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Managerial Capture of Employee Voice in Unionised and Non-Unionised Employee Representations (NERs) Setting: An Empirical Evidence from Nigeria.

A thesis submitted in partial fulfilment of the requirements for the Degree of Doctor of Philosophy (PhD) in Management Studies Research (Employment Relations).

By:

Emeka Smart Oruh, BSc, MBA.

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Declaration/Certification Page.

This page certifies that this research study is developed by the researcher and has not been submitted elsewhere for any other academic qualification or degree. I hereby declare that this thesis is wholly the work of the researcher and all materials used through the course of this project has been obtained, presented and attributed in accordance to academic rules and conventions. Furthermore, I consent that this thesis be made available for inter-library uses and others exchanges (including external academic organisations such as ETHOS for knowledge advancement and dissemination) relative to copyright laws.

List of Abbreviations

- **ASSBIFI**: Association of Senior Staff of Banks, Insurance and Financial Institutions.
- **CDA:** Critical Discourse Analysis.
- *CEDAW:* *Committee on the Elimination of all Forms of Discrimination against Women.*
- **CVIR** Collective Voice and Institutional Response.
- **ER:** Employment Relations.
- **ET:** Engagement Theory.
- **EV:** Employee Voice.
- **HRM**: Human Resource Management.
- **ICTs:** Information communication technologies.
- **ILO:** International Labour Organization.
- **LT:** Legitimacy Theory.
- **MNCs:** Multinational Corporations.
- **NANS:** National Association of Nigerian Students.
- **NBA:** Nigerian Bar Association.
- **NCIR:** National Conference of Industrial Relation.
- **NERs:** Non-unionised employee representations.
- **NGOs:** Non-Governmental Organisations.
- **NLC:** Nigeria Labour Congress.
- **NNPC:** Nigeria National Petroleum Corporation.
- **NSMT:** New Social Media Technology.
- **NUBIFIE**: National Union of Bank, Insurance and Financial Institution. Employees.
- **NUPENG**: Natural Union of Petroleum and Natural Gas.
- **NUT:** Nigeria's Union of Teachers.
- **OATT:** Oga At The Top (Syndrome).
- **PD:** Power Distance.
- **PENGASSAN**: Petroleum and Natural Gas Senior Staff Association of Nigeria.
- **RWU:** Railway Workers Union.
- **SAA**: Social-Actor Approach.
- **SAP:** Structural Adjustment Programme.
- **SCA:** Social-Cognitive Approach.
- **TU:** Trade Union.
- **TUC:** Trade Union Congress.
- **WC:** Works Council.

Abstract

The overriding aim of this study is to critically explore the managerial motives, strategies and channels management utilise to managerially capture employee voice (EV) in unionised and non-unionised employee representatives (NERs) setting – using the lens of selected firms in Nigerian Petroleum, Banking and Information and Communications Technology (ICT) sectors. EV concept has continued to gather momentum due to its promise of engendering cordial and mutual employment relations (ER). Since its rise, numerous studies have captured EV from the realms of rise and fall of unionism and collective bargaining, surge of alternative voice (non-unionised employee representations, NERs) and to employee motivation in using both pro-motive and remedial voice mechanisms, amongst other studies, aimed at widening the concept. These studies have enriched the EV literature, however, there is need to further interrogate it - for more nuanced understanding. In furthering this enrichment process, the present study appropriates the concept of managerial capture (MC) – a precursor to managerialism – to engage this.

The study answers three key research questions, which are: what are the motives, strategies and channels via which EV is managerially captured in Nigeria's ER? To answer the questions, data was gathered from 33 semi-structured interviews and 17 focus group sessions with managerial and non-managerial staff from firms selected across the 3 sectors highlighted above, which is combined with shadow reports (archival data) from two non-governmental organisations (NGOs). The NGOs are the International Labour Organisation (ILO) and the United Nations Committee on the Elimination of all Forms of Discrimination Against Women (CEDAW). Data is analysed using critical discourse analysis (CDA), which examines text, discourse and context. To enhance relational analysis and thematic resonances, lexical patterning in data is the focus. More specifically, legitimacy theory (LT), is used to appraise association amongst lexical elements, organisational discourses and broader cultural, institutional, political and social issues in Nigeria.

The study found that MC in Nigeria is underpinned by motives of managerialism, maximising shareholder value and disempowerment of employees; while strategies of legitimisation, disengagement and un-representation are employed to realise these motives. Also, alternative voice channels (NERs) – which lack autonomy, power, effectiveness and credibility – are used to managerially capture EV. The findings demonstrate that strategies and channels by which Nigerian organisations engage employees are self-seeking, profit-oriented and strategic, rather than normative and participatory, thereby underpinning their managerial motives. It is hoped theoretical contribution has been achieved in this study by linking MC concept with EV in the overall motives, strategies and channels through which employees' voice is captured in Nigeria's employment relations. Similarly, it is assumed that this study has contributed to the methodologies used in ER literature by triangulating a rarely utilised data source, shadow report, with other conventional methods – interviews and focus group –which is novel, in particular, from developing countries perspective. Additionally, this study

responds to wider calls for researchers to widen theoretical and methodological confines of HRM – specifically ER literature – for more nuanced scholarship. Empirically, the present study uses triangulated data to investigate EV in Nigeria's ER context, which is understudied.

This thesis is however demarked by banking, ICT and petroleum sectors. Extending research beyond these sectors will facilitate more robust debate on EV, which will enable a comparative analysis of ER pattern and organisational behaviours in Nigeria. Also, given the limitation(s) of using words to represent social actualities, generalising findings might be problematic, however such limitation(s) is/are decreased via triangulating three main data sources: interviews, focus group and shadow report data.

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Dedication

To my mother, late Mrs Ifeyinwa Mercy Oruh, I dedicate this project to you, because I know you have been watching over me and showering me with continual support and love, which are attributable to this academic success. It's been long since you departed, but your spirit lives on in my daily life; your prayers and hopes are continuously being whispered into my ears and they have made me what I have become today, a success story indeed. I will continue to love and appreciate you until we meet again. God bless your soul eternally.

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Publications and related materials associated with this study

The following publications (journals and conference papers) are proceeds from this research project as well as the book reviews, which have partly inspired this thesis.

- *Journal Papers*

Oruh, E.S., Nwagbara, U., Mordi, C. and Rahman, M. (2017). Legitimisation strategies and managerial captrure: A critical discourse analysis of employment relations in Nigeria. *International Journal of Human Resource Management*. (**under second phase of review**).

Oruh, E.S. (2014). giving voice to he people: Exploring the effects of new media on stakeholder engagement in the nigerian trade union movement. *Management Research and Practice,* 6 (3), pp. 41.

Oruh, E. S (2013). Towards sustainable human resource information systems (HRIS) in the Nigerian banking sector: The role of new media. *Economic Insights-Trends and Challenges,*
2 (3), pp.1-8 (2013).

- *Conference papers*

Oruh, E.S. (2015). New media and stakeholder voice in a fragile state: towards pluralistic leadership in the Nigerian petroleum industry. *Proceedings of the British Academy of Management* (BAM), (29th Conference, Portsmouth University), UK (2015).

Mordi, C. and Oruh, E.S. (2016). Authenticity of employee voice channels: A critical discourse analysis of Nigeria's banking and ICTs sectors. *Proceedings of the British Academy of Management* (BAM) (30th Conference, Newcastle University), UK (2016).

Oruh, E.S., Mordi, C. Ugwoji, C. (2017). A Critical Appraisal of Motives Underpinning Managerial Capture of Employee Voice in Nigeria's petroleum and banking sectors. *Proceedings of the British Academy of Management* (BAM) (31th Conference, Warich University), UK (2017) (Submitted).

Mordi, C.and Oruh. E.S. (2017). A critical appraisal of employee voice notion in the Nigeria's petroleum industry. *Proceedings of the British Academy of Management* (BAM) (31th Conference, Warich University), UK (2017) (Submitted).

- *Book chapters*

Oruh, E.S., Nwagbara, U. Brown, C. (2016).State fragility and stakeholder engagement: new media and stakeholders' voice amplification in the Nigerian petroleum industry. In: *Competitive social media marketing strategies*. (Eds. Wilson Ozuem and Gordon Bowen)

- *Book Reviews (that have partly inspired this thesis)*

Oruh, E.S. (2016). A review of, Rica Viljoen. 2015 Inclusive Organizational Transformation: An African Perspective on Human Niches and Diversity of Thought. Surrey, England: Gower Publishing Ltd 325 pp. *Journal of African studies Quarterly* 16 (2), pp.143- 144

Oruh, E.S. (2015). A review of Mojúbàolú Olúfúnké Okome, ed. 2013. State Fragility, State Formation, and Human Security in Nigeria. New York: Palgrave Macmillan. 259 pp. *Journal of African Studies Quarterly*

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CHAPTER ONE

INTRODUCTION

1.0: Research Background

This study is a critical appraisal of managerial capture of employee voice (EV) in unionised and non-unionised employee representations (NERs) in Nigeria's employment relations (ER), which has a history of conflictual employer-employee relationship (Ubeku, 1983). The study relies on empirical investigation and critical discourse analysis (CDA) of data drawn from interviews, focus group discussions and shadow reports, to capture how EV is marginalised across Nigerian petroleum, banking and ICT sectors. As has been demonstrated in the extant literature on EV, there is palpable dissonance in employee engagement mechanisms/communications (Tangirala and Ramanujam, 2008; Burris, 2012) and apparent disparity between levels and dimensions of employees' input in organisational decision-making process (Pohler and Luchak, 2014) as against inputs from management (Milliken and Tatge, 2016). This clear contradiction which stifles EV (Hirschman, 1970) can be regarded as managerial capture (Power, 1991). This is a situation in which organisations and their management frustrate effort to realise voice of employees in the decision-making process, a situation framed to achieve parochial, organisational goals at the detriment of employees (Baker, 2010). This situation has triggered a rethinking on how to engender better employer-employee relations for mutual engagement, communication and employees' input (Mowbray, Wilkinson and Tse, 2015). This re-conceptualisation resonates with Hirschman's (1970) pioneering work on (EV). At the heart of this rethinking of ER conundrum is an attempt to challenge motives, strategies and channels via which EV is facilitated for participatory and collegial ER (Hirschman, 1970).

In the Nigerian context, studies have been done in the above regard (Ubeku, 1983; Otobo, 2007; Fajana, 2006; Fajana, et al., 2011; Oyelere, 2014; Okwu and Jaja, 2014). The focal point of these studies corroborates the above argument by supporting how the management of organisations in Nigeria stifles effort at participatory employer-employee engagement, which leads to EV marginalisation and silencing. Cases such as the proscription of the unions, prohibition of industrial action, non-payment of salaries, forced redundancy, militarised engagement, reduction in employee welfare packages, and disregard for collective bargaining

among others illustrate this form of capture and showcase the tempestuous relationship between employers and employees. A remarkable factor that underpins this lack of participatory relationship between employers and employees in Nigeria is the preponderance of military government since Nigeria's political independence in 1960 (Fajana, 2009).

The military juntas have ruled Nigeria and its political, economic and social strata using highhanded leadership style, which is a concomitant of tyrannical ER. The civilian administrations in Nigeria have never deviated from this political history and path of irreconcilable and managerially-motivated ER (Azoukwam and Perkins, 2009; Nwagbara, Pidomson and Nwagbara, 2014; Oyelere, 2014). For some authors, the above situation stems from Nigeria's patrimonial structure and elite-salving system that rather serves the aspiration of capitalists – providers of labour mainly (Ubeku, 1983; Fajana, 2006, 2009). This contention clobbers opposition to the status quo and institutionalise a culture of EV suppression (Nnonyelu, 2012), a correlate of managerial capture, which is the mainstay of this thesis. As indicated in existing literature on this phenomenon, managerial capture is a process in which the management of organisations – particularly employers of labour in Nigeria (Azoukwam and Perkins, 2009) – frustrate every attempt to trigger participatory, collective and inclusive engagement between them and employees (Heinecken, 2010; Baker, 2010), which stifles EV (Milliken and Tatge, 2016).

EV has gained prominence in the modern world of work, due to its promise of engendering better employer-employee engagement and relationship (Acas, 2016; Kaufman, 2014). EV entails the ability to create an enabling environment in which employees are able to collectively ventilate their thoughts (Hirschman, 1970) and grievances (Wilkinson and Fay, 2011) as well as deliberate on related matters that may impede their work performance (Marchington, 2007; Heinecken, 2010). This process promises to foster constructive feedback mechanism within which employees can proffer ideas which can be instrumental to organisational success (Newcombe, 2012; Wilkinson and Fay, 2011). According to Tangirala and Ramanujam (2008) and CIPD (2012), organisations that undermine the effective EV mechanism stand the risk of missing out on important information (ideas and suggestions) requisite in dealing with potential emerging challenges that may jeopardise organisational success. Antithetical to EV is voice capture – managerial capture of voice – which centralises information dissemination and sharing as well as stifles decisional inputs from the employees

(Donaghey, *et al.*, 2011; Pohler and Luchak, 2014; Whyman and Petrescu, 2014; Wilkinson, et al., 2014).

Traditionally, trade union is considered an effective platform via which EV can be facilitated, due to the power of collective attributes and combative approach, which the process appropriates, to protect and deliver the interests of its members (employees) (Marchington, 2015). This approach to unionism has been conceived by employers (and governments in some instances) as militarised, unyielding, outdated, inflexible and self-seeking amongst other flaws, hence managerial need to avoid or substitute unions (Bryson, et al., 2010; Oyelere, 2014). This is particularly so in the turbulent economic environment where employer-employee relationship and engagement premised on flexibility and corporation is critical (Benson and Brown, 2010; Thomas, 2013) for mutual interest and shared leadership. Furthermore, the decline of collectivist engagement contemporarily and the emergence of de-politicised rhetoric to trade unionism (Willman et al., 2007) institutionalised by right-wing, elite-salving governments around the world has diminished further trade union's prospects. This state of affairs has to some degree propelled the establishment and adoption of an alternative voice platform (non-unionised voice approach) (Willman, et al., 2007; Bryson, et al., 2010).

Thus, while employers have come to embrace the imperative of EV and engagement as a strategic means of success, they have equally strategised means of avoiding unions, by engaging employees directly via individualised and non-unionised structures, which they consider will engender mutual interests and rewards (Macleod and Clarke, 2009; Willman, et al., 2012; Cullinane, et al., 2014). Nevertheless, EV phenomenon and the growth of non-unionised employee representations (NERs) remains significantly under-studied (Wilkinson, et al., 2014) in the developing countries – specifically Nigeria (Okpu, 2016), which is part of this study's focus. In filling this scholarship gap, the present study proposes to empirically evidence the surging adoption of NERs by Nigerian employers and the need to engage this representative trend in the Nigerian literaure. In addition, this thesis attempts to further insights into how ER discourse can be better understood in the Nigerian context by proposing that lack of EV is precipitated, institutionalised, legitimised and fostered by managerial capture. Arising from the foregoing, the aim of this thesis is highlighted next, which will be followed by the objectives and research questions.

1.1: Aim of Research

The overriding aim of this study is to critically explore the managerial motives, strategies and channels that management utilise to managerially capture the efficacy of EV in both unionised and non-unionised employee representatives (NERs) setting in the Nigerian environment by focusing on three main sectors. These sectors are banking, petroleum and Information and communications technology (ICT) sectors. To achieve this overall aim, the present study will be adopting the following objectives to do so.

1.2: Objectives of Research

- To critically explore motives for managerial capture of EV in Nigerian ER by focusing on unionised and non-unionised settings.
- To evaluate strategies through which selected firms in banking, ICT and petroleum industry in Nigeria managerially capture EV.
- To critically investigate the channels via which selected ICT, banking and petroleum firms in Nigeria managerially capture EV.

1.3: Research Questions

Based on the aim and objectives of this research, an attempt is made here to articulate three research questions, which are questions this study will be answering in the empirical chapters of the thesis. These three research questions are embodied in one main research question:

- What are the motives, strategies, channels and conditions through which EV is managerially captured in the Nigerian ER terrain?

This main research question is further broken down into three sub-questions, as seen below:

- What are the motives for managerial capture of EV in Nigeria specifically in the unionised and non-unionised setting?
- What are the strategies that these companies use to managerially capture EV in Nigeria?
- What channels are utilised by selected ICT, petroleum and banking firms to managerially capture EV in Nigeria?

In the subsequent section, a prelude to this study's methodology will be articulated. The methodological preference of this thesis will be further explored in chapter five, which is research methodology chapter.

1.4: Overview of Research Methodology

Methodologically, this study will employ Saunders, Thornhill and Lewis's (20012) ''research onion model'' (ROM), which has six facets: research philosophy, approach, strategies, time horizon, and data collection as well as data analysis method. In offering more nuanced perspective to methodological design aimed at deepening knowledge on how to understand EV discourse – specifically in developing countries such as Nigeria – the present study leverages on Multi-Method Qualitative Study (MMQS), which is essentially mixture of semi-structured interviews, focus group and shadow reports (Saunders et al., 2012). This research strategy is a rare method as existing works and empirical researches on this concept have rather adopted different research methodology such as interviews, questionnaire survey, observation, and other traditional methods. A major aspect of this research schema (critical turn) is the method of data analysis - through critical discourse analysis (CDA), which links texts and social-corporate realities (Fairclough, 1992). Thus, CDA is an analytical (and sometimes theoretical) tool that (utilises both thematic and linguistic framework to) investigate how texts represent socio-corporate behaviours (Fairclough, 2003; Wodak and Meyer, 2009). As Wodak (2000) argued, organisational realities are oftentimes the microcosm of macrocosm – wider economic, political and social practices – such as managerial capture (or silencing) of EV in Nigeria's ER.

This methodological preference, it is believed, will give this study its critical bent as well as move the discussion to the realm of questioning the dynamics of engagement between employers and employees in Nigeria's ER discourse. Again, this research strategy deviates from existing researches on ER particularly in developing countries, which are preoccupied with content analysis, thematic analysis and thematic textual analysis strategies. There will be more explanation on these primary sources via which data was collected as well as other facets of research design in chapter five – Research Methodology Chapter. Essentially, this study combines data from interview, focus group and shadow report (or documentary source), which is a process of triangulation, for validating research finding (Saunders et al., 2012).

Thus, as Berg and Lune (2012) and Silverman (2006) observed, in navigating the trammels of data access, collection and relevance, a researcher is advised to leverage on ''accessible and relevant'' sources for effective empirical investigation. To this end, questions such as what kind of data/information will be collected and via what means was asked as well as where will the research be carried out? Questions around what data sample, size and context that are relevant, were asked.

The above methodological issues precipitated using interpretivism to ''interpret'' or make sense of the social context that exist between employers and employees in Nigeria. This interpretivist position naturally fits within the mould of social constructionism (Bryman, 2012), which is the philosophical preference of this thesis. This is based on the fact that since ER debate is primarily a social phenomenon – people interaction in a given social space – it becomes imperative to use social constructionist framework for such exploration. Therefore, the philosophical mooring of this study is social constructionism based on its epistemological stance; the study is also subjective ontologically. According to the interpretivist researchers – there is a real world out there, which is a socially constructed phenomenon that can be framed interpretatively. In addition, inductive approach is used in the study, as it is a good fit for interpretivist research, which proceeds from *particular* to *general*, and not otherwise. The former is largely interpretivist and subjective; the latter is positivistic and objective (Silverman, 2006; Saunders et al, 2012).

As noted earlier, the present study uses data from three primary sectors: the ICT, banking and petroleum sectors in Nigeria, via purposive sampling. 33 interviews and 17 members' focus group session were undertaken with managerial and non-managerial staffs across the three sectors, who are considered as stakeholders. The data collected from these two sources (totalling 50 respondents) are triangulated with shadow reports from two (non-profit) organisations - *International Labour Organisation* (ILO) and *the United Nations Committee on the Elimination of all Forms of Discrimination against Women* (CEDAW). More details on methodological predilection of this thesis will be further addressed in chapter five. Rationale for this study will be offered next.

1.5: Rationale and Justification of Study

Since Hirschman's (1970) influential work on voice – loyalty and exit strategy, scholars have taken the phenomenon of EV to different theoretical dimensions and understanding by

investigating it through the prisms of advancing debate on employer-employee relations (Acas, 2016), explaining breadth and depth of EV (Kaufman, 2014) and deepening integrative approach to EV (Mowbray, Wilkinson and Tse, 2015). Other studies have attempted to widen discourse on the determinants of EV (Kaufman, 2015), the *considerations surrounding 'instrumentality' and 'safety', which underlie employee motivation in using both pro-motive and remedial voice* (Wilkinson *et al.*'s (2014, p. 198) and ways of reframing ethical leadership on corporate-stakeholder engagement concept (Lam, Loi, Cham and Liu, 2016) among other perspectives.

While these variegated theoretical and scholarly perspectives on EV have "hindered the ability of scholars to adopt, adapt and synthesize the findings from alternative disciplines'' (Mowbray, Wilkinson and Tse, 2015, p. 387), they have enriched the process of understanding EV dynamics. In furthering this enrichment process, the present study essentially focuses on considering the interface of managerial capture – to shed light on how EV is disabled and marooned, which is a management instrument that makes stakeholders' inputs in the decisional process difficult if not impossible (O'Dwyer, 2003). This intention will take into cognisance the problematisation of various process, strategies, and channels via which voice of employees in the Nigerian context of employee relations is silenced (or avoided) as well as denaturalisation of the motives for such engagement pattern. It is hoped in this study that such re-conceptualisation bordering on theoretical refinement and methodological predilection – anchored in interview, focus group, shadow reports and CDA as analysis tool – will offer more nuanced method of understanding the concept of EV. Potentially, this will in the final analysis add to the map of ER discourse from the developing countries perspective – particularly Nigeria's, which reportedly has high incidence of lack of EV (Okpu, 2016; Ugwoji, 2014).

Interest in the study of EV was fathered by Hirschman (1970). He defined voice essentially as: ''any attempt at all to change, rather than to escape from, an objectionable state of affairs, whether through individual or collective petition to the management directly in charge'' (p. 30). This form of attempt or engagement could be appealing to the powers that be or government in power, so as to engender a change in organisational management as well as other forms of actions or protests. As a result, EV is progressively becoming a vital subject matter in the modern world of work, giving its promise of reinvigorating collegial and reciprocal employer-employee relationship and interests, which could serve as a springboard

for accelerating productivity, optimising quality of business performance and enabling conduit for addressing employees' concerns. Part of this ensemble is that EV has the potential to mitigate employees' discontent, grievance, complaint and incessant strike that has been witnessed across global ER (Marchington and Suter, 2012). That said, EV has remained one of the understudied concepts in the world of work (Okpu, 2016). This has limited fuller and more nuanced understanding of the concept (Turner and O'Sullivan, 2013). This state of affair is in higher gear in the developing countries (Burris *et al*., 2013), such as Nigeria, where there is an appreciable level of dearth of research on the phenomenon (Okpu, 2016).

Against this backdrop, the present study endeavours to contribute to this debate by factoring in the concept of managerial capture. Given that Nigeria is among countries within the developing world, particularly the African continent, with disturbing reports on EV marginalisation (Otobo, 2007) and lack of stakeholder engagement (Okpu, 2016), this method of inquiry could help in interrogating such dynamics and to better understand how this ER landscape can be transcended for more cordial and participatory EV dynamic. In this direction, an attempt is made to establish the underlying reason driving managerial adoption and justification of non-unionised employee representations (NERs) and the avoidance of unions and new media-empowered voice system, which can amplify voice efficacy. Although Nigerian organisations have made claim of embracing EV imperative, the realities on ground show the opposite. Study's motivation is presented in the following section.

1.6: Study Motivation

While literature on EV has continued to grow (Mowbray, Wilkinson and Tse, 2015), there remains dearth of scholarship as well as inconsistency in methods of operationalising the concept in extant literature (Lam, Loi, Cham and Liu, 2016). This reality is redoubled in the developing countries perspective and unambiguously Nigeria, where there is ostensible paucity of research on this phenomenon (Okpu, 2016). Even when researches on this concept are done from developing countries' perspective, there is obvious, palpable infiltration of dominant discourse pattern on this matter. This dominance of developed countries paradigm on this debate, to say the least, limits deepening insights and understanding into the concept of EV in Nigeria.

Since the pioneering work of Hirschman's (1970) model of exit, voice and loyalty, scholarship and literature on voice has profoundly influenced organisational and cultural

studies that focus on issues such as power, justice, identity, culture and related concepts. For over four decades since the publication of this work, the literature on voice has been developed to embrace many perspectives and paradigms (Kaufman, 2014). However, there is need to widen debate on this as has been said earlier. Management of organisations and their managers create climate of injustice, powerlessness and lack of voice as well as climate of culture and codes that employees have no option but to agree at all time with management (Buris et al., 2013). This state of affairs impinges on the power of agency and identity building in the final analysis. Thus, if we treat EV as strategic communicative resources where power, identity and fairness are domiciled, various actors (stakeholders) should be unbound to take part in the construction of meaning, code, culture and general organisational values and system, which crystallise in multidimensional identity, participation and representation (Wlkinson et al., 2014). This ''normative'' and functionalist view of employee engagement that limits power of agency (EV) and fans the ember of capitalist, managerial system – managerial capture (Power, 1991) – is crucially important to this study.

From a social constructionist viewpoint, in co-creating identity and organisational structure for mutual benefit to employers and employees – and to push back on the rhetoric of managerial capture of EV – a critical appraisal is required. The present study operationalises this research by using critical discourse analysis in data analysis, which is a rare mode of inquiry and analysis on this concept to shed light on the nature of relationship that exists between employers and employees in Nigeria's trade union and non-union debate, which prevents EV from being efficacious (Okpu, 2016; Musa and Hassan, 2017). Against this backdrop, the present study is preoccupied with shedding light on the lack of agency and individual choice in building a sense of identity, power and self. These cardinal issues in relation to EV debate are central to marginalised or minority groups (Frierer, 1970; Pinder and Harlos, 2001), whether they are senior or lower managers or non-managerial members of staff or women (Simpson and Lewis, 2005).

In unravelling unequal relationship that exist between employers and employees in the Nigerian banking, ICT and petroleum sectors, the methodological and research approach to be adopted in this thesis, have the potential to accomplish this. At the heart of this inquiry is to empirically tease out how functionalist and managerially-propelled ''systematically distorted communication'' (Habermas, 2001, p. 129) obscure ethics and more participatory approach to ER discourse, which is antithetical to the realisation of efficacious EV in the

current Nigerian work environment that is largely combative and dismissive of employees' positive outcome (Oyelere, 2014). Also, extant literature on ER in Nigeria has rather focused on the traditional approach to the phenomenon, which prevents more nuanced and grounded conceptualisation of EV. The present study deviates from this to bring some novelty to bear on the debate on EV in the Nigerian context by focusing on managerial capture - including the growing avoidance of unions and the rise of non-unionised employee representations (NERs), which is increasingly being adopted by employers in Nigeria, to marginalise the voice of employees.

1.7: Statement of Problem

The Nigerian petroleum sector is probably the sixth largest in the world and has remained the main source of national revenue for the country (Obi, 2010). The banking sector is probably the second largest in the country (Achua, 2008; Erapi, 2011), followed by the ICT sector. The contributions of these sectors to Nigeria's economy and GDP make them highly attractive to foreign investments as well as creating jobs and connectivity to the country's growing population and Nigerian in diaspora (Ndukwe, 2004; Adomi, 2005a). The strategic importance of these sectors to Nigeria's economy and development makes it necessary to demark this thesis within these sectors.

Given historical uncordial relationship at best and confrontational relationship at worst between employers of labour and employees in Nigeria, this study aims to propel a rethinking on how to facilitate more pragmatic approach to confront this incessant conflictual relationship (Nnoli, 2012). This study maintains that the much-needed advancement and sustainability in these sectors, which literarily are Nigeria's economic mainstay, can be actualised and sustained, if better policy and practice is informed through empirical research and theory building. In other words, there is the need in these sectors being investigated to transcend the prevailing trend of employees' silence through the facilitation of genuine voice mechanisms for cordial corporate-stakeholder relationships (Marchington and Kynighou, 2012; Marchington and Suter, 2012; Wilkinson, *et al*., 2011).

In addition, on the heels of huge lacuna that has existed within Nigeria's ER literature, particularly in the area of the non-union voice platform which is the current trend of employees' voice platform preferred by management in (nearly all of) the private sector and

(most) public sector employment. Thus, the union voice approach which is currently submerged particularly in the private sector is afforded some degree of coverage in the literature, however the non-unionised voice approach (NERs) which is preponderantly adopted in nearly all of the private sector and most of the public-sector employments remain hitherto missing from Nigeria's ER literature. The structure of this thesis is presented next.

1.8: Structure of Thesis

This thesis is structured into nine chapters, the graphic representation of this study's structure (as seen in Figure 1 below) will provide readers with easy navigation through well-connected chapters, for clarity and understanding.
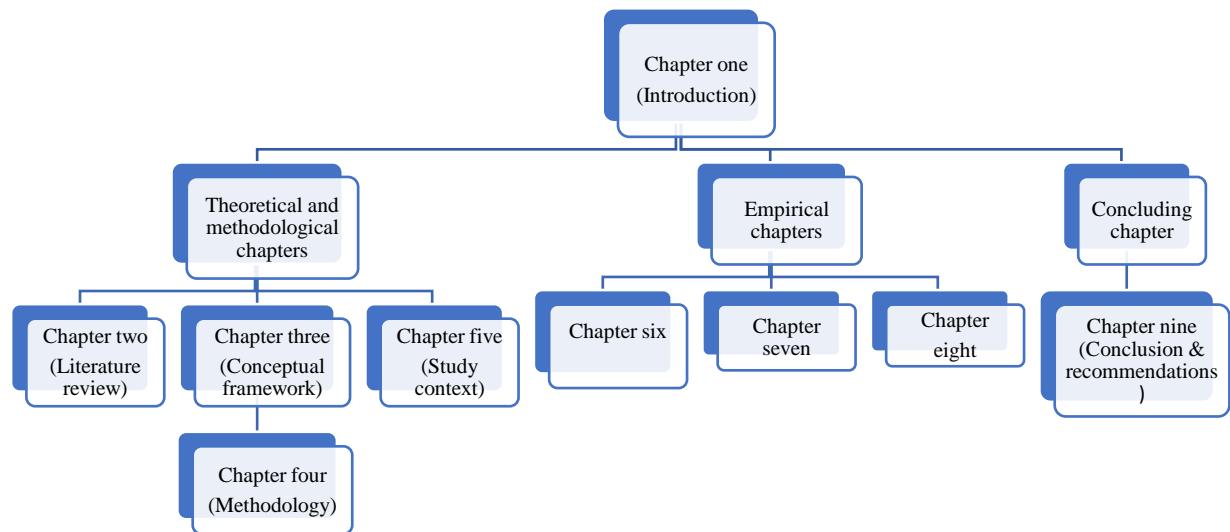
Figure 1. Graphic Illustration of Thesis Chapters

Source: The Researcher (2017)

Following Figure 1, **Chapter one** has briefly introduced the background of this thesis capturing research aim, objectives and questions as well as the methodology of the research, rationale of the research, statement of the problem and the structure of this thesis. Following in this order is **chapter two**. It forms the literature review of this thesis, which explores employee voice dynamics and managerial capture including definitions, history and rise of managerialism (which is a precursor to managerial capture) as well as motives, strategies and channels via which EV is managerially captured. Issues such as developed and developing

countries perspectives to ER, trade unionism and other forms of non-unionised employee representations (NERs) have been articulated in chapter two, among other key theoretical issues. **Chapter three** is preoccupied with the conceptual framework of this thesis, which will be largely shaped around theoretical lenses that are associated with employee voice discourse and managerialism, which is, LT. that is critical in unmasking the underpinning motives, strategies and channels driving the legitimisation of organisational actions and managerial capture of EV.

Chapter four focuses on the context of this study, which is Nigeria's ER and EV dynamics, which will also cover the sectors and organisations involved in the study. The methodological approaches adopted in this thesis as well as their justifications are presented in **chapter five**. This study is a qualitative investigation of managerial capture of EV via interview, focus group and shadow reports analysis with managers and other employees across Nigeria's banking, petroleum and ICTs sectors. Data gathered will be qualitatively analysed via critical discourse analytical (CDA) tool. **Chapters six, seven and eight** form the empirical chapters of the thesis. Chapter six addresses research question 1 via critical analysis of responses from interviewees. Chapter seven responds to research question 2, which is analysed by focusing on focus group data. Research question 3 was addressed in chapter eight and shadow reports were used for this exploration along with interview and focus group data used in preceding empirical chapters six and seven. **Chapter nine** summarises and concludes the thesis including conclusion of research questions, as well as implications, contributions, delimitation, limitations and potential for future research. Literature review of this thesis is presented in the next chapters – two. However, summary of the present chapter is carried out in the next section.

CHAPTER TWO

LITERATURE REVIEW

2.0: Introduction

This chapter brings to attention the meaning, manifestation and implication of employee voice (EV) as well as contextualises how this concept is restrained and disabled by managerial capture in Nigerian ER. The chapter is also preoccupied with explaining employee relations debate from global perspective to national context. Given pressures from ''unhappy workforce'' (Bryson, Cappellari and Lucifora, 2005) and wider stakeholders for companies to reframe their style of ER, this concept has gone into high gear in order to rethink how employees' voice can be heard as this is currently crowded out by managerial motives, strategies and channels of engagement (Mowbray, Wilkinson and Tse, 2015).

In concurring to this, Kaufman (2014) notes that processes and strategies of employee voice and engagement are legitimised through managerial rhetoric of mutual engagement, collective gain and pursuit of shared stakes/interests, which are rather mere smokescreen for making shareholder value maximisation opaque and legitimate (Abbott, 2006). These legitimised ER processes give employee voice debate in the Nigerian context – a veneer of normative approach, rather than strategic (Okpu, 2016; Fajana, 2009). Nigeria's unique ER terrain creates and fosters the marginalisation and subsequent silencing of EV, given its weak labour environment and non-participatory mode of engagement. Bemoaning Nigeria's ER environment, Fajana (2008, p. 331) notes that ''the enforcement of labour laws and associated legislation is weak … Governmental weaknesses mean that unions will have to

rely on their own resources and that of the NGO sector in fighting for better conditions of employment …''.

The foregoing contention triggers incessant strikes, agitation, grievance and uncordial relationship between employers and employees in Nigeria since the advent of ER discourse in the country (Ubeku, 2016; Otobo, 2007). The lack of participatory and stakeholder-centric approach to ER in Nigeria begs the question: is Nigeria's ER about shareholder value maximisation or for the interest of wider stakeholders? Stakeholders have been described by Dowling and Pfeffer (1975) as ''relevant publics'', who are in social contract with the management (Carroll, 2016), and therefore deserve attention. On the other hand, shareholder value maximisation is exclusive of stakeholders' interest and inputs. Understanding the concept EV is presented next.

2.1: EV: An Overview

Employee voice (EV) is currently increasingly adopted as a core ER and human resource management (HRM) term, designed formally or informally, to address employees' involvement in the processes of decision-making at the workplace, for cordial employer-employee relationship and to amplify employees' commitment towards organisational goals (CIPD, 2013; Newcombe, 2012; Wilkinson, et al., 2011). As Ruck and Trainor (2011) explained, EV is a historic term that has spanned well over four decades. EV was coined by Hirschman (1970), in his path-finding work, *Exit, Voice, and Loyalty: Responses to Decline in Firms, Organisations, and States*, to address decline in human relationship rather than growth. Later on, the concept was adopted by diverse disciplines specifically HRM to denote way of ascertaining and voicing out employees' concerns, discontent and silence at the workplace. It was in this light that Hirschman (1970) coined EV (and silence) in ER, framework for understanding the mode of relationship between employers and employees in terms effectiveness and participatory dynamic of engagement processes and overall welfare of workers (stakeholders).

2.1.2: EV: Towards a Definition

EV has a long and wide-ranging history in the organisational sciences as well as has a central place in the procedural justice literature (see Folger, 1977). In agreement with prior studies and burgeoning literature on the concept, EV can be defined as informal and discretionary

communication by an employee about suggestions, ideas, recommendations, information concerning issues at work and opinions to persons in a position to take appropriate action, with the intent to engender improvement or change (Van Dyne and LePine, 1998). It is a form of agenda-focused upward communication or action that, while constructive in preparation and intent, challenges and strives to alter the status quo (Detert and Burris, 2007). As can be understood from these definitions, the content of the message embodied in EV can vary, ranging from *ideas for how to do things differently* to *issues about severe or potentially severe matters in the workplace*. The former can be considered to be promotive or suggestion-focused voice (Morrison 2011); while the latter can be considered as prohibitive, remedial or problem-focused voice (Morrison 2011; Olson-Buchanan and Boswell 2008). It can also be defined as a framework for engaging and motivating employees for mutually cordial employer-employee relationship within the work environment (Macleod and Clarke, 2009). Similarly, EV is viewed as a managerial tool for fostering cordial employer-employee work environment, especially in reducing agitation and conflict as well as increasing trust between management and workforce (IPA and Tomorrow's Company, 2012).

Against this backdrop, EV may thus be defined for the purpose of this thesis as the ability of employees to be involved in the organisational decision-making process including making (positive) contributions, balancing work and life and constructively challenging the status quo (Hirschman, 1970), which depends largely on the cultural dynamic of individual country – that permits or suppresses such voice behaviour (Hofstede, 1980). When EV concept newly emerged, writers like Freeman and Medoff (1984) and Spencer (1986) equated it with orthodox union and collective voice; however, nowadays it describes the range of formal and informal mediums through which employees may have the opportunity to influence managerial actions, which in turn can enhance employer-employee communication and engagement, aimed at harnessing employees' commitment to organisational goals including high performance and productivity (Newcombe, 2012; CIPD, 2013; Allen et al, 2015). Next sub-section presents history of EV.

2.2: EV: A Brief History

EV concept has been noted to have started as far back as the Roman Empire era, when Columella (a Roman slave master) involved his workers in work related decision-making processes, which resulted in positive outcome for his firm, as the workers became motivated

and more committed – leading to optimised productivity (Columella, 1941). After then, the 1848 parliamentary debate in Germany, regarding the need for collective representative EV led to the 1905 *Workers Council or Committee*. The workers' committee allowed employees in the German coal industry to be involved in work processes and to contribute towards solving work related problems (Muller-Jentsch, 2007).

Similarly, the UK witnessed the emergence of the *Whitley Council* (Joint Industrial Council, JIC) in 1919. This is a workplace partnership organisation that serves as a forum for consultation between employees and employers. Clegg (1979) and Legge (2005) declared the JIC was instituted to engender wholesome employer-employee relationship in the UK ER. While these industrial relations approaches were pioneered by ER actors to foster industrial democracy, which justified the establishment and adoption of alternative voices (Willman, *et al*., 2012), hardliners have strongly maintained that trade unions remain the most effective channel of employee voice, hence they can deliver genuine, cordial and sustained employer-employee engagement (Webbs, 1920; Freeman and Medoff, 1984). Others however found unions to be compromised, incompetent and inflexible, and thus argue that only effective voice systems (regardless of union or non-union inclination) can mitigate the slough of silence or organised and non-organised agitations (Budd et al, 2010).

2.3: Developments in EV

It is based on the above contention that the overall concept of EV has attracted the interest of HRM practitioners and academics, many of whom have adopted different terminologies, such as, engagement, participation, involvement and empowerment amongst other terms, to explain the concept (Budd, *et al*., 2010; IPA and Tomorrow's Company, 2012). The above has equally culminated in a lack of clarity on how these different terms are related or different from one another, in terms of meaning and definitions, which explains the controversy surrounding many definitions ascribed to EV by various writers (Budd, *et al*., 2010; Wilkinson and Fay, 2011) across the discipline (Wilkinson, *et al*., 2010). EV concept gained traction across the developed world following the imperatives of HRM, which promises added value not only in competing on price and product or service quality, but by winning the hearts of stakeholders (employees) to willingly commit to organisational goals.

As a result, engagement became a necessary tool for releasing employees' commitment and aligning their interest more closely with managerial prerogatives, with overriding aim of amplifying organisational performance and success (Rees, *et al.*, 2013). This contention goes a mile in adding value to what Thomas (2013) describes as concerted stakeholder involvement based on engagement largely predicated upon managerial prerogative of control and work efficiency. Without EV, organisational management processes are reduced to mere instruments of control for firm's benefits (Macleod and Clarke, 2009). Indeed, as the Marxist school of thought perceives this within the parameter of labour theory process (Marx, 1954; Braverman, 1974; Hyman, 1975), this show of control drives management's desire to manipulate labour and control profits. This can be contributory to exploitation of employees and pulverisation of their voice and input in organisational decision-making processes. In rising above the contradictions of giving employees a platform for their voice to be heard, employers have rather provided employees with phantom voice mechanisms and participatory opportunity. This unrealistic and non-participatory platform is far from genuine voice required for effective participation and partnership in workplace decision-making and to influence managerially-driven agenda (Cathcart, 2014).

