcomes is elevated. Transformational leadership behaviors contribute to followers'

satisfaction, increased performance and productivity, and achievement beyond expectations. Dissatisfaction and decreased productivity occurs when followers have transcended the developmental level of the leader and are searching for a leader with the ability to integrate values and provide an objective view of interpersonal commitments.

In the light of the above theory, leaders who possess the transformational attributes understand administrative leadership practices in NLC and are highly admired, respected, trusted, and have a high level of self-confidence, self-esteem, and self-determination. They are usually regarded as role models and demonstrate high standards of ethical and moral conduct. The leader will inspirationally stimulate and inspire employees and colleagues by building self-assurance, feeling and arousing enthusiasm and determination in the commission. As a result, the employees are empowered to discover, examine and resolve problems with a more liberated thought in order to survive rapidly changing organizational environment.

The current environment characterized by uncertainty, global turbulence, and organizational instability calls for transformational leadership in NLC to prevail at all chapters. This entails moving the Labour leadership practices to higher and better leadership qualities where public union will come before personal gains. The level of productivity of the Workers in Nigeria Labour Congress has for long attracted the attention of the union leader who desire to improve performance. Unfortunately, despite several empirical studies on how to improve labour performance in Nigeria, the Union is still facing with the problem of inefficiency and ineffectiveness of leaders. The performance in the Nigeria Labour Congress is retarding. Leadership in the Nigeria Labour today lack public trust, transparency and competent. The task of meeting deadline, being proactive and efficient in their task and work situations have been a point of public concern due to their incompetency in leadership. This call for a total restructuring of NLC leadership structure at all level to ensure efficiency and productivity.

CONCEPTUAL CLARIFICATION

Concept of Leadership

There is no universal acceptable meaning of what constitutes leadership among scholars and writers in the field of social and management sciences. Leadership is a term that has obsessed management



scholars, political leaders, intellectuals and policy makers for many decades. No matter the amount of definitions that have been proffered, leadership is about motivating, inspiring and making people to act or behave in a way they would not have done. According to Bennis and Nanus (2007), it is a word on everybody's lips, meaning that it is a subject of concern to all as it affects virtually everything that we do. Because of the manifestation of the term leadership in almost all that humanity does, it has been given diverse meanings (Senior & Swailes, 2010).

In the view of Armstrong (2009:376) leadership "is the process of inspiring people to do their best to achieve a desired result. It can also be defined as the ability to persuade others willingly. Leaders and their groups are therefore interdependent". Following from the above, we are concerned with a style of leadership that underscores democratic order, which is crucial for empowering trade unions in Nigeria.

The above point brings to mind the different types of leadership styles. As enunciated by Lewin (1948), they include the following: democratic, laissez faire and autocratic leadership. Over the years, leadership styles have been framed in relation to theories of leadership, leadership traits/ behaviors and persuasions/approaches to leadership as well as contingency postulation about leadership.

Leadership Challenges

Leadership challenge has been viewed in different ways among scholars in the field of management science. Okejie (2011), sees leadership challenge as any threat encountered by a leader or a manager in the process of running the day to day operations of an organization. As indicated by James and Barry (2012), leadership challenge includes all those hindrances involved in the process of a leader or a manager trying to mobilize others to make extraordinary things happen in an organization. It is about the practices, skills leaders use to transform value in to action, risk into rewards separateness into solidarity.

Leadership entails the implementation of organizational goals, objectives and upholding group standard. Any less of these is a leadership challenge. The ability to effectively represent an organization and act as a protection of its member is another aspect of leadership challenge.

Labour performance

Several attempts have been made to conceptualize labour performance base on view point

of scholars, colored by their experience, environment and prevailing political ideologies. According to Swanson (2007), Labour performance is a term used to represent the collective members of all employees in an organization represented by labour union and the extent to which they have successfully carried out their task. Okhaide, (2019), sees labour performance as the capacity of labour union to successfully communicate with employers of an organization on behalf of employees with positive outcome.

Labour union which is often used interchangeably with Nigeria labour congress is an organization formed by workers from related field that works for the common interest of its members. They help workers on issues relating to fairness of payment, good working environment, hours of work and benefits. The extent to which these set goals are met determine their Labour performance.