Consequently, the last 30 years of ER dynamic has witnessed a surge in the number of corporate organisations embracing EV policy across developed countries, because it is connotative of employees' perception of inclusion and satisfaction (Macleod and Clarke, 2009). This realisation enhances their motivation and commitment to organisational sustainability including optimised productivity and high-quality performance (CIPD, 2012). On the other hand, employee silence maintains that issues encountered during work processes between employees and the work activities and also between managers and workforce be swept under the carpet, which presents negative implications for organisational sustainability (Donaghey, *et al.*, 2011). To this end, CIPD (2012) argues that organisations that undermine effective EV mechanisms stand the risk of missing out on important information (ideas and suggestions) that are requisite in dealing with potential emerging risks and challenges as they arise within the organisation. EV has been labelled the cutting-edge tool for organisational competitive advantage in the contemporary world, hence, the surge in the number of corporate organisations striving to demonstrate commitment to EV imperatives, for organisational strategic positioning and long-term survival (Whyman and Petrescu, 2014; Wilkinson, *et al.*, 2014). Yes, extant literature dempmstrates that EV is silenced in as seen in organisational behaviour within ER style in Nigeria.

2.4: Voice, Silence and Organisational Behavior

Employee silence concept arose as a construct in management and the organisational behavior scholarship with the conceptual paper written by Morrison and Milliken (2000). The paper addresses the causes and effects of silence at both the organisation-level and collective level focusing on factors that frequently trigger climates of silence, which occur when there is prevalent unwillingness to speak up about critical workplace issues. Subsequently, Pinder and Harlos (2001) wrote a model of workplace silence at the individual level of analysis. According to the authors, employee silence can be defined as the withholding of any form of authentic expression regarding a perceived or experienced injustice from people (employees) capable of producing change or redress. Thus, silence in the face of injustice is prevalent in organisations. It also entails the withholding of potentially significant input or cases when an employee fails or disabled to share his/her intention or opinion (Pinder and Harlos 2001). Employee silence is not just a lack of speech, as not speaking up can happen for a lot of reasons, as well as having nothing important to convey. Rather, silence denotes not speaking up when one has a concern, suggestion, and information about an issue or problem, or an opposing viewpoint, which could be beneficial or relevant to share (Van Dyne et al., 2003).

The above contention suggests a need to understand not just the issues and conditions, which propel employees to speak up when they have information and/or suggestions, but also the conditions that stifle EV. Nevertheless, a more specific focus on the latter question may trigger issues that are not as apparent from a focus on the former. This mode of thinking explains also the importance of understanding the organisational and individual implications of voice and silence (Allen et al, 2015). Conceptually, silence is failure to voice, and voice is a choice – deliberate or otherwise – to not remain silent. If an employee has an opinion to share or suggestion to make, such employee can either speak up or refuse to speak up. Empirically, nevertheless, the association between EV and silence is time and again confusing, because of limitations on the part of observers to ascertain whether or not an employee is remaining silent. For example, a manager or supervisor may report that an employee never offers their opinions or suggestions, but this could be either because the employee has no suggestions to offer or because they are withholding such. (Wilkinson and Fray, 2011) Unfortunately, prevailing measures of EV, which evaluate the complete frequency with which employees make proposals, raise issues, offer suggestions, and

communicate differing suggestions or viewpoints, cannot essentially be used to infer silence (Allen et al, 2015). Measures of silence, by contrast, that clearly measure information withholding can be used to infer the degree to which an employee is or is not participating in voice (Tangirala and Ramanujam, 2008). This is the situation of Nigerian ER, which encourages silence rather than voice (Okpu, 2016). In understanding EV in more detail, next section presents well-known perspectives on the concept (Tangirala and Ramanijam, 2008; Van Dyne, *et al.*, 2003), which is further elucidated in Table 2.1.

2.5: Perspectives on EV

As noted earlier, when EV concept newly emerged, it was essentially explained through the prism of trade unionism and collective bargaining. However, contemporarily it is used in describing the range of formal and informal mediums through which employees can voice their concerns and contributions (Morrison, *et al.*, 2011; Rees, *et al.*, 2013).

Table 2.1: Perspectives on EV

Authors	Definitions
Van Dyne and LePine (1998)	Emphasising constructive behaviours and expressions that challenge the status quo, with genuine intentions to enhance organisational performance as opposed to unconstructive criticism. Thus, rising beyond workplace cynicism to make constructive recommendations that may alter but improve organisational processes of operation.
Van Dyne et al, (2003)	Overcoming silence to express needed innovative changes in the way organisations operate, to achieve overall operational improvement (p.854)
Premeaux and Bedeian (2003)	The act of ventilating individual's opinions (including proffering alternative ideas and suggestions in work related matters) openly without fear or intimidation (p.1538).
Detert and Burris (2007)	The provision of expanded discursive space and information dissemination efficiency, to enhance individual's empowerment and ability to take personal initiative towards actualizing organizational

	goals, even though such empowerment may challenge the powers that may be (p.869)
Tangirala and Ramanijam (2008a)	The ability of workers to challenge perceived managerial excesses (including employees' concerns, ideas and other work-related matters), albeit constructively (p.1189)

Drawing from the above perspectives, there appears a uniformity of interests in voice construct despite the much-acclaimed multidimensionality associated with the term. First, these perspectives (or definitions) share certain characteristics in common, which begin with the assumption that voice entails the exchange of verbal (and to some extent non-verbal) expression. Second, voice means freedom of individuals with regards to discretionary behaviour, particularly in choosing to voice or not to voice, due to a number of reasons. Third, voice is being constructed as an act of being positive and constructive in the expression of criticism and change clamour, as opposed to unconstructive expressions based on self-centred motives. Within this parameter, voice may come across as an act of challenging the status quo – based on certain conditions/factors, which ultimately must be aligned with achieving organizational goals (Van Dyn, *et al*., 1995). Given the above, next section highlights in more detail factors shaping and moderating EV. This starts with legislative framework.

2.6: Factors Shaping EV

As well-known, there are a range of factors that shape EV, given the fact that it is a concept framed by internal and external variables (Gennard and Judge, 2005). These factors are considered as micro (internal) and macro (external) environment of EV. The internal is essentially framed by managerial pursuit of profit maximisation, control and power; the external connotes this and more depending on institutional, cultural and political leadership framing workplace environment (Otobo, 2016). Given that EV has been largely prised by management of organisations into the mould of order, partnership, cordial relationships and mutual employer-employee benefits, Wilkinson *et al*. (2011) have however questioned the efficacy of EV and such engagement processes since the ultimate aim of establishing an organisation is to maximise shareholder value, hence, managerial institutionalisation of unitary, instrumentalist and parochial employer-employee engagement mechanisms. This

argument is substantiated by what Bakan (2004) refers to as ''the pathological pursuit of profit and power'' by organisations particularly in our ever-increasing capitalist world. In this train of thought, Write (2011) argues that the existence of an effective structure upon which other structures are built and developed is dependent on a range of factors, which reside within the internal and external environment. To this end, the following section will briefly outline some of the key factors influencing EV.

2.6.1: Legislative Perspective

Extant literature has provided a strong link between legislative framework and EV prospect, including managerial choice of NERs (individual voice), avoidance of unions (collective voice) (Marchington, 2007) and new media-empowered voice systems (Hunt, 2013; Patermoster, 2012). The legal backing of voluntarism across global ER is implicated in this regard, as it implies that the state should not intervene in employer-employee matters (Write, 2011). In the UK for instance, the rather slow response in the enactment of pragmatic ER laws is indicative of its voluntarist proclivity (Marchington, 2007). It should be recalled that the 1965-1968 *Whitley and Donavan Commission* provided a catalyst for employee representative voice founded on unionism (Harbison and Myers, 1959). Thatcher's government, however, reversed the fortune of orthodox unionism and collectivism, which gave employers undue influence via a range of HRM-based voice apparatuses, over labour since the 1980s. Before this time, the US government did not hide its displeasure for union voice, even though it passed the 1935 Wagner Act which backed collective representation.

In the United States of America, President Roosevelt did not mince words when he expressed his preference for less union quagmire in his 1937 speech to the senate. He intoned that trade union voice was considered the least important criterion for workplace justice (Hoopes and Brinkley, 1997). This landscape pervaded Reagan's administration in the 1980s (Dannin, 2006), which resonates with his ''trickle down economics'' policy. This is an economic cum political arrangement that celebrates capitalism – small government by the economically powerful (employers) at the expense of less economically powerful (the employees) (Terry, 1999). This legislative landscape has culminated in a growing outcry of employee marginalisation across developed countries including, in particular, the UK employment sector since the 1980s (CIPD, 2012). Although, in continental Europe, employees tend to enjoy extended consultation rights (Hall, *et al*., 2011) owing to the 2004 *Information and Consultation of Employees' Regulations Act* as well as the *Work Councils* scheme initiated by

the European Union (EU) (Gollan, 2010). Given the above contention, national legislative or regulatory environment largely shapes and influences the nature of EV in any country (Ruck and Trainor, 2011; Culliane *et al*., 2014). Autonomy of representative bodies follows next.

2.6.2: Autonomy of Representative Bodies

Autonomy or independence of thought and action is an act of non-interference, which allows representatives bodies and their constituents to take actions that are not influenced by a third party or external environment. As Hyman (1997) notes, autonomy within ER and employee representative structures can be ambiguous, considering the conflict of interactivity that may exist between individual perceptions of self-interest against the perception of others of such interest (Spector, 1986). Individual or collective self-identity and/or the inalienable rights of organisations to act independently but with restraint, is the hallmark of autonomy in regards to representation in employee relations (ER). This perspective is central to validating the authenticity of the autonomy of those entrusted with the delivery of stakeholder's interests (Lindley, 1986; Halbesleben, 2010) including employees (Macleord and Clarke, 2009) voice. This includes the ability of employees' representative bodies to influence the formation, shaping and alteration of representation terms and conditions and related phenomena (Hyman, 1997; Sprigg et al., 2000). The following section looks at power of representative bodies

2.6.3: Power of Representative Bodies

According to numerous authors, power has been described as the ability of employees – through their representatives – to demand that their views and interests are given consideration in the entire decision-making process within organisation (Greenfield and Pleasure, 1993; Simms and Charlwood, 2009). The concept of power, in relation to ER discourse, was first coined by early field theorists, one of which being Poole's (1978) multi-dimensional framework of *Workers' Participation in Industry*. Michael Poole conveniently conceptualised two dimensions of power based on employees' ability to participate in work-related policy and decision processes, which are *manifest* and *latent* power. Regarding *manifest* category of power, Poole cited income, wealth, employment or social status and scope of influence around a variety of issues. Concomitant to manifest power is the *scope of influence* around variety of issues including ability of employee representative bodies to collectively bargain with management on behalf of employees, ensuring consultative

platforms and structures are genuine and fair as well as balanced right to information access (Berstain, 1976).

Latent power dynamics can be expressed in what Kirkbride (1992) described as power efficacy based on resource ownership or availability. This theorising is congruence with Poole's (1978) power logic, which stipulates that an entity or group must first acquire or develop a power base or resource to be able to exercise power in itself. This is because implicit in the production of framework of employee engagement is what discourse is. This is what Foucault (1971) called the ''rules of exclusion'', which shapes style and strategies of engagement. These strategies can potentially disadvantage those at the bottom of organisational pyramid, given the ascendency of capitalist rhetoric in management strategies. Thus, power within this framework, which is a concomitant of EV, is pertinent to the orthodox union movement. This pattern underpins collective bargaining – a powerbase that can be deployed by employees and their representatives to raise the consciousness of employers about their demands and agitation (Morrison and Rothman, 2009). As has been noted in preceding sections, non-unionised employee representations (NERs) do not enjoy the convenience of such power resource that is domiciled in collectivism, which can afford them collective actions against workplace injustice including strike and other forms of redress processes (Simms and Charlwood, 2009; Dau-schmidt, *et al*., 2011). This obvious disparity between union and NERs has remained one of the key problems yet to be resolved in employee voice representation (Pyman et al., 2006). Competence of representative body is explained next.

2.6.4: Competence of Representative Bodies

In order to determine the effectiveness of representative bodies in the achievement of employees' desires in the workplace, it is critical that their overall level of competence is assessed. According to Heller (1992), competence describes the level of experience and expertise that representative bodies are endowed with in the dialogue and negotiation bid on behalf of employees whom they represent. ER literature is awash with issue of disparity between management and employees' representatives in terms of negotiation and bargaining competence (Gomez, et al., 2010; Gold, 2010; Wilkinson, Dundon and Marchington, 2013). The management of organisations and their agents are often found to be more competent than employees' representative bodies around consultation and bargaining platforms, which

engenders power and information asymmetry (Kirkbride, 1992). Thus, this status quo enables management agents to retain absolute control of business related information and decision-making ability (Macleod and Clarke, 2009).

Apparently, these are unfamiliar territories for employees' representatives, who lack the overall competence requisite in engaging in such areas of discussion, which validates the claim of inherent disparity between employees and management representatives (Kirkbride, 1992). This again denotes evidence of deficiencies in the establishment of NERs platforms, which does not observe the 1992 Trade Union Consolidation Act that mandates the provision of information needed for employees' solidarity and collective agitation (Hall, *et al*., 2011). In order to transcend the problems of employees' voice silence resulting from disparity between employees and management's representatives, representative bodies need to be afforded adequate training facilities specifically aligned to a range of workplace participatory agenda (Gomez *et al.*, 2010; Gold, 2010). In sum, power, autonomy and competence of employee representative bodies are critical factors in determining EV efficacy in the work environment. However, the cultural, environmental and leadership dimensions that drive organisational behaviour (Hofstede, 1980) are determinants in this regard. The following section addresses engagement strategies of representation process.

2.6.5: Engagement Strategies of Representation Processes

Engagement theory is increasingly being used in ER and organisational behaviour studies (Macey and Schneider, 2008), particularly in understanding EV and the nature of the employer-employee relationship (MacLeod and Clarke, 2009). The term engagement has attracted diverse definitions, however, as Macey and Schneider (2008) remarked, a workplace with effective pro-social workers' activities – engagement – can create a desirable and positive social environment, for mutual employer-employee benefits and cordial relationships. Various conceptual strands have been put forward in analysing engagement, hence a multidimensional concept (Kahn, 1990). Blau's (1964) *social exchange theory* places premium on the importance of developing organisational values through external links, which can furnish stakeholders/employees with feeling of commitment to duty so as to respond in a pro-social and engagement driven manner (Deci and Ryan, 1985; Macey and Schneider, 2008). Also, Hobfoll's (1989) theory of *conservation of resources* (COR) stresses the need to

secure employees' (individual and) job resources necessary in enhancing their work commitment and performance (Bakker, *et al*., 2008; Albrecht, 2010).

Following Deci and Ryan's (1985) *self-determination theory* (SDT), Kahn's (1990, p. 694) definition of engagement reverberates with developing and harnessing of organisational members' selves to advance their roles and related conception of psychological presence, which can positively influence employees' attention, connection and focus on work commitment and performance. In the main, according to Macey and Schneider (2008) engagement revolves around individual's dedication, absorption, activity, initiative and responsibility, which can create an internal perception of engagement. Thus, engagement theory is a useful approach in understanding how employees (stakeholders) perceive voice and involvement in workplace decision-making processes, hence the surge in organisational desire to devise various engagement schemes, in order to manufacture consent of inclusive, ethical and stakeholder-centric organisation that is committed to EV empowerment and wellbeing (Bakker, *et al*., 2008).

Nevertheless, the managerial motive for EV structure and strategies are largely shaped by giving organisational practice the colouration of inclusiveness, which can trigger employee satisfaction as well as drive their commitment to high performance (Wilkinson, et al., 2011). This is also a way through which organisations persuade employees to endorse their behaviour, which can potentially disable unionism and reinforce the choice and adoption of NERs, which is a less engaging approach and lacks collective attributes (Wilkinson, et al., 2011; Balain and Sparrow, 2009; Rees *et al*., 2013). Ultimately, this process tends to legitimise organisational practice such as managerial capture, strategic and power distance focus in ER, particularly in the Nigerian context (Okpu, 2016). Under his engagement framework, Albrecht (2010) highlighted four key variables that are critical in determining employee engagement and voice efficacy. They are: *drivers*, *state*, *scope* and *level* of engagement. To this end, Albrecht questions whether employees and their representatives have the resources (power, autonomy and competence) to engage with employers, and the level and scope within which to get involved in ER discourse. The resonance and presence of these factors in terms of inclusive employer-employee relations brings to the fore issue of *under-engagement* concerning employees' interest and *over-engagement* in managerial prerogatives. These contradictions throw up the assumed positive nexus between engagement and achieving organisational outcomes with regards to employees being committed to their

jobs and high performance (Xanthopoulou, *et al*., 2009b). The following sections look at institutional imperatives of representative bodies and legitimacy of representative processes.

2.6.6: Institutional Imperatives of Representative Bodies

As argued by institutional theorists (North and Thomas, 1973; DiMaggio and Powell, 1983) legitimacy is not just an operative resource or capital but a range of constitutive beliefs (Meyer and Scott, 1983), which are fashioned by exterior institutions and culturally sanctioned norms and values. These institutionalised tenets interpenetrate organisations in profound ways (Suchman, 1995). In this framing, it has been contended that legitimacy is essentially equated to institutionalization, which is a metonymy for normalcy (social standards). Consequently, institutionalists perceive legitimacy as based on ways of normalising or legitimising their actions in society and within organisation. This process parallels legitimisation strategy that enables organisations in Nigeria to obtain societal endorsement in their motives, strategies and channels of ER (Morrison, *et al*., 2011).

Relying on the above contention, institutional theory maintains that companies need to conform to social practices and values in a given social space or business environment because they cannot survive let alone flourish without some degree of external social validation (Dowling and Pfeffer, 1975). An important tenet of institutional theory is that organisations who find themselves in a business environment will have to employ comparable business ethics and practices dominant in that setting in question in so doing become isomorphic (similar) to others (Suchman, 1995). For example, Nigerian companies often base ER decision and processes on prevailing socio-cultural realities in Nigeria, which tends to give their actions societal approval (Suchman, 1995). This procedure is known as institutional isomorphism (DiMaggio and Powell, 1983). Isomorphism is similarity of practice or structural arrangement in a social milieu or business environment. Failure to conform to institutional norms and values can be tantamount to legitimisation crisis. This is a situation in which methods of employer-employee engagement is criticized as not having inputs of employees – lack of voice (Hirschman, 1970; Kaufman, 2014; van Dyne, *et al*., 2003). This is the precursor to ''legitimacy gap'' or ''credibility gap'' (Dando and Swift, 2003), which incubates the historical ER conflict in Nigeria (Fajana, 2008; Otobo, 2016).

2.6.7: Legitimacy of Representative Processes

Campbell (2000) notes that the theory of legitimacy has witnessed increased research interest for three decades now. Some theorists have engaged legitimacy theory via the conceptualisation of social contract theory, to uncover the dynamics of inter-relationship that exists between organisations and their constituencies – and society at large (Suchman, 1995; North and Thomas, 1973). Social contract theory has been widely adopted as a heuristic for understanding the inter-relationship between institutions, businesses and stakeholders (employees, community members and the environment) in various areas of stakeholder engagement and interaction (Rawls, 1971; Suchman, 1995). Therefore, as noted by MacLeod and Clark (2009) employees' expectations and perceptions of what constitutes voice and engagement is considered reflective of the social contract terms. Thus, social contract terms could refer to what a stakeholder (employee) expects from organisations, in terms of behaviour, values and business-related practices (Donaldson and Preston, 1995).

Legitimacy is societal or organisational endorsement of managerial actions (Suchman, 1995). Organisations make appreciable attempt to achieve legitimacy at all cost for social licence to operate (North and Thomas, 1973). In the context of ER in Nigeria, selected companies from the ICT, petroleum and banking sectors have institutionalised some structures and engagement strategies to give the impression that they are engaging with workers legitimately. This is a way of establishing social sanction by employees (stakeholders) to operate (Ashforth and Gibbs, 1990). However, this begs the question: who establishes structures, channels and frameworks for engagement? The legitimacy of source of establishing these engagement mechanisms helps in legitimising the entire processes of employer-employee engagement in Nigeria. When the source and origin of these engagement mechanisms are managerially-driven, they implicitly underlie managerial interest and lack of EV. This is because attention will be given to the selected few in such managerially oriented ER environment (Mitchell, Agle and Wood, 1997) that privileges the powerful (economically and status wise) at the expense of the less powerful (Clarkson, 1995). Also, such engagement environment fosters strategic organisational objectives as against normative, legitimate and shared goals. The implication of legitimacy in EV is addressed next.

2.6.8: Normative vs. Strategic Stakeholder Representative Bodies: Legitimacy Implication

As Wijnberg (2000) remarked, a ''stakeholder has a right to be treated as an end, not a means''. This perspective is further advanced by Freeman and Evan (1990) by articulating

that organisations should take cognisance of co-ordinating stakeholders' aspirations, interests and benefits in corporate-stakeholder engagement and specifically in ER (Wood, 2008). This debate is at the heart of the Freeman's notion of ''fair contracts'' hypothesis. This proposition is in the main anchored in balancing the interests of stakeholders in ER through the prism of legitimacy rather than privilege, power and financial influence (Clarkson, 1995; Mitchell, Agle and Wood, 1997). Thus, legitimacy could be normative (authentic) or strategic (instrumental).

Strategic legitimacy considers organisational legitimacy regarding ER mode of operation mainly from the angle of operational resource or capital, which can be leveraged by firms to legitimise their actions. This capital appropriation draws from the cultural environment, which is leveraged by companies in pursuance of selfish ends (Suchman, 1995). Therefore, the instrumental standpoint to stakeholder representation finds manifestation in stifling stakeholders' voice in ER grounded on the anvil of managerial interest (Kirkbride, 1992) and processes that normalise and naturalise employer-employee engagement and managerialism (Kirkbride, 1988). This state of affairs accords priority to powerful and influential stakeholders, namely, employers and shareholders, which diminishes the input and voice of other key stakeholders – employees (Hirschman, 1970). In addition, instrumental stakeholder theory indicates that organisations tend to favour the interest of less powerful stakeholders for mere improved financial performance (Carroll, 2016), while reining in the real objective: managerial interest and stifling of EV. This organisational practice weakens legitimacy of organisational behaviour (Dowling and Pfeffer, 1975) as well as stifles EV through the instrumentality of managerial capture (Baker, 2010), which legitimises and naturalises ER pattern in the Nigerian context (Okpu, 2016). Managerial capture denotes a situation in which employee EV is stifled and disabled through the framework instituted by organisation to achieve its goal and objectives (Baker, 2010). Understanding research in both developed and developing countries is pertinent in order to articulate the legitimacy of ER in Nigeria, the study context. Research in developed countries will be considered first.

2.7: EV Research in Developed Countries

It is over four decades since Hirschman (1970) coined the term EV, and research across developed countries on this phenomenon has moved beyond union decline to the exploration of alternative voice systems, which can deliver mutual, positive ER outcomes. Despite

intense researchers' engagement with this concept, Morrison (2011), Klass, *et al*. (2012) and Buris et al. (2013) explained that there remains a research gap in extant literature on this phenomenon. This contention is part of the preoccupation of the present thesis: to extend knowledge on EV and legitimacy theory through the instrumentality of managerial capture of voice in Nigeria's ER discourse – and to a degree in developing countries perspective. Accordingly, Wood (2008) maintains that:

> A very limitation in the literature on employment relations is the very
> limited coverage of the African continent … And, yet, the study of
> employment relations in Africa can shed light on a wide range of
> contemporary issues and debates: the dynamics of working in insecure
> and non-standard contracts; strategies for union outreach and renewal;
> the consequences of the uneven enforcement of labour legislation; the
> contemporary advances in institutional theory; and the pressure posed
> by working life by the intensification of international competition
> (Wood 2008, p. 329).

The omission or disregard of employees' focus on voice literature – and ER in general – reflects the heightened need to engage this concept. The above resonates with Freeman *et al.*'s (2007) view on EV literature, which is preponderantly focused on what describes best voice behaviour for mutual organisational outcome, with lesser attention given to employees' need for inclusion in organisational decision-making processes.

From developed countries' standpoint Wilkinson *et al*. (2014) study observed that the common trend across the voice literature is the consideration surrounding 'instrumentality' and 'safety', which underlie employee motivation in using both pro-motive and remedial voice. According to the authors, employees tend to withhold their voice due to fear of appearing foolish for making unworkable suggestions. Similarly, they found that in grievance procedure, employees may not file a case against management, due to fear of retaliation by their superiors. This contradicts the purported logic of pro-social voice (aimed at improving management outcome) and remedial voice (which rectifies employer-employee conflicts), given that employees can be coerced to find voice in a variety of forms, which undermines effort to effectively interrogate and *understand voice behaviour* (Wilkinson, *et al*., 2014, p.

198). Although, EV motives are fairly established in the literature as a behaviour literature, they often cut across as systems research. According to Evans, Harvey and Turnbull's (2012) studies, most organisational behaviour research (ER and HRM) has largely focused on high involvement work schemes, which are purported to promise a competitive edge for organisations as well as providing positive mutual outcomes for employers and employees, in terms of profitability and rewards. However, doubts remain as to how employees' need for inclusion in organisational decision-making can be achieved (MacLeord and Clarke, 2009).

Also, partnership scheme is gaining prominence in EV studies, which is assumed as a potential means of achieving collaborative employer-employee relationships and mutually positive outcomes. However, partnership has come under severe criticism by numerous field writers. In ''Paradox of Partnership'', Cathcart (2014) suggests that mutual benefits in partnership can only make sense if they are secured *structurally and discursively to address tensions and paradoxes* that surround EV efficacy. Similarly, Marchington (2015) argued that the structures which define partnership schemes are constitutionally backed and minimally interpreted in favour of management against employees' interests, and thus represent a questionable tool for managing employer-employee relationships in the future.

Furthermore, numerous studies have attempted to deepen integrative approach to employee voice concept (Mowbray, Wilkinson and Tse, 2015), widen discourse on the determinants of employee voice (Kaufman, 2015) and reframe ethical leadership on corporate-stakeholder engagement concept (Lam, Loi, Cham and Liu, 2016) among other perspectives. The foregoing is an enrichment process in EV study, which this present study intends to build on by focusing attention on the interface of managerial capture and EV in Nigeria – to shed light on how EV is disabled and restrained by managerial capture, which is an organisational instrument that makes stakeholders' inputs in the decisional process difficult if not impossible (O'Dwyer, 2003). Table 2.1 below summaries EV research in the developed countries.

Table 2.2: A Summary of EV Research in Developed Countries

Researches	Methodologies				Main Findings
	Methods	**Theory**	**Analysis Model**	**Sample Size**	
Van Dyne and LePine	Field	Differentiation between two related	Statistical method	Employees in the company	Findings demonstrate the importance of extra-role

(1998)	study of 597 employees (questionnaire survey)	forms of promotive extra-role behaviour: *helping* and *voice*			behaviours in explaining employee performance over a six-month period.
Van Dyne et al. (2003)	Theoretical analysis/framing	Three types of silence (Acquiescent Silence, Defensive Silence, and Pro-Social Silence) and three parallel types of voice (Acquiescent Voice, Defensive Voice, and Pro-Social Voice) used	Theoretical analysis of reviewed literature	None	Proposal that silence is more ambiguous than voice
Premeaux and Bedeian (2003)	Questionnaire survey	Various literatures testing a conceptual scheme for examining the influence of self-monitoring on the relationships between two individuals (*locus of control* and *self-esteem*)	Theoretical analysis of reviewed literature	Data from 118 telecommunications employees	Results suggest that many employees are hesitant to voice their views because doing so might lead to retaliation. Consequently, they remain silent rather than speak up about workplace happenings, actions or ideas of others, needed changes, and other job-related issues.
Detert and Burris (2007)	Two-phase study relying on questionnaire survey	Transformational leadership theory and managerial openness literature	Transformational leadership theory and statistics	3,149 employees and 223 managers in a restaurant chain	Transformational leadership and subordinate improvement-oriented voice is shown to be mediated by subordinate perceptions of psychological safety; also, study shows importance of leaders in subordinate assessments of the risks of voicing out. And, leadership behaviours have the strongest impact on the voice behaviour of the best-performing employees.
Tangirala and Ramanijam (2008a)	Survey-based study using 606 nurses nested	Procedural justice climate and employee silence literature	Scenario test analysis	606 nurses	When procedural justice climate is higher, the effects of antecedents that prevent employee silence are stronger; and procedural justice climate moderates the

	within 30 workgroups				effects of individual-level antecedents of employee silence.
Wilkinson et al. (2014)	A review	A variety approaches understanding employee voice by drawing on different disciplines, forms and philosophies	Theoretical analysis of studies reviewed	It brings together contributions from 50 well-known academics from different countries	It provided new research from a wide range of national and international experience and covers both collective and individual means of expressing the views of employees in the workplace.
Kaufman, B. E. (2014)	Conceptual paper	The breadth and depth of firms' demand for employee voice	Theory of innovation was used to model employee voice as a factor input in production, to derive a voice demand curve.	Data from different firms	It found that insights from institutional economics are incorporated to show that transition from a non-union to union form of voice may cause a large discontinuity in the demand curve.
Allen et al. (2015)	Quantitative study based on survey.	The relationship between counterproductive meeting behaviours (CMBs), EV and trust.	Conservation of resources theory was used, to examine the potential resource draining effect of CMBs	The authors used Amazon's MTurk service to recruit a sample of full-time working adults.	The authors found that CMBs were indeed negatively related to both EV and coworker trust. Further, both of these relationships were even more negative for those who had fewer meetings (i.e. meeting load as a moderator).

Source: The Researcher (2017).

The following section looks at EV research in developing countries.

2.8: EV Research in Developing Countries

The importance of understanding EV narrative in developing countries is gaining momentum, which essentially has led to the growth of studies on this phenomenon (Farh et al., 2007; Jackson, 1999). This was distilled in Brown, *et al.*'s (2010) conceptual study of *citizenship* and *voice* in four African countries namely Senegal, Ghana, Tanzania and Lesotho. The

author demonstrated the implication of Western-orientated social science models on the African continent and the effect of the adoption of a range of formal and informal representative structures, which have failed to provide positive voice outcomes for employees. In Jackson's (1999) study which was conducted quantitatively through survey, South Africa was noted to have moved from Henry Ford's autocratic management style, to a more inclusive system which combines collective attributes and direct voice approaches. Similarly, Rothman and Rothman (2010) explored various factors that are *associated with employee engagement* and voice. The authors found psychological *meaningfulness* and *availability* as a strong indicator of employee engagement and voice perception, which essentially were linked to work satisfaction and organisational support.

Similarly, Ahmed's (2004) empirical study explored the socio-political and economic context of the rise of the Bangladesh garment factory and its implications on women workers and employee voice. The author found that women of minority background are particularly employed in the factory, because they are easily pliable employees and marginalised. He makes a case for policy recommendations between the national and international labour organisation to address fair wage and work terms and conditions in the country. Farh et al. (2007) conducted a cross-organisational study of the supervisor-employee dynamic in mainland China, to investigate the implication of power distance and traditional norms of the country, relative to the perception of organisational support and employee voice. They found that both power distance and the Chinese culture altered relationships of perceived organisational support to work outcomes. Furthermore, using qualitative data from employee survey in the Chinese telecommunications industry, Gao, et al. (2011) found that leadership trust and employee voice is a function of leadership style, particularly, empowering leadership style that involves participative decision-making, informing, engaging and coaching of employees. Table 2.3 below provides an update of research in the developing countries.

Table 2.3: A Summary of EV Research in Developing Countries

Researchers	Methodologies				Main Findings
	Methods	Theory	Analysis Model	Sample Size	
Jackson (1999)	Mixed quantitative and	The interaction of Western and non-Western	Theoretical and statistical analysis	Data from focus group with 30 managers and	The study found that issues concerning the value attached to people in these

	qualitative study through focus group and survey	management practices is a growing issue in transitional and emerging economies through the world, not least within the multicultural context of South Africa.		survey of 200 employees	organizations are still not being properly addressed. It may be only through understanding and reconciling this antithesis that change concerning the development of people, in South Africa as well as in other emerging economics.
Ahmed (2004)	A literature review	The socio-political and economic context of the rise of the Bangladesh garment factory and its implications on women workers and EV.	Theoretical analysis of social-economy.	None	The author found that women of minority background are particularly employed in the factory, because they are easily pliable employees, hence they are marginalised.
Farh et al. (2007)	Quantitative through survey	A cross-organisational study of the supervisor-employee dynamic in mainland China, to investigate the implication of power distance and traditional norms of the country, relative to the perception of organisational support and EV.	Theoretical analysis of cultural dynamic and power distance	Survey data from163 employees	They found that both power distance and the Chinese culture altered relationships of perceived organisational support to work outcomes. Also, compared to traditionality, power distance was a stronger and more consistent moderator of perceived organizational support–work outcomes relationships.
Brown, et al (2010)	A literature review	The paper reviews the implications of theoretical debates on 'citizenship' and 'voice' for street traders and characteristics of traders' associations and influence in four case study countries:	Theoretical analysis of citizenship and EV	Studies from 2001 – 2008 on Senegal, Ghana, Tanzania and Lesotho.	The paper found a fluidity of formal and informal traders' organizations which fail to achieve lasting voice impact. It also discussed urban policy implications and argued for a more flexible definition of urban citizenship based on rights and responsibilities, and an understanding of the complexity of grassroots associations of the marginalized poor.
Rothman and Rothman (2010)		The study explores factors associated with EV and engagement in two South African firms	The Work Engagement Scale, the Psychological Conditions Scale and the Antecedents Scale were used for study 1.	Sample 1=467 and 2 = 3775	The authors found psychological *meaningfulness* and *availability* as a strong indicator of employee engagement and voice perception, which were linked to work satisfaction and organisational support.

	Methodologies				
			The Utrecht Work Engagement Scale and the Job Demands-Resources Scale were used for purposes of study 2.		
Gao et al. (2011)	Quantitative study using survey	The study evaluated how employees' trust in their leader interacted with empowering leader behaviors in promoting EV across Chinese telecommunications industry	Leadership theory	Survey data from 314 employees	The study found that leadership trust and EV is a function of leadership style, particularly, empowering leadership style that involves participative decision-making, informing, engaging and coaching of employees.

Source: The Researcher (2017)

As can be from Table 2.3, these studies were conducted based (largely) on quantitative research approach (survey, questionnaires) and analysed using (thematic and content analysis amongst other) conventional analytical methodologies, which may not provide more nuanced understanding of EV reality. The following sections looks specifically at EV research in Nigeria.

2.8.1: EV Research in Nigeria

Research on EV in Nigeria is to say the least understudied (Okpu, 2016). The concept in the context of Nigeria are largely focused on the traditional approach to the phenomenon, which prevents more nuanced and grounded conceptualisation of EV. Table 2.3 below summarises EV researches in Nigeria.

Table 2.4: A Summary of EV Research in Nigeria

Researches	Methodologies				Main Findings
	Methods	**Theory**	**Analysis Model**	**Sample Size**	
Umar and Hassan (2013)	Qualitative study using interview	The study explored the antecedents and outcomes of voice and silence	Theoretical analysis of leadership and power	Interview data from 26 employees	It found that that the cultural values of absolute loyalty and respect for the superior is the chief reason

		behaviours of employees of tertiary educational institutions in Nigeria	discourse		for silence, followed by fear of negative label.
Ugwoji (2014)	A literature review	The review explores how EV can be amplified in Nigerian employment relations for better corporate governance via new media.	Theoretical analysis of corporate governance and accountability	None	The study found that EV has remained highly marginalised in Nigeria, hence new media can be effectively implemented in changing this status quo.
Okpu (2016)	Quantitative study through questionnaire survey	EV and work commitment in Nigerian workplace	Statistical analysis using Five Point Likert Scale, Statistical Package for Social Science Software and the Spearman Rank Order Coefficient.	Survey data from 357 employees	It found that joint consultation has a significant positive effect on workers' affective commitment and internal attitude survey and suggestion scheme have a significant positive effect on employees' continuance and normative commitment.
Umar and Hassan (2017)	Quantitative study through survey	The influence of employee silence on work-family enrichment and work-family conflict among employees of tertiary educational institutions in Nigeria	Statistical analysis - using IBM SPSS Statistics and Smart-PLS 3	Survey data from 228 employees	The study found that employee silence has a significant negative relationship on work-family enrichment and no significant relationship on work-family conflict. The implications of the study and directions for future research are suggested.

Source: The Researcher (2017)

Given this apparent research gap and need to widen discussion on voice phenomenon, the present study utilises qualitative method grounded on the anvil of critical approach to add to extant literature on this. It is expected that this research intention will contribute to better understanding of employee voice dynamic and how this is managerially captured in developing countries such as Nigeria. The following section will be considering how EV can be silenced or ''captured'' through the notion of managerial capture and managerialism, which is the focus of next section.

2.9: Managerialism as Precursor to ''Managerial Capture''

Based on the foregoing, it is necessary to present the origin of managerialism (managerial capture) before understanding how managerial capture can be appropriated to redraw the map of EV literature, as this study maintains. The antecedent of managerialism can be located in the philosophical ethos of transaction-cost economics (organisational economics), public choice notion and agency theory (Pollitt, 1990). This triangulation of philosophical streams – transaction-economics, public choice economics and agency theory – denotes a way of thinking and practice couched in the belief that humans (capitalists) are rational entities propelled by competitive, economic self-interest (Preston, 2001). This organisational philosophy is modelled upon the assumption that human beings (managers or capitalists) are *homo economicus* (economic man) and ''*rational utility maximise*[r]'', which depicts them (humans) as constantly rational and parochially self-interested agents that habitually advance their subjectively-defined interests maximally (Buchanan, 1978, p. 17).

Discordant voices on the meaning of managerialism have been well documented (Preston, 2001), but the overriding denotation of the concept is premised on management control and *efficiency* as opposed to *effectiveness*. The former hallmarks Taylorism and parallels with Reagan's ''trickle down economics'' philosophy. According to Terry (1998), managerialism is a contested concept that has been ascribed numerous definitions across public administration and management studies amongst other social science fields. In Preston's (2001) definition, managerialism describes organisational quest to achieve a positive result for organisation and shareholders through the instrumentality of strategic streamlining of decision-making procedures, which affords them (managers) greater autonomy and responsibility over employees. This process has correspondence in the matrix and strategies of employer-employee relationship and engagement in Nigeria, where palpable forms of power differentials and centralised decision-making systems prevail (Fajana, 2009; Otobo, 2007).

In taking this debate further, Pollitt (1990) explains that managerialism is imbedded in mainstream value and mode of thinking universally, which is rationalised within the ambit of the assumption that management is a separate organisational institution that contributes in planning and measuring as well as implementing changes that are requisite for high productivity and organisational performance and contributes to national wealth and prosperity. Thus, in Pollitt's (1990) analysis, managers must be allowed enough space to

manage critical issues that have direct bearing with organisational-societal prosperity and advancement. These crucial factors inhere in efficiency, control, cost-economics and waste mitigation. These core elements in managerialism have come to underscore the ratiocination of modern business and corporations such as companies in Nigeria's petroleum, ICT and banking sectors.

Additionally, the advent of managerialism is precipitated by Burnham's (1941) influential volume – *The Managerial Revolution: What Is Happening in the World*. This book has come to represent the beginning, at least procedurally, of the rise of managerialism. Although there exist divergent voices on whether Burnham was the first person to use the term managerialsm, but there is consensus that he was the first person to really bring the phenomenon to public consciousness. That said, according to Pollitt (1991), managerialism can be characterised as thus:

- The key to national prosperity and development is couched in reliance on consistent progress in economically demarcated organisational productivity;
- Increase in productivity comes from technologized sophistication that has direct relationship with information technology hardware that supports production of goods and services. This corresponds with information technology appropriated by big organisations (corporations);
- Achieving the application of this form of technologized production, takes a new type of employees, which will conform to this production reality;
- Management has emerged as a new form of institution that is implicated in the preparation, determining and implementing necessary improvement and development in productivity. This has nexus with the ratiocination that organisational success is premised on managers' level of professionalism;
- Accomplishing the above intentions is heavily dependent on giving managers reasonable leverage to ''manoeuvre'' the system (Pollitt, 1991, p. 2-3).

Deductively, employers (managers in Pollitt's phrasing) in the Nigerian context should be given enough leverage to take control of debate on ER, to achieve this stated intention without restrictions from employees' decisional inputs (Preston, 2001).

The ratiocination that managerialism is a hybrid of control and efficiency as well as panders to the allure of transaction-cost economic assumption, propelling reduction in waste for the management and society at large - has been capitalised on by organisations and their agents, to entrench managerial agenda (Terry, 1991). By extension, this has also resulted in systematic exploitation of wider stakeholders by managers and their principals (capitalists or employers of labour), via the avoidance of union and new media-empowered voice systems, which are considered hallmark of employee voice amplification. This finds resonance in Nigeria's draconian approach and predatory strategies that are aimed at maximising value for shareholders by constricting and disabling voice input from employees.

It is within the ambit of this contention that managerialism can be viewed as a precursor to managerial capture, which utilises comparable strategies in stifling employee voice. Thus, there is no gainsaying that managerialism is the precursor to Power's (1991) notion of managerial capture. Subsequent section will concentrate on deeper understanding of this concept as well as elucidates how managerial capture has connection with present study.

2.9.1: Managerial Capture: Meaning, Rise and Development

Power's (1991) paper in *Accounting, Auditing and Accountability Journal* describes managers (management of organisations) as captors, who seize the *modus operandi* of engagement as well as offer rationality underpinning how diverse stakeholders' voice can be heard in the organisation. Power's (1991) notion of managerial capture relates seizing of stakeholder voice (EV) in social and environmental reporting orchestrated through occluding processes and language of reporting, which is triggered by information asymmetry and hidden agenda of agents (managers), who act in their own self-interest (Owen et al, 2001). This process makes it problematic for wider stakeholders – employees, customers, NGOs, suppliers and others – to have access to decision-making platforms and media. In a similar vein, O'Dwyer (2003) note that managerial capture materialises in a plethora of practices and engagement systems in which ''organisations adopt a structured approach to engage with stakeholders'' (p. 29), which constricts inputs from wider stakeholders and accelerates managerial intention to maroon alternative voices in the engagement process and by extension public sphere. The public sphere is an imaginary but discursive space in which people, groups and interested individuals meet to discuss matters of mutual interest, in order to reach a common ground or judgment about them. This platform can serve as a forum that oils the genuine political and/or organisational action (Habermas, 1989; Fraser, 1990).

Guided by the above excuses, this thesis extends the confines of Power's (1991) idea of ''managerial capture'' by linking it to literature on EV. Theoretically, this is the mainstay of this study. The thesis maintains that stifling of employees' voice in Nigeria's ER has comparable features with managerial capture of voice, hence, both emphasise preventing stakeholders' input in decision-making processes, strategies and channels (Greenwood and Kamoche, 2013; O'Dwyer, 2003; Hirschman, 1970). It is expected that this theoretical position and research-based approach will facilitate new mode of research regarding the concept of EV particularly in Nigerian ER where there is appreciable level of dearth of research on the phenomenon (Okpu, 2016).

In addition, this theoretical position is also a way of responding to the call by Karen Legge in 1995 (and others) to use critical thinking and methodology to expand the canvas of ER, HRM and other social science disciplines. Thus, applying managerial capture in the present study is a way of responding to Legge's (1995) seminal call for social science studies to break loose from the constraining, uncritical and prescriptive nature of scholarship that dominated the field. Hence, managerial capture by nature and design critiques dominant organisational practice and helps to reveal how employees are treated, which is not made manifest. Additionally, the application of CDA in data analysis aids in further unpacking some of the hidden practices that conventional analytical approaches (for example, textual analysis, thematic content analysis and thematic textual analysis) shy away from (Wodak and Meyer, 2009).

According to Watson's (2004) early work on HRM, Legge (1995) revealed the way forward for a non-prescriptive, normative and critical analysis of employment management practices. The antecedent to this work was Legge's paper in the 1970s titled ''Power, Innovation and Problem-Solving in Personnel Management''. This debate has been developed and furthered in Legge's successive works, which has been given more depth, clarity and dimensions. This contemplation finds resonance in her attempt to situate HRM discourse within the wider, nuanced socio-political context, which will negate its original prescriptive nature and rubric (Watson, 2004). Although some empirical and theoretical researches have been carried out in HRM that follow this theoretical direction, yet the field requires some modification and expansion to rise above the functionalist, prescriptive, and uncritical nature of HRM – employment management studies. To a degree, even when HRM analysis and methodologies

are utilised, they are conducted in a way that defies criticality, which typifies key developments in social science, as they do not actually expand this area of study (Legge, 1995). Characteristics of managerial capture is presented next.

2.9.2: Characteristics of Managerial Capture

Literature on managerial capture has been synthesised and key themes shared by researchers (Baker, 2010; Power, 1991) on this concept is presented below. managerial capture can be characterised as thus:

- Low level of stakeholder inputs;
- High level of power distance between employers and employees;
- Managerially-driven apparatuses of engagement;
- Advancement of instrumental gain of the economically powerful (the capitalists or employers);
- Technologised and strategic strategies, channels and systems of engagement that preclude employee voice;
- Non-participatory nature of engagement;
- Engagement advantage by employers that is systematically and institutionally provided;
- Corporatised *modus operandi* of engagement that serves the interest of shareholder, not stakeholders;
- Centralised strategies and channels of engagement that advance the motives of the organisations.
- Systematic corporate collaboration with the government for the furtherance of managerial interests.

2.10: Managerial Capture and EV in ER: Legitimacy and Voice Marginalisation Implications

Clearly, there is increasing need for managers to de-emphasise strategic objectives and focus on the normative agenda (Abbott, 2006). Also, contemporarily there is growing need for managers to place premium on achieving a greater balance between strategic, economic objectives and employment practice. These emphases therefore question managerial authority in the workplace and associated legitimacy issue as well as how value system is held by managers and how personal assumptions can incline them to consider the workplace and EV

in a specific way (Najeeb, 2014). This argument is central to reason why managers or organisations in general adopt different approaches and strategies and channels to legitimise organisational practice, which underlies their belief system and organisational ethos particularly with regard to ER. Nigerian ER system is not divorced from this organisational reality (Ubeku, 2016).

Consequently, managerial capture of voice in the developing countries such as Nigeria entails the various channels and strategies that enable, facilitate and sustain organisational intention to thwart EV either through unionised or non-unionised approaches are viewed to be compromised (Otobo, 20007). Leveraging on the mantra of mutual organisational pursuit and interest, management of organisations silence and prevent EV by erecting undemocratic and strategic measures that make it difficult for employees' voice to be heard (Okpu, 2016). Nigeria's unique form of socio-political structure and patrimonial business environment celebrates marginalisation of EV (Fajana, 2006; Hofstede, 1980). As noted earlier, Nigeria is a country largely built on cultural-environmental dynamic of high power distance (PD) index (Hofstede, 1980) and paternalism, which makes it susceptible to subordinate-superior relationship and arrangement (Umar and Hassan, 2014).

Essentially, these cultural-environmental dynamics shape Nigeria's socio-political, institutional and organisational realities, which make room for totemic arrangement, particularly across business and employment terrain. In Payton's (2016) analytical viewpoint of Nigeria's political leadership, this landscape democratises disempowerment, builds silos between leadership and follower as well as impedes on EV prospects. This is done by creating a form of social space, whereby those at the echelon of authority within the workplace are held in high esteem (Ting-Toomey, 1988), which subtly privileges their interest and voice over others (Umar and Hassan, 2014). This state of affairs inhibits EV and without doubt impinges on constructive criticism, which makes it problematic speaking ''truth to power'' (Foucault, 1980) that may constructively challenge the status quo (MacLeord and Clarke, 2009).

Consequently, the above contention breeds an ER environment that engenders voice marginalisation propelled and sustained by Nigeria's unique pattern of engaging with employees in the workplace. Among other factors that breed Nigeria's unique ER practice are its form of political leadership, weak regulatory environment, poor financial support for trade

unions to be more vibrant and effective, poor employment regulations and rise of neoliberal ethos (Otobo, 2016). These factors underscore what Oyelere (2014) refers to as issues central to Nigeria's ''institutional analysis'' (p. 2), which have historical roots in the nation's mode of employer-employee engagement and ER generally. This situation creates a climate of ''the have and the have nots'' and helps to emasculate trade unionism and NERs in Nigeria (Ubeku, 2016). The following section highlights the relationship between trade union and EV in ER.

2.11: Trade Union(ism) and EV in ER

For most writers, authentic EV can be potentially delivered via trade union (TU) platform (Spencer, 1986; Freeman and Medoff, 1984). Trade union (TU) can be defined as a representative body whose core function is the protection of members' interest (regarding fair wages, good work conditions and decisional inputs) via collective power (Webb and Webb, 1920). This definition is in congruence with contemporary definitions on the concept. Thus, a trade union is:

> an organisation ... consisting wholly or mainly of workers of one or
> more description whose principal purpose includes the regulation of
> relations between workers of that description and employers or employers'
> association (Trade Union and Labour Relations Act, 1992, Part. 1).

Trade union is defined within the purview of collective bargaining, which describes the association between employers and unions' power balance, via a range of negotiation patterns adopted between employers and unions in determining employees' terms of employment, such as wages, WLB and work conditions (Thomas, 2013). There are key microeconomic variables that are critical in the measurement of collective bargaining, which are considered from both employers and unions' perspectives. From the employers' context, liquid assets, inventory and capital intensity are considered; while in a trade unions' context, their identities, power, voice and availability of alternative wages for members are of essence (Wilkinson et al, 2011; Freeman and Medoff, 1984). Further microeconomic variables such as unemployment ratio, political institutionalisation dynamic, legal context of bargaining and leadership style (of the company in question) are critical elements (Bechman, 2002) for wholesome employer-employee relationship.

While trade unions are able to represent the interests of members via power of collectivism, such collective bargaining mechanism differs across countries. For instance, in the European Union (EU), it represents human rights component, while in the USA and UK, it is a strategy for reducing work and economic disruption (Gollan, 2007). Given this admission, collective bargaining and trade unions are classified as a remedial voice mechanism in agreement with ER discourse. Following Freeman and Medoff's sensational publication entitled _What Do Unions Do?_ (1984), trade unionism has gained substantial traction in the mid-1980s across the United States. Much later, Europe began to engage union discourse and impact from the prism of power imbalance and consensus building in a pluralistic environment (Bryson, _et al._, 2005). There is also the manifestation of this renewed mode of engagement between unions and employers of labour (Kelly, 2004).

According to Freeman and Medoff (1984) paradigm of ''_collective voice and institutional response_'' (CVIR), trade unions were accorded the power of monopoly and voice face (recognition) following recent events in the past few decades, which are recalibrating the mode of relationship between employers and employees. In the monopoly context, unions are viewed as pursuing members' interests, encouraging workers to engage employers in weighty confrontation through restrictive work systems (e.g., withholding effort) amongst other industrial mechanisms including strike actions and grievance procedures (Spencer, 1986). In the voice face context which predated Hirschman's (1970) thesis, unions are viewed to provide members with an alternative response to workplace injustice, which differs from exit (strategy). This approach seeks resolution via not only institutionalising voice norms, but also protecting employees from management dealing with workers for voicing out their concerns (Wilkinson et al., 2011).

As opposed to _withholding effort_, the voice phase reinforced employees' incentives focused on not only solving sources of conflict and reducing turnover, but in developing positive and discretionary behaviour as well as continuously improving work culture (Avgar and Owens, 2014). As Wilkinson _et al_. (2014, p. 194) remark, subsequent studies on the phenomenon have, however, failed to provide clear and convincing endorsement of the CVIR for employee outcomes, particularly with regards to the voice face of unions, despite the fact that most countries supported collective bargaining policies. This is predicated upon the notion that union's provision and facilitation of EV will potentially bring about more good than harm. Indeed, Freeman and Medoff (1984) may have clearly provided that unionised workers

are less likely to exit; they were also found to display rather more of a *continuance style* of commitment to organisational goals, which Luchak (2003) describes as ineffective. Essentially, given that organisations have come to terms with the importance of an engaged workforce for organisational sustainability, they have also thought of doing so via moderate alternative systems, which brought about the emergence of non-unionised employee representations (NERs) (Kaufman and Taras, 2010; Cullinane, *et al*., 2014), which is the preoccupation of the sub-section.

2.12: Non-unionised Employee Representations (NERs) in Developed Countries

Non-unionised employee representations (NERs) describe proactive voice systems that are based on individualism, which contrasts with the orthodox union voice that enshrines collective bargaining. As Taras and Kaufman (2006) define it, NERs are the systems of employee representations whereby one or more employees act on behalf of others in management-workforce negotiation and resolution of workplace issues. Research on NERs could be argued to have started earlier with academics from the UK (Marchington, *et al*., 1992), although it subsequently gained researchers' attention about nearly 10 years later in North America (Kaufman and Taras, 2000). Before the publication of their pathbreaking work on NERs (Kaufman and Taras, 2000), NERs studies in North America were largely shaped around history and debates concerning company unions and legal tussles about components of the US Labour Act. Following this, interest in NERs engagement mechanisms seems to have grown, with a lot of scholars across international borders conducting case studies on individual corporations' mode of employee representation (Benson, 2000; Gollan, 2007).

Different motives are offered in rationalising organisations adopting of NERs; these motives impact on various reasons, processes and formats via which organisations adopt NERs. This has also culminated in the emergence of varied mechanism of NERs adopted between different organisations (Gollan, 2007), which ultimately leads to a variation of voice outcomes for different employees across board (Kaufman and Taras, 2010). While the structures and NERs' motive vary, most NERs are perceived to be preoccupied with the concern of improving work performance or substituting unions (Kaufman and Taras, 2010). While a significant number of research studies have empirically engaged NERs from the realm of mechanisms, structures, forms, and functions, few that have interrogated their outcomes for employees, which has raised doubt about the authenticity of these direct

channels in effectively delivering genuine interests of employees. Indeed, employees have expressed issues such as power distance and resource imbalance between them and employers, which problematise EV efficacy (Gollan, 2007).

In contrast, a significant number of qualitative studies have been conducted around the NERs phenomenon across the globe, amongst these is Dundon, *et al.*'s (2005) study in the UK, which dismisses the assumption of NERs as ineffective. Furthermore, a number of quantitative studies found NERs to not only impact high productivity, wage increase and minimised employee turnover; they argue that NERs also impact on employees' perception of management as more responsive to their voice than unionised approach (Bryson, 2005; Kaufman and Taras, 2010). As noted earlier however, many have questioned the ability of employees to achieve meaningful bargaining outcomes against management under NERs platforms (which is highly prevalent in the UK), citing a number of reasons. Firstly, NERs are assumed to be managerially-orientated, moderate structures, which lack not only collective attribute (as defined by unions), but also representatives' power, competence and autonomy, which are requisite in delivering positive outcomes during workplace bargaining (Terry, 1999; Taras and Copping, 1998). These issues led to a focus on a more authentic model of NERs, characterised by the European value, which is explained in the subsequent section.

2.13: European Union Works Councils

Works council (WC) is a mode of employee voice (EV) system strongly embraced across Western European countries including Germany, France and the Netherlands amongst others. As defined by Rogers and Streeck (1995), WC entails *institutionalised bodies for representative communication between a single employer and employees* in an organisation. According to Gumbrell-McCormick and Hyman (2010), while it is still considered a non-unionised voice system, the works councils differ fundamentally from conventional NERs given that they are usually backed by the legislation and are not bound by managerial voluntarism. Indeed, WC has been largely viewed to command extended jurisdiction in issues relating to ER, however the outcomes of WC for employees vary in forms and structures and countries in which they are being implemented. Research focus on WC is mainly preoccupied with the nature of the relationship that exists between employees and their representatives, such as works councillors, what extent of commitment and adequacy in genuinely

representing employees' interests. These issues are foregrounded repeatedly, given the rising professionalisation and bureaucratisation of such roles (Muller-Jentsch, 1995). In Gumbrell-McCormick and Hyman's (2010) study of German companies since 2005, there is evidence of corruption and bribery among work councillors, driven by the desire to achieve support in a restructuring plan. Furthermore, questions have been raised in many studies concerning the appropriateness of workers' councils, which are comprised of older, highly-skilled males, to effectively represent the interest of highly diverse employees (including women, ethnic minorities, young people and part-time workers) (Gollan, 2010).

As can be gleaned from the foregoing, EV discourse can be both complex and multidimensional, it would be too simplistic to suggest one form of voice system or another as the most authentic channels via which employees can be effectively represented, given that they can be positively or negatively perceived, depending on who assesses such situation and their interests (Wilkinson et al, 2014). Table 2.4 below summarises the highlight of key literature of this study:

Table 2.5: Highlight of key literature

Themes	*Areas of focus*	*Authors*
A critical appraisal of EV in ER	A critical approach to expanding knowledge in ER – as proposed by Legge, by incorporating the interface of managerial capture to reveal how EV is disabled	Legge (1995, 2005); Watson (2004).
Overview of EV	Research in developed and developing countries (Nigerian) on EV Definition, history, development, perspectives and factors of EV. EV, silence and organizational behavior/legitimacy	Webs (1920); Hirschman (1970); Freeman and Medoff (1984); Spencer (1986), Van Dyne and LePine (1998); Morrison and Milliken (2000); Van Dyne et al. (2003); Muller-Jentsch, 2007) and Wilkinson *et al*. (2011).
Organisational legitimacy	Normative (institutional) vs. Strategic (managerial) legitimacy and the implications for EV. EV and Managerial capture (or voice	Rawls (1971); Suchman (1995); Donaldson and Preston (1995); Campbell (2000).

	marginalisation)	
Managerial capture of EV	Meaning, rise, characteristics and development of managerial capture. Managerialism as precursor to ''Managerial Capture''	Power (1991); O 'Dwyer (2003); Owen et al (2001), Kaufman (2014).
Managerial capture of EV from global and Nigerian perspectives	• Managerial capture of Unions (voice channels) • Managerial capture of non-unionised employee representations setting (NERs) (voice channels) • Managerial capture of voice motives • Managerial capture of voice strategies	Power (1991); O'Dwyer (2003); Fajana (2009); Iyayi (2009); Otobo (2016) and Okwu (2016).

Source: The Researcher (2017)

The following section brings to perspective potential gaps in the literature.

2.14: Gaps in the Literature

Although there is proliferation of research on EV and related concepts, Morrison (2011) and Klass, *et al*. (2012) explained that there remains research gap in extant literature on this phenomenon. As noted in preceding section, most studies from developed countries on EV are predominantly preoccupied with the antecedents of *pro-social* and *remedial* voice behaviours (Morrison, 2011), which are mainly focused on the organisational outcome under different voice systems (Klass, *et al*., 2012; Wilkinson, *et al*., 2014). This makes these studies less focused on employees' need for inclusion in organisational decision-making (Freeman *et al.*, 2007). While there exist numerous studies that have explored integrative approach as well as understanding of EV dynamics (Kaufman, 2015; Lam, Loi, Cham and Liu, 2016), the omission or disregard of employees' focus on voice literature reflects heightened need to engage this concept for more nuanced understanding of the concept.

In enriching the concept, this present study appropriates managerial capture, EV and legitimacy theory (LT) (as well as critical turn to HRM) to break loose from prescriptive, unitary form of research and managerial practice, which restricts critical analysis and pluralistic views on ER (Legge, 1995). In the context of developing countries (including

Nigeria), ER studies are gathering momentum (see Jackson, 1999; Ahmed, 2004; and Azolukwam and Perkins, 2009), however, there remains ostensible paucity of research on EV efficacy (Okpu, 2016). There is also dominance of the discourse on EV, which comes from developed countries viewpoint and experience, hence, the need for alternative perception of ER issues and voice from African (Nigerian) context (Wood, 2008). Consequently, the dominance of developed countries paradigm on this debate, to say the least, limits deepening insights into these concepts (Okpu, 2016).

Legitimacy is a process whereby an organisation legitimises or justifies to a superordinate system that it has the right to exist (Suchman, 1995; Dowling and Pfeffer, 1975). As Blowfield and Murray (2011) explained:

> It offers a method of managing stakeholders in the face of various threats,
> for example, educating them about the company's intentions, changing
> their perceptions of events, diverting their attention, and altering their
> expectations. Such strategies are evident in the actions taken by Shell in
> response to Brent Spar, or the treatment of the Ogoni people in Nigeria
> (Blowfield and Murray 2011, p. 50).

Beyond the oil industry, where Shell carries out the above legitimisation strategies, other companies in sectors including ICT and banking employ similar processes and strategies in ER (Okpu, 2016). However, Pfeffer and Salancik (1978) support this emphasis on evaluation, but, stressed cultural conformity rather than overt self-justification (Suchman, 1995). In this framing, legitimacy becomes an agreement between the social values and norms associated with or implied by an organisation, such as identified in this study, and the norms and/or tenets of acceptable behaviour in the larger social system (Parsons, 1960). Extant literature on LT ''falls fairly neatly'' (Suchman, 1995, p. 576) into two domains: strategic and institutionalist (normative) (Mele and Schepers, 2013). More details on this will be provided in chapter three – conceptual framework chapter.

Nevertheless, from the standpoint of institutionalism, various theorists and writers on this concept (Meyer and Scott, 1983) note that legitimacy is not simply an operational resource or capital, but a range of constitutive beliefs (Suchman, 1995) that are framed by external institutions including culturally acceptable norms (DiMaggio and Powell, 1983; Donaldson and Dunfee, 1994). Additionally, Dowling and Pfeffer (1975) argue that organisations exist

within the purview of a super-ordinate system (Parsons, 1960). The super-ordinate system is the ''hyper-norms'' (Donaldson and Dunfee, 1994). They are the authentic norms on which other norms are judged in regards to social justice, fairness at work, genuine ER and mutual employer-employee engagement (Gollan, 2007). Broadly, organisations can enjoy legitimacy as long as their behaviour is in line with the broad set of values or ''expectations of the super-ordinate'' structure (Campbell, 2000).

In this line of thought, institutionalisation or normalcy is embodied in normative organisational behaviour (Suchman, 1995). This rationality allows organisations to obtain societal licence or employees' approval of their ER and EV behaviour and practices (Meyer and Rowan, 1977). Simply put, Nigerian organisations are perceived as extension of larger society, hence, their actions about ER and mode of EV representation and strategies ought to be in congruence with expected standards of employer-employee engagement (Hirschman, 1970). They are thus legitimate organisations representing legitimate voices (Dundon, Wilkinson, Marchington and Ackers, 2004). To a degree, this mode of thinking is akin to what Donaldson and Dunfee (1994) refer to as ''integrative social contract'', which has comparable features with ''networked legitimacy'' Mele and Schepers (2013); this is also aligned with the logic of ''voice legitimacy'' (Dundon et al., 2004, p. 1151). In taking this argument further, such voice system and ER style gives organisations a sense of moral isomorphism or <u>normative legitimacy</u> as opposed to descriptive or <u>strategic legitimacy</u> (Donaldson and Preston, 1995; DiMaggio and Powell, 1983). Conversely, as Wilkinson and Fay (2011) contend for voice strategies and channels to have legitimacy, however, they need to be about ''more than the managerial concept of efficiency and adding value to business'' (p. 71). They have to incorporate what Suchman (1995) calls ''collective structuration'' (p. 576), which is about pursuit of collective goal rather than managerially propelled agenda, which enables and fosters managerial capture of EV.

On the contrary, strategic legitimacy considers legitimacy mainly from the angle of operational resource/capital, which is appropriated by organisations from local or specific cultural environment that is further employed competitively in pursuit of calculated, selfish ends (Ashforth and Gibbs, 1990). Strategic theorists to legitimacy maintain that the dominant issue in conflict and competition amongst organisations and their stakeholders or social organisations is clash of belief and value system (Suchman, 1995; Pfeffer, 1981; Dowling and Pfeffer, 1975). Consequently, legitimacy from the perspective of the strategists, for

example, Nigerian organisations explored, is intentional, calculated and frequently oppositional. This process is comparable with Suchman's (1995) pragmatic legitimacy. Although, Suchman (1995) offers three variants of legitimacy including moral, cognitive and pragmatic legitimacy, the last one is supportive of strategic legitimacy. Pragmatic legitimacy is a way of ascertaining or approaching legitimacy, which is premised on ''the self-interested, parochial calculations of a firm's most immediate audiences (Suchman, 1995), which in this instance concerns employees in Nigeria's banking, ICT and petroleum sectors.

The strategic angle to legitimacy offers a framework in which ER is considered from agentic and organisation-centred slant. Therefore, appropriately managing stakeholders (employees in this instance) via ER strategies legitimises control apparatuses via which surpluses are extracted from labour by management and shareholders (Hopper, Storey and Wilmott, 1987). Therefore, the present study proposes that ER not only disables EV, it is an instrument of control, exploitation, hegemony and ideology (Goll, 1991). Consequently, it can be deduced that Nigerian employers and managers desiring to control labour and/or capital including excluding EV – ''managerial capture'' – resort to strategic channels and processes (Okpu, 2016; Hischman, 1970) and EV mechanisms to advance their managerially oriented motives (Kaufman, 2014). Thus, Pyman, Cooper, Teicher and Holland (2006) claim that a crucial issue is ER and authentic voice realisation is the arrangement of multiple channels of voice rather than a single, managerial channel. Additionally, they questioned how and why different voice channels complement one another and under what conditions multiple channels and structures are sustainable. They concluded that the coexistence and interaction of multiple channels of ER and plurality of structures are most effective and legitimate from an employee's viewpoint in achieving organisational outcomes. Likewise, Handel and Levine (2004) note that multiples mechanism of voice should be more effective than the simple sum of impacts for an organisation's ER practices; hence, the existence of voice arrangements may tell us little about the quality of the channels and processes (Wilkinson and Fay, 2011).

From the above contention, the main point here is, how are Nigerian workers given voice in ER by Nigerian firms, and what are the appropriateness and legitimacy of strategies and channels used to enact and re-produce such and/or to make them look normative? This question takes into account engagement legitimisation strategies that the companies appropriate to ''normalise'' (re-produce) ER (Okpu, 2016; Koca-Helvaci, 2015). This approach helps in understanding how ER systems and processes can be used to legitimise and

further normalise corporate actions and to strategically position them for economic benefits at the detriment of employees. As a result, legitimacy is critical for organisational survival (Suchman, 1995). This is principally the case in Nigeria's disempowering, strategic ER that has a history of poor employer-employee relations and engagement (Ubeku, 1983). So, in order to secure the social licence to operate (Dowling and Pfeffer, 1975) these firms establish and normalise engagement systems and channels with Nigerian government and other labour agencies (Fajana, 2006) for societal endorsement. For example, these companies can cite ILO (2005) ER standards, codes and processes or Nigerian labour laws, to have authoritative basis to normailise industrial relations practice.

2.15: Conclusion

In this chapter, attempt has been made to bring to attention the meaning, manifestation, and implications of ER practices such as EV dynamic as well as contextualises how this concept is restrained by managerial capture (MC) – which is the disabler of EV. The chapter has critically explored the participatory dynamic of the various strategies and channels via which employee voice is facilitated as well as the underlying motives driving these natures of employees' voice and engagement mechanisms. In doing so, the chapter has considered the key literature on employment relations and managerial capture (on motives, strategies and channels) from developed and developing countries' perspective, which captures how loss of EV (employee silence) is triggered, institutionalised and legitimised by ER mode – such as in Nigeria work terrain. The chapter has explored legitimacy theory in shaping this study's conceptual framework – of managerial capture of EV. which can help provide deeper insight into the various ways that originations and/or employers justify and normalise their engagement strategies and (voice) channels that hide their pre-determined strategic and instrumental motives. Essentially, it also considers employees' incredulity of employment relations procedures and processes, which they consider are mere legitimising tools for corporate gain. This theoretical framing – strategic vs. normative employment relations and engagement processes – will be adopted in reading and analysing data gathered from the empirical study. The conceptual framework utilised in the thesis is presented in the next chapter.

CHAPTER THREE

CONCEPTUAL FRAMEWORK

3.0: Introduction

This chapter highlight this study's conceptual framework. Thus, the chapter is concerned with exploring the main theoretical underpinning of the thesis: legitimacy theory (LT). This theory shapes the development of the study's conceptual framework. The chapter will also explain ways through which organisations justify and normalise their engagement strategies

and (EV) mechanisms, which tend to hide their pre-determined and strategic motives. This situation necessitates employees' incredulity of ER procedures and processes, which they consider are mere legitimising tools for corporate gain (Najeeb, 2014). This situation is the provenance of managerial capture of EV and ER in general. Various writers have indicated how ER and particularly EV can be theoretically explained (Dyne, Ang and Botero, 2003; Walumbwa and Schaubroeck, 2009; Pyman et al., 2006; Najeeb, 2014). This process has culminated in plurality of theoretical approaches aimed at explaining and problematising the dynamics of ER in ER. This process can potentially contribute in understanding the motivation of managerial capture of EV in the Nigerian context. This supposition is the kernel of this chapter, which is about reviewing LT and its relationship with ER and, in particular, EV as well as voice channels and strategies.

As generally known, there is no single theoretical method to conceptually frame research and by extension legitimise organisational practice, however, every theoretical standpoint needs to be justified in relation to its relevance in research (Spence, Husillo and Correra-Ruiz, 2010; Decker, Kipping and Wadhwani, 2015). This approach is aimed at reigning in the destructive tendency of what has been described by Phillipov (2013) as ''methodological hegemony'', a situation in which one theory is constantly used to conceptually map theoretical persuasion and direction. Nonetheless, in ER and HRM studies, a range of theories are usually used to theoretically map out conceptual terrain of phenomena bordering on ER, such as HRM procedures, EV strategies and/or channels and engagement systems (Kaufman, 2011).

Consequently, these theoretical approaches help in understanding why and how organisations undertake different types of engagement strategies in ER (for inclusive, normative engagement or to give an impression of social license to operate). These theoretical approaches enable enriching EV concept and by ER literature, for more robust and nuanced knowledge on these phenomena, specifically from developing countries viewpoint, where more nuanced knowledge of how organisations can engage with wider stakeholders is vital for less conflict, grievance and tempestuous workplace climate (Hirschman, 1970; Spencer, 1986; Bechman, 2002). Next section will be exploring how this study arrives at its conceptual framework – ''conceptual leap'' – adopted for the thesis (Klag and Langley, 2013).

3.1: From Theory to Concept: Understanding Conceptual Framework

Available literature indicates that researchers often substitute conceptual framework for theoretical framework (Berg and Lune, 2012). As explained by Berg and Lune (2012), in a strict sense, both concepts are different. While theoretical framework is the theory that shapes a piece of research work, conceptual framework entails the operationalisation of such theoretical preference by making it come alive in research based on methodological preference, research questions and objectives as well as thesis statement (Berg and Lune, 2012). Accordingly, as noted by Maxwell (2005), theory precedes concept. Thus, literature review can be substituted for theoretical framework. The former deals with a range of knowledge set as well as epistemological tradition, which is shared by researchers on a concept or phenomenon (Saunders, Lewis and Thornhill, 2012).

As argued by Corbin and Strauss (2008), theoretical framework is rife in research. This is because it provides direction for choosing a concept under investigation, for example, EV. Theoretical framework also offers direction about how a researcher might develop his/her research questions and objectives as well as how key research issues impact on findings and conclusion. In the main, theoretical framework affords researcher methods of framing knowledge for a given study. In framing (new) knowledge from extant literature, ideas emanating from such have to be relatedly and logically assembled to facilitate shaping a new research direction. Also, theoretical framework is thus an assumed idea and context meaning originating from extant literature reviewed in a particular study, which helps to inform and frame as well as facilitate mapping out conceptual framework. So, theoretical framework involves exploring fundamental knowledge largely shared by researchers, which is critically reviewed for developing and designing conceptual framework (Leshem and Trafford, 2007).

In furthering this understanding, Corbin and Strauss (2008) have delineated four main ways through which theoretical framework – literature review – frames conceptual framework. These are outlined below:

- Theoretical framework supports the creation of research methodology;
- It can be leveraged in extending, complementing, refining and clarifying research findings;
- It can be appropriated to offer alternative explanation of reality and/or research;
- It can provide research insight and direction, nonetheless, every researcher needs to be open to new ideas.

In sum, in order to develop a substantive research and theoretical position, a researcher commonly begins with a concept that is basically derived from theory – literature review. The subsequent section looks at concept mapping in conceptual framework

3.2: Conceptual Framework and Concept Mapping Implication

Concept map is widely attributed to Joseph Novak (Novak and Gowin, 1984) in his research on understanding changes in children's knowledge about idea of science *(*Novak, 1990). However, in recent time, concept mapping is used in pedagogical sphere to denote instrument and strategy that stress how to shape instructional approaches for more nuanced understanding of issues and ideas (Novak and Musonda, 1991; Novak, 1995; Berg and Lune, 2012; Leshem and Trafford, 2007). In modern research and teaching, analogous diagrammatic schemata have been churned out in management and social sciences by theorists such as Anselem Strauss's (1987) ''integrative diagram'', Miles and Huberman's (1984) ''conceptual framework'', and Maxwell's (2005) ''cognitive maps'' as well as others. The principal objective in this regard, is to further develop techniques and theories to understand how ideas can be developed and widened.

Central to conceptualisation of a phenomenon is concept mapping. Concept mapping – mind mapping (Trochim, 1989*)* – considers construction of knowledge and its development based on related literature. It also entails building knowledge and ideas as well as epistemological development in knowledge construction. This process is based on what researchers know about such subject matter. This process aids in developing and extending knowledge about a concept such as EV in Nigeria's ER and the concomitant ways it can be legitimised or delegitimised, which can impact managerial capture (of EV) (Macey and Schneider, 2008; Dundon et al., 2006). In addition, such theoretical exploration will enable constructing associated new knowledge that can advance LT. This process also has relationship with extending knowledge on the concept of managerial capture and LT in an ordered, logical and coherent manner (Novak, 1977).

In generating conceptual map, allied ideas and notions are combined together to produce propositions, which are distinct from each other but have comparable origin. Therefore, concept map can be defined as a visual or pictorial representation of relationship that exists amongst disparate but reciprocally linked concepts that are held by a researcher, which enables coherent, rational and systematic investigation (Maxwell, 2005). In developing this

study's conceptual framework, this process facilitates a structured interaction between a researcher and extant literature (Simon, 1982). This process basically gives rise to ''information processing heuristics''. Information heuristics entails ''validity construct'', which aids in determining the boundaries of theoretical development as well as its interpretation (Cronbach and Meehl, 1955, p. 281). Validity construct enables ordered application of theoretical investigation process predominantly when a researcher is faced with a myriad of unclear theoretical directions (Simon, 1982).

This process also helps a researcher to properly delineate his/her conceptual framework for validity. Validity constructs have two main facets: *observable* and *systematic* constructs (Peter, 1981, p. 134). The former can be ascertained empirically as seen with scientific researches; while the latter can be validated via construct validity (Simon, 1982; Peter, 1981). For example, at the heart of concept map for this study is mapping out theoretical directions that are naturally connected with ascertaining the relationship between EV, ER and managerial and their relationship with legitimacy of engagement processes, strategies and channels. This process will help to de/naturalise engagement strategies and channels appropriated by employers in the ICT, banking and petroleum sectors as indicated in preceding sections. Broadly, this study's conceptual framework stems from literature reviewed regarding LT, ER, EV and managerial capture. Additionally, the process resonates with nomological validity premise. Nomological validity makes it possible to generate theoretical and methodological yardsticks that can be appropriated to demonstrate validity of theoretical preferences, which are theoretically and conceptually acceptable (Pennings and Smidts, 2000) to create conceptual framework. Before going further, it will be appropriate to critique the theoretical lens of this study's conceptual framework, which is legitimacy theory, in order to accentuate a critical rationality on the phenomenon of EV and managerial capture.

3.3: Critique of Theoretical Approaches: Towards Critical Rationality

According to the logic of LT, strategic or shareholder focus is basically based on legal and economic responsibilities firms − owe to the owners of the business (investors and shareholders). This concept of ER is in consonance with agency theory of organisation (Jones, 1995). From agency theory perspective, Lantos (2001, 2002) observed that directors (the agents) are basically hired by the company shareholders and investors (the principal agents), which means they are duty-bound to work in their interest, which is mainly preoccupied with the economic concern of firm theory. Reflecting on Terry (1998) and Thatcher (2002), agency theory assumes that humans are motivated by competitive, self-

interests, hence rational economic maximises and pursuant of personal gains, which drives capitalist hegemony. This organisational philosophy also has bearing on Friedman's (1970) school of thought. This position contradicts engagement concept, as corporations take control of the deliberation over the strategies and channels of engagement, which disables inputs by wider stakeholders specifically employees. This process materialises in routinised pattern of ER that robs stakeholder (trade unions and employees' representatives) of their voice and ''radical intent'' (Parker, 2005, p. 850) necessary for democratised debate about employee voice, engagement, welfare, good working conditions and remuneration.

Employee engagement perspective stipulates that ER in general should be seen a tool for improving, empowering and giving voice to workforce, via inclusive mechanism of involvement which can lead to their satisfaction, motivation and commitment towards achieving organisational goals (Wilkinson et al., 2014). Thus, in ER, employees' interest and that of the organisations are inseparable (Freeman, 1984). This landscape also helps to foreground plurality of voice input, particularly in the developing countries such as Nigeria, where EV is assumed to be highly marginalised (Ubeku, 1987; Fajana,2009; Anyim, et al., 2013). Thus, EV concerns should be focused beyond the narrow confines of organisational objectives (including economic, legal and control measures) (Okpu, 2016). To this end, numerous writers have made attempt to theorise African (Nigerian) variant of EV (Ubeku, 1987; Iyayi, 2009; Fajana, 2009; Anyim, *et al.*, 2013), which takes the form of Hirschman's ''silent'' and "exit" strategy (1970). In adding to this concept (Burris et al., 2013), the present study uses the medley of EV and LT as well as managerial capture to operationalise this intention, for improved employees' satisfaction and organisational growth (MacLeord and Clarke, 2009). Based on the foregoing, the conceptual framework for this study is developed

3. 4: Normative vs Strategic Legitimacy Framework

This section highlights this study's conceptual framework, which is based on argument, analysis and discussion to be presented in subsequent sections on the relationship between normative (institutional) legitimacy and strategic legitimacy, relative to EV and managerial capture. The former proposes participatory, legitimate ER and voice, while the latter de-emphasises this. Graphic representation of these aspects of legitimacy theory (LT) and how they impact on employees and employers' outcomes are presented in Figure 3.1.

| Normative practices/motivators | Strategic Issues | What is Voiced Out

How it is Voiced Out

Legitimacy of what is voiced out

Whom it is Directed at | Results for Employees: More commitment; Less grievance, complaint and Conflict; Less Silence; More performance; Particpatory engagment |
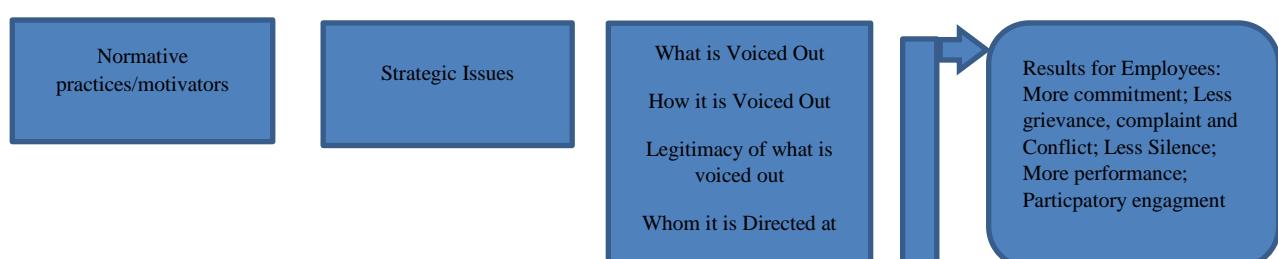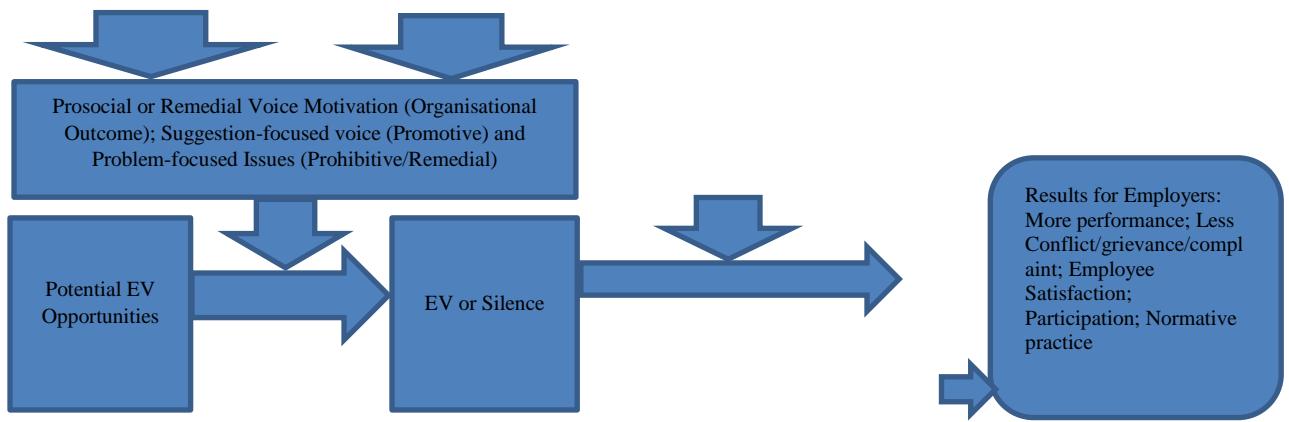
Figure 3.1: Normative vs Strategic Legitimacy: EV and Managerial Capture (NSL-MC)

Source: The Researcher (2017)

As can be gleaned from the above framework (NSL-MC), EV can be driven by normative (institutional) or strategic (managerial) motivations (Suchman, 1995), which influenecs different voice dynamic such as prosocial or remedial voice motivation (organisational outcome); suggestion-focused voice (promotive) and problem-focused issues (prohibitive/remedial) (Kaufman, 2014). Importantly, as the lower part of the framework suggests, normative or strategic practices can trigger potential EV opportunities, efficacious EV or silence, however, this will dependent on specific questions – such as: what is voiced out, how is voiced out, legitimacy of what is voiced out and to whom such is directed at. Essentially, irrespective of whether EV is driven by *normative, institutional* motivation (DiMaggio and Powell, 1983) or *strategic, economic* rationality or legitimacy (Suchman, 1995; Porter and Karmmer, 2002), the two key theoretical interpretations captured in the extant literature on this phenomenon include institutional or normative (ethical) and strategic or managerial (economic) orientation. Nonetheless, in order to achieve normative, participatory ER and potentially avert managerial capture of EV (in Nigeria), this thesis proposes that an ethical/normative approach to employee engagement is crucial, which can facilitate a resuscitation of EV as well as galvanise more participatory and cordial employer-employee relationship (Write et al, 2010). The subsequent sections will be preoccupied with the theoretical underpinning of this study's conceptual framework- starting with the theoretical perspectives on managerial capture of EV in ER.