NIGERIA LABOUR CONGRESS (COMPONENTS OF NLC)

Nigeria Labour congress (NLC) is an umbrella Organization for trade unions In Nigeria. It was founded in (1978) following a merger of four different Organizations:

- i. Nigeria Trade Union Congress(NTUC)
- ii. Labour unity front(LUF)
- iii. United Labour Congress(ULC)
- iv. Nigeria Workers Council (NWC).

The Numerous affiliated unions and components of Nigeria Labour Congress were restricted into (43) industrial trade unions as listed below:

1. Academic Staff Unions of University (ASUU)
2. Academic Staff Union of Polytechnic (ASUP)
3. Agriculture and Allied Employees of Nigeria (AAEUN)
4. Academic Staff Union of Research Institutes
5. Association of Senior Staff of Banks, Insurance and Financial Institute (ASSBIFI)
6. Amalgamated Union of Public Corporation, Civil Service Technical and Recreational Services Employees (AUPCTRE)
7. Colleges of Education Academic Staff Union (CEOASU).
8. Iron & Steel Senior Staff Association of Nigeria
9. Judicial Staff Union of Nigeria (JUSUN)
10. Medical and Health workers Union of Nigeria (MHWUN)
11. Metal Products Senior Staff Association of Nigeria (MEPROSSAN)



12. National Association of Academic Technologists (NAAT).
13. National Association of Nigeria Nurses and Midwives.
14. National Union of Banks, Insurance and Financial Institution Employee.
15. National Union of Chemical, Footwear, Rubber, Leather and Non-Metallic Employee (NUCFLANMPE).
16. National Union of Civil Engineering, Construction, Furniture and Wood Workers (NUCECFWW).
17. National Union of Electricity Employee of Nigeria(NUEEN)
18. National union of Food, Beverage and Tobacco Employees of Nigeria (NUFBTEN)
19. National Union of Hotels and Personal Services Workers of Nigeria(NUHPSWN)
20. National Union of Petroleum and Natural Gas(NUPENG)
21. National Union of parts and Telecommunication Employees (NUPTE).
22. National Union of Road Transport Workers (NURTW).
23. National Union of Printing, Publishing and paper products workers (NUPPPPW).
24. National Union of Lottery Agents and Employees NULAE).
25. National Union of Shop and Distributive Employees (NUSDE)
26. National Union of Textile, Garment and Tailoring Workers of Nigeria (NUTGTWN)
27. Nigeria Civil Service Union(NCSU)
28. Nigeria Union of Civil Service Secretariat Stenographic Workers (NUCSSSW)
29. Nigeria Union of Journalist (NUJ)
30. Nigeria Union of Local Government Employees (NULGE)
31. Nigeria Union of Pensioners (NUP)
32. Nigeria Union of Railway men (NURM)
33. Nigeria Unions of Teachers (NUT)
34. Nigeria Welders and Fitters Association (NIWELFA)
35. Non-Academic Staff Union of Educational and Associated Institutions (NASUEAI)
36. Parliamentary Staff Association of Nigeria (PSAN)
37. Radio, Television and Theatre Workers Union of Nigeria (RATTAWU).
38. Senior Staff Association of Nigeria Polytechnic (SSANIP)
39. Senior Staff Association of Nigeria University (SSANU)
40. Steer & Engineering Workers Union of Nigeria (SEWUN)
41. Nigeria Union of Mine Workers (MUMW).
42. Maritime Workers Union of Nigeria (MWUN)

Nigeria Labour Congress (NLC) President from 1999 to2020

S/N	NAMES	POSITION	DATE
1.	Comrade Adams Oshiomhole	NLC President	1999-2007
2.	Addulwahed Ibrahim Omar	NLC President	2007-2011
3.	Ayuba Wabba	NLC President	2015-2020

Source: Nigeria Labour Congress 2020

HISTORY OF THE NIGERIA LABOUR CONGRESS

The Nigeria Labour Congress (NLC) was founded in 1978. It consists of four unions merged

together. They are Nigeria Trade Union Congress, Labour Unity Front, United Labour Congress and Nigeria Workers Council. The NLC has a total of 42 individual unions. Its motto is “Labour creates wealth”. Currently, Comrade Ayuba Wabba is its current national president.



The NLC is the umbrella body under which all trade unions in Nigeria are located. The congress is the body that champions labour activism as well as wages, pursuing industrial course in order to improve the conditions of workers and to agitate for their rights. Since its inception, NLC has been under serious contest with Nigeria's federal government as it dialogues with the government for better working conditions of all employees. In establishing the philosophy behind NLC, its former president, Adams Oshiomole, states categorically the rationale behind forming NLC:

“No one must continue to sit on the fence or else the fence must collapse.