3.4.1: Theoretical Perspectives on Managerial Capture of Employee Voice in ER

This section will be considering LT, which is the overriding theoretical approach adopted in the thesis as well as how it is applied in ER and voice mechanisms that help to normalise of legitimise managerial captured in the ICT, banking and petroleum sectors. This process looks at the predicates of managerial capture and authority and their legitimacy including how value systems (''frames of reference'') and personal assumptions held by organisations can influence them to consider the nature of workplace engagement and ER processes in a specific way (Koca-Helvaci, 2015; Najeeb, 2014; Abbott, 2006; Suddaby and Greenwood, 2005; Kaufman, 2011). In such workplace situation, the consequence of behavior and activities of those involved are regarded as being dependent on the constraints and stimuli imposed by internal and external institutions created to regulate ER and social relationship (Abbott, 2006).

Having offered some comments on what constitutes and de-legitimises ER, attention will be focused on basic theoretical elements that underpin it. This process will help in framing subsequent argument in relation to the following questions:

- What structures and influences serve to legitimise the authority of organisations and their agents (managers) over the employees they manage in the workplace?
- Why should an employee (individual) accept the authority of a manager (organisation)? (Abbott, 2006, p. 189).

Proceeding from the above questions is why should mode of relationship between employees (those with only their labour to sell) and employers (owners of firms, or owner of the means of production) have unequal power and communicative rights? Whilst these unequal relations are unambiguously true, they fail to explain why employees readily subject themselves to management's authority. This ''eagerness'' of employees to be in unequal relationship with management, can be considered as a crude, skewed test of the legitimacy given to a person (manager) over other(s) – employee(s). This situation advances strategic ER in the workplace, rather than genuine, normative engagement as seen in various strategies and channels (Kaufman, 2014, 2015) of engagement in Nigeria's context (Okpu, 2016; Fajana, 2008; Wood, 2008). Also, this situation engenders lack of participation and EV realisation and representation, which incubates unequal power relations and fosters managerial capture of EV. As contended by Oyelere (2014, p. 2) ''the lack of involvement [in the engagement

processes and strategies] on the part of workers' representatives (trade unions) in policy formulation has severe impact'' on ER in Nigeria, hence the ever-rising agitation, grievances and complaints by employees including unionised and non-unionised employee representation setting (NERs). The following sub-section deals with LT.

3.4.2: Legitimacy Theory (LT)

A number of theoretical approaches have been appropriated in gauging and developing LT, (Mele and Schepers, 2013). From the 1980s, LT has been investigated by numerous researchers in order to understand the place of morality and normative social relations (Rawls, 1971). Scholarship has also been advanced in this direction to understand how firms are engaging with their various stakeholders for legitimacy in realising the tenets of social contract (Suchman, 1995; Freeman, 1984; Carroll, 2016). Precursory contemplation of this concept was offered by John Locke, Thomas Hobbes and Jean-Jacque Rousseau through their path-finding works on social contract theory as the fountain of legitimacy – be it organisational, social or individual.

As noted by Dowling and Pfeffer (1975), firms exist within the milieu of a super-ordinate system (Parsons, 1960), within which they can enjoy legitimacy as long as their actions are in agreement with wider set of standards of behaviour as well as values embodied in the ''super-ordinate system'' (Campbell, 2000, p. 83). The super-ordinate system, which is a metonymy for value system has been characterised as the ''hyper-norms'' by Donaldson and Dunfee (1994). These societal norms are the essential, legitimate and authentic customs as well as tradition that define human or organisational behaviour. Also, judgement about legitimacy of organisational operation is shaped and based on these hyper-norms, which are the factors for gauging fairness, justice and legitimacy (Suchman, 1995) in ER (Hirschman, 1970).

In exploring the connection between EV, managerial capture and legitimacy, it has been noted that ER and by extension HRM practices should be a defender of the ''social contract'' in employer-employee exchanges Khan (2014, p. 3). It also needs to balance and incorporate the aspiration, needs and interests of its diverse stakeholders (Freeman, 1984; Kochan, 2004). However, as remarked by Kochan (2007), currently, ER and HRM is faced with a crisis of legitimacy loss and trust in the eyes of its key stakeholders. To this end, HRM has contemporarily failed to deliver on its promise of facilitating inclusive, just and equitable engagement processes, channels and strategies. This understanding has forced writers to

begin to rethink ER and by extension HRM and EV literature (Kochan, 2004; Wooten, 2001). This re-conceptualisation signals a departure from justifying organisational behaviour regarding engagement and voice from strict market-oriented standpoint in mainstream HRM to pushing the debate and consigning it within the borders of widely held social values in legitimising organisational practice (Koca-Helvaci, 2015).

The economic criterion places ER (and HRM) within the confines of cost minimisation and maximisation of shareholder value, which is legitimised via strategic rationality and institutional imperatives (Suchman, 1995). Main premise of this perspective is that the value of human resource – employees' contribution to organisation – rests virtually on its contribution to productivity and organisational success (Greenwood, 2012). Nevertheless, there is a call for contextualised legitimacy and ethics, where the practice of ER is expressed through the lived experiences of those who are entrusted with human resource affairs in the real world. Therefore, this new thinking resonates with normative (institutional) ER as against strategic, instrumental approach (Abbott, 2006). This supposition suggests that legitimacy, morality, and ethics of organisational behaviour, in particular, with regard to ER, is not only contextual but also interactive. Also, for a normative debate to recognise and recommend what firms should do to be considered legitimate, it has been suggested that ER and HRM should seek to be a custodian of legitimacy (Khan, 2014) as well as ethical agent and defender of organisational ethics.

Consequently, LT is traditionally considered from two main perspectives: *normative (institutional)* and *strategic (instrumental)* legitimacy (Meyer and Rowan, 1977; Donaldson and Dunfee 1994; Mele and Schepers, 2013). Conceiving legitimacy from the angle of the normative entails justifying action or behaviour by drawing such justification from institutional frame of reference and beliefs, which according to Suchman (1995) are influenced by a number of factors namely norms, values and behaviour assumed acceptable and natural within a social-corporate space. Thus, in this context, Suchman (1995) locates legitimacy within the purview of institutionlisation, which considers stakeholders' approval or consent of ER strategies and channels in order to have moral force and ethics. Institutional theory is based on the assumption that organisational business strategies and behaviour will become comparable in a given business environment given the pressures of conformity by externalities (Kostova and Roth, 2002; North and Thomas, 1973; Meyer and Rowan, 1977). Thus, ''institutional theory predicts firm's strategies and practices will become similar within

a defined business environment, as similar firms face similar social expectations – a process known as 'institutional isomorphism' (Frynas, 2009, p. 16). This is what is considered in sociology of institutions as isomorphism (or similarity) (Kostova and Roth, 2002; DiMaggio and Powell, 1983; Dowling and Pfeffer, 1975). Institutional isomorphism was coined by DiMaggio and Powell (1983), they conceptualised three dimensions of organisational similarity in behaviour based on prevailing social expectations as well as norms and value – isomorphism. These include normative, mimetic and coercive isomorphism.

Coercive isomorphism is fashioned by actions of agencies such as government-backed officials and regulators on which a firm is dependent. *Mimetic* isomorphism is shaped by organisation's (or manager's) imitation of strategic operations of certain organisations that are considered to be successful, ethical and legitimate. *Normative* isomorphism is based on aligning managerial practice to professional structures at work in a given business environment. In sum, institutional isomorphism signifies the belief that firms engage in a specific practice or corporate-stakeholder engagement shaped by external realities to be seen as doing ''the right to do'' (Frynas, 2009). Drawing from this persuasion, institutional approach to legitimacy in Nigeria's ER entails the historical, contextual and processual facets in which firms' action in terms of how they engage with employees and unions is taken for granted (Fajana, 2008). Suchman (1995) refers to this state of affairs as ''taken-for-grantedness''. Consequently, this process helps to give employers ''social licence'' – legitimacy – to operate in Nigeria (Fajana, 2008), which masks their real, strategic intentions. As opposed to the institutional perspective, strategic approach to legitimacy finds expression in the resource-based capital logic, founded upon organisational orientation, which is organisationally appropriated to realise selfish objectives and strategy. In the context of the present study, this manifests in engagement procedures, channels and communicative manipulation (Kaufman, 2015), which can precipitate unequal power relations and managerial capture (Baker, 2010; Power, 1991) of EV (Kaufman, 2014) in the final analysis.

LT has been empirically explored in social accounting discipline (Suchman, 1995), ER and HRM – specifically in employer-employee relationship discourse (Wilkinson and Fay, 2011). To this end, using legitimacy theory (LT), Koca-Helvaci (2015) explored Walmart's depiction of its position towards "associates" and "suppliers" as well as how they differ, even though the organisation communicates an affirmative self-image through both of them. Walmart describes its affiliation with its "associates" as supportive and reciprocally

advantageous. Conversely, Walmart presents the image of a philanthropist firm that makes attempt to improve the poor working conditions of its "suppliers" via stringent regulations. Similarly, building on a broader theoretical framework which includes legitimacy and political economy theories amongst others, Williams and Adams (2013) reviewed published materials relating to ER in the UK retail banking sector, to shed light on the implications of organisation-society relationship with regards to stakeholder-employee accountability. The authors found that the way in which banking organisations report employment-related issues are largely driven by other factors including organisational legitimacy and managerial construction of ethical conduct, rather than transparency and employee accountability. Thus, from a strategic perspective to legitimacy, the rationale for ethical conduct is premised on managerialist discourse that privileges ideas of performance and organisational legitimacy (Khan, 2014), rather than normative behaviour (Suchman, 1995). Therefore, numerous corporate HRM decisions trigger legitimacy issues (Greenwood, 2002).

3.4.3: Managerial capture and legitimisation of ER in Nigeria

Managerial capture started with the advent of managerialism. Managerialism is a business philosophy based on the principles of transaction-cost economics, public choice principle and agency theory (Power, 1991). This business philosophy is inextricably linked to managerial capture since both celebrate dominance and shareholder value maximisation. Nigeria's ER has been described as fashioned and sustained by capitalist rhetoric and patrimonial suasion that privileges employers (capitalists) over employees (Otobo, 2016). This situation not only reinforces the logic of managerial capture, it legitimises management strategy, motives and channels of employer-employee engagement in a manner that even employees consider voice marginalisation as natural and ''normal'' in Nigeria's ER (Okpu, 2016).

Therefore, a genuine approach to ER can be explored from the prism of balancing bargaining resource allocations (competence, power and autonomy), via which representative bodies can engage employers, in order to deliver effective EV (Piyali, *et al*., 2013). Furthermore, it can also be approached via the balancing of engagement levels such as under-engagement and over-engagement (relative to work and life balance), which are critical for both organisational goals (sustainability, high performance, increased productivity) and individual stakeholders' interests (work advancement and overall satisfaction). This understanding can improve employer-employee relationship as well as reduce grievances, strike actions and high rate of

employee turnover intentions in ER (MacLeod, 2009), hence the need for organisations to move beyond strategic legitimacy and embrace normative approach to EV in ER.

3.5: Beyond Strategic Legitimacy: Prospecting for Normative ER and Voice Approaches

Guided by theoretical lenses explained earlier that shape how EV can be managerially captured, Wilkinson and Fay (2011) avowed that pressure from externalities are increasingly forcing contemporary organisations to rethink their mode of employees' engagement and voice input, which are being correlated to organisational sustainability prospect. Thus, organisations must continuously review the participatory dynamics of strategies and channels via which employees are represented (Albrecht, 2010), for mutual and cordial employer-employee relationship. Importantly, firms must also retool the rules and perception that frame engagement notion, such as over-engagement and under-engagement of employees for mutual employer-employee benefits (employees' satisfaction, motivation, commitment and organisational profitability and long-term sustainability). It is on this basis that the proposition of this thesis conceptual framework is articulated, which essentially can help reinforce participatory ER in Nigeria. In this direction, organisations will be able to modify their business strategy and operational philosophy (that are mainly shaped around economic rent and profit maximisation), to take more inclusive account of the oppressed (Freire, 1970), highly aggrieved and marginalised employees (Hirschman, 1970). This approach is believed will help organisation achieve enduring corporate legitimacy and overall gains of engaged employees, for cordial, progressive and sustainable ER in Nigeria

Regardless of whether EV and engagement is driven by *normative, institutional* motivation (DiMaggio and Powell, 1983) or *strategic, economic* rationality (Suchman, 1995; Porter and Karmmer, 2002), the two key theoretical interpretations captured in the extant literature on this phenomenon include institutional or normative (ethical) and strategic or managerial (economic) orientation. Nonetheless, in order to achieve normative, participatory ER in Nigeria, this thesis proposes that an ethical/normative approach to employee engagement is crucial, which can facilitate a resuscitation of EV as well as galvanise more participatory and cordial employer-employee relationship. Therefore, LT is the study's overriding theory shaping its theoretical framework, which is linked with ET.

Arising from the above therefore, normative justification of ER argues that employers should provide engagement mechanisms, channels and strategies that can facilitate discharge of accountability, morality and participation regarding ER (Rubinstein and Kocahn, 2001). The normative approach to ER explains how management should deal with the ''relevant publics'' (stakeholders) (Dowling and Pfeffer, 1975) or employees, who are part of organisation's value-generating processes and system (Hillman and Keim, 2001).

The strategic perspective is associated with what happens if management treats employees (stakeholders) in a rather instrumental, managerialist manner (Clarkson, 1995; Freeman, 1984; Kaufman, 2014, 2015). This approach to ER and management ensures that only powerful stakeholders (the managers and management in general) gain from organisational activities thereby enhancing corporate instrumental, economic interests. This position to ER and engagement suggests that organisations are interested in corporate-stakeholder engagement procedures – for perceived benefits including improved economic performance (Greenwood, 2012) as opposed employee voice consideration (Write et al, 2010). Freeman's (1984) explanation of stakeholders also proposes a two-way relationship management between the firm (employer) and its wider stakeholders – employees. The logic of this hypothesis is emasculated when employment relation is viewed from the strategic prism, rather than the normative.

There has been significant interest in extant literature on HRM, management and social science over the years to use normative dialectics by firms to address stakeholder concerns (Freeman, 1984; Collins and Porras, 1994) and ER as well as employees' grievances, complaints and voice in particular (Greenwood, 2012). Thus, from the preceding argument regarding ER, two main perspectives have emerged, as has been indicated earlier: normative (ethical/institutional) and strategic (managerial/instrumental) ER positions. This theoretical development arising from LT (Suchman, 1995; Koca-Helvaci, 2015; Kaufman, 2014; Abbott, 2006), which is the study's overriding theory, will help us to critically explore and potentially extend insights into LT (and ET) with regard to understanding the legitimacy of methods, strategies and channels of ER in the Nigerian context. This process will then, together with the insights gained from strategic and normative perspectives to legitimacy of engagement procedures, facilitate in developing an understanding of managerial motives behind style of ER practiced in Nigeria. To this end, this study critically interrogates whether the advent of ER in Nigeria is motivated by a proclivity to capture EV and advance corporate self-interests

or by a desire to carry both employers and employees along in corporate goal and objectives (Ubeku, 2016). The following section will present justification for the use of these theories.

3.6: Justification of theoretical position

Strategic (instrumental) approach to ER finds naturally materialises in stifling EV in ER (Greenwood, 2002); it also accords priority to powerful and influential stakeholders in employer-employee relations thereby not only negating the promised of collective, participatory engagement but advances exploitation of workers (MacLeod, 2009). In contrast with the normative perspective, which prescribes who ought to be considered as a stakeholder together with ethics of right or wrong in relation to ER, strategic approach celebrates the rationality that organisations are interested in employees' welfare strategically because of perceived benefit associated with this positioning in terms of improved financial performance. Thus, strategic ER diminishes legitimacy, representation, collective bargaining, accountability and normative approach to ER. It therefore chimes with protecting shareholders' (employers') interest at the expense of other stakeholders, whose stake is part of the engine of the firm (Freeman, 1984).

Central to this ER rationality is the concept of relative power and importance of stakeholders (employers and employees), which are key determinants of how organisations engage with employees in relation to ER strategies, channels and motives. From a managerial position, employers relate with employees on the premise of relative power, influence and attributes they possess (Pfeffer, 1992). In the Nigerian context, where there is a culture of patrimonialism, high power distance index, silenced EV and government romance with employers of labour, relative power of employers is weak, which tends to put so much power and clout in the hands of employers to influence ER decisions as well as advance shareholder value maximisation at the expense of employees (Okpu, 2016). It is on the strength of this premise that the present study proposes normative perspective to ER in order to not only hear employees' voice but to maintain ethical, participatory and collective goal and objectives in ER in Nigeria. In furthering the dialectics of normative approach to ER, companies implicitly enter a contract (or an agreement) with other stakeholders – employees and regulators – whose interests ought to be considered for organisational performance (Porter and Karmmer, 2002) and legitimacy (Suchman, 1995). Consequently, the normative approach echoes the use of stakeholder theory (Pfeffer, 1992) in outlining what the ''function'' of Nigerian companies

should be as well as the moral or ethical benchmarks they should apply in relation to attaining the tenets of normative ER.

Rationalising organisational practice, in particular, about ER practice from the position of the financial and performance essentially economic is connected with ''dominant social paradigm'' thesis (Korhonen, 2002) of profit maximisation, silencing of opposition and criticism, which are antithetical to authentic voice and participation (Koca-Helvaci, 2015). Hence, dominant social paradigm is demarked by issues, such as, cost minimisation, market efficiency, competitive advantage, market leadership and optimal ROI and labour (Kilbourne, 2006). This form of organisational practice can be argued as central to the notion of managerialism, which is the provenance of managerial capture (Baker, 2010). It is also manifest in neoliberal, capitalist business philosophy that frustrates employees' voice from being heard in the garrisoned walls of corporations (Freeman, 1984). Proponents of dominant social paradigm philosophy are guided by ethos of managerial interest and unequal power relation in ER. Despite the plea of dominant social paradigm as a framework that lends itself to delivering economic prosperity, competitiveness, innovation and performance, it is being criticised as marginalising EV as well as furthering unethical, strategic business culture. The following section presents normative approach to ER and voice as opposed to strategic legitimacy, which rather stifles effort at legitimate engagement. The following section summarises the chapter.

3.7: Conclusion

This chapter started by offering clarification on the notion of conceptual framework and concept mapping as well as implications of this understanding in the present study. Distinction has also been made between theory and concept, in particular, how theory frames concept – and further conceptual framework. This process leads to understanding conceptual framework operationalises - as has been represented diagrammatically in the chapter. This chapter has also presented the overriding theory – LT – used in this thesis as well as provided justification and rationale for adopting it. Another issue considered in the chapter is critique of LT, which helps to further rationalise reason for adoption. Central to LT are two positions: strategic (instrumental, unethical) and normative (ethical, institutional). The present study adopts normative approach in terms of ER in Nigeria for participatory, authentic EV, and justification for adopting it has been provided in the chapter. This lens to LT, will form the

basis for analysing data as well as discussion and findings of this research. This contention will further be revisited in chapter nine. Also, considered in this chapter are issues, such as, managerial capture and legitimisation of ER in Nigeria and theoretical perspectives on managerial capture of EV in Nigeria's ER. Next chapter focuses on context of ER in Nigeria.

CHAPTER FOUR
THE CONTEXT OF NIGERIA

4.0: Introduction

This chapter introduces the context of this study, which is Nigeria. The setting of this study will be delineated by exploring contextual factors that shape how organisations selected for this study in the petroleum, banking and ICT sectors operate in terms of ER practices and EV

representation. So, this chapter will investigate how EV is managerially captured (or silenced) in the Nigerian context of ER (Okpu, 2016). The chapter also takes cognisance of contextual issues that frame the need for Nigerian employees to seek alternative mode of engagement and voice representation (Fajana, 2006, 2008) on the heels of union decline and the surge of non-unionised employee representation settings (NERs). Thus, it is vital to contextualise the present study, given that EV (and associated ER phenomena) are contextually conditioned (Farnham, 2000). Therefore, in a bid to understand how EV is managerially captured in Nigeria, it is not enough to simply take into account the relationship between employers and employees, it is also imperative to take into consideration the broader economic, political and social contexts, which frame such pattern of relationship (CIPD, 2011). This is what Hyman (1994) means as he notes that ER practice, such as, process of EV does not work in a vacuum. Consequently, the nature of EV in ER differs according to the economic, social, political as well as regulatory environment ''and the nature and role of institutions within a particular society'' (CIPD, 2011, p. 20).

That said, contextual factors to be considered are: geographical/historical, political/leadership, environmental, business/economic and socio-cultural as well as legal/regulatory and institutional contexts that frame how EV and engagement is understood, constructed and delivered in Nigerian context. These factors also help to understand how EV is managerially captured including the legitimisation processes of such state of affairs, which are enabled and naturalised by Nigerian cultural-institutional imperatives. This begins by investigating the geographical and historical factors that shape Nigeria's ER.

4.1: Geographical and Historical Context

Nigeria which gained political independence in 1960 was a former British colony. Lord Frederick Lugard was Nigeria's first Governor-General (1914-1919). The present geopolitical configuration called Nigeria is traditionally traced to a proposal made by Lugard's consort, Flora Shaw, which came to be the name given to the country (Umejesi, 2012; Yesufu, 1962; Ubeku, 1983). Located on the west coast of the African continent, Nigeria shares border with four countries namely: Cameroon and Chad in the east, Republic of Benin in the west, Niger Republic in the north and the Gulf of Guinea in the south (Falola and Heaton, 2008). The country has about 910,768 sq. km area of landmass of which 13,000 sq. km is covered by water. Figure 4.1 graphically illustrates the geographical mapping of Nigeria.

Figure 4.1: Geographical Mapping of Nigeria

Source: Akpata (2009)

With a population of over 180 million, Nigeria is considered as the most populous black African nation, with over 260 spoken languages, which not only make her ethnic background widely diverse and rich, but also complex to manage (LaMonica and Omotola, 2013). These diverse ethnicities can be categorised under three major tribes or ethnicities: Hausa (Northern region), which comprises 29% of the population; Yoruba (Western region), consisting 21% of the country's population; and Ibo (Eastern region) that accounts for 18% of the population. Also, within these major tribes, there are other ethnicities, which are considered as minor ethnic groups (Falola, 2008). They include the Ijaws (south west), the Kanuris (north east), the Ibibios (south east) and the Tivs (middle belt) among others (Achebe, 2013). Currently, the country consists of 36 states. Lagos (located in the South West) is the commercial powerhouse of the nation with a population density of about 12 million; Abuja is the capital territory of the country.

The population of Nigeria is also divided along religious lines, with about 48% of the Northern population practising Islam and 47% of Christians found within the Eastern and

Southern part of the country, while just about 5% are traditional worshipers (Otobo, 2007). Although Nigeria is currently plagued by economic crisis, it is considered as the biggest economy in Africa (Africaranking, 2016). On the heels of Nigeria's wealth of human capital and natural resources as well as strategic positioning (Watts, 2004), Nigeria is often identified as ''the giant of Africa'' (Watts, 2004; Obi, 2010). As Falola and Oyebade (2003) observed, since political independence, the country has adopted American presidential system of governance and politics, while retaining the political and administrative influence of its former colonial master − Britain. Nigeria is endowed with huge wealth in the varieties of natural resources, including petroleum resources which rakes in huge revenue, enough to harness the development of the country and her people, but this is sadly not the reality on ground, due to perpetual crisis of leadership and its associated political violence, conflict and civil unrest (Fajana, 2006; Otobo, 2007).

Undeniably, with a huge swathe of human capital and natural resources, Nigeria is expected to flourish developmentally as well as lead in the comity of nations (LaMonica and Omotola, 2013). However, this is paradoxically not the case. Writing on the caption ''The Nigerian Paradox: Gloom and Bloom'' in *NewAfrican*, Tolu Ogunlesi argued that Nigeria is entrapped in what development economists refer to as ''paradox of plenty'' or ''resource curse'' (Ogunlesi, 2014; Auty, 1993; Karl, 1997). This situation is an economic and political hypothesis founded on the proposition that countries with huge natural resources and other related forms of natural endowments are constantly buffeted by poor (corporate) governance, incessant corporate-stakeholder conundrum, political unrest and associated phenomena (Karl, 1997), which include conflictual ER (Otobo, 2007). This explains the continuing tension and social discontent in the country amongst other developmental drawbacks (LaMonica and Omotola, 2013). This landscape percolates Nigeria's ER discourse, which is beset with glairing manifestation of this unique form of cultural-environmental dynamic that marginalises EV (Fajana and Shadare, 2012) and engagement (Ubeku, 2016) in trade unionism and NERs as well as makes it problematic to initiate measures to curb unequal mode of relationship between employers and employees.

Given the above, there is rising tension and employees' outcry across Nigeria, with foreign (and local) companies being accused of not living up to the ethics of business responsibilities, particularly in the context of authentic, normative EV facilitation by management, for cordial and mutual interest representation in ER (Fajana and Shadare, 2012). This managerial

approach to EV in Nigeria is not isolated from the country's cultural-environmental, institutional, political and historical dynamics. As maintained in this thesis, a cardinal way that frames unequal nature of relationship between employees and employers in Nigeria is her pattern of national leadership, which is essentially exclusive of wider stakeholders (employees). The citizens constantly allege that Nigerian leaders are not responsible and responsive to the yearning of the people being led (Osaghae and Suberu, 2005). This reality corresponds with employees' grievances and disenchantment with mode of EV representation via traditional trade unionism or NERs (Mowbray, Wilkinson and Tse, 2015). As documented in extant literature, national politico-historical contexts shape organisational behaviour, since institutional imperatives are central to organisational behaviour and practices (Kang and Moon, 2012). The following section addresses the political-leadership context of ER.

4.2: Political and Leadership Context

Numerous researches have linked organisational social performance and behaviour towards stakeholders (environment, public, employees) (Rotberg, 2012; Kang and Moon, 2012) to the leadership and political context of the country in which firms operate (Kaufman, 2014; Hofstede, 1980). In line with Dettert and Burris's (2007) take on how national leadership shapes organisational practice, this area of research interest is gaining significant traction in EV studies (Khatri, 2009; Rhee, et al, 2014). In this direction, investigating the nexus between (national) leadership and employer-employee relationship can be instrumental in uncovering the institutional motives driving the construction of EV and managerial capture.

Deductively, the rationale behind this theorising is to reconceptualise EV discourse beyond the traditional corporate-level to include discourses within the broader context of national politics and leadership style, which are implicated in EV outcome. This perspective will also help to understand how EV is captured and de-legitimised (Abbott, 2006; Najeeb, 2014). Going beyond the turf of firm-level discourse in regards to EV in Nigeria's ER rhymes with macro factors, which find expression in national political leadership. Therefore, there is need for responsible leadership to facilitate engaging, normative ER (Chow, 2004). Drawing on the above, LaMonica and Omotola (2013) note that Nigeria has been imperilled by a long period of inept political leadership, following many years of coups, military rule and scarcity of democratic administration (Ake, 1992). As a result, Adegbite (2010) notes that Nigeria has suffered severe scarcity of inclusive and corporate governance, given that military regimes

adopt undemocratic leadership approach, which is dismissive of citizen's inputs in shaping governance. This situation has been observed as presenting negative effect on EV in Nigeria's ER (Oyelere, 2014).

Given Nigerian's brand of political leadership, key union members as well as employees have faced incarceration, intimidation, bullying and other forms of violence and draconian measures, which are geared towards stifling strike actions and EV by extension (Ubeku, 2016). Also, as stated earlier, the military government of Babangida in the mid-1980s, which brought Structural Adjustment Programme (SAP) worsened the situation by clobbering workers to submission through structural violence and intimidation anchored in loss of jobs if there was no compliance of government's directives on industrial action and agitation. This political leadership and method of dealing with ER issues finds continuity in Sani Abacha administration, which took this situation to the level of immediate dismantling of democratic structures and clamping down on civil society (NGOs) and unions' leadership up and down the country (Iyayi, 2009; Nnonyelu, 2012). This situation has been replicated by succeeding administrations in different forms. Nonetheless, as contended by Tijani's (2012) this nature of aggressive environment sated with hostility, violence, intimidation, fear and suppression of EV rather precipitated the emergence of non-unionised employee representations (NERs) in Nigeria, which also proves unworkable. In the next section, Nigeria's socio-cultural dynamics will be explored.

4.3: Social and Cultural Context

Broadly, Nigeria has a cultural-environmental dynamic of high power distance (PD) and paternalism. High PD entails the acceptance and endorsement of subordinate-superior relationship and respect for superiors (Hofstede, 1980); while paternalistic culture posits that superiors make decision on behalf of subordinates, who in return reciprocate with loyalty without questioning (Aycan et al., 2000). These cultural contexts inhibit individuals from rising to the occasion to demand fairness, accountability and justice from their superiors, due to unquestioning culture of respect for superiors (Ting-Toomey, 1988). This situation explains the nature of ER that exists in Nigeria. Also, Nigeria is a nation that is culturally inclined to patrimonial system, which privileges a social class over the other.

According to Joseph (2013), patrimonialism and dysfunctionality are synonymous. Patrimonialism system and structure makes it problematic to build an operative, functional

and effective governmental (or organisational) system, where a state creates and controls mechanisms to checkmate excesses (Rothstein and Teorell, 2008). This mode of engagement and governance stifles participatory political engagement as well as asphyxiates attempt at equitable resource allocation and voice amplification. From a Marxian perspective, managers of organisations see value created by diverse stakeholders that include employees as their own, which helps to explain why employees' input in decision-making process via voice is in retreat (Okpu, 2016). In the following sub-sections, the sub-sets of Nigeria's socio-cultural dynamics will be explained. This starts with ethnic, language and religious context.

4.3.1: Ethnic, Language and Religious Context

Falola and Heaton (2008) acknowledge that Christianity and Islam are the two key religions in the country. Christianity is widely practiced across the south-east of Nigeria; while the northern and south-western part of the country is dominated by Islamic worshipers. As highlighted in the introductory section of this chapter, Igbo, Yoruba and Hausa are the three key languages spoken in Nigeria, although there are other minor languages. Given her manifold ethnic diversity and languages, Nigeria's lingua franca is pidgin English and English, the exoglossic language, that is used for official communication (Adegbija, 2004).

Nigeria's myriad languages and heterogeneous ethic groups that are competing for attention and relevance have rather deepened the country's problems (Nnoli, 1978). Apart from leadership, multiplicity of religions and languages are parts of the problems with Nigeria. As the most multilingual countries in Africa, Nigeria is at the cusp of conflict, ethnicity and incessant clamour by the people for tribal identity and consideration on the heels of tribalistic treatment meted against some sections of the country as well as dominance of minor ethnic groups by major ones (Nnoli, 1978).

4.3.2: Socio-Economic Context: Engaging Corruption and Poverty

Drawing on Paul Collier's best-selling work, *The Bottom Billion* (2007), there exist around 58 countries in the vice of poverty, corruption, and conflict and in the wake of socio-economic malaise occasioned by poverty and corruption. As noted by Achebe (1983), corruption is widespread across Nigeria's strata of polity, which has earned her notoriety as one of the most corrupt nations in the world (Agbiboa, 2013). This notion has been shared by

Okoosi-Simbine (2011), which Idemudia (2010) attributed to the rise of social movement such as 'Niger Delta Avenger (NDA)' 'Movement for Emancipation of Niger Delta (MEND)', 'Movement for the Survival of the Ogoni People (MOSOP)' and the 'Niger Delta Volunteer Force (NDVF)' amongst others, in demanding transparency, fairness and inclusion (Idemudia, 2010). It suffices to say that a corrupt leadership is highly unlikely to deliver the gains of participatory and engaging leadership, particularly, with regards to EV in ER.

Poverty is symptomatic of embedded structural disequilibrium, which manifests in all spheres of human existence. Therefore, poverty is a correlate of inequality, social exclusion, marginalisation, isolation, vulnerability, powerlessness, deprivation and lack of engagement (World Bank, 2012). This landscape is symptomatic of Nigeria's corrupt system. According to Agbiboa (2013) corruption in Nigeria can be classified into many categories, which include *cost-reducing* corruption, *cost-enhancing* corruption, *benefit-reducing* corruption and *benefit enhancing* corruption, which corporations employ to marginalise stakeholders (Nwagbara, 2013). These typologies of corruption have implication in how corporate managers and employers capitalise on Nigeria's corrupt system to further drive their agenda of voice capture, which is enabled and fostered by corrupt system. This system restricts and possibly prevents realising EV because such practice is institutionally sanctioned (Kaufman, 2014). Human rights context is the preoccupation of next sub-section.

4.3.3: Human Rights Context

Since the Nigeria/Biafra civil war (1967- 1970), in which millions of people lost their lives, Nigeria has been known as a country with a high rate of human rights abuse record. Indeed, Nwagbara's (2013) study of the Niger Delta region paints a gruesome picture of the killing of about 2,500 Odi citizens in 1999, during the regime of Obasanjo. Similarly, the massacre of about 80 Umuechem indigenes in the Niger Delta and the destruction of 494 homes in the region are pointers to alarming record of human rights abuse. In general, killing of innocent people is a common phenomenon that cuts across the geo-political zones of the country carried out along the axes of religious extremism, extra-judicial murder and others. Arguably, a country with high record of human rights abuse, will likely encourage corporations to overlook protection of human rights in the workplace (Ubeku, 2016). A nation with high incidence of human rights abuse has the potential to clobber EV and alternative opinions, as organisations replicate activities that are institutionally sanctioned in making industrial

relations decisions (Kaufman, 2014; Abbott, 2006). This situation has a tendency to stifle EV (Okpu, 2016). The next sub-section deals with Nigeria's legal and institutional context.

4.4: Legal and Institutional Context

As well-known in extant literature, institutions are both formal and informal instruments that control economic, political and social exchanges (North, 1990; Okike, 2007; Adegbite, 2010, 2015). Institutions are also considered as numerous apparatuses that permit efficient interactions and exchanges amongst social and economic actors in society. So, institutions are frameworks through which societal exchanges and dealings take place in regards to social and economic transactions as well as ER (Kaufman, 2014). Deplorably, in Nigeria, regulation of corporate-stakeholder and ER is characterised by weak institutional framework and poor compliance given Nigeria's inept institutional structures (Okike, 2007; Ubeku, 1983). According to Adegbite (2012), this regulatory pattern is attributed to Nigeria's weak regulatory environment.

Consequently, as noted by Okike (2007), there are institutions, which are responsible for regulating corporate behaviour and ER in Nigeria for corporate governance. These bodies are guided by the Nigerian Labour legislation, which comprised of various legislative houses including the Acts of Parliament, Laws of the States of Houses of Assembly, Military Decrees and Edits, Local government authorities and subsidiary legislations' Bye Laws. Thus, the 1987 Factory Decree, the 1987 Workmen Compensation Decree, the 1976 Trade Dispute Act and the 1974 Labour Act amongst others form Nigeria's labour legislation (Omenka, 2008). Also, judicial decisions (Case Laws) forms essential part of Nigeria's labour law where they exist (Temitope, 2010) as well as International Laws on labour and employment. Nigeria is a signatory to some of the conventions of international labour organisations (ILO), which include 'Fundamental Principle and Rights at Work-2000' and 'Freedom of Association and Protection of the Rights of Employee- 1987'. These treaties are enacted into laws by the National Assembly Act, hence they can be applied in employment dispute (Enabulele, 2009).

In addition to the above, Tajudeen and kehinde (2007) note that Nigerian labour and ER is regulated by a number of institutional bodies, such as, the Federal Ministry of Labour and Productivity, which include, the 'Trade Union Services and Industrial Relations Department',

'National Industrial Court and National Labour Advisory Council' and 'Industrial Arbitration Panel and Inspectorate'. However, in Adewunmi and Adenugba's (2010) account on Nigeria's ER, the Federal Ministry of Labour does not have the capacity to carry out its constitutional duties, due to a number reasons including, in particular, shortage of personnel and other resources needed in accomplishing this mandate. Furthermore, the trade unions (which are also part of the institutional body that regulates ER) are systematically weakened and submerged, due to a number of macro and micro reasons including corruption, incompetence and institutional avoidance (Onyishi et al., 2012). Thus, in line with Odeku and Odeku's (2014) study, the combined legal and institutional weaknesses in Nigeria's ER have significant implication for EV realisation or possible capture. The economic and business context follows next.

4.5: Economic and Business Context

Economic and business context of Nigeria focuses on three key industries explored in this thesis: petroleum, banking and ICT sectors. This begins with the petroleum sector.

4.5.1: Petroleum Sector

Since the discovery of petroleum resources in Nigeria, the exploration of oil and gas activities has remained a process monopolised and dominated by international oil corporations. This is largely due to Nigeria's lack of investment in technology and lack of human expertise in engineering and technological know-how requisite in the exploration of oil and gas resources, which can be complex and costly (Obi, 2010). Thus, the petroleum sector in Nigeria can be described as an industry that has endured a long stranglehold by external forces – Western countries – Britain, France, Italy, the United States of America and others, which has devastating implications for stakeholders' voice and inclusion (Idemudia, 2010) in ER (Otobo, 2016).

Petroleum exploration started in Nigeria during the British colonial era, which oversaw the enactment of the Oil Mineral law in 1914, subsequently amended in 1924, 1950 and 1958 (Obi, 2010). The early phase of Nigeria's involvement in petroleum activities has been rather passive, as the successive Oil Mineral Acts effectively put concessions and sole ownership in the hands of the British authority and its international oil business allies. Specifically, the industry was (and still is) practically dominated by ''the Seven Sisters'', which are international oil companies. They include: *British Petroleum, Royal Dutch Shell, Texaco,*

Exxon, Gulf, Mobil and *Standard Oil.* These corporations have systematically formed an oligopoly known to have largely monopolised and dominated global oil and gas activities in Nigeria (Mutfwang, 2001; Ariweriokuma, 2009). These companies have evolved to form the current configuration of major multinational corporations (MNCs) operating in partnership with the indigenous oil firms in the Nigeria's petroleum industry.

4.5.1.2: State Participation and Privatisation/Deregulation Era

While the introduction of SAP effectively saw the end of the government's active participation in petroleum exploration activities (Ariweriokuma, 2009), proposed privatisation of Nigeria National Petroleum Company (NNPC) did not go down well with the sector's unions specifically NUPENG and PENGASSAN, which championed a two-days nationwide strike in 2002 and pressured the government to abandon the plan (Mutfwang, 2001). Also, the restructuring of trade union movement in 1976 and the 1978 promulgation of the unions brought about the merging of all oil and gas unions into two: NUPENG and PENGASSAN, as they have remained till today. At the time, unionised junior employees were represented in both state and private-owned petroleum firms by NUPENG, while unionised senior workers and middle grade management personnel were represented by PENGASSAN (Akinlaja, 1999; Erapi, 2005). NUPENG was notorious for its militant approach, which materialised in numerous strikes (Akinlaja, 1999; Erapi, 2005). This is compounded by 1988 unionisation of oil tanker drivers, which amplified the relevance and influence of NUPENG in the petroleum sector.