People must ask questions and insist that political leaders must give account of their stewardship because the people must get a feedback. They must ensure that programmes of government are followed in the interest of the people”

(Alalade, 2004, p. 202-1).

Thus, for stronger workers' rights as well as for consolidating Nigeria's recent democratic wave, empowered trade union is required to bring this to fruition. This will help shape leadership in the nation, which has been under the shadow of leadership ineptitude and lingering dispute between the state and trade unions.



Source: Workers Day 2020.

OBJECTIVES OF NIGERIA LABOUR CONGRESS (NLC)

The major objective of the NLC is to protect, defend and promote the rights, well-being and interests of all workers, pensioners and trade unions. Other objectives include the following:

- i. To continually promote, defend and advance the economic, political and social well-being of Nigerian workers.
- ii. To promote and defend the rights, well-being and interests of workers in the work-place and society.
- iii. To promote and defend the rights, well-being and interest of pensioners and ensure their recognition by the Society.
- iv. To continually enhance the quality of life and improve the income and other working conditions of workers.
- v. To promote and sustain the unity of Nigerian trade unions, ensure total unionization of all workers irrespective of their creed, state of origin, gender and their political beliefs.
- vi. To ensure the existence of one trade union and one federation of trade unions in every industry.
- vii. To promote and defend trade union and human rights, the rule of law and democratic governance.



- viii. To promote and defend democracy; probity and transparency in the trade unions and in civil governance.
- ix. To work for the industrialization and prosperity of the Nigerian nation and ensure protection of jobs, full employment and humane working environment.
- x. To continually strive to influence public corporate policies and legislation on all issues at all levels, in the interest of workers, disadvantaged social groups and trade unions.
- xi. To establish relationship and co-operation with labour movements the world over.
- xii. To play a cardinal role in African Trade Union Movement OATUU and the sub-region OTUWA.
- xiii. To continually promote workers education, principally for developing their trade union and social consciousness and for the empowerment of workers in the Nigerian society.
- xiv. To promote and sustain positive industrial relations practice in Nigeria, by strengthening collective bargaining in all sectors of the economy and internalizing appropriate work culture among workers.
- xv. To ensure viable financial base for the congress and the trade unions by engaging in profitable business ventures, etc., jointly or severally owned with other establishments and these include right to own property, mortgage and disposal of same for the purpose of the attainment of the aims and objectives of the Congress and the trade unions.

PROBLEMS OF NIGERIA LABOUR CONGRESS

Despite the achievements of Nigeria Labour Congress, the NLC has been face with several challenges over the years, most of which are.

1. Dissolution of the NLC Leadership by the Various Nigerian Governments

One of the problem facing The Nigeria Labour Congress is that of dissolution of her leadership by the political class for their selfish reasons. For example the NLC gas leadership has survived the dissolution of its leadership hierarchy on two occasions. The first occasion was on February 1988, when it was dissolved by the head of the Federal Military Government, General Ibrahim Babangida.

This dissolution lasted ten months. During this period, the NLC was placed under the control of a sole administrator.

The second attempt was in 1994. At that time, General Sanni Abacha was the head of the Federal Military Government. He dissolved the NLC for four years and placed it under the control of a sole administrator. These instances of dissolution were achieved by using executive fiat and draconian laws.

2. Harassment of NLC leadership by the Nigerian Government

The Nigerian government had on several occasions harassed the NLC leadership. Most time government do deployed security men to disperse the NLC officials from pressing home their demands during peaceful protests. The state security agents do disrupt NLC meetings, congresses and seminars. Most time the NLC officials are arrested and detained unlawfully.

3. The Use of Draconian Rules to Checkmate the Activities of the NLC

Draconian laws are used by the government to Checkmate the NLC leadership and its affiliates. The laws empowered the government to embark on anti-Labour campaigns against the NLC. These laws are also used by the government and its affiliate to ban NLC activities that is contrary to government interest. This affects NLC performance and effectiveness.

4. Conflict in bargaining

The effectiveness of labour movement is in bargaining for workers' condition of service, sometime, when the organization breached the agreement reached with the labour leaders in respect to workers' interest, the workers will embark on strike action. Sometimes the conflict is as a result of the organization's executives thinking that keeping to the agreement will mean treating them (the workers) as equal or the co-owners of the business.