Conversely, moderate PENGASSAN emerged along with the other 23 Senior Staff Associations established following the Trade Union Act of 1978. Nonetheless, prior to privatisation, negotiations were carried out biannually, with the exception of the tanker drivers whose negotiations were done triennially. According to Akinlaja's (1999) account, which is corroborated by Erapis' (2005) empirical findings, the authorities of both NEPPENG and PEGASSAN often regulate and delegate representative bodies to commence negotiation bids on their behalf, but they intervene in the event of stalemate and at the final stage of reaching agreement. Before privatisation, the two unions were active and strong, particularly in maintaining collective stance and actions in issues regarding the overall interests of employees' work terms and conditions, wages, grievance procedures, redundancy and retirement amongst others. Between 1994 and 1998, these unions' prospects and

relevance began, however, to dwindle (PENGASSAN, 2003) following the dismissal of their leaders by the military regime for organising strikes following 1993 election annulment (PENGASSAN, 2004). This situation has implication for employee voice in Nigeria's ER.

4.5.1.3: Impact of Privatisation/Deregulation on EV

The unions' fortunes continued to dwindle following privatisation and deregulation. While it had remained unclear what the exact population size of the oil and gas unions were before privatisation-deregulation, they were considerably able to unionise casual employees, which suggests union density was quite high at the time. In the wake of privatisation and other factors such as SAP, economic hardship, unemployment and casualisation of employment, there emerged dwindling trade union density, which plummeted from 40,000 in 1984 to 30,000 in 1994 and to 7,636 in 1999/2000 (PENGASSAN, 2000, 2003). The sharp decline in membership presented new challenges for unions including financial and bargaining power, which ultimately weakened their ability to effectively represent the interests of employees. This saw the rise/surge of alternative bargaining choice that materialised in non-unionised employee representations (NERs), which is preferred by privately-owned corporations (Akinlaja, 1999; Onyeonoru, 2003; Erapi, 2011). At present, the preponderant utility of NERs by both state and privately-owned oil corporations in Nigeria is obvious, however nothing is known about the participatory dynamics of this new representation phenomenon in Nigeria's ER literature. The banking sector will be addressed next.

4.6: The Nigerian Banking Sector: Before and after Privatisation/Deregulation

Before privatisation and deregulation, six major types of financial institutions operated in Nigeria. These included the Central Bank of Nigeria (CBN), which is Nigeria's apex bank, Development Finance Institutions, Thrift and Insurance Organisations, Commercial and Merchant Banks, and two Stock Exchanges: Securities and Exchange Commission and informal financial sectors (Ikhide, 1998; Erapi, 2005). Between 1960 and 1992, Ikhide (1998) noted that the number of commercial and merchant banks increased from 12 to 120, which also saw the expansion of their combined branches to 2,391. The Nigerian financial sector is dominated by commercial banks which account for the private sector credit – about 71.2 per cent. Also operating within the industry are six developmental financial institutions, which include the Nigerian Bank for Commerce and Industry (NBCI), Nigerian Export-Import Bank (NEXIM), Nigerian Industrial Development Bank (NIDB), Federal Mortgage Bank (FMB),

Nigerian Agricultural and Co-operative Bank (NACB), and the Urban Development Bank (UDB) (Ikhide, 1998; Erapi, 2005).

The category of specialised banks was established on the heels of the structural adjustment programmes (SAP), to deal with specific community needs, which commercial and merchant banks naturally do not consider since they are not viewed as sufficiently lucrative. These are the community banks, which are supported by the community, and people's banks that support self-reliance and small-medium businesses. By 1993, these banks had grown significantly with community banks having about 879 branches and people's bank 271 branches across Nigeria (Ikhide, 1998). The thrift category deals with insurance firms, savings banks and pension funds including the former Nigeria Provident Fund (NPF) later changed to Nigeria Social Insurance Trust Fund (NSITF) in 1961. Also included in the thrift category (and later privatised) is the 1974 Federal Savings Bank which mobilised and encouraged savings. The SAP era also witnessed the emergence of small institutions which created more competition within the industry in the areas of finance, leasing, mortgage and loans amongst many others. Furthermore, Nigeria attempted to deal with the issue of local and foreign currency provision for small and medium-sized businesses through the establishment of the National Economic Reconstruction Fund in partnership with the government, CBN and other related foreign partners. While the foregoing explains the competitive nature of Nigeria's financial sector before and after privatisation era, the following sections explain the effect of this on EV.

4.6.1: Impact of Privatisation/Deregulation on EV

It can be argued that the importance of public ownership in Nigeria began to dwindle since the early 1980s, with the local private sector institutions gaining prominence in the financial sector, followed by the privatisation of numerous public-sector ownerships including the sale of Federal Equity in 1992/1993 (Brownbridge, 1996). As Ikhide (1998) remarks, privatisation and liberalisation efforts, which began in the 1980s, were inspired to bring sanity and wholesome practice in the financial sector, through takeovers of nearly half of the total operating banking institutions considered distressed. This was also done to reinforce efficiency and healthy competition within the industry (Brownbridge, 1996). However, the privatisation bid has some impact on ER actors (organisations, unions and employees) within the banking and financial sector. Before privatisation, Fashoyin (1980) observed that the financial sector recognised trade union bodies under the auspices of National Union of Bank,

Insurance and Financial Institution Employees (NUBIFIE), Association of Senior Staff of Banks, Insurance and Financial Institutions (ASSBIFI). Through this approach, unionised junior and senior employees as well as employers were represented respectively via collective bargaining mechanisms in both private and public-owned institutions.

However, the newly emerged generation of privately owned banks and financial institutions which predated 1986 liberalisation did not accommodate unionism and collective bargaining. Rather, they operated individual mechanisms of employee contracts and representations, which explain the emergence of both collective and individual ER and engagement in the sector following privatisation (Ikhide, 1998). Similarly, Ananaba (1979) notes that unions in Nigeria had enjoyed a history of autonomy, and political influence following the 1978 Trade Union Act, which precipitated union recognition. It gave unions the platform to meddle with national politics. Nonetheless, others argue that unions' influence was largely watered down, given state's habitual intervention in labour issues, through the enactment of labour policies, which are largely viewed to serve the interests of employers at the expense of employees (Fajana, 2006). Furthermore, successive governments – particularly military regimes – further used anti-labour policies that appreciably culminated in the prohibition of strike action, expulsion of active union leaders and banning of unions – particularly NUBIFIE and ASSBIFI – from national politics as well as the suppression of collective bargaining within the sector (Fashoyin, 2005).

In addition, privatisation has been attributed to union decline in the financial sector. In Erapi's (2005) empirical study, NUBIFIE's membership declined to 75,000 in the late 1980s from its previous 80,000 members in the early 1980s; while ASSBIFI's membership declined to 20,000 from its previous 30,000 around the same time. Further declines were recorded between 1994 and 2002, as NUBIFIE's membership went down from 70,000 to 15,000 (NUBIFIE, 2001). Likewise, ASSBIFI's membership dropped from 18,000 to 10,000 in the same period (Erapi, 2005). As Wilkinson et al. (2011) notes, loss of union membership is tantamount to loss of capital and bargaining strength, which amongst other disconcerting issues – including privatisation, weak union leadership and the pervasive government policies – that combined in plaguing the existence of unions as well as their bargaining power and effectiveness. This also led to the withdrawal of some union membership in substitution for increased wages (NUBIFIE and ASSBIFI, 2001). Since then, decline in union membership reached an all-time high at about 75 per cent during the first ten years of privatisation (Erapi,

2005) and relevance of unions in this sector has continued to decline rapidly, and so does the prospect of EV and engagement. Table 4.5 gives more information on the current configuration of Nigerian banks.

Table 4.5: List of Institutions and Firms Operating in the Nigerian Banking Sector

Banks/Institutions	Website
• Access Bank Plc	www.accessbankplc.com
• Citibank Nigeria Ltd	www.citigroup.com/citi/
• Diamond Bank Plc	www.diamondbank.com
• Ecobank Plc	www.ecobank.com
• Enterprise Bank Limited	www.entbankng.com/
• Fidelity Bank	www.fidelityplc.com
• First Bank of Nigeria Plc	www.firstbanknigeria.com
• First City Monument Bank Plc	www.fcmb.com/
• Guaranty trust bank	http://www.gtbank.com/
• Guaranty Trust Bank Plc	www.gtbplc.com
• Heritage banking Company Ltd	www.hbng.com/
• Keystone Bank	http://www.keystonebankng.com/
• Skye Bank Plc	www.skybanking.com
• Stanbic IBTC Bank Ltd	www.stanbicibtcbank.com
• Standard Chartered bank Nigeria Ltd	www.standardchartereed.com/ng/
• Sterling Bank plc	www.sterlingbanking.com
• Union Bank of Nigeria Plc	www.unionbanking.com/
• United Bank for Africa Plc	www.ubagroup.com
• Unity Bank Plc	www.unitybanking.com/
• Wema Bank Plc	www.wemabank.com
• Zenith Bank Plc	www.zenithbank.com

Source: CBN (2012, 2016)

Following the 2011 banking consolidation, there are about 21 financial institutions and commercial banks presently operating in the Nigerian banking sector. The following sections looks the information communication technology (ICT) sector.

4.7: Nigerian ICT Sector: Before and after Privatisation

The information communications technology (ICT) industry gained entrance in Nigeria in 1886 during the British colonial era, however, there existed over 18,700 phone lines at the time serving over 40 million people, which equated to 0.5 lines per 1000 persons/households in 1960 when Nigeria gained independence (Mowete, 2007). Up until 1985, the communications industry was operated under two departments namely: Post and Telecommunications (P &T) and Nigerian External Telecommunications (NET). P&T was responsible for the provision of internal (local) networks and for limited liability companies; while NET provided gateway networks for external communication (Ndukwe, 2005). By 1985, the sector had installed around 200,000 switching capacity, a halfway achievement to its 460,000 targets, and with the all-round analogue exchange systems, the industry was only able to deliver about 1 line to 440 people as against ITU's minimum recommendation of 1 line to 100 people in the developing countries.

Nevertheless, services provided by this industry were marred by overall dissatisfaction as service users complained about unreliability of service, lack of customer service, congested lines and expensive nature of services provided. By 1985, the Post and Telecommunication was split into Postal and Telecommunications departments, with the latter amalgamated with Nigerian External Telecommunications (NET), which brought about the Nigerian Telecommunications Limited (NITEL) (Ndukwe, 2003, 2005). The establishment of NITEL saw the harmonisation of the activities of the industry including planning and co-ordination of telecommunications services internally and externally. In an attempt to revive the sector, the Nigerian Communications Commission (NCC) was established and backed by decree 75 to pave way for partial liberalisation in 1992, thus allowing private sector participation, while the NCC represents the regulatory authority. With the country's return to democracy in 1999, Obasanjo administration introduced Global System of Mobile Communication (GSM), which represents till today the most dynamic turning point of wireless mobile communications in Nigeria's telecommunications industry (Ndukwe, 2003; Mowete, 2007). Further effort to strengthen the industry led to the 2001 establishment of the National Information Technology Development Agency (NITDA) and the National Policy for Information Technology (NPIT) (Ajayi, 2002, 2003). In this direction, the NCC issued its first three digital mobile (GMS) licences to MTN and V-Mobile in 2001 followed by Globacom. This effort saw gradual

diminuendo of NITEL's monopoly in Nigeria's telecommunications industry (Ajayi, 2002; Nigeria Community Radio, 2012). Also, Obasanjo government steered the sector towards full-fledged privatisation under the 2003 Telecommunications Act, which afforded the NCC full autonomy of the industry under three-year strategic management plan (SMP 2004-2006) to carry out its regulatory duty to full capacity. The liberalised market of the Nigerian ICT industry also helped significantly to attract more private investors.

Privatising ICT sector also came with harsh working conditions meted to employees (Ajayi, 2003), which equally has devastating effect on EV realisation (NCC, 2012). However, the industry has achieved investment growth of about 2.1billion between 1999 and 2003 (Opeke, 2012; Odufuwa, 2012; Ndukwe, 2003; Wojuade, 2005; Wills and Daniels, 2005; Nwagwu and Famiyesin, 2016) and was projected to reach $12bn by 2007 (Odufuwa, 2012). Further achievements were noted in the 2004 investment of $48m in STACOMMS by ARCTIS. Others include $1.4b investment in MTN, $1.2b investment in V-Mobile (CELTEL) and a $675m contract awarded to ALCATEL by Globacom (Farroukh, 2006). In addition, the MTA Chief Executive noted that the sector created in 2004 alone about 5,000 new jobs and about half a million in indirect employments in dealerships, retail outlets, recharge cards and phone shop dealerships as well as technical service employment. Being the first GSM service provider, MTA is said to control about 230 registered distributors, 40,000 sub-sub dealers and about 50,000 retail outlets (Farroukh, 2006). As at 2007, Nigeria's ICT market environment became more competitive with multiple operators providing services in the sector, which included two national carriers, four mobile network providers, 22 fixed telephony operators and 52 VSAT providers. At that time, the market leaders in the mobile telecommunications service were MTA which had 41 % of market share, followed by GLOBACOM (with 26% share), CETEL (with 24% share) and the NITEL/TRASCORP with barely 2% shares (Mowete, 2007). Between 2007 and now, other mobile operators have joined the industry, which are highlighted in Table 4.6.

Table 4.6: A List of Current Telecommunications Operators in Nigeria

Telecommunications Operators	*Primary Activity*	*Website*
Airtel	Mobile network provider	www.ng.airtel.com
Etisalat (EMTS)	Mobile network provider	www.etisalat.com.ng
Globacom	Mobile network provider	www.gloworld.com
Starcomms	Mobile network provider	www.starcomms.com
MTN Nigeria	Mobile network provider	www.mtnonline.com

Mtel (NITEL)	Mobile network provider	www.mtelnigeria.com
Multilinks (Telkom)	Mobile network provider	www.multilinks.com
Visafone	Mobile network provider	www.visafone.com.ng
ZoomMobile	Mobile network provider	www.zoomnigeria.com

Source: Wills and Daniels (2003); Akwaja (2012); Ogunlesi and Busari (2012) and Okutoyi (2012)

4.7.1: Impact of Privatisation on EV

As with the banking sector, privatisation entails takeover of the business sector by foreign investors, whose preference of ER representation mode has largely remained an alternative voice channel (NERs), which has no formal documentation in Nigeria's EV literature. According to Mowete (2007), operators in Nigeria's telecommunications market are not often willing to disclose their employment profile, which makes it hard to obtain readily available data in the sector. According to data obtained from the National Bureau of Statistics (2016), the telecommunication industry has, however, been viewed as the single biggest employer in the country, with total workforce rising from 17,409 in 1999 to 1.5 million in 2005.

To the knowledge of the researcher, there is no formal data or documentation in extant literature to suggest if employees are represented via unions or NERs in the industry before privatisation. However, the current employment environment suggests that NERs has been widely adopted by employers in Nigeria's ER across the private sectors as well as some public sectors. It is against this backdrop that this empirical investigation is focused on organisations within the three sectors mentioned above to understand EV realisation on the heels of managerial capture of ER. The nature of ER in Nigeria will be presented next.

4.8: ER in Nigeria: A Brief Introduction

Before the arrival of British colonial powers in Nigeria, there existed organisations of people (traders, hunters, blacksmiths, carvers and weavers) who engaged in craftwork and trading. During this period, regulations of trading practices including settling disputes, offering related services, fixing service prices and wages were not in existence. These organisations could be referred to as trade unions (Egboh, 1968; Ananaba, 1969), given comparable characteristics they share with ideal trade unions in contemporary era. In those days, there was no such thing as an employment contract given that these groups were made up of members of families and extended families, whose children learned and took over trade from

their parents and families (Fashoyin, 1980). Accordingly, the first attempt by employees in Nigeria to affirm their legal right was initiated in 1897 by artisan employees within the Public Works Department (PWD). The workers carried out three-day strike in condemnation of unlawful alteration of their work hours, which was strongly responded to by the then colonial government, which was inherently capitalist. The workers were warned to retreat on their stance or face prosecution. These workers were dissuaded by the government's threat, and they stuck to their guns thereby forcing the state down to the negotiation table (Ananaba, 1979: Fajana, 2006). However, credit has been given to the 1912 Southern Nigerian Civil Service Union (SNCSU) as the first union movement to officially emerge in Nigeria (Ubeku, 1983; Fashoyin, 1992; Fajana, 2006). SNCSU remained prominent until the First World War outbreak in 1914 leading to a sharp jump in living costs, which essentially led to workers' agitation for increased salary and subsequently voicing out other grievances including work terms (Yesufu, 1982).

The impacts of the events of 1897 and 1912 crystallised in the formation of both Nigeria's Union of Teachers (NUT) in 1931 and the Railway Workers Union (RWU) (Nnonyelu, 2012). These events also galvanised greater awareness and consciousness in rethinking methods and mechanisms for ER in Nigeria. Yesufu (1984, p. 9) identified five major reasons that precipitated the formation of NUT:

- Poor service conditions;
- Nonexistence of gratuities/pension scheme;
- Absence of tenure safety;
- The desire for teachers to be included in educational decision-making such as curriculum planning and design; and
- Quest to advance teachers' professional and educational standards.

As noted by Yesufu (1984) the Railway Workers Union (RWU) was formed against the backdrop of employees' grievances and lack of EV and was by and large the first formally registered union in 1940 following the 1933 spread of trade union regulation within Nigerian ER.

The emergence of the trade union ordinance consequently gave rise to exponential propagation of unions with 14 associations formally registered in 1940. While this number increased to 140 in 1950, the year 1970 witnessed astronomical jump of registered

associations to 725 (Yesufu, 1984; Fashoyin, 2005; Adewumi, 2007). According to extant literature, the mushrooming of unions was not accounted for in the provision of the union ordinance due to issues of internal division, ethnic and political differences, leadership incompetence as well as state directed involvement (Ikeanyibe and Onyishi, 2011), among others. In view of the continuing union predicament, the National Conference of Industrial Relation (NCIR) conveyed suggesting that nearly all the registered anomalous unions (at the time) were rather too small and fragile to (independently) function effectively as traditional unions. Consequently, this prompted the proposition for the establishment of the industrial system of unionism (industrial union), viewed to be apposite for a country like Nigeria (Fajana and Shadare, 2012; Anyim, 2009). Thus, the Federal Republic of Nigeria's Extra-Ordinary Gazettee-6-vol-65 was equally promulgated in the same year, which encapsulated all the activities and policies of the new industrial unions including their structures and types (Anyim, *et al*., 2013), which is the focus of the following section.

4.8.1: Trade Union Structure in Nigeria

Nigeria Trade unions were thought to have enjoyed some degree of relevance in the mid-1970s, during the military reign of General Murtala Muhammed, who saw the number of unions rose to about 1,000 (including mushroom unions) (Akinwale, 2011). Given the ensuing ideological polarisation within the unions at the time, a commission of enquiry was set up in 1976 by the government to intervene in the matter. The outcome was subsequent appointment of special administrators by the government which led to the structuring of the unions (and their activities) (Anyim, 2009). Table 4.7 below gives detail on this.

Table 4.7: Structure of Trade Unions in Nigeria –1978-2000

	Years					
Types of Unions	**1978**	**1986**	**1988**	**1990**	**1996**	**2000**
Industrial Unions	*42*	*42*	*41*	*41*	*29*	*29*
Senior Staff Associations	*15*	*18*	*21*	*20*	*20*	*20*
Employers' Associations	*9*	*22*	*22*	*22*	*22*	*22*
Professional Unions	*4*	*4*	*4*	*4*	*4*	*4*
Total	**70**	**86**	**88**	**87**	**75**	**75**

Source: Fajana (2006)

The above historic sketch is required here to offer some clarity regarding the rise and structure of trade unions in Nigeria. As can be seen, a new composition of unions was (along industrial line) restructured into 42 paving way for the formation of the needed common labour centre, as the then multiple labour centres were marred by myriad of complexities and differing interests.

Nigeria Labour Congress (NLC) was established as well as inaugurated in early 1978, and was subsequently merged with the then 42 (industrial) unions based on the 1978 legal backing provided in the amended Trade Union Decree 22 (Erapi, 2011). In the same vein, 1989 saw yet another restructuring of the unions from 42 to 29 affiliates of the NLC. In addition, Obasanjo administration endeavoured in 2004 to effect further changes to labour law with the view to creating more labour centres (Ananaba, 1969; Fashoyin, 1992; Ademiluyi and Imhonopi, 2010). These changes in union structures are considered tendentious attempts by the state to subtly decline union membership and bargaining power, which subtly whittles down EV (Ubeku, 2016; Ademiluyi and Imhonopi, 2011). Next section is on Collective Bargaining.

4.8.2: Collective Bargaining

Collective bargaining which resides at the heart of voluntarist ER (across developed countries) is described as not only the most authentic medium through which employees' interests can be protected, but also a means via which dispute in the workplace can be prevented or resolved (Webbs, 1920). While collective bargaining (inherited from British voluntarist system) is relatively new in Nigeria (Fashoyin, 1980), the country had in the past adopted the company system of bargaining. This involves dialogue between in-house unions and workers, which was followed by the industrial system of bargaining that involves dialogue between industrial trade unions and industrial workers' association (Ananaba, 1979; Yesufu, 1982). Prior to the Nigerian Trade Union Dispute promulgation (Decree 21 and 53) in 1968 and 1969 respectively, collective bargaining in Nigeria was not legally regulated, despite the legal backing of trade union recognition by the 1938 Trade Union Ordinance, which forced parties to resolve industrial disputes via the British system of voluntarism (Egboh, 1968). As Yesufu (1982) asserted the provision for conciliation and arbitration system was introduced via the backing of the 1941 Arbitration and Inquiry Ordinance; the act however fell short of mandating parties to adopt specific bargaining procedures.

According to Otobo (1987), this culminated in parties relying on persuasion strategies, conciliation, arbitration, strikes and lockouts amongst other bargaining strategies, which often resulted in not only outcomes that were not legally backed, but triggered government's interventions. In light of the absence of the Nigerian Employers' Consultative Association (NECA) – which was formed later in 1957 – employers had preferred to negotiate with employees through individual bargaining systems, which put employees at a disadvantage. This poor bargaining outcome for employees was further compounded by the house unions, which at best were weak, inexperienced and incompetent, to match the astute, strategic and shareholder-centric orientation bargaining competence of employers (Fashoyin, 2005). Collective bargaining in Nigeria further took a massive tumbling in the wake of military dispensation, which paved way for frequent government intervention in ER and unionist pursuit. The military regime was noted to distrust unions, given the tendency for them to be exploited and possibly manipulated by politicians as well as transform them into virile pressure group that can engender clamour for a return to democratic, civilian government. This situation led to incarceration, imprisonment and harassment of most vocal labour leaders in Nigeria by military regimes (Yesufu, 1982). Additionally, Nigeria's unique socio-cultural system and political process, which demand respect from subordinates (employees) for those at the top or in leadership including employers who pay their wages (Fashoyin, 1980; Yesufu, 1984; Umar and Hassan, 2014, 2017), help to shape trade unionism and EV.

There are however, other levels of approaches to negotiation apart from collective bargaining, which are: National or Tripartite Bargaining and Joint Consultation (Anyim, 2009). The former – Tripartite Bargaining – involves negotiation between stakeholders' representatives (unions, management and the state). Regarding the latter – Joint Consultation – stakeholders engage in discussions that are not pertinent at the industrial level. This involves discussions on issues of mutual interest at the grassroots level between the representatives of management and the employees. Importantly, although JCC can serve as an advisory body to the management, JCC decisions are not binding on employers and thus are for the purpose of discussion only (Anyim, *et al*., 2013). As can be gleaned from the foregoing, collective bargaining and industrial democracy have hardly had the chance to thrive in Nigeria's ER terrain, which potentially explains the conflictual, non-participatory ER in the country (Otobo, 2007; Ubeku, 2016). This landscape also paints in bold relief the routinised form of heavy-handed, militarised and combustible intervention strategies appropriated by Nigerian governments to rein in EV at best or at worst clobber it (Yesufu, 1982). It also explains the

reason for the growing avoidance of unions and the rise of alternative voice platform - non-unionised employee representation (NERs) in Nigeria (Erapi, 2011), which is the focus next.

4.8.3: Non-Unionised Employee Representations (NERs)

As uncovered in preceding sections of this study, the non-unionised employee representations (NERs) entail forms of EV systems that are shaped around other methods of employee engagement structures other than the orthodox union voice platform (Millward, *et al.*, 2000). Attempt to explore NERs dynamics in Nigeria proved significantly unsuccessful given near lack of literature on the concept – to best of knowledge of the researcher. Thus, while the speed of Nigerian industrial and ER amplified in the context of work and employment (Fajana, 2009; Anyim, 2009), much is yet to be seen in reflection of NERs in the literature, which is rapidly spreading across the private sector and ostensibly gaining prominence in some public-sector employment systems. This is due to the fact that most studies on ER in Nigeria are predominantly captured from the prism of orthodox unionism (Ubeku, 2016). Although EV studies and associated phenomenon in Nigeria's ER and HRM literature are continuing to grow significantly, most of these studies tend to be preoccupied with the demise of union and collective bargaining as well as the growing marginalisation of EV (Erapi, 2011; Anyim, *et al.*, 2013). That said, none has specifically addressed the concept of managerial capture of EV from the realm of the rise of NERs, which is one of the key concerns of this study. Suppression of unionism and EV in Nigeria is the focus of the following section.

4.9: Determinants of EV Suppression in ER

There are a number micro and macro factors that drive employee voice (EV) suppression in Nigeria. These factors have close relationship with how national context (Aycan et al., 2000), culture (Hofstede, 1980, 2001; Hofstede and Hofstede, 2005; Khatri, 2009), institutional-organisational leadership (Rotberg, 2012) and managerial orientation (Schein, 1985) shape organisational practice such as employee voice and engagement prospect in the wider ER (Ting-Toomey, 1988). In the following sub-sections, different hues and shapes of factors framing suppression of EV are considered (Winterich and Zhang, 2014; Rao, 2013).

4.9.1: Cultural-Environmental Dynamics

As noted in the previous section, there is correlation between organisational culture and the cultural-environmental dynamics of the country where business is carried out (Hofstede and Hofstede, 2005). This process also has impact on EV (Hirschman, 1970; Khatri, 2009). Nigeria is a country largely built on cultural-environmental dynamic of collectivism, high power distance (PD) index and paternalism, which makes it susceptible to master-servant relationship network and arrangement (Umar and Hassan, 2014, 2017). These cultural-environmental factors shape Nigeria's institutional and organisational realities, which make room for totemic arrangement. This kind of societal practice is in consonance with Ake's (1981) position on Nigeria's characteristic of political leadership of democratising disempowerment as well as building silos between leaders and the led in governance. This political and leadership landscape stifles EV (Umar and Hassan, 2014; Payton, 2016) as well as celebrates the personalisation of public sphere by few individuals – the economically powerful (capitalists or employers). Another colouration of this social space is that those considered superior or in higher echelon of society or organisation are held in high esteem, which privileges their interest and voice over others (Ting-Toomey, 1988; BBC, 2016; Payton, 2016). This state of affairs also limits alternative voice from being heard in ER debate.

The above intimation impinges on constructive criticism and thus becomes an obstacle to speaking ''truth to power'' (Foucault, 1980) and to constructively challenge the status quo (MacLeord and Clarke, 2009). As intoned by Nigeria's Nobel laureate, Wole Soyinka, ''the greatest threat to freedom is the absence of criticism''. In his treatise *Power/Knowledge* (1980), the famed French thinker, Michel Foucault, considers such social space as the provenance of unequal distribution of power, which in theory breeds and fosters the style and methods of ER in Nigeria. Thus, there is systematic suppression of EV in the work environment (Hirschman, 1970; Umar and Hassan, 2014), which is the microcosm of Nigeria's political leadership – the macrocosm (Rotberg, 2012). Similar contemplation is mooted in Achebe's (1983) chapbook - *The Trouble with Nigeria*, where he averred that Nigeria's fundamental problem is located in the realm of leadership, which shapes organisational and societal activities including ER.

4.9.2: National Leadership Style

Extant literature on leadership explains the relationship between national or political leadership and organisational behaviour and leadership style (Rotberg, 2012). Thus, the

connection between leadership and corporate social performance (CSP) is well-known and canonised in organisational behaviour studies and leadership as well as ER (Kaufman, 2014). This connection also precipitates a reconsideration that manifest in moving organisational behaviour beyond the confines of the firm-level debate and institutional logic – by placing it within the broad church of political economy (Kang and Moon, 2012). Taken together, (national) leaders are principally responsible for institutional and cultural antecedents that frame organisational ethos and practice. In supporting this viewpoint, Rotberg (2012, p. 14) declares that ''leaders breathe life into institutions. Founding … leaders set the tone, inculcate values by their voice and their actions, and slowly foster … a culture or some other …'' methods of leadership.

Accordingly, leaders with progressive, inclusive vision create an enabling milieu and culture that encourages collective bargaining and empowers employees to act without fear of coercion (Ting-Toomey, 1988), intimidation and voice marginalisation (Nnoli, 2012). Deductively, engaging leadership is a precursor to empowering and participatory trade unionism (Otobo, 2007). In the absence of this, organisational leadership and engagement mechanisms become unsustainable as employers and employees unremittingly engage in conflict. This pattern is sadly symptomatic of Nigeria that has been reduced to mere zero-sum game, a state of affairs where the strongest (employers) get the best deal at the negotiation table (Fajana, *et al*., 2011). Like a transmissible disease, Nigeria's brand of leadership seeps down through corporate institutions and government impacting enormously on how corporate managers and owners of organisations engage with employees (Umar and Hassan, 2017). By extrapolation, there is fallacy of corporate leaders acting as ''moral actors'' regarding collegial engagement strategies and channels as motives behind such processes. Thus, as Banerjee (2008) noted, each manager's (or employer's) declaration of protecting employees' interest is predicated upon a pre-arranged higher-level leadership, which is national level leadership that protects interest of employers of labour (Lenin, 1917) and national institutions in Nigeria (Ubeku, 2016; Rotberg, 2012).

4.9.3: Institutional Frameworks

Institutional framework addresses complex but ordered activities and arrangements from external realm that give the stamp of social endorsement (legitimacy) regarding organisational activities – internal realm (Suchman, 1995). Thus, legitimacy is mutual acknowledgement of behaviour (Suchman, 1995) including style of ER (Kaufman, 2014;

Greenwood, Oliver, Sahlin and Suddaby, 2008; Koca-Helvaci, 2015). This process helps to conceive employee voice (EV) realisation in Nigeria's ER as bad or good. The former rhymes with strategic engagement; the latter resonates with normative ER.

Drawing from this ideal, institutional framework regarding how employers engage with employees in Nigeria revolves around how companies (stakeholders) shape legitimacy construction by swaying employees to adopt some forms of engagement procedures or channels that have been predetermined by institutional imperatives, which are exclusive of employees' interest, given that employers romance with the establishments (Nnoli, 2012). Following from this ER style, legitimacy becomes a question of what is obtainable in a social milieu. This however begs the question: who determines this organisational behaviour pattern and mode of operation? Again, corporate bodies' political connection with the ruling class and capitalists, renders such mode of operation unacceptable, when contemplating organisational performance and conduct in society (Iyayi, 2009). The legal dynamic of Nigeria's employment environment is addressed next.

4.9.4: Legal/Regulatory Business Environment

Nigeria's legal and regulatory environment characteristic of lack of accountability, transparency and poor regulation, which render the mechanisms and processes for ascertaining organisational compliance with regulatory blueprint is considered ineffective to say the least (Okike, 2004). This poor regulatory landscape precipitates a culture of professional malfeasance, regulatory weaknesses and corporate governance flaws (Adegbite, 2012). As history records, in most developing countries with a systematic culture of corruption, like Nigeria (Agbiboia, 2012), business regulatory environment is corrupt and inept, enabling poor organisational performance and systematic manipulation of relationship between employers and employees.

The above regulatory situation leaves employees at the mercy of employers, who capitalise on corrupt system with poor regulatory mechanisms to dictate rules of the game. Frynas (2005, p. 581) considers this contradiction as fallacy of ''stated intensions of business leaders and their actual behaviour and impact in the real world'' in Nigeria. Another flank of this situation is the impact of oil complex in Nigeria, which has disconcerting effects on mode of ER (particularly in the oil and gas sector). Oil complex explains the relations between oil

politics and mechanisms and processes of (corporate) governance in a country such as Nigeria. As averred by Watts (2004), the political economy of petro-states is redolent with conflict and instability. This situation helps to explain the dynamics of relationship and engagement strategies between employers and employees in Nigeria (Otobo, 2007) and by extension silencing of EV and subsequent materialisation of managerial capture in Nigeria. In the following section, discussion and theoretical implications of study context chapter will be presented.

4.10: Discussion and Theoretical Implications

The context of Nigeria presents a social system largely imbricated in elite-salving socio-political structure, economic disempowerment of employees and employment culture of marginalisation of EV. Fundamental to this state of affairs, as amply demonstrated elsewhere in this thesis, is Nigeria's patrimonial culture that promotes dominance, unitary form of representation and unequal power relations, in particular, in ER (Okpu, 2016). Patrimonialism is rooted in political and cultural practice, which makes public officials, governments, and in the context of this study, mangers to feel they have a right to speak for everyone and use collective resources indiscriminately (Joseph, 1987). This practice has comparable features with ER practice in Nigeria (Fajana, 2009), which consigns power to share and allocate resources including making decisions that concern all stakeholders to managers alone. This pattern inhibits EV as well as enables managerial capture of voice through the instrumentality of power centralisation in decision-making processes, strategies and channels (Baker, 2010; (Adebanwi and Obadare, 2013). Patrimonialism seems to typify how Nigerian military governments have run the country as well as their civilian counterparts (Joseph, 2013). As well-known patrimonialism is an albatross to national or organisational development and democratic culture and to add, autunitic EV in ER. This corrupt system makes ER in Nigeria susceptible to managerial capture.

As a corrupt nation, public resources and goods are often diverted into private use due to corruption across Nigeria's socio-corporate environment (Okike, 2007) and part of the fallout of this state of affairs is that citizens – stakeholder or employees – are denied access to public goods, which are part of the dynamic of voice marginalisation. Although Nigeria's government has pledged to tackle corruption via effective policy implementation, Okike (2004) observes that corrupt leadership has engulfed the country as well as overawed its regulatory and institutional framework that are cardinal to normative ER practice.

Additionally, such organisational behaviour has implication for institutional (normative) legitimacy, which contrasts with strategic (instrumental) legitimacy as has been observed in chapter three. Therefore, rather than foreground accomplishing contractual terms agreed by both employers of labour and employees, ER is reduced to instrument of suppression and dominance as well as strategies and channels that will advance shareholder value maximisation and managerial interest. While EV study is widely assumed to focus mainly on employer-employee contractual relationship (Turner and O'Sullivan, 2013), in the developing world such as Nigeria, it may be described as relationship between labour and the state (Nnonyelu, 2012). In most or all African countries (Wood, 2008), the state assumes governance role in matters concerning employment and economic advancement, through systems pioneered by the states and state directed institutions, which describe how significant state influence has become in the EV and related discourse in developing countries (Iyayi, 2009; Watson, 2012). Government involvement portends precariousness in ensuring participatory, normative ER.

EV in Nigeria has a long history of controversial and lopsided government intervention mechanisms and interest. It has also been plagued by a long history of corporate- stakeholder conundrum, voice marginalisation, conflict, workplace injustices, grievances and deplorable working conditions including poor wages and unfair employment contracts (Fajana, 2006; Azolukwam and Perkins, 2009). As Fajana and Shadare (2012) explained, the state does not stand as an observer or impartial umpire and neutral arbiter, it is in the main, deeply involved in the rather skewed agenda that seek to promote the interest of the capitalists (employers). The state in this regard considers unions' quest and programmes as mere antagonism and outright attempt to thwart organisational operation that can potentially undercut national revenue (Azolukwam and Perkins, 2009). Thus, employers use the state (the government) to criminalise employees' agitation carried out through either the instrumentality of unions or NERs. This situation is the provenance of managerialism, which leads to managerial capture of EV. Consequentially, combined with the preponderance of military administration in Nigeria, the suppression of union and EV went into overdrive as evidenced by militarist, highhanded government involvement in trade unions' ordeal. This pattern exacerbated the working environment characterised by commodification of relations, ascendency of managerialism and suppression of EV (Nnoli, 2012; Fajana, *et al*., 2011; Otobo, 2007).

This contention continues in Lenin's (1917) observation that the state ''arose from the need to hold class antagonisms in check and as it arose at the same time in the midst of conflicts among these classes, … acquires new means of oppressing and exploiting the oppressed class ... the modern representative state is an instrument of exploitation of wage labour by capital'' (p. 13). This situation favours ''the economically dominant class, which, with the acceptance of the state, becomes also politically dominant class'' (Lenin, 1917, p. 13). Thus, the state has become passive in addressing the plight of employees as well as insouciant in the agitation of trade unions (Iyayi, 2009; Anyim, *et al.*, 2013). As a result, Nigeria's work terrain is replete with employee grievances, voice marginalisation and other forms of disconcerting issues such as non-payment of wages, forced redundancy, total disregard for mutual engagement, less investment in workers' welfare and evaporation of collective bargaining. These issues have triggered industrial actions by disgruntled unions and their members (employees) (Iyayi, 2009; Fajana, 2009) in the wake of voice capture (Okpu, 2016). As a result, the present study has identified some forms of capture, which characterise Nigeria's ER system. This starts with voice capture.

4.10.1: Voice Capture

This form of corporate capture depicts when EV is silenced propelling a gradual diminuendo of employees' decisional inputs in the entire procedure of organisational decision-making processes. By making it difficult to operationalise venting out concerns of employees in regards to poor working condition, harassment, bullying and other forms of structural violence and intimidation, employees' input/voice is taken off the radar. The origin of this situation is located in the managerialist and capitalist oriented motives behind engagement, which intentionally leaves little room for alternative voice to be heard (Hirschman, 1970). This type of capture is implicated in paralysis of unions, which ''can be viewed as vehicles for the collective voicing of employees' dissatisfactions … with employee stability (Spencer, 1986, p. 489).

In their review of individual behaviour and industry behaviour about EV realisation, Freeman and Medoff (1984) demonstrated that unionisation is constantly and considerably associated with retention of employees if wage rates, fair treatment and other known predictors of employee exit are controlled. Voice capture materialises essentially in managerially driven mode of engagement that serves to legitimise strategies and processes of ER (Buren and Greenwood, 2008). Voice capture makes it possible for the management and managers in

particular to have monopoly of voice, which is a harbinger of managerial capture aimed at suppressing EV (Okpu, 2016). Also, voice capture can be seen in one-dimensional or unitary form of communications system and employer-employee engagement process that prevent inputs from employees as well as centralises power and decision-making ability in the hands of the management (Kochan, 2005). This process impedes the right to collective bargaining and makes authentic EV realisation ''little more than a chimera'' or illusion (Buren and Greenwood, 2008, p. 209).

4.10.2: Channels Capture

This type of capture is triggered and fostered by skewed platforms and mediums that rather disable genuine commitment to the ideals of collegial and collective bargaining in Nigeria (Fajana, 2006). In this type of capture, there is apparent colonisation of platforms and communications, information systems and related avenues such as Town Hall Meetings, etc. that can make it conducive for employees to make their inputs heard. New media – social media-empowered voice technology – has been touted as a veritable platform for personalisation of information as well as democratisation of information sharing and dissemination (Broughton, Higgins, Hicks and Cox, 2009;). However, this is in retreat (or systematically avoided) in the wake of poor corporate governance (Adegbite, 2012) system and non-participatory ER pattern in Nigeria. According to Okike (2004) poor regulatory and poor governance has put Nigeria's corruption and silencing of voice in high gear as new media is disabled including other platforms and media that employees could appropriate to advance collective interests (Hogan and Greene, 2003).

4.10.3: Strategy Capture

This relates to various processes and mechanisms that are instrumentally instituted to magnify employers' voice at the expense of the employees'. It also makes employees feel more insecure in their jobs because their voice and rights are strategically emasculated (Guest and Conway, 1999). This strategy includes government involvement in trade union dispute and further criminalisation of employees' mode of seeking redress and engagement including institutionalised processes that serves as mere legitimisation tools for corporate sustainable existence and profit maximisation. According to Cavanaugh and Noe (1999) such mode of capture naturalises organisational behaviour and ER style (in Nigeria) and conversely delegitimises employees' attempt to seek redress in such employment climate (Berg,

Kalleberg, and Appelbaum, 2003). This form of capture also finds expression in the central, unitary controlled information processes and strategies and subsequent lack transparency and accountability in organisational behaviour in relation to ER and amplification of EV (Okpu, 2016). Methodology applied in the thesis will be explained in chapter five – methodology chapter.

4.10.4: Conclusion

This chapter has presented the contextual factors that frame managerial capture, ER and EV and subsequent managerial capture of EV in Nigeria's work environment as seen from the prism of three sectors – banking, ICT and petroleum – explored in this study. As can be gleaned from preceding sections, these factors include geographical/historical, political/leadership, environmental, business/economic and socio-cultural as well as legal/regulatory and institutional contexts. It therefore can be viewed that Nigeria's unique workplace and national realities are responsible for the pattern of ER and its concomitant managerial capture of EV and marginalisation of employees' input in decision-making processes. Thus, socio-cultural and environmental factors are critical to normative ER behaviour, specifically, for developing countries, such as Nigeria with weak institutions and capacities to drive normative workplace environment and ethical ER strategies and channels of employer-employee engagement. Given such landscape, it becomes imperative for managerial capture of EV founded on the rhetoric of capitalist rationality and managerialism, to hold sway, hence, the complicity of government and institutional order to further such reality. Methodology applied in the thesis will be explained in chapter five – methodology chapter.

CHAPTER FIVE

RESEARCH METHODOLOGY
AND DESIGN

5.0: Introduction

The thrust of this chapter is to outline research methodology and design used in the study, which appraises managerial capture of EV in Nigeria and the various motives, strategies and channels via which these manifests. This chapter is therefore concerned with exploring research paradigm adopted in addition to research aim, objectives and questions and method. Research paradigm appropriated here is premised on Saunders, Lewis and Thornhill's (2012) ''Research Onion Model'' (ROM), which shall be explained further in subsequent section of the chapter. This research paradigm has six main sections, which include the following: Research philosophy, strategy, approach, choice, data collection process and time horizon. By leveraging on this paradigm, the present study developed its research methodology (design).

Another preoccupation of this chapter is to explore data collection framework adopted, which includes semi-structured interview sessions, focus group sessions and shadow reports from two main non-profit organisations – non-governmental organisations (NGOs). Research method for the thesis is essentially qualitative. Rationale for choosing these organisations is given later in this chapter. Issues, such as, sample size, sample frame and data analysis method are highlighted in this chapter. Empirical data will be analysed by using critical discourse analysis (CDA), which is a methodological framework that problematises how texts portray organisational practice (discourse), such as, managerial capture of EV in Nigeria (societal level). Ethical consideration of the thesis, limitation and delimitations of study including justification for methodological preference are all explored in this chapter. The focus here (as has been indicated in preceding chapters) is to interrogate the thesis' statement by essentially concentrating on three sectors in Nigeria: banking, petroleum and the ICT sectors. Three organisations each from these sectors will constitute empirical evidence. For anonymity and ethical reasons, participants of these firms were coded.

A number of commentators have highlighted the essence of developing a research design in a research study, in order to justify methodological preference adopted in a piece of research as well as to flesh out research argument, analysis and conclusion (Easterby-Smith, Thorpe and Jackson, 2008; Berg and Lune, 2012, Bryman, 2012). To this end, Kerlinger (1986) defined research methodology (design) as the planning and structuring strategies through which specific research interrogation is conceived and operationalised. This process can help in understanding the nexus between research questions, objectives and overall aim as well as *"implications to the final analysis of data"*. In a comparable perspective, research methodology can be defined as a process that "reflects decisions about the priority being'' accorded to specific dimensions of research procedure (Bryman and Bell, 2007). Thus, Thyer (1993) defined research design (methodology) as a detailed planning of how research study is to be conducted for credibility and validity of findings and conclusion. The next section considers the study's research method.

5.1: Research Method

Research in the contemporary world adopts primarily two major research methods: quantitative and qualitative methods. While quantitative approach utilises numerical information and numbers, qualitative method, which is adopted in this study, is a non-numerical technique, and rather adopts texts or words discourse approach in its operationalisation (Silverman, 2006). Although there is no ''wrong'' or ''right'' research method, each one utilised in a study – qualitative or quantitative – needs to be rationalised. Both methods can also be used depending on what Bryman (2012) called research circumstance. Use of both could also enhance research quality (Webber and Bryd, 2010). That said, in the present study, qualitative method will be adopted, which aids in assembling, summarising, synthesising and interpreting data from the standpoint of social constructionism as well as interpretivism, which this thesis leverages on, as it interprets social actualities using texts. This also encapsulates this study's epistemology. As indicated by Saunders et al. (2012), qualitative method permits a researcher to gather nuances of communication which are analysed quantitatively, as opposed to ''hard facts'' that are numerically presented and analysed.

Further to the above, it is important to note that examining social experience and opinions of people (interviewees) with regard to the dynamics of managerial capture of EV in Nigeria's ER helps in digging deep into human experience. This process is best achieved by leveraging

on words (Silverman, 2006). Thus, it has the capacity to facilitate access to thick resources, rich details, web of complex truths and sets of complex data, which qualitative research method precipitates. Also, this process allows penetration into human emotions as well as enables sense-making actualised through words and/or text (Webber and Bryd: 2010; Gubrium, et al., 2012). In addition, the present study will triangulate data from three main sources: interview, focus group and shadow reports. In strengthening validity of research and findings, this study will link these three data sources with secondary sources: journal articles, book, media pieces, and a plethora of other sources for triangulation. The overall attempt here is to gauge stakeholders' opinion regarding managerial capture of EV as indicated earlier. Figure 5.1 gives more detail about differences between qualitative and quantitative methods.

Quantitative	Qualitative
Static	Dynamic
Abstract	Grounded
Hypothesis Testing	Speculative
Case Study	Survey
Value-free	Value-laden
Hard	Soft
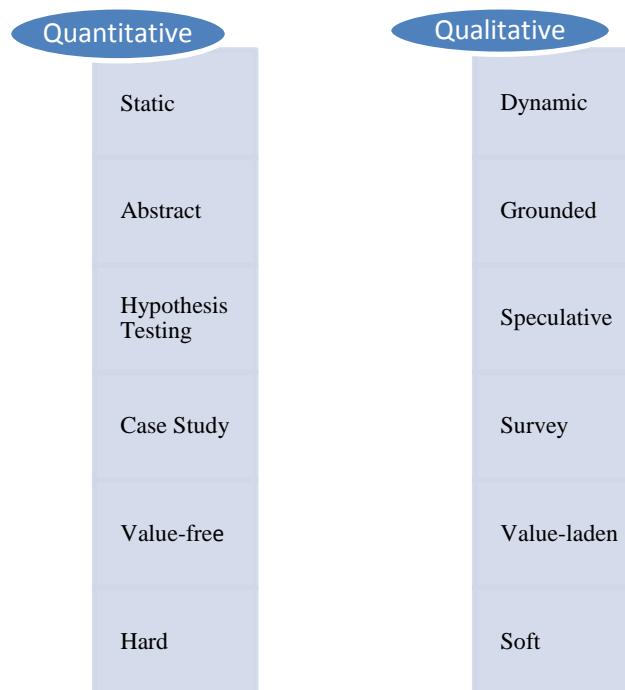
Figure 5.1: Characteristics of quantitative and qualitative research methods

Source: Adopted from Saunders et al. (2012)

5.2: Purposeful Direction of Research

The main preoccupation of this study is to critically appraise managerial capture of EV in unionised and non-unionised employee representations (NERs), which is an exploratory study aimed at interrogating how this supposition manifests in three sectors in Nigeria. These sectors are banking, petroleum and ICT. Thus, given the study's intention, exploratory

approach is being utilised. This is also a way of responding to one of Creswell's (2003) dichotomisation of reasons for engaging in research: exploration, description and explanation. Of these types of research, exploratory research helps in identifying triggers of managerial capture of voice, which is a good for the study's thesis statement. This intention is inhered in shadow reports, which are externally derived as well as focus group sessions and interview session, which can help to unearth reasons for managerial capture of EV in ER in Nigerian context (Okpu, 2016; Fajana, 2008, 2009). In the same direction, exploratory research resonates with interpretivism.

Interpretivist approach (interpretivism) permits interpreting social facts or organisational behaviour inherent in ER in Nigeria. This interpretivist position obviously fits within the mould of social constructionism (Saunders et al., 2012). This is central to this study's philosophical predilection. Thus, employer-employee relations conundrum is principally a social phenomenon – employers and employees interacting in a palpable, definite social space. This finds expression in social constructionism dialectics. According to interpretivist researchers there is no reality out there, hence, reality is socially constructed, which can be realised by exploration – exploratory research hinged on interpreting such social phenomenon. As supported by both Robson (2002) and Saunders et al. (2012), exploratory research aids in understanding what is happening in a given context as well as facilitates identifying and understanding new insights and knowledge about a phenomenon, such as, managerial capture of EV. This process parallel's Adams and Schvaneveldt's (1991) analogy of experience of a ''traveller or explorer'' (Saunders et al, 2012, p. 140), whose experience starts from broad view triggered by inquisitive mind to progressive narrowing of focus mediated by identifying cause of an issue, which is in this context corresponds with managerial capture of EV.

In addition, this research process resonates with the following factors as identified by Saunders et al (2012, p. 139-40). They maintain that exploratory research needs to be moored to:

- A search for the literature;
- Conducting focus group interviews; and
- Interviewing 'experts' in the subject.

The above is the hallmarks of focus group session and interview session carried out by the researcher as well as evidence from shadow reports being used.

That said, exploratory research affords a researcher an opportunity to dreg up new insights and knowledge as well as add to body of knowledge on a concept. On the other hand, descriptive research is verged on presenting concepts or social actualities exactly the way they appear but devoid of thorough inquiry. This mode of research is suitable for testing hypothesis, which is traditionally set in a straitjacket of systematic, positivistic investigation as well as scientific inquiry. Descriptive research feeds into deductive approach, not inductive or abductive research (Silverman, 2006). This process of research sometimes robs research of its nuanced potential and deeper insights (Saunders et al, 2012). Regarding explanatory research, it is moored to understanding the association between cause and effect as well as explanation of their existence. The interest here is for a research to offer explanation about a notion or phenomenon or to give reasons for its existence.

Arising from the above, this thesis adopts exploratory research approach in order to clarify the realities in the Nigerian ER with regard to marginalisation of EV and subsequent managerial capture of the strategies, channels and processes through which EV can be heard. The entire process helps to explain the key motive behind such capture – maximisation of shareholder value. This process is correlative of de-emphasising the pursuance of wider stakeholders' (employees') interests and its corollary – the ascendancy of capitalist rhetoric, which takes state's consent to be operationalised particularly in societies with weak regulatory mechanisms and inept political system (Okike, 2007). Research paradigm used in this study will be explained in the Following section.

5.3: Paradigm of Research

Research paradigm has been described as the fundamental worldview of a researcher in relation to how he/she conducts a piece of research (Saunders, et al., 2012). This worldview provides direction and guidance to the researcher as well as helps in framing methodology that is based on appropriate and relevant methodological design to be utilised. The term research paradigm entails not only how the world and its complexities are viewed by an individual (researcher), but also how an individual researcher attempts to deal with these complexities through their own philosophical and methodological preference (Denzin and Lincoln, 2011). For the purpose of this thesis, the research paradigm entails the repertoire of

methodological design and predilection that helps in exploring the dynamics of managerial capture of EV culminating in unveiling the motives behind such organisational practice and various channels and strategies that are appropriated by firms used.

Therefore, this study will be adopting *Research Onion Model* (ROM) as conceptualised by Saunders et al (2012). This research paradigmatic framework has six main aspects, which include the following research elements or layers: Strategy, Choice, Approach, Philosophy, Data collection procedure/technique and Time horizon. It is anticipated that the above research paradigm will facilitate realising this study's overall aim and objectives as well as helps in answering research questions pursued in the thesis. Figure 5.2 below graphically offers more insights into this framework.
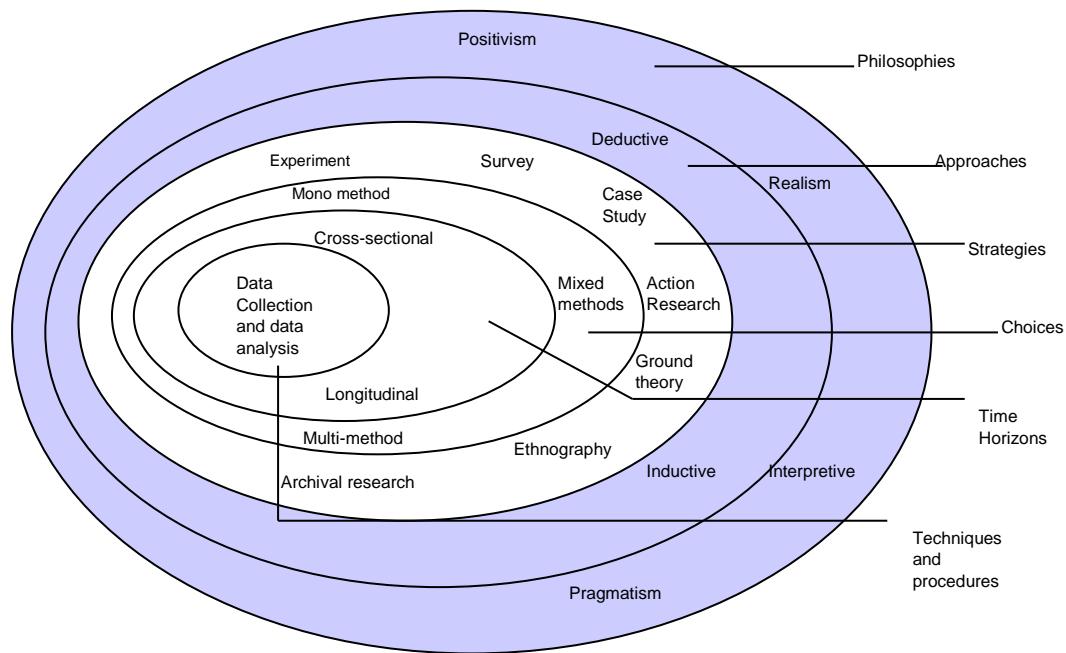
Figure 5.2: Research Onion Model

Source: Saunders et al. (2012)

Against the backdrop of Saunders et al's (2012) research paradigm, the present study models the operationalisation of its research paradigm upon this. Thus, in Table 5.1, attempt is made to indicate how this research framework has parallel with the thesis.

Table 5.1: Methodological Design Based on ROM

Research Onion Layers	Manifestation
Research Approach	Inductive (proceeds from specific to general); Researcher is part of research
Research Strategy	Qualitative data sources via interviews, focus group discussions and shadow reports
Research Philosophy	Interpretivism (Epistemology as social constructionism and Ontology as Subjectivism)
Research Choice	Multi-Method Qualitative Study (MMQS): Mixture of semi-structured interviews, focus group sessions and shadow reports
Time Horizon	Cross-sectional based exploratory study
Data Analysis Technique/Procedure	Critical Discourse Analysis (CDA): Using text to gauge/analyse organisational behaviour and by extension wider economic, political and social practice (Fairclough, 2003, 1992; Wodak and Meyer, 2009; Talib and Fitzgerald, 2016)
Axiology	Research not separated from researcher's values: value-laden.
Research Ethics	Deontological: The ''end justifies the means'' (Saunders et al, 2012)

Source: The Researcher (2017)

In the following sub-sections, various aspects of Saunders et al's (2012) research onion framework – ROM – will be explained. This starts with research philosophy.

5.3.1: Philosophical Position of Research

Within the disparate schools of philosophy (pragmatic, positivistic, functionalist and phenomenological) in human resource management as well as ER literature, this thesis positions itself with the interpretivist (interpretive) philosophy (Robson, 2002). As opposed to other forms of philosophical schools, interpretivist philosophy in this direction panders to the allure of subjectivist analysis – interpretation – of the world or social actualities (Burrell and Morgan, 1979). This process helps in explaining understanding of the world (ER, managerial capture and voice) premised on interaction between employees and employer in a specific environment – the Nigerian context. Thus, in the process of apprehending what

happens about managerial capture of voice in the Nigerian ER, it is pertinent to gauge the barometer of the dynamics of interaction between employers and employees in relations to trade unionism (Fajana, 2008, 2009). This is the mainstay of the study's interpretivist bent (Silverman, 2006; Robson, 2002).

It is to this end that this study adopts interpretivist research philosophy. According to Saunders et al. (2012) interpretivism is opposed to realism, pragmatism and positivism. As has been numerously indicated in extant literature, interpretivism helps in qualitative inquiry with specific focus on data analysis towards pursuance of knowledge and philosophy. In the context of this study, this dovetails with ontological and epistemological bearing of the thesis (Silverman, 2006). Inherent in the philosophical and methodological hypothesis of interpretivism is its preoccupation with placing humans (employers and employees in the context of Nigerian ER) in their specific social context. To this end, interpretivism is moored to the conception that reality is not objectively determine; it is however a socially constructed phenomenon. This ratiocination can potentially facilitate interpretation of EV and managerial capture as well as related phenomena such as employees' grievance, welfare and workplace condition including mode of representation (Collis and Hussey, 2009; Bryman, 2012; Silverman, 2006; Hussey and Hussey, 1997; Remenyi et al., 2003).

Perceived as a foil to positivism, interpretivist researchers premise their philosophical thinking on constructing social actualities by integrating human interest into research. This mode of interpreting the world is generally considered to be social constructionism. Social constructionism finds correspondence in subjectivism – subjectivist ontology – which is fundamentally interconnected with social constructionism. The medley of social constructionist epistemology and subjectivist ontology permits researchers to engage with their personal interpretations/views of social settings, which are, however, shaped rationally by research overall aim, objectives and research design/methodology. In addition, such methodological predilection frames theory building; whereas its foil, objectivism, supports theory testing, which is habitually positivist in outlook. Guided by this framing, interpretivists maintain that a researcher and social actualities in the lived world are inseparable (Dobson, 2002); while positivists conceive this interface from a different prism – ''separation thesis'' standpoint (Robson, 2002).

Stemming from the above, interpretivist philosophy is steeped in ''exploring subjective meaning motivating the actions of social actors in order for the researcher to be able to understand these actions'' (Saunders et al, 2012, p. 111). Consequently, the philosophical bent of the present study takes a cue from this rationality. To this end, Figure 5.3 graphically illustrates the present study's research philosophy.
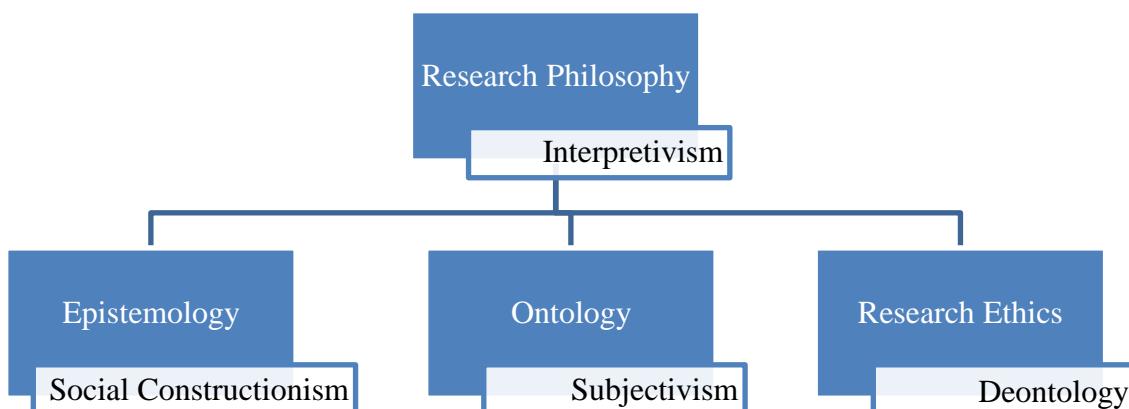
Figure 5.3: Research Philosophy

Source: The Researcher (2017)

5.3.2: Research Approach

The two most commonly used research approaches are deductive and inductive approaches. The former is assumed to be *top down* in approach; the latter is largely considered to be a *bottom up* research approach (Saunders et al, 2012). From the perspective of the deductive approach, generalisation moves from general to specific; whereas inductive approach goes opposite direction – specific to general (Bryman, 2012). This study will however, adopt inductive research approach, which supports the developmental of theory following data sourcing. An inductive research approach is deemed appropriate for this current study, as it requires that findings and theories generated during the course of the research are in line with previous study in the same field. It also ensures that the researcher is familiar with the area of study under examination (Silverman, 2006). It is to this end that Saunders et al (2012) stated that

… although you research still has a clearly defined purpose

with research question(s) and objectives, you do not start with

any predetermined theories or conceptual frameworks … such

an approach cannot be taken without a competent knowledge of

your subject area'' (Saunders et al 2012, p. 61).

The above is central to methodological design of the present thesis, which has been explained in preceding section of this chapter. Table 5.2 gives more insight into this study's research approach.

Table 5.2: Difference between Deductive and Inductive Research Approaches

Deductive Approach	Inductive Approach
Testing of theory	Developing theory
Hypothesis testing process is controlled	Relatively less controlled
Research methodology and design are structured	Research methodology and design are relatively less structured
Provides platform for reductionism	Does not accommodate reductionism
Allows operationalisation of concepts (or phenomena)	Does not necessarily operationalise concepts
Findings are generalised	Findings are not characteristically generalised
Based on Scientific and empirical approach	Social construction bound
Profoundly structured technique	Relatively less structured
Of quantitative data and not restricted to specific context	Of qualitative data which aids clarity in situation and context analysis

Source: Adopted from Saunders et al. (2012)

5.3.3: Research Strategy

According to Saunders et al.'s (2012) ROM, which this study is modelled upon, there are seven key research strategies: case study, survey, grounded theory, ethnography, action, archival/documentary and experiment research. This thesis uses survey as its research strategy. In operationalising this research strategy preference, the present study uses a

combination of semi-structured interviews, focus group and shadow reports. Thus, there are three main research strategies used in data collection in this study. Data was collected via questionnaire, interviews and shadow reports. These three strategies were utilised to facilitate e triangulation for more nuanced exploration of the dynamics of employer-employee relations in Nigeria and its interface with managerial capture. This mode of methodological triangulation also chimes with validity of findings (Robson, 2002).

In the main, interviews were conducted and connected with data emanating from focus group sessions as well as documentary/archival data from shadow reports, which helped in generating credible, rational judgement about the nature of managerial capture of EV in the Nigerian ER debate. In addition, triangulation helps in gathering rich detail, which obviously lend themselves to ordered, coherent and nuanced data sources capable of leading to apposite answers to research questions. This process facilitates arriving at a research's overall aim and objectives (Saunders et al, 2012). In taking this further, such a process leads to nuanced and valid gathering of data in developing countries, such as Nigeria, where there is apparent issue with difficulty in collating data or ''politics of data access'' (Cowton, 1998).

Also, Saunders et al. (2012) argued that survey is a commonly used data collection strategy as well as popular data collection strategy that is frequently adopted ''to answer who, what, how much and how many questions'' with regards to dissertations, projects and theses. Furthermore, most social researches are based on findings resulting from a specific single research strategy that oftentimes makes such pieces of researches prone to poor conclusion and invalidity. In such context, a researcher is accused of incorrect inferences and conclusions as well as predetermined findings, which is the fountain of weak research. This is also at the heart of probability of error of judgement and measurement. Similarly, triangulation procedure triggers more nuanced social investigation such as managerial capture of stakeholder voice in Nigeria's ER conundrum (Robson, 2002). Beyond this, survey supports assembling a large amount of data for large research population such as sample size that the present study is preoccupied with. In adding to this perspective, surveys are usually seen as authoritative given their scope and wide-ranging ability to facilitate drawing similarity and comparison. Therefore, in surveying the dynamic of managerial capture of EV in Nigeria, interviews, focus group and shadow reports were utilised.

5.3.4: Procedure/Technique for Data Collection and Analysis

This section will be explaining the procedure/technique applied in data collection and analysis. This process is aimed at validating and rationalising processes of data collection and analysis technique preference.

The thesis utilises shadow reports, focus group and interviews in collecting data. As noted by Robson (2002) the credibility of a researcher as well as validity of findings are essentially based on the techniques and processes of collecting data. In doing this, the technique of data gathering could be primary or secondary – this instance is primary research (Robson, 2002). These three main primary data collections are hybridised with secondary sources: journal articles, media pieces, books, e-books and other sources.

Arising from the above, data and information collated in this study were gathered by the researcher based on his view about managerial capture of EV in Nigeria's ER. This takes a cue from the fact that the present research's axiology is value-laden. It is to this end that Heron (1996, quoted in Saunders et al., 2012, p. 116) that ''values are the guiding reasons of all human actions … Researchers demonstrate axiological skill by being able to articulate their values as a basis for making judgements about what research they are conducting and how they go about doing it''. Thus, the above mentioned three sources were used to collect data for empirical dimension of the study. Therefore, data was collected on the basis of what the researcher intended to investigate by paying key attention to research questions, objectives and overall aim of the thesis. Nevertheless, before collecting data and information for the thesis, pilot study was undertaken in a bid to test water on feasibility, rationality and validity of data collection approaches and processes (Bryman, 2012). According to Saunders et al (2012) the rationale for pilot study is to refine instrument of data collection ''so that respondents will have no problem answering the questions and there will be no problem in recording the data'' (p. 349). To this end, Table 5.3 graphically gives more information on the techniques, processes and mechanisms that were applied in collecting data for the thesis.

Table 5.3: Data Collection Technique/Procedure Information

	Semi-structured Interviews	Focus Group Sessions	Shadow Reports
Method Justification	To gain comprehensive and thorough knowledge	To gain deep, co-ordinated insights	To parallel views expressed in both

	and insights into motives and triggers of managerial capture of EV	into various channels via which managerial capture is enables and normalised	interview and focus group sessions as well as strategies of managerial capture of voice
Interviewees or Respondent Groups	Employees and trade union representatives	Employees and trade union representatives	Internally and externally derived shadow reports
Sampling Approach/Justification	Non-probability (purposive/judgemental) sampling: This method was adopted given the dynamics of the study, which necessitated level of knowledge of the operation of the Nigerian employers being studied. This method is justified below (sub-sections 5.3.4.8).		N/A
Sampling Criteria	• Appreciable level of knowledge/authority to represent trade unions • Possessing good, quality access to information required for the thesis • Possessing reasonable, cogent knowledge relevant to diverse issues concerning managerial capture of voice, unionised and non-unionised employee representations (NERs): This includes … working in close contacts with ER matters in Nigeria	• Educational level • Well informed and educated to answer questions relevant to the study's overall aim and objectives • Those with reasonable amount of contact with employers besides being employees	Organisations directly engaged with employers in the Nigerian context
Analysis undertaken	Thematic textual analysis: This analytical strategy involves exploring main themes by way of intertextuality emanating from data collected for congruence, which will help in interpreting data as well as discussion of findings		
Expected findings about research questions	• • RQ1: What are the motives for managerial capture of EV in the Nigerian trade union movement specifically in the unionised and non-unionised setting? • RQ2: What are the strategies that these companies use to managerially capture EV efficacy in Nigeria? • RQ3: Which channels are utilised by these selected ICT, petroleum and		

	banking firms to managerially capture EV efficacy in Nigerian context?

Source: The Researcher (2017)

Further to rationalising and validating use of interviews and focus groups as data collection strategies, Table 5.4 offers comparison of these two methods because of their similarities.

Table 5.4: Comparison of Interview and Focus Group

Interview		*Focus Group*	
Features/ Characteristics	*Situations*	*Features/ Characteristics*	*Situations*
Researcher interruption less limited	When structured or semi-structured inquiry method is required	Researcher's interruption is limited because many people involved: clear and less complex questions asked.	When unstructured or non-standardised interview is used
Less interactive style and interviewee having more control	When less explicit and complex matters are to be clarified	Interactive and co-operative in style, but facilitator in control of group inputs as well as records issues raised	When explicit question is asked regarding the nature of managerial capture of voice in the Nigerian context
Two participants	In situations when interviewee has personal but cogent views	Few number of participants	In situations where participants have/possess ''information rich'' details
Interviewees make decision by sharing their opinions	When to establish a related point of views on a pattern regarding social experience	No pressure on discussants to reach conclusion, rather by researcher/investigator/facilitator	When to establish a pattern regarding social experience
Based on non-probability sampling	When interviewees different but related views/opinions about a subject such as ER in Nigeria	Based on non-probability sampling	When participants/discussants have parallel views/opinions about a subject such as ER in Nigeria

Source: The Researcher (2017)

5.3.4.1: Timeline and Technique of Data Collection

Data collection for the thesis lasted about three and half weeks: between March 13th and April 26th, 2015, and the pilot studies (which were carried out five days before the commencement of actual data collection) helped the entire process. While the pilot studies involved 3 interview respondents and 4 focus group participants, it was conducted only in Lagos state. The concept of pilot study is briefly explained in the following section

5.3.4.2: Pilot Study

Pilot study is concerned with testing waters about methodological preference regarding procedures/approaches for data collection (Bryman, 2012). The process also takes into consideration attempt to validate and confirm the workability of such procedures for collecting data. Therefore, pilot study ensures that procedures and/or approaches used in such process are effective, reliable and result-oriented after they have been piloted by the researcher. In operationalising this process, the researcher wanted to include observation, ethnographic inquiry and survey (through questionnaires), but they were considered to be ineffective for this mode of inquiry, and were consequently discarded. This decision is largely based on feedback gained from piloting the study.

Also, during the pilot study, questions pertinent to achieving study's overall aim and objectives were refined and fine-tuned in this regard. This is in response to interviewees'/respondents' level of education and literacy including disparate knowledge about the dynamics of employer-employee engagement in Nigeria. Nevertheless, all discussants/interviewees have good knowledge of ER and trade unionism in Nigeria. This reality is important in arriving at the study's focus. In corroborating this, Bryman (2012) stated that people's knowledge of subject matter (which in this context is EV in Nigeria's ER) helps in foregrounding research validity and predilection for methodological design of a piece of project. In sum, the pilot study was instrumental in ensuring that potential difficulty traditionally associated with data collections were minimised (and avoided) in the entire process.

5.3.4.3: Interview Administration and Development

In a bid to achieve this study's main aim as well as objectives, interview approach was deemed apposite to accomplish this. Thus, the researcher thought that interviews would facilitate smooth operationalisation of data collection necessary to the central focus of the

research (Silverman, 2006), which is teasing out managerial capture of EV in Nigeria's ER qualitatively. It is also considered that such process will elicit interpretive analysis of data collected via critical discourse analytical (CDA) tool. This process, which shall be explained in more detail later in the chapter, has the potential to explain mode of relations existing between two groups: employers and employees. In addition, on the heels of qualitative nature of the present study, it was considered that shadow reports and focus group sessions would not really give rich, valid data to appraise the concept of managerial capture and its rectilinear manifestation in employer-employee relationship in Nigeria. That said, it was also thought that informants on this concept would appreciate their own standpoints on this controversial issue in Nigeria's trade unionism and ER, which is oftentimes in the shadow of mainstream views that pushes alternative views to the fringes.

As remarked by Bryman (2012) interviews are essentially purposeful (and structured or semi-structured) methods and discussion formats between two or more people, which aids a researcher to collate specific and rich data that are germane to his/her research's aim and objectives. Interviews take different formats and processes (Yin, 2009). According to Robson (2002), there are two basic typologies of interview: *informant* and *respondent* interviews. In extending these types, *standard* and *non-standard* interviews have been provided by Saunders et al (2012). In taking this further, according to Saunders et al (2012), types of interviews include the following: unstructured, semi-structured and structured interviews. However, there could be some overlap amongst them. To this end, the present study leverages on semi-structured interview format in collating data. This choice is premised on special relationship that this approach has with this study's methodological predilection.

In collecting data, a researcher takes into account themes emanating from such data for intertextual reading of such text corpuses and for maintaining focus (Hussey and Hussey, 1997). Although these themes may slightly vary between interviewees, they ineluctably have comparable background and intertextuality (Fairclough, 2003; Silverman, 2006). This process also helps a researcher to adjust and/or vary questions or topics to be engaged with in the course of interview sessions. Nevertheless, despite the flow of interview session, a researcher needs to stick to the central tenet of his/her research shaped and sustained by methodological preference and direction (Saunders et al., 2012).

While the researcher had a list of themes already articulated to be explored during the course of the interview, they were slightly modified as different interviewees were engaged. Nevertheless, the researcher maintained focus of issues to be considered in the interview sessions. During this process, further questions were added such as impact of managerial capture on employees' job satisfaction was refined as the interview was undertaken. Semi-structured interviews permit flexibility as well as enables voice inflections, emotions of interviewees and body language to find expression in interviews (Bryman, 2012), specifically when dealing with sensitive matters such as managerial capture of voice in ER in Nigeria (Okpu, 2016). These interviews were carried out face-to-face – not by representatives or telephone. This process facilitated smooth and hitch-free gathering of data including constraints usually associated with space limitation and incidence of geographical disparity. According to Silverman (2006), this method is very appropriate in data collection as it enables a researcher to understand psychological and emotional facets of interviewees' point of views. Thus, a total of 33 interviews were carried out. Given the Nigerian background of the researcher; he is quite conversant with research related issues in the country as well as has strong links with interviewees, whose knowledge is critical to understanding Nigeria's dynamic of ER – with regards to managerial capture of EV. This facilitated less problems usually associated with collecting data in a controversial Nigerian employment sectors (Frynas, 2009), where prospective interviewees are usually not willing to divulge sensitive issues.

Another advantage of face-to-face interview over other methods of interviews such internet or telephone interviews is that it precipitates an understanding of ''environmental of views'', which helps in making sense of psychological state of interviewees via body language that is usually not available by other methods. In addition to this, face-to-face interviews make the process flexible for recording of sessions, which were transcribed later for analysis. This data collection technique restricts possibility of loss of vital information or data required in the entire process. In extracting major themes from text corpuses after transcription, this was manually carried out by iteratively going back and forth theories, methodological design and research questions in order to ensure the study's focus is maintained in the final analysis. In the view of Saunders et al. (2012), this process is crucial in linking theoretical persuasion with methodology and research aim. Table 5.5 gives more clarity regrading rationale for interview sessions.

Table 5.5: Information on Justification for Interview Schedules

Issues/Themes/Questions	Comments	Extant Literature
What is the nature of employer-employee management/relationship?	To understand the dynamic of employer and employee relations	Pohler and Luchak (2014); Mowbray, Wilkinson and Tse (2015); Kaufman (2014)
What is EV understood to mean in Nigerian ER?	To understand how EV is perceived and constructed	Marchington and Kynighou (2012); Burris et al (2013); CIPD (2012), Kaufman et al (2014)
How effectively are employees engaged to enhance their participation in decision making?	To ascertain the participatory dynamics of employees' engagement mechanism	Albrecht (2010); Berstain (1976); Bray et al. (2009); Budd et al. (2010); Detert and Burris (2007); Otobo (2007); Iyayi (2009)
What are the channels for increasing/amplifying EV?	To gauge the effectiveness of EV	Hirschman (1970); MacLeodand Clark, N. (2009); Fajana, et al (2011b); Okpu (2016)
What are the perceptions of firms on the employment of new media-empowered voice systems?	To understand whether new media system is avoided or accommodated in amplifying EV	CIPD (2013); Newhouse (2012), Davies (1989); Hunt (2013), Paternoster (2012); Bradley and Mcdonald, (20112),
How do you consider impact of EV on trade unionism in Nigeria?	To understand whether EV has impact on decision-making	Donaghey et al (2011); Hirschman (1970); Tangirala and Ramanujam (2008)
What are the driving motives for pattern of employer-employee engagement?	To appraise what enable and foster the nature of relationship between employers and employees	Okpu (2016); Ubeku (1983); Fajana (2008, 2009); Nwoko, (2009); Umar and Hassan (2014)
What are the main strategies for stifling EV?	To understand various ways that are used to silence EV	MacLeord and Clarke (2009); Burris (2012); Mowbray, Wilkinson and Tse (2015); Paternoster (2012); Nwoko (2009); Burris (2012)

Source: The Researcher (2017)

In a bid to transcend problems or criticism linked with not maintaining focus in interview process, different levels of employees – senior managers, managers, non-managerial members of staff and other groups – were engaged in the process. This process also helps to reduce bias or what Cowton (1998) called ''doctoring of data'', which could constitute an impediment in arriving at study's overall aim and objectives (Saunders et al, 2012; Silverman, 2006; Yin, 2009; Robson, 2002).

5.3.4.4: Focus Group Schedule Preparation and Development

Given the nature of data to be collected so as to arrive at this study's overall intention, data was collected via focus group discussion with 17 participants. This process was also enabled by methodological preference adopted in the thesis. Focus group is traditionally used in situations where topic of investigation or interest is clearly and specifically defined, which precipitates a focus on enabling and recording interactive discussion between focus group members or participants (Robson, 2002). Focus group is sometimes referred to as ''group interviews'' or group discussion. This process usually involves about 4 to 8 discussants or participants – depending on the nature and scope of issue to be discussed. According to Bryman (2012), it helps in getting varied but congruent views, which a single interviewee might not provide. As explained by Krueger and Casey (2000, p. 25), focus group is ''information rich'', pertinent to arrive at ''data saturation'' (Patton, 2015). This helps in offering more insights into a particular issue or phenomenon such as the nature of engagement between employers and employees, which implicates how voice can be managerially captured (or silenced) in Nigeria's employment terrain.

Focus group is a well-known research format that has been appropriated in marketing, political participation and elections system as well as other areas of research. It is used to test reactions to a particular product, service or social issue. Given its viability in helping to ascertain perception and feelings of voters or customers, focus group has been appropriated in management research for comparable reasons (Carson, Gilmore, Perry and Gronhaug, 2001). It is also a good fit for non-probability sampling that requires experience of the researcher to make choice regarding those to be involved in focus group sessions. In contrast to other forms of data collection and in view of its unrestrictive nature, focus group permits

respondents/participants or discussants to give their views rather than to be caged by interviewer's pre-conceived notion or bias. Nevertheless, the moderator or facilitator – interviewer – has to ensure that the focus of such interactive session is not diminished or lost (Silverman, 2006).

Another advantage of this process is that it encourages participants to give genuine information unconsciously through its interactive mechanism, which builds validity base of research. As contended by Saunders et al (2012), focus group sessions help to identify trends in thought and pattern of events without persuasion from the facilitator – hence discussant share their views without being pressured by the facilitator. In addition, participants are randomly selected hence they have basic characteristics in common that helps in generating data apposite to research aim and methodological design. Thus, it is customary with group interviews and focus group, the nature of questions asked participants were essentially open-ended, which allowed them to freely air out their views about the nature of relationship existing between employers and employees in the Nigerian ER. Also, the piloting session helped in modifying and rephrasing types of issues dealt with in the interactive session. Table 5.6 further gives information on focus group session conducted and studies shaping the themes of discourse.

Table 5.6: Information on Focus Group Sessions

Issues/Themes/Questions	Comments	Extant Literature
What is EV and stakeholder engagement understood to mean in Nigerian work terrain?	To understand how respondents, understand and interpret voice and engagement	Hircshman (1970), Ananaba (1969); Benson (2000); Albrecht (2010).
Who are stakeholders in the Nigerian ER?	To deepen insights into various people or stakeholders that are affected by methods of engagement between employers and employees in Nigeria	Freeman (1984); Benson and Brown (2010); Okpu (2016); Ubeku (1983); Fajana (2006)
Can employers enhance mode of engagement in the Nigerian context?	To understand if employer-employee relations and engagement can be improved on	Ugwoji (2014); Wilkinson and Tse (2015); Hirschman (1970); Kaufman (2014)
What are the views regarding EV in Unionised and Non-unionised? Employee Representations	To understand the impact of NERs and unionised modes of engagement between employers and employees in	Dundon, Wilkinson, Marchington and Ackers (2005); Ugwoji (2014); Golan (2007); Acas (2016)

(NERs)?	Nigeria	
What are the motives driving the strategies and channels of voice?	To understand the dynamic of the strategies and participatory efficacy of EV channels	ACAS (2016); Adebanwi, W. and Obadare (2013); Adewunmi and Adenugba (2010).
What cultural-institutional factors are implicated in the participatory dynamic of employee engagement?	To understand the cultural, institutional and political implication on EV efficacy	Hofstede (1980); Aycan et al (2000); Umar and Hassan (2014).
What are the implications of adopting new media technology in enhancing EV efficacy?	To understand how firms are embracing or avoiding the imperatives of new media technology in enhancing voice and engagement process	CIPD (2013) Newhouse (2012), Davies (1989); Hunt (2013), Paternoster (2012); Bradley and McDonald, (2012).

Source: The Researcher (2017)

In the following section, rationale for choosing shadow report and organisations, whose reports are pertinent to the study are explained.

5.3.4.5: Shadow Reports: Selection and Rationale

Shadow reports are unconventional, rare method of collecting data. Using this data collection method fits within the mould of the present study's research paradigm, which draws from Saunders et al.'s (2012) ROM – archival/documentary research strategy. This research instrument is utilised to tease out the dynamics of managerial capture of voice as seen and documented by external sources, which helps to foreground research validity and findings (Hussey and Hussey, 1997), given the limitations of qualitative inquiry not to generalise findings (Silverman, 20016).