5. Lack of Accountability and Transparency

Nigerian leaders abuse public office for private gain. Transparency and accountability are absent in leadership of NLC. An accountable government is one that is responsive to the demands of the citizen. However, the leadership of NLC. Akwa Ibom State Chapter has not done well in this regard due to political interference by the government. The Leadership of NLC has been corruption at all levels. And this corruption is not unconnected with profuse index of weak accountability and lack of transparency. This contributed immensely to their poor performance.



6. Corruption

Although corruption is a global challenge, Nigeria appears to suffer greatly from this menace. Every one appears to believe that the nation has a culture of corruption. Hence the leadership of Nigeria Labour Congress is deeply entrenched in corrupt practices. The union leadership and their cohorts have simply privatized the union for their selfish interest. Leadership of the union over time is marked by parochial, personalized and selfish tendencies, political brigandage, ethnic rivalry and cleavages, clientelism and privatized state apparatuses.

Nigerian government detest the NLC from its insistence on doing things properly and fighting for the rights of Nigerians. Hence, the government bribes the NLC leaders with Brown envelopes. This done to keep the congress quiet and to ensure that the union cannot fight the government in unity. Consequently, the compromised leaders can no longer fight the government for its obnoxious economic policies. This affect their performance and activeness in the society.

7. Lack of Funds

Every organization needs funds to carry out its functions effectively. The NLC is not an exception. Often, it is confronted with the problem of paucity of funds. Often times because of paucity of funds, the NLC leaders are predisposed to being influenced by those who are not part of the employees. When this happens, their integrity is compromised. The interest of the workers they sought to protect becomes threatened.

8. Lack of Internal Democracy

Democracy been the government by the majority has been bastardize. Like every other organization, the NLC also faces the problem of entrench internal democracy. This is because there is a bitter struggle for power and supremacy in the congress. Power play and supremacy battle causes conflict which leads to 'fictionalization' within the congress.

9. Lack of Required Skills and techniques to perform their Responsibilities

Labour leaders lack the required leadership skills to perform their constitutional assigned functions effectively. Most Labour leaders are not properly trained to manage labour crises. Majority of them have poor bargaining and negotiating skills. These deficiencies also place the workers at a disadvantage. Workers are therefore treated as slaves because they do not have leaders who can negotiate on their behalf.

10. Poor Remuneration

Good remuneration is one of the factor that motivate workers morale's to work. Labour leaders are poorly

paid. There are no special perks associated with leadership positions in the NLC. Most organizations they work for pay them poorly. In some instances, they are not even paid at all.

CONCLUSIONS

Leadership questions has become a major challenge in NLC. The effectiveness of any organization depend solely on the leadership quality and style. The failure of most organizations today is ascribe to poor leadership, which Nigerian Labour Congress is not an exception. The trouble with Nigeria Labour Congress is simply and squarely a failure of leadership. There is nothing basically wrong with the Union system in operation. The nature of union leadership became a problem as most of them lacked control and effective leadership qualities required. This led to the scramble for changes in leadership to suit their personal desires. Labour movement in Nigeria needs a radical approach in their leadership style to remain a formidable organized workers' group that defends the right of workers in a work place. This will help to determine her future challenges. Labour leaders must return to its radical approach in their struggle for justice and equality in the place of work. More so, they should also adhere to democratic tenets in their operations. Policies that will make effective reconciliation among aggrieved workers be put in place. This is because recognizing the power of organized labour can make the labour movement in Nigeria regain its lost glory and remain in high state of performance.

RECOMMENDATIONS

1. The NLC should develop policies that would strengthen the leadership skills and competencies of all levels of leadership in the NLC.
2. The NLC leadership must review its constitution with the aim of restructuring its body to internalize democratic practices.
3. The government should make provision for more enabling environment to engage with trade unions. This will improve relations between government and trade unions as well as ensuring more inclusive way of engagement and effectiveness in implementation of programmes.
4. To ensure efficiency and effectiveness, the NLC should disassociate its self from political activities to avoid their leadership



being control by the political class. The organized labour should elect those with good leadership qualities to the helm of its affairs. Elections should be done on merit rather than ethnic, tribalism, and primordial sentiments.

5. Frequent seminars, workshop, training courses as well as supervision etc should organized for labour leaders in order to broaden their mine on effective leadership styles.

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