Using shadow reports (also called archival or documentary source) to analyse corporate and managerial behaviour is a recognised pattern in extant literature (see Unerman, 2000; Gaborone, 2006; Mogalakwe, 2009). According to Riffe, Lacy and Fico (2005), shadow report unearths organisational behaviour such as managerial capture of voice, which the organisations would not willingly reveal. These forms of report therefore constitute credible, plausible platforms to further pry into the inner recesses of organisations, which in this context, will aid in understanding in more nuanced manner the nature of relationship between employers and employees in Nigeria (Okpu, 2016). In addition, owing to the fact that such reports are externally prepared, they support in offering truthful and verifiable social

actualities within the garrisoned walls of employers of labour in Nigeria (Fajana, 2008, 2009). Furthermore, documents do not merely mirror; they also construct social reality (Cowton, 1998).

Shadow reports are non-company originated reports that are made public in documentary form. They are usually contrasted with silent reports, which are reports produced by such companies themselves. Shadow reports are documentary information in public realm that are provided by external bodies (Dey, 2007), not the firms themselves. Naturally, these documents can be sources online (on the Internet), which removes bias as well as rein in what Cowton (1998) tagged ''doctoring of data'' to suit researcher's predetermined frame of mind. Shadow report is traditionally used in complementing traditional data sources such as interview, focus group, observation and others (Silverman, 2006) and for data triangulation, which helps in beefing up research rigour, conclusion and findings. Consequently, triangulating focus group, interview and shadow report facilitates validation of findings and conclusion. This is the mainstay of the present study's fixation on Multi-Method Qualitative Study (MMQS) approach adopted in the thesis by combining shadow reports, interviews and questionnaires. Next section considers further reasons for triangulation sources as well as makes a case for research validity.

5.3.4.6: Triangulation: Prospecting for Validity and Knowledge Extension

The phenomenon of triangulation came from the social sciences inquiry perspective and premised on the need to arrive at what has been described as ''reported consensus'' (Bryman, 2012; Saunders et al., 2012; Robson, 2002) in scholarship and social inquiry. It is essentially a method of amplifying research validity, findings and conclusion by indicating varied sources that point to similar concept or issues (Denzin, 1978; Patton, 2015). Triangulation is utilised in both quantitative and qualitative research methods. The following factors are the main features of the concept:

- It helps to amplify validity of findings and conclusion;
- It clarifies perspectives of research preference undertaken in a piece of research;
- It foregrounds confidence in research inquiry and results;
- It increases nuanced mode of inquiry and data source.

In extant literature, there are numerous types of triangulation, which may include theoretical, methodological, multiple investigator, and data triangulation. The present study uses data triangulation: the combination of shadow reports, focus group and interview.

Concerted effort by scholars and academics to understand a better way of improving employer-employee relationship in Nigeria's ER, has resulted in the rise of studies engaging this phenomenon. Against this backdrop, this current research employs critical analysis (CA), a spin-off of critical theory, to extend knowledge on Nigeria's ER conundrum by essentially focusing on how EV is marginalised, disabled and stifles by the instrumentality of managerial capture, which has been explained in preceding chapters. Critical inquiry tool will also facilitate an understanding of Nigeria's cultural-environmental dynamics of power distance, institutional imperatives and ways of legitimising organisational behaviour such as managerial capture of voice. Some studies have focused on the terrain of Nigeria's ER (Otobo, 2007), however, there is paucity of research in this direction (managerial capture of EV (Okpu, 2016). Nigeria tends to be grappling with the speed of change that has stormed global ER, which reflects the preoccupation of early writers on trade union narratives. These early studies assayed suppression of EV and input in the decision-making process given the interference of undemocratic military and civilian governments (Fajana, 2006; Iyayi, 2009). These studies chip away on the growing trend of alternative voice adopted by corporations.

For example, Akinwale (2011) used documentary analysis to interrogate the abnormalities in Nigeria's conflicts (mis)management mechanism and the effect on EV prospects. The author blamed dearth of structures, lack of transparency and institutional capacity requisite in promoting industrial peace and reconciling marginalised voices on organisational system in Nigeria. Similarly, Okafor (2012) uses a theoretical framework of neoliberalism, to investigate the effect of nonstandard ER practices in Nigeria, which is perceived to reduce labour cost and increase organisational profitability. In a similar vein, Mordi, *et al*. (2013) use a survey approach to explore managers' perspectives of work-life balance, to describe employees' perceptions of work satisfaction and voice prospect in the Nigerian banking sector. According to the study, there exists diversity in middle-line managers' perceptions and experience of work-life balance in Nigeria, which is influenced by cultural sensitivity and affects employees' perception of voice.

In the same direction, Azolukwam and Perkins (2009) used a survey response to interrogate managerial perspective on HRM practices in the developed countries and the effect this may have on EV outcomes. The author found that managers in Nigeria have embraced but effectively failed to converge with the Western practices of normative HRM, due to the influence of Nigeria's cultural and institutional interpretation, which has significant implications for managerial behaviour and EV outcomes. Using internal attitude survey and workers' commitment, Jaja and Okwu (2013) adopted a cross-sectional survey of data and Spearman rank order correlation, to investigate the relationship between internal survey and workers' commitment in Nigeria's banking industry. They found strong link between the internal attitude survey with workers' continuance and normative commitment, but no association with their affective commitment (Jaja and Okwu, 2013).

In order words, employees will be willing to stay and commit to organisational goals, but only when their voices are heard and taken into account. These studies are quantitative in nature. In the antecedents and outcomes of voice and silence behaviour, Umar and Hassan (2013, p. 188) used interview methodology and analysis of cultural dimensions, to explain why Nigerian employees at tertiary educational institutions may choose to remain silent (or not voice out) due to fear of negative label related to Nigeria's cultural values, which is based on respect for superiors. In their interrogation of collective bargaining in the Nigerian Chemical Rubber and Non-metallic Industry, Anyim, *et al*. (2013) used both qualitative (interview) and quantitative (survey) methodology, to find that despite the adoption of a collective bargaining mechanism, employees were paid between 2010-2012 lower salaries in relation to minimum wages in Nigeria. This has been blamed on economic hardship in the country, which also effected the organisations.

As observed so far, most studies on organisational behaviour and EV in Nigeria are conducted *via* quantitative research methodologies, although few of these studies have adopted qualitative approaches, they were analysed *via* thematic and content amongst other conventional analytical methodologies. In addition, literature on EV and organisational behaviour studies in developing countries is preoccupied with quantitative approach (survey questionnaire), only few have been conducted qualitatively (interviews). In addition, they are carried out via content and thematic analysis (Jackson, 1999; Ahmed, 2004; Azolukwam and Perkins, 2009; Gobind, 2015; Otobo, 2007; Fajana, 2006; Akinwale, 2011; Okafor, 2012; Akinwale, 2011; Mordi, *et al*., 2013) as opposed to the critical approach. Therefore, in

breaking from this *functionalist paradigm*, this thesis leverages on the dynamic of critical theory – critical discourse analysis (CDA) – to analyse data and to further extend knowledge on EV dynamic in the Nigerian ER debate.

This is essentially a way of responding to the seminal call by Legge (1995) to expand the canvas of HRM and ER in order to break loose from the limiting, uncritical and narrow dynamics of studies that earlier on dominated the field. This contention finds continuation in Watson's (2004) furtherance of Legge's (1995) intimation to widen discourse and methodological processes on social science studies, such as EV in ER (Hirschman, 1970) as a way forward resonating with critical thinking and ratiocination. This is the mainstay of this analytical preference. Target population is explained in the following sub-section.

5.3.4.7: Target Population

Research population entails the number of people, cases, places or issues that constitute important size (sample frame) targeted by a researcher in order to conduct a successful research (Saunders et al, 2012). Such phenomena include animate and inanimate things (Robson, 2012). Research population used in this study includes Port Harcourt, Lagos and Abuja, which are main cities in Nigeria. These cities will help facilitate the collection of apposite data required in order to deliver on this study's overall aim and objectives. According to Bryman (2012), target population means a range of people, places or issues in a defined social space that have common characteristics that a researcher can possibly identify relative to the aim of his or her enquiry. To this end, the present study identified the above-mentioned subset of research's sample population (frame) so as to ensure order and focus. The process of specifically zeroing in on Abuja, Port Harcourt and Lagos was to arrive at valid conclusion and findings. Also, this process is referred to as judgemental (snowballing) technique, which leverages on power of networks of acquaintances, to gain vital information necessary for a research project. It is also a form of non-probability sampling procedure (Silverman, 2006). This approach also aided the identification of sample unit/size.

The sample frame for this study involves respondents from the banking, ICT and petroleum sectors. These sectors were chosen for this research given the extraordinary level of influence they have on Nigeria's economy and particularly, in providing connectivity, creating jobs and employment for the Nigerian population and beyond (Adomi, 2005a). Indeed, these are

sectors have proved lucrative for both indigenous and foreign businesses. The petroleum sector is mostly dominated by foreign investors, followed by the banking and ICT sectors (ITN, 2010), which is why there is the need for the creation of a healthy work environment for growth and sustainability within these sectors (Bick, *et al*., 2011; Ndukwe, 2004). As indicated earlier, this exercise will be conducted across the three of Nigeria's major geopolitical zones namely Port Harcourt (East), Lagos (west) and Abuja (North). These areas have the largest population density in Nigeria. Port Harcourt could be argued to represent the heartbeat of the Eastern region, Lagos is the former capital of Nigeria and commercial centre of the country. Abuja is the Capital Territory of the country. These areas also have the highest density of offices for these companies (Smallman, 2007; Nwokeji, 2007). All of these attributes help to flesh out the rationale for choosing these firms and target population (Saunders et al., 2012).

5.3.4.8: Research Frame/Size and Justification

Snowball sampling technique is used in this study. It is about using a small number of initial informants to nominate, via their social links, other respondents that meet the eligibility benchmarks and could hypothetically add value to a study's key aim (Creswell, 2013). Thus, the sample size is the organisations' (employers') stakeholders, which are parts that represent the whole – employees that represent the voice of wider employees in Nigeria. Purposive sampling or non-probability sample, which is chosen for this study, is based on the supposition that gaining in-depth idea or knowledge on a subject such as managerial capture of EV based on sample unit used, would facilitate achieving main aim of the research (Yin, 2009). This process also aids in determining similarity of views that can help in framing themes. Thus, given the researcher's good knowledge of social actualities in Nigeria – particularly the mode of relationship between employers and employees in Nigeria's ER – the researcher concentrated on those whose views will add value to the thesis. This pattern is pursued to arrive at ''data saturation'' and ''information rich'' details and sampling required for successful completion of the study (Silverman, 2006).

Thus, the sample size for this study are those whose interests and opinions matter in this research for reliable, credible and plausible research findings and conclusion (Saunders, et al 2009).To this end, this study relies on critical analysis of data drawn from managerial and non-managerial participants   (including 33 interviewees and 17 focus group discussants)

across the Nigeria's banking, petroleum and ICT sectors as well as shadow reports from two NGOs, in order to establish motives, strategies and channels via which EV is managerially captured (Wilkinson, et al, 2011; Baker, 2010) in Nigeria's ER. Profile of case study organisations will be dealt with next.

5.3.4.9: Profile of Case Study Organisations: Pseudonym Approach

The current operators in Nigeria's petroleum, banking and ITC sectors were highlighted in the preceding chapter 4 (the context of Nigeria). These operators are in large part foreign companies as well as indigenous oil firms. The selection of operators for this study was based on specific criteria, which include a minimum of five years in operation and good market position and share value in the industry. It is also based on their standing in Nigeria Stock Exchange (NSE). This criterion is used, hence, comparable studies used it to determine other variables necessary to justify methodological preference (Robson, 2002). There are over 20 firms operating across the Nigerian petroleum sector (P), 21 and 9 across the banking (B) and Information Tele-Communication (ITC) sectors respectively. It is from these three leading sectors each that three firms were selected for this study. Using pseudonyms (or coding), the demographic characteristic of the selected organisations and participants are presented in the empirical chapters (6, 7 and 8). In the following section, the procedure for sampling is given.

5.3.4.10: Procedure for Sampling

Sampling procedure appropriated in this study parallels the process of initialising and finalising sample collection (Bryman, 2012). This process chimes with ascertaining research population to be targeted as well as collating data from such population sample by focusing on sample size/unit. Figure 5.4 below demonstrates process of sampling technique

Stage 1	• Determine Target Population • Rationalise Target Population
Stage 2	• Identify Sampling Frame/Unit
Stage 3	• Choose Sampling Technique/Procedure
Stage 4	• Determine Sample Size • Justify Sample Size
Stage 5	• Collect Data from Samples • Rationalise Data Collection Instrument
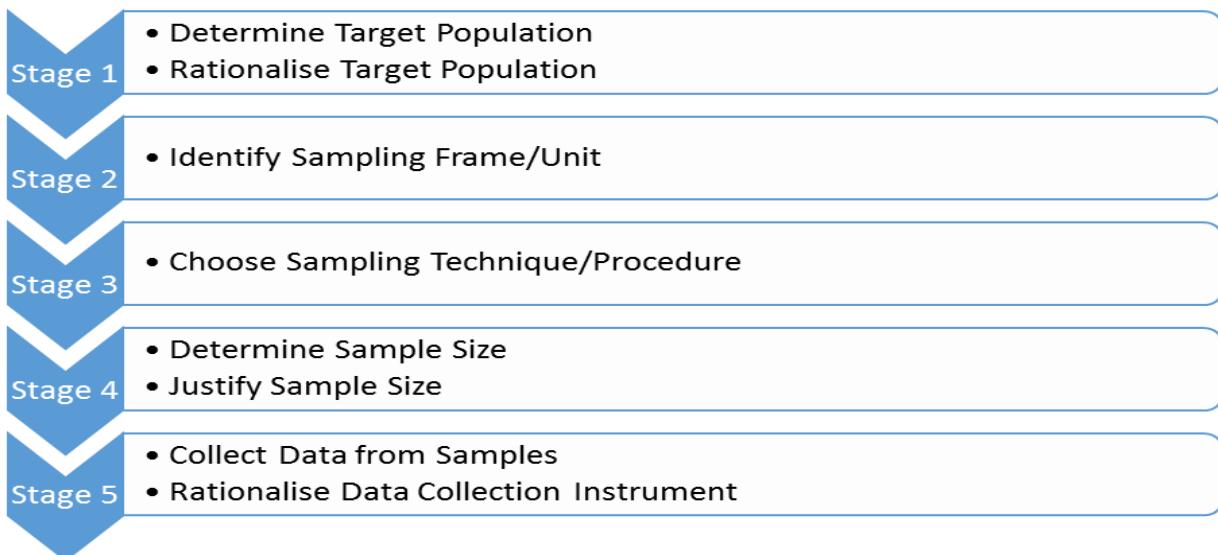
Figure 5.4: Sampling Technique Process

Source: The Researcher (2017)

5.3.5: Choice of Research

This study's research choice is based on Saunders et al.'s (2012) framework as is with other aspects of the study's research design/methodology. The study will be combining data from three main sources – focus group, interview and shadow reports – excluding secondary sources. This resonates with Multi-Method Qualitative Study (MMQS). As well-known, MMQS is at the heart of research ethics, as it affords a researcher the platform to validate similarity in themes emerging from diverse sources (Robson, 2002).

5.3.6: Time Horizon

The present study is basically cross-sectional in scope and outlook. Traditionally, cross-sectional studies contrast with longitudinal study. The former is premised on finding out what happens in a definite, static environment, which is being studied; while the latter is on different timeframes. Given the nature of this thesis, cross-sectional approach is used for time horizon. Also, this approach is adopted to apprehend how employees in three different sectors used for this study react to issue of managerial capture of voice in Nigeria's ER in a given period.

5.4: Research Methodology/Design and Data Analysis Process

Admittedly, there is no fixed, stable way of framing research design/methodology (Bryman, 2012). Nonetheless, this thesis leverages on Saunders et al.'s (2012) ROM, as has been indicated earlier. In doing so, attempt is made to answer the study's research questions and to arrive at credible, plausible findings and conclusion. Therefore, in operationalising ROM, Figure 5.5 is used to graphically depict this.

Figure 5.5: Research Methodology Hexagon

Source: The Researcher (2017)

The next section will be explaining data analysis process adopted and the rationale for doing so. Critical Discourse Analysis (CDA) is used.

5.5: Data Analysis Process: CDA and Lexical Patterning

Critical discourse analysis (CDA) has been described as a spin-off of critical theory/rationality (Wodak and Meyer, 2009), which investigates how texts (words/vocabularies) represent organisational behaviour that subsequently indicates what happens in the economic, political and social world, and thus, can be employed to uncover managerial capture of EV in the Nigerian context of ER. According to Wodak (2000), CDA is a problem-orientated language tool, which utilises both thematic and linguistic frameworks, to interrogates how rhetoric/language and power discourse are constructed, reproduced and legitimised institutionally (Fairclough, 2003). Furthermore, CDA has been

described as the enabler of effective interpretation of power relationships existing between different class groups – employers and employees – within a specific setting (Nigeria), especially with regards to what is acceptable or unacceptable (Leeuwen, 2007). Table 5.7 gives more explanation of CDA, which is the chosen analytical tool for the thesis. The explanation is on its features as well as advantages and disadvantages.

Table 5.7: Characteristics of Critical Discourse Analysis

Advantages	*Disadvantages*	*Sources of Communication*	*Issues Analysed*
Eclectic collection of data for linguistic and thematic analysis	Limited quantitative enquiry	• Texts • Dialogues • Scripts • Visual images (pictures, artefacts) • Audio data • Transcripts of interviews, focus group and others) • Discourses	• Discursive practices • Organisational culture • Dialogue • Values and ideology • Power relations and hegemony • Identity issues • Semantics and syntax • Social practices • Speech acts
Naturally occurring texts/talks such as participants observations in data corpuses	Going beyond the pragmatic		
subjectivist and exploratory in scope and format (ontology)	Sometimes judgemental		
Attention on social and linguistic aspects of texts	Restricted by context		
It reveals ideological, rhetorical and social practices	Problem with generalisability/comparison		
Determining why and how a method of language is used	Analysis of communicative event		

Source: Drawn from Fairclough (1992, 2013)

In operationalising CDA in this thesis, effort is being made to use texts (words) extracted from the three main data sources – shadow reports, focus group and interview – as a reflection of employers' behaviour in relation to ER and trade unionism, which further reflects modus operandi of cultural behaviour in Nigeria. This is linked with what Fairclough (1992) calls: micro (text), meso (organisational) and macro (social practices). Micro (text)

represents meso (organisational practice) and macro issues (social practice such as ER in Nigeria). This methodological preference is also triggered by calls by Legge (1995) and others (Watson, 2004) to expand the confines of HRM and ER literature in order to tap into the energies of renewed consciousness in management studies and social sciences to be critically oriented. Such critical exploration has the potential for alternative views and positions to be heard. These alternative positions are buried in the rubbles of mainstream research methodologies and schemata detonating in content analysis and related approaches.

CDA enables the unmasking of ideological bias and managerialist principles embedded in the language of the apparently objective representations of employment issues in Nigeria and its related phenomena such as lack of engagement, grievance and workers' welfare packages (Wodak and Meyer, 2009). This also includes institutional tenets that guide and legitimise such social realities (Fairclough, 2003). Therefore, texts from three main data sources used in this thesis will be exemplifying that lexes (vocabularies) extracted from text corpus demonstrate text in context – language choice and use to represent ER in Nigeria in terms of managerial capture of EV. Thus, choice of words (diction, lexes) is not framed essentially by the organisations used in this thesis, but is shaped by patrimonial, institutional and cultural paradigms prevalent in Nigeria (Okpu, 2016). In operationalising this, lexicalisation – use of lexis or choice of words – is rooted in some definite ideologies, cultures and social norms and values (van Dijk, 2008). Such representations, nevertheless, shape societal perceptions (or misperception) of events, people and policies that is capable of altering people's opinion, attitudes, and actions towards others.

In analysing data from texts that frame motives of managerial capture of EV, this thesis will be considering lexical patterning in these corpuses. Identifying these themes was manually done by painstakingly going back and forth the text corpuses to actually locate texts that resonate with managerial capture of EV in Nigeria's ER. After identifying these themes, the researcher iteratively went through the texts to ensure they reflect the concern of the thesis – overall research aim and objectives. This will be done by specifically exploring and analysing three themes emanating from these texts. They are as follows:

Themes of:
- Control; denial of rights/suppression; discrimination/prejudice;

- Poor working conditions; poor Work-Life-Balance (WLB); profit maximisation;

- Dis/empowerment; dis/engagement; exclusion/marginalisation; unitary voice.

In analysing data, attention will be focused on understanding relationship between lexical patterns in the texts. Lexical patterning relates to diction (word choice) and word creation strategies used in a given communicative act − discourse or textual construction. Excerpts (texts/words) from interviewees in relation to their choice of words mean a lot and say much about the Nigerian condition. In conspectus, disengagement and lack of stakeholder voice is much more of discrimination and marginalisation; it looms large in lexical patterning as exemplified in texts from interviews (Fairclough, 2003). Lexicalization is implicated in ideology, which is a "mosaic of cultural conventions, economic, social and political belief system as well as institutional norms and values (van Dijk, 2008). In fact, Lassen, Strunck, Vestergaad (2006) advised that we have to really "peep into the fundamental ideological connotation behind every piece of communication (discourse) so as to appropriately understand diction (lexical choices). Lexis is an amount of linguistic coding in text creation at which truths can be embodied (or misrepresented) with good measure of freedom and leverage. Therefore, an interviewee's choice of words in the interviews carried out, establishes his or her freedom of diction in managing and coding truths (facts) gathered in the process of interviewing about social experience such as ER in Nigeria.

Relational analysis has been described as semantic analysis (Palmquist et al., 1997). Like content analysis, relational analysis starts with the process of identifying comparable ideologies, ideas and thoughts present in a given text or texts. This process resonates with what Kristeva (1980) refers to intertextuality. Intertextuality explains the process of shaping of a textual construction and its meaning by prior texts. To demonstrate intertextual relations, quotation, allusion, parody and semantic reference can be used. Nevertheless, relational analysis endeavours to go beyond the presence of these social realities by examining the relationship between the notions identified in text corpuses (Carley, 1992). In sum, the focus of relational analysis is to look for meaningful or semantic association (as will be demonstrated in the empirical chapters). Individual concepts, in and of themselves, are considered as having no intrinsic implication. This analytical approach maintains that social cognition is formed (and shaped) by internal mental structures, which are created as people draw inferences and gather information about their social environment (Wodak and Meyer, 2009). Consequently, Figure 5.6 illustrates how data will be thematically analysed and

interpreted based on CDA benchmarks and processes for interrogating texts extracted from data sources used in this thesis: shadow reports, focus group and interview.

Stage 1 (Textual Data)	Stage 2 (CDA Analysis)	Stage 3 (Data Interpretation)
Interview Texts Focus Group Texts Shadow Reports Texts	Condensing Texts Filtering Texts Categorising Texts Coding Texts Reviewing Intertextuality of Texts (Exploring Co-thematic Relationship) Report Writing	Engaging Answers to Research Questions Discussion Findings
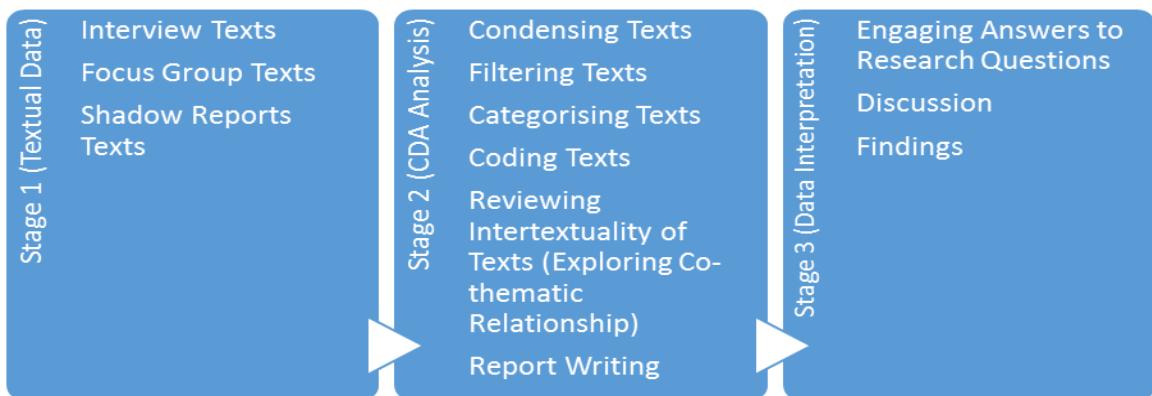
Figure 5.6: Data and CDA Process Flow

Source: The Researcher (2017)

5.6: Text, Context and CDA: Towards a Problematisation of CDA Analytic

CDA explores how texts reflect (and represent) social actualities hence they are not produced in a vacuum (Wodak and Meyer, 2009). From a semiotic perspective, word/textual construction is based on the pragmatic application of the text in a specific context, which is captured in the text itself since there is a systemic association between the social milieu and the ''functional organisation of language-in-text'' (House, 2006, p. 89). CDA has enables researchers to understand the power of pragmatic, linguistic and visual representations as well as their capacity to frame and manipulate people's perception, understanding, actions and attitudes, (Fairclough, 2003). This means that CDA aids in understanding how texts are produced and conditioned by institutional realities prevalent in a social space. It is to this end that van Dijk (2008) averred that CDA helps in has accounting and exploring the relationships between text, discourse and socially sanctioned/unsanctioned actions and attitudes and with the aim of explaining/analysing how prejudice, control, discrimination, power, exclusion, marginalisation and oppression are created, legitimised and reproduced in discourses or public.

The objective pursued by CDA in this direction inheres in the ability of using textual analysis to apprehend text mediated hegemony, control, marginalisation and discrimination. By so doing, there will be more insight into overall cultural, economic, political, social and other institutionally sanctioned modes of behaviour such as marginalisation of employees by employers in ER in the Nigerian context (Okpu, 2016; Kress, 1996; Wodak, 2001). One of the hallmarks of CDA is that issues, thing, events and the like that are not pleasurable could be represented in some other better ways that are acceptable to both employers and employers and the society at large. CDA relies mainly on the canons of Systemic Functional Linguistics (SFL) to indicate how texts – or linguistic properties such as grammar, lexis, diction, and syntax – can be systematically associated with ideological and social functions. The sinew of SFL in this regard is that meaning of texts is context-dependent. Also, the key strength of SFL method to CDA is Halliday's meta-functional tenet that is an integrating platform for conceptualising how representation instruments act together to produce meaning.

The meta-functional tenet is the ratiocination inhering in the presupposition that representation instruments/resources eventually generate the tools for creating ideational (that is logical meaning and experiential relations) as well as producing social relations (that is interpersonal meaning). Thus, these meta-functions (Fowler, Hodge, Kress and Trew, 1979) are produced via the organisation of discourse, which is the textual meta-function of semiosis. The meta-functional tenet offers a platform for exploring the functionalities of representation instruments and for investigating the methods in which grammatical, semantic, semiotic and syntactic choices interact in discourses to accomplish precise objective. For example, an employer persuading audience or society to believe its pattern of ER thereby is cajoling them to hide its real intention – managerial capture of voice and its related issues for managerial interest (Hirschman, 1970; Kaufman, 2014). Therefore, the SFL approach to CDA is based on critical interrogation of the meaning potential of representation instruments such as disempowerment, marginalisation, exclusion, discrimination, disengagement and unethical behaviour by organisations distributed across text corpuses (from interviews, focus group and shadow reports), which can be analysed to depict what happens in the real world of ER and trade unionism in Nigeria (Fajana, 2008, 2009; Wodak and Meyer, 2009). In Figure 5.7 elements of CDA process used for this thesis is graphically offered, which helps in understanding the dynamics of this analytical tool.
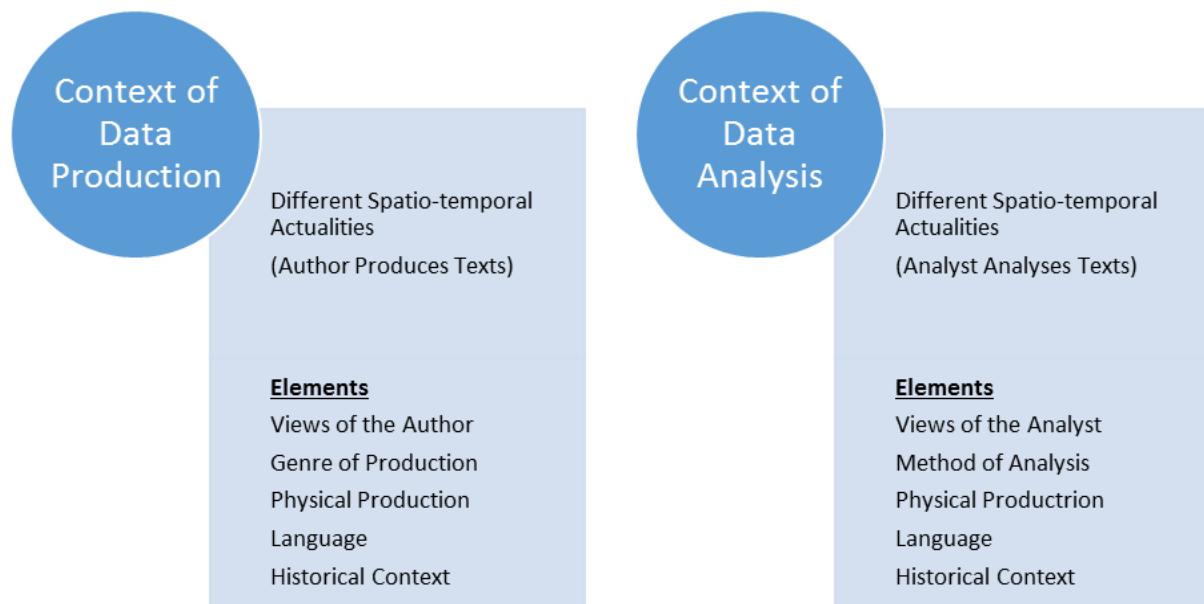
Figure 5.7: Elements of CDA Process

Source: The Researcher (2017)

5.7: Analytical Procedure: A Critique

A number of criticisms have been levelled against CDA. According to Luke (2002) critical discourse analysis can be criticised on the grounds that benchmarks and logic of analysis can be framed by a researcher's preference. Some authors such as Pennycook (2001) and Luke (2002) have criticised CDA on the premise of its methodological grounding, given the fact that it is prone to multiplicity of formatting and structuring as considered by a researcher. For Widdowson (2004), its theoretical scaffold and approaches could be subjective. Hence, Widdowson (2004, p. 157) calls this ''selective and subjective'' view of a researcher. However, CDA is a welcome development in more nuanced and critical apprehension of interface between organisations and wider social practices. Again, this intimation feeds into critical turn to social sciences and management studies – specifically HRM and ER discourses.

5. 8: Rationalising Data Analysis Process

The use of CDA in this study as variously stated in this chapter is to respond to the call by scholars (Watson, 2004; Legge, 1995) to widen the ballparks of human resource

management, ER and voice studies (Hirschman, 1970) for more critical and dynamic apprehension of the field. This process helps to add to the body of literature in this field methodologically and theoretically. As has been demonstrated earlier, previous studies on these phenomena have used content analysis, thematic analysis and other forms of analysis. In enriching this field as well as providing finer grains, nuanced perspective corresponding in alternative discourse/perspective, the present study uses CDA. CDA has been lauded for unearthing marginalised voice in discourse, texts and organisational practices as well as social practice (Wodak and Meyer, 2009). This is the mainstay of this analytical preference.

5.9: Research Axiology

From extant literature, axiology has two dimensions: *value-free* and *value-bound*. This study leverages on the former. This entails that the research is not separated from the researcher's values. It is thus value-laden. Thus, given the researcher's extensive inner workings of organisations – specifically those in the sectors used – these values and knowledge of how things are culturally done in Nigeria are considered, hence, this is a social constructionist study (Saunders et al, 2012). These experience and values aid in interpreting the social space of employer-employee relations in terms of managerial capture of voice.

5.10: Research Ethics

The present study made effort to bring ethics to bear in the research. This is operationalised by anonymising participants/discussants in the three sectors. However, they might be issue with ethics of shadow report but by their very nature, they can be publicly accessed, which also limits unethical practice (Dey, 2007). This study also takes cognisance of ethical conduct and blueprint adopted by Brunel University by seeking consent of participants and discussant as well as alerting them that the study was for academic purpose and their anonymity will be assured (Bryman, 2012; Robson, 2002).

5.11: Research Delimitation

Given the boundaries of the thesis, it is demarked by target population that is used for the study. In the preceding section, rationale and benchmarks for conducting a cross-sectional study as well as population size/unit have been amply explained.

5.12: Research Limitation

The present study is however, limited by the nature and scope of inquiry, which is essentially qualitative. It has been noted that qualitative researches are usually criticised on the grounds of possible difficulty in generalising results of research (Saunders et al., 2012). Nonetheless, in rising above this criticism and to reinforce the study's preoccupation with validity of methodological preference, triangulation of sources is used to enable this. Although a qualitative study, it nevertheless has the capacity to reshape discourse regarding employer-employee relations in Nigeria as well as aid in providing policy frameworks that could influence ER practice in Nigeria and other areas of the world.

5.13: Conclusion

This chapter has explained the rationale for research methodology adopted in this thesis as well as given information on research's overall aim, objectives and questions pursued. In addition, the chapter has indicated that the present study parallel's Saunders et al's (2012) research onion model – ROM, which has six parts, as its research paradigm. The various ways in which this thesis mirrors this model has been explained in this chapter as well as justified. The chapter also takes a look at the analytical tool and procedure adopted in the chapter, which is critical discourse analysis (CDA), which is rationalised on the basis of responding to Legge's (1995) call for HRM and employment relations literature to be expanded via critical rationality, which is the precursor of CDA (Fairclough, 2003; Wodak and Meyer, 2009). This chapter has also considered sources of data used for this study's empirics, which are focus group, interview and shadow reports. This methodological preference is to beef up this study's triangulation logic and to reinforce conclusions and findings of the research.

CHAPTER SIX

FINDINGS FROM INTERVIEW DATA

6.0: Introduction

This chapter is the first empirical section of this study. This chapter will be exploring qualitatively the underlying motives driving managerial capture of EV in Nigeria's ER. The main issue here is to use interview data to make sense of how employees' voice is marginalised and managerially controlled – managerial capture – by employers. EV deals with various channels via which employees communicate their opinions as well as make their inputs on employment and organisational matters to employers. EV is a veritable medium through which employees can influence organisational decision-making processes. Data collected via semi-structured interview with 33 interviewees, will be analysed to understand how EV is managerially captured (CIPD, 2016). This chapter responds to the first research question of this study, by interrogating the motives underpinning the various ER practices in Nigeria (Fajana, 2008, 2009).

Available empirical studies on EV phenomenon have rather engaged employer-employee relationship from developed countries perspective as well as considered this issue from the prism of conventional analytical tool (Pohler and Luchak, 2014; Wilkinson et al, 2011; Freeman and Medoff, 1984; Kaufman, 2014; Kaufman and Taras, 2010; Cullinane, et al., 2014; Mowbray, Wilkinson and Tse, 2015). Also, there is paucity of research from the prism of developing countries perspective (Okpu, 2016) that has high incidence of lack of engagement and inclusion (Otobo, 2007; Fajana, 2009), which therefore has implication for understanding managerial capture of EV in Nigeria's ER (Okpu, 2016). Given the preponderance of conventional analytical tools, such as, content analysis, thematic content analysis and others in ER and HRM literature (Legge, 1995; Watson, 2004), the present study applies CDA. Additionally, most studies (if not all) that have addressed this concept from the developing countries perspective have used the traditional or conventional analytical tool (See Fajana, 2008, 2009). This analytical process is also a way of responding to calls in HRM and ER literature to widen debate on employer-employee relationship (Legge, 1995) including EV, which is the focus of this study. Therefore, the present chapter makes some valuable contribution in ER phenomenon by leveraging on interviews analysed via CDA to gauge key stakeholders' perception of managerial capture of voice in Nigerian ER. Therefore, the main research question that this chapter hopes to answer is:

- **What are the motives for managerial capture of EV in Nigerian employment terrain specifically in the unionised and non-unionised setting?**

The above research question can be interrogated by focusing on three key themes that intertextually run across data collected. The patterned, congruent themes depict intertextuality (Kristeva, 1980) as well as signify that data collected from diverse stakeholders sing from the same hymnbook (Hartman and Hartman, 2003), which Barthes (1977) refers to as uniformity of thought. Shashua and Wolf (2004) call this ''single kernel'' recognisable pattern in text. In this direction, the following three key themes are explored. First theme – ***motive of managerialism*** – will explore what this motive entails for mutual interest representation. The second theme – ***motive of maximising shareholder value*** – will focus on understanding the rationale behind motive of maximising shareholder value as opposed to wider stakeholders' interests. Third theme – ***motive of disempowerment/disengagement*** – will focus on reason for not enabling employees to have a say meaningfully in what concerns them, that is, decision-making processes.

In analysing data from interviews, themes of lexical patterning in the texts will be the focus. This process will be undertaken by analysing the following lexical themes:

- Themes of control; denial of rights/suppression; discrimination/prejudice;
- Themes of poor working conditions; poor Work-Life-Balance (WLB); profit maximisation;
- Themes of dis/empowerment; dis/engagement; exclusion/marginalisation; unitary voice.

Therefore, attention will be focused on understanding relationship between lexical patterns in texts as well as their association with themes to be explored in subsequent section of this chapter. Lexical patterning relates to diction (word choice) and word creation strategies used in a given communicative act – discourse or textual construction (Fairclough, 2003). Lexicalisation (of themes and words) is implicated in ideology that houses cultural values and belief system (van Dijk, 2008) in a specific social space. Lexis is an amount of linguistic coding in text formation in which truth can be embodied (or distorted). Nevertheless, analysing/appraising lexical patterning in text will be operationalised through relational analysis, which in this context will be semantically explored (Palmquist, Carley and Dale, 1997). Relational analysis has relationship with intertextuality, which has been explained in preceding chapter – chapter five. Relational analysis goes beyond realities in the lived world (macro elements) by linking these social realities to organisational practices, such as, style of ER (in Nigeria) (meso elements) and subsequently to textual/linguistic elements (micro

elements) (Fairclough, 1992, 2001, 2014; Carley, 1992; Wodak and Meyer, 2009). Figure 6.1 below Illustrates association between texts, organisational practices and social reality.

Relational Analytical Framework: CDA of Lexes

Lexical Patterns (Micro Elements)
•Themes of control; ''us vs. them''; dis/empowerment; dis/engagement
•Themes of exclusion/marginalisation; denial of rights; suppression
•Themes of ''name and shame''; unitary voice; discrimination; prejudice

Discursive Strategies (Meso Elements)
Discursive Strategy of Managing Employees/Unions/NERs
Discursive Strategy of Disemphasising Profit maximisation
Discursive Stratgey of Empowering Employees/Unions/NERs

Economic, Institutional, Political & Social Practices (Macro Elements)
Capitalism
Shareholder Capitalism
Shareholding
Profit Maximisation
Power Contestation
Dominance
Patrimonialism
Neopatrimonialism
Unitary/Monotonic Voice

Figure 6.1: Three-layered Approach to Lexical Patterning

Source: The Researcher (2017)

33 interviews were conducted, which involved key stakeholders in Nigerian petroleum, banking and ICT sectors. See Table 6.1 for more detail. The interview results and analysis are explained in the subsequent sections. Nevertheless, before engaging in this analysis, an outline of the pilot interviews carried out will be presented. The pilot study serves as insight into factors that shape the interview process carried out. The cities where interviews were conducted included Abuja, Port Harcourt and Lagos, which are highly industrialised and administrative cities in the country. The main reason for these interviews was to ascertain employees' responses and ideas about key question that this chapter hopes to answer, which has been highlighted above. Next section looks at pilot study undertaken for the research.

6.1: Pilot Study

Pilot studies were conducted in Lagos, which lasted five days before the researcher commenced actual interviews. First, the pilot study involved using snowball technique (see

chapter five for more explanation), which helped in identifying people (stakeholders/interviewees/informants) whose views are germane to collating data useful for the study, which will facilitate achieving the study's overall aim (Silverman, 2006). This process involved identifying contacts, whose social network and affiliation aided in getting interviewees (stakeholders) necessary for successful data gathering. These stakeholders have sufficient experience and knowledge of how employers and employees engage in Nigeria as well as have good understanding about various strategies and channels through which EV is heard and/or silenced. See Table 6.1. Also, they have over four-year experience of working or dealing with companies in the three sectors focused in the thesis.

Consequently, information (response) collected via pilot study was deemed helpful and illuminating, which eventually led to achieving main aim of engaging in such process. According to Yin (2013, 2014), achieving result expected in an inquiry technique employed contributes in realising research's stated intention and purpose. This process constructively had effect on developing and adjusting the final research schedule (See Appendixes 2 and 4) as well as research format and methodology. One of the hallmarks of adjusting interview technique precipitated by pilot study was that the process helped the researcher to understand that comparable data collection techniques, such as, focus group would not fully bring about stated intention and research design of the study. In buttressing this argument, one of the interviewees during pilot study stated that given possible influence of each other's opinions/perspectives during focus group session, interviews would be most appropriate to understand individual opinion on ER in Nigeria. Thus, as declared by Bryman (2012) participants/respondents could be pressured to change or modify their opinions by fellow participants. Also, pressure of ''steering control'' (Saunders et al., 2012) mediated by a moderator might have impact on data collected, with comparable tools, such as, focus group or action research. This prompted the researcher to reject these inquiry tools and similar methods. Next section explains process of data analysis.

6.2: Data Analysis: Interviews

The interviewees engaged in this study included representatives of selected ICT, banking and petroleum companies in Nigeria. These interviewees included senior managers, middle managers, and line mangers as well as non-managerial members of staff giving rise to 33 interviewees. In ensuring anonymity and confidentiality of the interviewees, information

articulated below is coded for ethics and anonymity (Bryman, 2012). Table 6.1 gives more clarity on interview brief utilised.

Table 6.1: Interview Brief

Serial No	Code	Roles	Sex	Educational Level	Experience
Petroleum Sector Firms					
1	PE1	Senior Manager in Petroleum Company	M	MBA	7 years
2	PE2	Middle Manager in Petroleum Company	M	MSc	8 Years
3	PE3	Line Manager in Petroleum Company	F	MSc	8Years
4	PE4	Employee in Petroleum Company	M	HND	4 Years
5	PE5	Employee in Petroleum Company	F	BSc	N/A
6	PE6	Employee in Petroleum Company	M	BSc	5 Years
7	PE7	Employee in Petroleum Company	M	HND	6 Years
8	PE8	Employee in Petroleum Company	F	BSc	5 Years
9	PE9	Employee in Petroleum Company	M	HND	4 Years
10	PE10	Employee in Petroleum Company	M	MSc	6 Years
11	PE11	Employee in Petroleum Company	F	BSc	N/A
Banking Sector Firms					
12	BE1	Senior Manager in Banking Company	M	MSc	7 Years
13	BE2	Middle Manager in Banking Company	F	MBA	8 Years
14	BE3	Line Manager in Banking Company	M	MBA	N/A
15	BE4	Employee in Banking Company	M	BSc	7 years
16	BE5	Employee in Banking Company	F	BSc	8 Years
17	BE6	Employee in Banking Company	F	MSc	6 Years
18	BE7	Employee in Banking Company	M	MSc	6 Years
19	BE8	Employee in Banking Company	M	HND	7 Years
20	BE9	Employee in Banking Company	M	MSc	6 Years

21	BE10	Employee in Banking Company	F	MSc	6 Years
22	BE11	Employee in Banking Company	F	HND	6 Years
ITC Sector Firms					
23	ICT1	Senior Manager in ICT Company	M	MSc	5 Years
24	ICT2	Middle Manager in ICT Company	F	MSc	7 Years
25	ICT3	Middle Manager in ICT Company	M	MBA	6 Years
26	ICT4	Employee in ICT Company	M	MSc	4 years
27	ICT5	Employee in ICT Company	M	HND	N/A
28	ICT6	Employee in ICT Company	F	BSc	6 Years
29	ICT7	Employee in ICT Company	M	BSc	5 Years
30	ICT8	Employee in ICT Company	F	HND	N/A
31	ICT9	Employee in ICT Company	M	HND	4 years
32	ICT10	Employee in ICT Company	F	MSc	6 years
33	ICT11	Employee in ICT Company	M	BSc	6 years
Total: 33		**9 Managers, 24 Employees**	**M:20/F:13**		**Minimum: 4 Years**

Key Guides:

- NERs: Non-unionised employee representations
- P: Petroleum sector
- B: Banking sector
- ICT: ICT sector.

Participants in Petroleum Sector

- PE1: Senior Manager in Petroleum Company 1
- PE2: Middle Manager in Petroleum Company 2
- PE3: Line Manager in Petroleum Company 3
- PE1-8: Non-managerial employees across petroleum companies.

Participants in Banking Sector

- BE1: Senior Manager in Banking Company 1
- BE2: Middle Manager in Banking Company 2
- BE3: Line Manager in Banking Company 3

BE1-8: Non-managerial employees across banking companies.

Participants in ITC Sector • ITC1: Senior Manager in ICT Company 1 • ITC2: Middle Manager in ICT Company 2 • ITC3: Middle Manager in ICT Company 3 ITCE1- 8: Non-managerial employees across ICT companies.

Source: The Researcher (2017)

Interviews were transcribed and analysed using CDA. CDA gauges how texts relate to organisational practice as well as foreground what happens in the real world (Fairclough, 2003). Central to CDA is the tenet of using texts to give a picture of organisational realities. This means that three themes that are textually analysed here demonstrate that language is a form of social practice (Fairclough, 1992). It must be noted that this study is not essentially a linguistic study but borrows a leaf from this methodological and theoretical paradigm to suggest that texts from interviews demonstrate organisational and wider social, political and economic practices (or reality) (Wodak and Meyer, 2009) in Nigeria. One of the essentials of CDA-oriented study is the espousal that themes in text corpuses suggest patterned responses or meanings within text corpuses (from interviews or survey). These consistent, patterned themes are intertextual. Main themes will be analysed in turn, in the following sections.

6.3: Motive of Managerialism

This theme looks at the motive of managerialism as it is demonstrated in texts from interviews conducted. Three sub-themes will be used to interrogate nouns of managerial control. These sub-themes will be analysed in turn. It is significant to analyse this theme as it is crucial to apprehending the underpinning of managerial capture of voice (Lynch, Grummell and Devine, 2012; Bryson, Charlwood and Forth, 2006) by employers in Nigeria (Okpu, 2016). Thus, managerialism represents organisational facet of capitalism and neoliberalism, which impedes EV from being heard or taken into account in the organisational decision-making processes. It is the method of organisational governance intended to realise capitalist objectives as well as the neoliberal agenda via institutionalising market rationality and principles in the governance of firms (Blackmore, 2010). Both from the prism of private organisation and public institution, managerialism celebrate tenets of productivity and efficiency in regulating organisations, on the premise that the latter is

superior to the former (Ball, 2009). Thus, in prioritising efficiency and shareholder value maximisation over other values in the workplace, managerialism is inextricably connected with scientific management or Taylorism as propounded by Frederick Taylor. Fundamental to Taylor's (1911) hypothesis, is that improving productivity is implicated in increased pursuit of managerial gain as well as increase control, reduction in workers' welfare and working conditions. This process eventually leads to increased power of employers or managers within the organisation. It is therefore vital to understand how themes (and lexes) extracted from interviewees' comments reflect this organisational ideology, hence, CDA (language) tool can be used to unmask or shield organisational intention and style of ER (Fairclough, 2014). To this end, the following sections will be exploring four sub-themes – starting with managerial control

6.3.1: Theme of (Managerial) Control

As MacLeord and Clarke (2009) remark, workers' freedom, welfare and working condition are central issues in not only gauging the barometer of EV realisation; but also, a means for ascertaining incidence of managerial capture of voice in ER (Baker, 2010; Okpu, 2016). This also includes understanding if employees are free to contribute to what concerns them in the decision-making mechanisms, channels and approaches. The absence of these ingredients renders the mode of EV managerially captured at best or silenced at worst (Kaufman, 2014). According to Hirschman (1970) absence of these factors (and more) could propel employees to exit if their voice is not heard; they also impact on workers' loyalty to an organisation. However, the cultural-environmental dynamics and the ever-rising unemployment situation in Nigeria makes it practically impossible for employees to exit – in the absence of voice. Hence, they are forced to remain in silence as well as submit to managerial control (Okpu, 2016). In the following section, some excerpts from interviewees will help to make sense of this perspective.

An interviewee's viewpoint validates this position:

> What is happening in Nigeria's ER is baffling to say the least! Although Nigeria is historically known as a nation that shies away from protecting workers' right, welfare and working condition, the power of control exercised by its employers particularly those in private organisations is extremely inhumane and draconian. These companies continually tell us to our faces that we're nobodies, zombies and mumus people in their hands because the government and Nigerian system does not protect us from their fangs given the country's employment terrain and nature of ER. To make matter

worse, these companies only have the right to say when we can take leave, condition for taking leave and how much Naira we're paid because it's very hard to get a job elsewhere. This kind of situation sours our belly, to use Nigerian pidgin. I personally believe that it's still far away to remedy relations (BE4).

A parallel perspective is indicated here:

In my view, Nigeria is still in the dark ages of ER and trade unionism. Okay, tell me? How can you have companies that don't see you as human beings or talk to you as people who deserve basic human rights let alone employment rights? Now and again, these bullies called employers rob it into our noses that we deserve less rights than the owners of the companies, who pay our children's fees, our rents, our foods and clothing. They also say and act that working for them is an opportunity to be glorified, not right, as without them we can't exist. This is a very disturbing pattern of employer-employee relations in a nation that has enviable quantum of manpower and human capital! (ICTE5).

As has been demonstrated in the excerpts above, words such as ''mumu'', ''zombies'' and ''nobodies'' (BE4) as well as ''bullies'' ''opportunity'' and ''rights'' give a flavour of managerial control and highhandedness in a context that should be collegial, participatory and engaging (Pohler and Luchak, 2014). *Mumu* is Nigerian slang for foolish person who does not know their rights. As a local lingo, the term is oftentimes used in situations where contestants (employers and employees in this context) have unequal mode of relations and where employers have monopoly of dominance in relationship existing between them and employees. This perspective has relationship with words such as *zombies* and nobodies as seen in excerpt from ICTE5.

Similarly, words such as *bullies*, *opportunity* and *rights* denote that these companies control employees rather than engage with them and lead them – they are in this instance mere *bullies*. Leadership has bearing on motivation, people management and commitment, which are vital factors for collegiality and engagement (Kotter, 1996, 2001; Mullins, 2012). In addition, Nigerian employers conceive offering people – employees – work is essentially about giving them what they do not deserve, hence, they are pipers that must dictate the dancing steps in view of government's laxity to intervene in such circumstance (Ubeku, 1983).

The above situation is at the root of Nigeria's patrimonial and elite-salvaging orientation towards employer-employee relations, where might is akin to right (Nnoli, 1995). Against this backdrop, Freeman and Medoff (1984) note that such workplace ambience that prohibits employees from exercising their employment rights is rather counterproductive to the tenets of ER grounded on the anvil of managerial influence and interest, which negates the realisation of heathy work environment and adequate inputs from employees. This situation can have negative ''domino effect'' on realising employer-employee communication, which might precipitate harnessing employees' commitment to organisational goals and increased productivity (Newcombe, 2012). Comparable perspective is offered here by a manger in one of the petroleum companies: ''We as managers are roped in in this vice-grip process of engaging and managing that gives little or no room to use one's creative initiative'' (PE2). Words such as ''vice-grip'' and ''no room'' are themes or lexes that further deepen managerial control. Words such as ''process'' and ''no room'' find relevance when combined with ''vice-grip''.

In taking the above further, the following cluster gives more insights into themes of control, which are discursively appropriated by interviewees to enable more clarity about the rationality behind managerial control and marginalisation of EV:

> I have a firm believe that for these wicked employers to keep you, you have to use you as their guinea pigs and milking cow. They will be routinely checking if you're involved with trade unionism or aligning your work ethic to decisions made at the town meetings and the rest of them (BE6).

> My work email was recently hacked into by my company in its unrepentant bid to ascertain if I have affiliation with trade unions, which might jeopardise their organisational goal. I realised this during a meeting with my line manager, who said I am one of the ''good eggs'' in the company, as nothing was found on me (ICTE7).

> My company is one of the worst places to work in: it's a foreign company bent on dismissing anything that does not bring profit to the company. We're their cannon fodder! (Gun feed). Anybody that takes more than one week off for sickness will be sacked, that's how bad the company is (PE2).

Emanating from the above cluster is that lexes such as ''guinea pigs'', ''good eggs'' and ''cannon fodder'' signify control, capture, inequality and unequal power relations in the workplace (Hall and Purcell, 2012). An equivalent perspective finds resonance in a statement

by a banking sector company manager: ''Every manager takes advantage of these vegetables to operationalise management mandate'' (BE3). The dynamics of control and weakness of the other is illustrated with the lexis ''vegetable'', which signifies weakness as a consequence of Nigerian disempowering ER structure.

From a sociolinguistic lens, organisational life is a setting par excellence in which people (employers and employees) or agents in the Bourdieusian sense (Bourdieu, 1977a) strive to form and change their vision of workplace reality and the world be extension – the Nigerian employment world. Thus, such site becomes a world in which people (Nigerian employees) use words as actions symbolising ways to change such organisational practice and how things are done in such settings. Therefore, the symbolic character of power of words (lexes) is at stake in such instance (Simpson, 1993). It is to this end that Burr (1995, p. 33) states that ''language itself provides us with a way of structuring our experience of ourselves and the world''. In the following sub-section, nouns of denial of rights/suppression will be analysed. In the main, from a CDA standpoint, interviewees' comments and perspectives demonstrate how language can be discursively used to give humanity a flavour of what happens in the garrisoned walls of organisations, which is a reflection of our economic, political, social and technological world (Fairclough, 1992, 2014).

6.3.2: Themes of Denial of Rights/Suppression

This sub-theme will be teasing out issues of denial of rights and suppression. In doing this attention will be basically focused on locating nodal points of nexus between this data and ER pattern in Nigeria to appraise managerial capture of voice including employee engagement and participation (Bach and Kessler, 2012). In the following excepts, an instantiation of this position is depicted. Thus,

> It is glaring that our company is doing all it can to counter taking into account our inputs in making decision that concern our welfare and working condition. This process does not make realising EV efficacious. Recently, there was email around that anybody who refuses to 'dance to the tone' of the company will be sacked without notice. This is very shocking to know; we're living a nation that employees' rights are not recognised let alone protected (PE8).

> These companies have cannibalistic tendency. In short - they kill and bury. They pay you far less than you deserve, they treat you as animals and they march on you even when you're already on the floor prepared by the government through minimum

wage. The labour market has given them the privilege to deal with workers' welfare and rights as well as other issues the way the companies deem appropriate. Now ask me? Who decides what's appropriate and reasonable to do in terms of workers and company owners? It's just the owners alone! (BE9).

This is not right in the modern workplace, where workers' autonomy is not given let alone engage workers on equal terms. All that we get is a unitary, one-sided view of workers' right. No input from us. This is mere control and disempowerment because we as employees have no say! (BE9).

One has no choice but to say that Nigeria is in a state of siege made possible by employers, who are constantly harassing and bullying workers because their rights are not protected by the government as well as employment laws prevalent in Nigeria. This situation puts workers in grave danger of constantly losing their jobs and missing out on welfare packages and working conditions (BE10).

I have taken a thorough look at the situation and come to the realisation that we as employees in Nigeria are in a hot soup cooked by the Nigerian state and served to us by our various employers (ICTE11).

The above extracts are replete with a litany of themes (and lexes) of managerial control. Words such as ''hot soup'' (ICTE11), ''siege'' (BE10), ''cannibalistic'', "animals" (BE9), ''[lack of] 'autonomy'' (BE9) and ''[lack of] ''inputs'' (PE8) and BE9 detonate with managerial control and lack of engagement (Macey and Schneider, 2008), which materialise in managerial capture (managerialism) (Power, 1991) of EV in Nigeria (Okpu, 2016).

These lexical elements (semantic items) suggest that at the heart of theme of control is managerially driven agenda to clobber opposition and stifle EV from being heard (Purcell and Geogiadis, 2007; CIPD, 2016). In addition, comments from one of the managers in the ICT sector companies helps to buttress the foregoing viewpoint: ''What can we do? We can't help the situation rather than ensure that our organisation makes more fool of these workers, who are at the receiving end of the bargain'' (ICTE1). Evidently, this scenario resonates with negation of collective engagement and democratised mode of engagement for pluralistic view on what constitutes fairness, empowerment and workers' right in Nigerian ER. This is because different point of views expressed by PE8, ICTE11, PE8, BE10 and others give an indication of intertextuality (Peled-Elhanan, 2010).

From a CDA perspective, such analogous semantic frame underscores a process in which texts are recreated across time and space to provide context validity (Kristeva, 1980). Drawing upon the seminal work of Kristeva's (1980) notion of intertextuality, Fairclough (2014) maintains that each text is a slice of ''mosaic of texts'' (Kristeva, 1980, p. 60). The intertextual mosaic is mapped along the lines of *horizontal intertextuality*, which links a text to other texts in comparable mould and *vertical intertextuality* that links a speaker (interviewee in this context) to readers. This process helps a reader to make sense of issues communicated in intertextual (relational) frame. Central to this understanding is that intertextuality not only links a reader to text, it also signifies a co-constructed re-mixture, which is continually recreated for cognitive legitimacy (Rodríguez and Basco, 2011). Deductively, intertextuality depends on textual, semantic and modal patterns as well as historicity through which discourses (texts) are intertwined with broader cultural, economic, political and social practices, such as, capitalism (or voice capture) (Kaufman, 2014; Hirschman, 1970) to have meaning (Wodak and Meyer, 2009).

6.3.3: Themes of Discrimination/Prejudice

In this sub-section, the analysis will zero in on analysing nouns of discrimination/prejudice. Growing social taboos against certain groups – women, children and races (in this context Nigerian employees) – have openly expressed sentiments or bias. This situation has triggered development of discursive techniques that present negative opinions of out-groups as justified, legitimised and reasonable while at the same time shielding the communicators (employers) from charges of prejudice or discrimination (Wodak and Meyer, 2009). Such inquiry is central to historical synopsis of intergroup attitude towards each other. Thus, this subsection is preoccupied with analysing texts to understand nouns in interview excerpts that foreground discrimination and prejudice. Accordingly, one of the most ubiquitous characteristics of contemporary discrimination discourse is the refutation of discrimination and prejudice (Augoustinos and Every, 2007; van Djik, 2008) in the ER discourse (Urciuoli, 2013).

As observed by Leech and Short (2007) language can be used at the unconscious level (micro level issue) to paint a picture of what happens in real world (Macro issues), which organisational practices (meso issues) mirror. Therefore, by choosing words (diction) by interviewees, which could be denotation or connotation, interviewees' comments allow us to peep into the inner workings of ER pattern in Nigeria. This also affords us the opportunity to

ascertain that texts used in this situation are not constructed to manufacture consent (Scheufele and Tewksbury, 2007; McCombs and Shaw, 1972); rather they endorse comparability, logic and association (Kristeva, 1980), which are hallmarked by managerial capture of voice.

That said, the need not to discriminate against employees in the decision-making process that has potential to marginalise their voice (Hirschman, 1970) and keep them cordoned off the debate table for balanced view on what constitutes fairness and engagement (Ubeku, 1983; Otobo, 2007; Wilkinson et al, 2011) is indicated by PE8: ''our voice is seen as *taboo*''. This viewpoint is fleshed out here: ''Our inputs in the decision-making process in Nigeria is not considered, hence, they employers see us as *lepers*'' (ICTE4). Comparable standpoints are emphasised in the following cluster:

> Since I started working for my organisation, there has never been a time we were genuinely consulted to seek our views about workers' rights, welfare and leave packages. This April coming will be exactly thirteen years I've been working for this company that takes my views as *anathema*. For me and the rest of us in the organisation, the best thing to do is to engage with trade unions or continue to take this horrible treatment. I'm sorry for my use of language, as I don't know a better way to present this despicable situation. Even unions don't work as has been demonstrated in several occasions. It's really a bad situation we're in Nigeria. (ICTET7).

> We're looking for a day somebody will salvage us from the fist of this *buccaneers* called owners of companies in Nigeria. These people don't understand what it takes to lead. Leadership, I think, is about involvement and understanding *others*, who might be different from you (BE5).

Similarly, an interviewee revealed that <u>''Even as foreman in my company, whenever I bring up issue of how my team is feeling regarding workload and the rest of it, my manager will caution me and threaten me with losing my job. He will tell me to stop the *nonsense*''</u> (PE4). This perspective finds continuation here:

> Thank you very much for bring up this vexing matter about how we relate with our employers. Nigerian employers see no need to bring our views into perspective in the decision-making mechanisms, hence, our views do not bother them! I think our views are detrimental to organisational wellbeing, if you ask me o! They don't put them into consideration, full stop. They dodge our views as *arrows* are ducked by hunted animals (PE7).

As can be gleaned from the foregoing, imagery of ''arrows'' (PE7), ''nonsense'' (PE4), ''buccaneers'', ''others'' (BE5), ''anathema'' (ICTET7), ''lepers'' (ICTE4) and ''taboos'' (PE8) signify resistance that manifest in discrimination and prejudice coming from employers in Nigeria. These lexical themes from wide-ranging sources (interviewees) underscore that EV in Nigeria is managerially captured at best, and not heard at worst (Hirschman, 1970). In operationalising Nigerian employers' commitment to managerially capture voice, they device diverse engagement mechanisms and strategies that shield their motive, which is a way of manufacturing consent (Herman and Chomsky, 1988) on methods and channels of EV utilised. This managerial orientation (of defending organisational legitimacy motives) was noted in responses drawn from some managers including BE3, ICTE2, ICTE3, PE2 and PE3. The following sub-section will be analysing motive of maximising shareholder value.

6.4: Motives of Maximising Shareholder Value

This theme will be explored by mainly by analysing themes (and texts) in data to demonstrate they prefigure motive of maximising shareholder value and managerial capture of EV. Three main sub-themes will be subsequently analysed along the axis of interview extracts to operationalise this theme. First, understanding the meaning of shareholder value maximisation and its rationality is vital for analysis. Maximising shareholder value deals with corporate governance system and processes that allow companies to place premium on capital gain and shareholder interest maximisation at the detriment of wider stakeholder interests (Freeman, 1984). Thus, the debate in support of the governing processes of companies to generate shareholder value has a recurring decimal: amplifying self-interest of owners of corporations (capitalists and their managers), who are in cahoots with government in developing nations such as Nigeria (Frynas, 2009). This contemplation has been mooted by many scholars on the postcolonial Nigerian project (Ubeku, 1983; Fajana, 2008, 2009; Otobo, 1992, 2007; 2016). Related perspective has been advanced in Bakan's (2004) *The Corporation: The Pathological Pursuit of Profit and Power*.

In taking this argument further, even in situations where organisations (employers) engage in corporate-stakeholder engagement, it is done with strategic pursuit to advance shareholder value in the final analysis. This has been identified by Keim's (1978) as ''enlightened self-interest''. Therefore, on the ratiocination of organisational capabilities accumulated over decades, corporations generate huge revenues, which are allocated according to a corporate governance blueprint that Lazonick and O'Sullivan (2000) tag ''retain and reinvest''

stratagem for long-term benefit of shareholders – not stakeholders. These companies have a financialisation tendency – a process of retaining financial gains that they earned, which are reinvested for more profit for owners of such companies. This defines an economic arrangement, which attempts to reduce all value (tangible, intangible, present or future, etc.) that is exchanged into financial instrument. The rationality of financialisation is premised on condensing employees' contribution to organisational goal to an exchangeable financial apparatus, such as money, and as a result makes it easier for people to trade these economic tools. This is also referred to as commodification of relations as seen in Hudson's (2012) *Finance Capitalism and Its Discontents*.

To this end, themes in data from interviews give a portraiture of Nigerian brand of ER in regards to poor working conditions of employees, precipitated by a business philosophy sated with maximising shareholder value, which further signals managerial capture (of voice). Linguistically, lexes are in the service of reflecting patterns of behaviour and ideological mooring of participants (employees and employers) (Palmquist, Carley and Dale, 1997); they are also a way of understanding power relations (Fairclough, 2003; Foucault, 1977) in a social context. In making this argument and analysis, the texts below from interview extracts will consider how this is operationalised and legitimised. Thus, the focus in the following section will be based on the view that it is imperative to understanding mode of relations between actors (employers and employees) (Wodak and Meyer, 2009). This starts with themes of poor working condition.

6.4.1: Theme of Poor Working Conditions

This sub-theme analyses words/lexes (lexes) in interview extracts to demonstrate how employees see working condition in Nigeria as regards ER. Specifically, this sub-section will essentially distil the ways in which discourse (texts) – from CDA perspective – can ''nominalise'' situations involving ER in Nigeria. Using words/vocabularies (such as passive verbs) to normalise or legitimise organisational and social practice has been immensely significant in the growth of CDA, particularly, in the early experimentation by Fowler (1991) and others. Van Dijk (2008) has lately identified how language can be used to normalise situations. In doing this, both Van Dijk (2008) and Fowler et al (1991) built on Halliday's (1961) systemic functional linguistics pioneer work to demonstrate how the minutiae of texts can serve to replicate the mechanisms of ideology and its working in society.

Having said the above, the analysis of ''nominalisation'' precipitated by using varying forms of words, in particular, passive words/verbs, such as, passive voice over active voice, in interview extracts, is habitually charged with ideological bias and persuasion (Fowler, 1991). Therefore, understanding common discursive phenomena such as writing styles and selective content screening as well as why they are used require moving beyond the texts. For example, a sentence that uses lexes such as ''attack'' (active word/verb), and ''attacked'' (passive word/verb) would have to demonstrate who was doing the attacking. For instance, ''employers attack protestors''. To this end, CDA scholars (Fowler, 1991; Fairclough, 2014; Wodak and Meyer, 2009) claim that the choice of words (diction) such as passive over active and *vice versa*, in a given linguistic construction, is not done in a vacuum or randomly; it is used to represent dominant ideological persuasion and belief that guide how things are done in such setting.

The foregoing is instantiated in the following cluster:

> I have continually maintained that Nigerian employers are the worst in the world, that might be my opinion though. However, these employers constantly *give* us orders any how they like. What can we do? Thy *tell* us to work on Sunday when we should be going to church or mosque and Mondays through Saturdays! They just *dictate* the pace for us (PE6).

> My company is quite good at *giving* us orders and not seeking our opinion. When we recently complained about constant heat in the office and poor sanitary condition in our offices, my organisation threatened to *sack us* for voicing out our concerns. These people have constantly *harassed* us and *bullied us* but what can we do? There isn't much choice out there to get another job! When we complain we are *told* to shut up or else get sacked. It's a very troubling situation I tell you Oga! (PE5).

> For peace to reign in the Nigerian ER debate, owners of firms should stop *attacking* us for airing our views on matters of grave concern for our welfare, working condition and fairness in the workplace. Lately there was a case of my company *asking* and *mandating* us to come to work even if you're sick and have doctor's report. This is sickening and slavish (1CT10).

The above excerpts are awash in active verbs such as ''mandating'', ''asking'', ''told'', ''harassed'', ''bullied'', ''giving'', ''told'', ''tell'', ''dictate'', and ''give''. As indicated

earlier, contingent upon the method in which a sentence is worded, it can be worded by two main methods: active or passive. When the verb is active, the subject of the verb is doing the action, as in the examples above. Consequently, as noted by Robert, Bertonasco, and Karns (1991) active verbs aid to foreground the doer of an action and help to ''normalise'' and naturalise such actions within the ambience of a given cultural milieu, such as, Nigeria. When a verb is used in active voice, the subject of the verb (or sentence) performs an action. Such action can be deemed to be legitimate based on cultural realities. In the context painted above, Nigerian patrimonial system permits subjugation of employees as well as undercuts their wellbeing and working condition – all triggered and sustained by attempt to maximise value for shareholders. From an institutional lens, patrimonialism is a governance process that celebrates flow of power from one dimension – one voice. Patrimonialism panders to the allure of private sector rationality (managerialism) and takes oligarchic, exclusive and autocratic slant to leadership (Ikpe, 2000; Joseph, 1987).

6.4.2: Theme of Poor Work-Life-Balance (WLB)

This sub-section will be exploring how lexes of poor work-life-balance (WLB) are replete in the data. WLB is a basic reference point for employer-employee relations (Avgar, Givan and Liu, 2011). WLB is a notion that explains proper prioritising between work (career and ambition) and lifestyle or social life (leisure, family, health, pleasure, and spiritual development). It also focuses on how employees' work affects their social life (Ozbilgin, Beauregard, Tatli and Bell, 2011). Failure to address WLB issues could lead to conflict to both employees and employers. There are certain factors that shape this concept including ageing population, surge in number of dual-income couples in the workforce (McCarthy, Darcy and Grady, 2010) and social media (Gregory and Milner 2009). In texts that will be analysed shortly, there is demonstration of how texts are used to signify managerially oriented system, such as, Nigeria's workplace environment that prevents employees' inputs regarding WLB to be taken into account, which is a form of managerial capture (Hirschman, 1970). As well-known, there are two ways of using action words beyond transitive and intransitive forms (Halliday, 1961). These are known as *voices*. In everyday usage and writing, active voice is much more prevalent than passive voice. Passive voice is frequently used in formal communication and documents such as official email, letters, reports, scientific reports/papers and researches. In these forms of communication, often situation or action is seen to be more important than what or who caused it.

The following instances corroborate the foregoing:

> We *will continually be treated* as people without right by these employers until something is done about it. They *will continually reduce our welfare package* because no one challenges them. They *will forever hold us hostage* because the process supports such. These things are happening because we live in a bad system (PE4).

> They're *murdering our sleep* if we can't balance work and life in a country such as ours, where life expectancy is very shot. These employers *are wasting our wellbeing* just because we're working in a country that supports suppression and utter nonsense! Situation would have been different if they had taken our views into consideration. Na God go judge them sha! (PE9).

This intimation is continued here: ''Our Work-Life-Balance package *will incessantly decrease* because they're the ones that call all the shots'' (BE11). This perspective corresponds with this statement: ''this work system is shortening our lives, we work from Monday to Friday and continue working on the weekend. This is madness'' (BE11).

The italicised expressions (clauses) used in the above extracts foreground use of nominalisation to demonstrate some linguistic appropriation aimed at WLB issues. In view of the above, in turning words/texts (such as verbs) into nouns – nominalisation – such texts are made more authoritative and less personal (Leech and Short, 2007). Some linguists (Fowler, 1991; Leech and Short, 2007) have bracketed together the creating of nouns and/or noun phrases – nominalisation – with the producing of passive constructions or ''passivisation''. Both nominalisation and passivisation have been termed as processes of transformations. Nominalisation, for example, is a process of diluting action words – such as ''turning'' themes of verbs ''into nouns'' as well as method of syntactic reduction. Thus, ''nominalisation'' is a form of transformation that condenses a whole clause to its kernel, themes of verb, by turning such into a noun. Theme of profit maximisation is the focus of the next sub-theme.

6.4.3: Theme of Profit Maximisation

This sub-theme will be analysing words/text that signify profit maximisation orientation of employers in Nigeria. Contrary to the tenets of strategic business theorising, normative perspective to business enterprise suggests that stakeholders – not shareholders – should be part of wealth maximisation including profit maximisation (Freeman, 1984; Carroll, 2016).

Consequently, Pffeffer and Sutton (2005) have sketched how contemporary management theories influence the realities – social actualities such as EV and capture – they describe via their effect on institutional designs, assumptions, and social norms enshrined in language. Language is therefore a veritable means that can be used to understand how organisations behave (Fairclough, 2014). As shall be seen presently, some words (texts, lexes) in the data showcase employers' bid to maximise profit. This form of organisational ideal and strategy is pregnant with managerial capture of stakeholders' interest and voice. The following snippets are corralled from interviewees' responses to showcase organisational proclivity to make profit for shareholders rather than wider stakeholders. This is achieved by using nominalisation from the angle of avoiding *repetition* and *adding* more information, which are grammatically (linguistically) appropriated to give a sentence a flavour of intertextuality and to portray pattern of relationship.

A comment by ICTE6 depicts this: ''<u>The percentage of profit margin *increased* by 25% last year. The reason for *such increase* is because workers' interest is not sought</u>''. This statement finds parallel here: ''<u>Last year, employee commitment *dropped* by almost 33%. The cause of *this drop* is still unclear. But if you ask me, it's the management!</u>'' (PE7). Both sentences use ''avoiding repetition technique to drive point being made home. The point signalled by these statements portrays total profit maximisation, which can be antithetical to normative, ethical business venturing that recognises the interest of all and sundry (Freeman, 1984). Accordingly:

> This work environment is driven by high competition, profitability, performance and reward systems – to keep the company afloat. So, employees are motivated to work towards meeting set target as well as the attendant rewards including gratuities, promotion and wage increase (PE2).

> Our priority is to ensure that work target is met, in order to keep the company afloat and profitability margin high, which will also enable it to keep up with employees' salary payment and other rewards. It is for this reason that we avoid unions because they discourage peace and progress (BE2).

> Arguably, what EV entails in this country is simply earning salary to be able to feed and take care of one's family. If foreign companies can risk their capital to create job here, I think workers should appreciate this golden opportunity and commit to hard work and obedience (ICTE3).

As can be gleaned from the extracts above, respondents made an attempt to paint a persona or a consent of inclusive management – where the interests of workforce and the company is mutually represented.

Such situation includes keeping "the company afloat" and facilitating employees "gratuities, promotion and wage increase (PE2), "employees' salary payment and other rewards" (BE2) and risking "their capital to create job here (ICTE3), all of which drive the need for high competition, profitability, performance (PE2), "avoiding" counterproductive "unions" (BE2) and committing "to hard work and obedience" (ICTE3). According to Hudson (2012), this reality foregrounds justification for profit maximisation motives. Therefore, given their strategic position in the companies as well as long-term business goal, only shareholders and their agents – top management executives – are given salience (Mitchell, Agle and Wood, 1997) in the organisation, which detracts from the tenets of normative business rationality (Donaldson and Preston, 1995). This organisational practice of understanding wealth co-creation from a strategic viewpoint adopted by Nigerian employers is premised on maximising profit at the detriment of employees. Motive of disempowerment/disengagement will be analysed next.

6.5: Motive of Disempowerment/Disengagement

This theme will be looking at sub-themes of dis/empowerment; dis/engagement; exclusion/marginalisation; and unitary voice in relation to dis/engaging and dis/empowering employees in the Nigerian ER. As explained by Payne, Huddleston and Pullum (2010), words/texts increase meaning and constrict the application of a noun; while adverb enlarges the meaning and restricts the application of any part of speech except for a pronoun or noun (2008). In his seminal *How to Do Things with Words*, Austin (1976) proposed three functions that language (word) performs in a sentential construction:

- Locution – This is literal meaning function. This convers the proposition that a speaker (interviewee in this context) makes by way of determinate sense of a word's meaning – basically denotative meaning;
- Illocution – This is using words as performance. Here, a word or statement is used to do things or to perform an act/action;

- Perlocution – This relates to the instrumentality of words or sentences as well as their uses to have effects on hearers of such utterances.

Thus, the following sub-themes will be analysing lexes to underpin forms of managerial capture expressed via these lexes – adjectives and adverbs.

6.5.1: Theme of Dis/empowerment

This sub-theme will be analysing dis/empowerment. The word has two dimensions: power and disempowerment as they relate to Nigerian employees and employers. In his *Language and Globalisation*, Fairclough (2006) perspicaciously explains the effects of language in the strategies and processes of globalisation, which have a great deal of relationship with managerialism (Roberts, Jones and Frohling, 2005). Fairclough (2006) adopts the approach of combining CDA with cultural political economy to advance a new-fangled philosophy of association between discourse and other elements and layers of globalisation, such as managerialism, networks, interconnections, globalised economy, neoliberalism interdependencies, and democracy among others. In this instance, Fairclough (2006) pays attention to how sentences/utterances used in qualifying things and phenomena such as employers and employees give us a picture of organisational realities (Wodak and Meyer, 2009).

In substantiating the foregoing, the following cluster gives a taste of how language /word is used to portray dis/empowerment:

> The mere notion that these companies see us as behaving silly as well as not acting *right* shows they consider our interest and inputs as *secondary* and *irrational*. Taking the recent event, where we were told by our line manager that we're acting in *idiotic* manner, which leaves us vulnerable, is a glowing testament (BE7).

> What will you do when your manager calls your action *ill-mannered* because you belong to a trade union that should ideally represent your interest when it is trampled upon? This is a very *vexing, disempowering* and *despicable* situation for employer-employee relations to subsist (ICTE8).

> Our views and opposition to *ugly* system is clobbered by the dynamics of employer-employee relations in Nigeria. The employers are the *big* men, while we're *small* men. Anything we say is not taken into account by the Ogas at the *top* (BE8).

There is litany of words (adjectives) used to silence opposition, aggrandise employer's self-interest and to celebrate the Marxian ''haves'' and the ''have nots'' hypothesis (Milanovic, 2011). Some of the words, which are in italics, demonstrate contrast, for example, ''small men'' and ''big men'' (BE8). The former denotes the employees; while the latter prefigures the employers (managers). Similarly, texts such as ''secondary'', ''irrational'' as well as ''idiotic'' (BE7) subtly denote managerial defence in tandem with resistance to employees' inputs in the decision-making processes (Mowbray, Wilkinson and Tse, 2015). This pattern of employer-employee relationship finds expression in other lexes including "ill-mannered" (ICTE8), "behaving silly" and "not acting right" (BE7) – as seen in the above excerpts, all of which are explains the "*ugly* system" (BE8) aimed at silencing and disempowering employees. This perspective continues in the next sub-themes on dis/engagement.

6.5.2: Theme of Dis/Engagement

This sub-theme will be exploring how certain lexical items are used, which portrays dis/engagement. Here, it is vital to understand that the word dis/engagement is polarised: it denotes engagement (empowerment) on one hand, and disengagement (disempowerment) on the other. This sub-theme continues from where lexes of dis/empowerment stop. In the following statement from President George W. Bush, language is used to accentuate cognitively restructuring of cruel system into benevolent and participatory deed. This has bearing with cognitive rupture technique known as moral disengagement that concentrates on array of conducts including moral justification. This is highlighted below:

> The people who did this act on America, and who may be planning
> further acts, are *evil* people. They don't represent an ideology; they
> don't represent a legitimate political group of people. They're *flat*
> evil (Bush, 2001).

As can be gleaned from the above, President Bush offers the lexis "evil" as a form of social categorisation and uses lexes – such as ''evil'' and ''flat'' to amplify the representation of terrorists as being antithetical to the tents of the country of ''good folks'' (Bush, 2001). Also, using legitimisation strategy, Bush uses the word ''evil'' to trigger the rhetoric of ''them versus us'', which make people believe America is acting in concert with the rest of the world (Cartledge, 2015).

Thus, the following extracts will be used to demonstrate the dichotomy existing between employers and employees in the context of EV capture in Nigeria.

> When they ask us to do something, which we don't agree with, they say we're engaging in *grand* insubordination. But when they don't act within the principles of labour laws in Nigeria, they say they're saving our *bloody* jobs (ICTE9).

> This company has just confirmed in the press last week that it's helping us through this *biting*, *austere* time by asking us to work all day even weekends. They are arguing that at least we have *more* money to pay bills. This is a business case for treating employees as nothing for *maximum* return on investment (PE9).

> In its defence of not engaging us, my organisation has taken us to the cleaners as employees with no conscience and sense of compliance. We have no means to counter this opinion or vent out our concerns, which makes the situation worse. This also goes a *long* way in making the public feel the employers are always right (PE10).

Embedded within these extracts is that employers are right; while employers are always wrong. Relying on moral justification belief, the interviewees gave clinical comments and opinions about how their employers (and the public at large) take their actions. These employees' actions are morally right and just in a good clime (Kaufman and Taras, 2000), but this is not the case in Nigeria given its unique governance system and leadership, which shapes organisational practice of exclusion and disengagement. Lexes used in the above statements underlie disengagement, which is antithetical to EV efficacy and participatory ER (Hirschman, 1970; Gollan, 2007) in Nigeria. Themes of exclusion/marginalisation will be the focus of next sub-section.

6.5.3: Theme of Exclusion/Marginalisation

The preoccupation of this sub-theme is to analyse words (lexes) in data that reflect exclusion and marginalisation of employees from decision-making process and mechanisms. As noted earlier, vocabulary (such as adverb) broadens the meaning of utterances and limits the application of any other part of speech (Grundy, 2008). Winter (2001) contends that proliferation certain lexical items, such as adverbs, has the tendency to emphasise attitudinal epithets and phrasing, which are considered crucial for enhancing (employees') standpoints. This process can be demonstrated through use of repetition. This can be operationalised

overtly using identical lexical item in numerous sentences or covertly using synonyms or antonymic expressions of the original lexical item(s). This process is at the heart of using repetitions in lexical constructions by interviews to show intertextuality and agreement between disparate aspects of sentences or comments. This process is demonstrated in the below snippets:

> Nigerian employers specifically this company is *utterly* bent on discountenancing contributions from us in managing the organisation. They're *totally* inclined to achieving managerial target at our expense. As has been *variously* shown in words and deeds, the organisation is dancing to the drum being beaten by the shareholders (PE11).

> I can say that one has no choice but to say these cannibals are *effectively* controlling us and dictating *insultingly* what is not found in the confines of Nigerian labour law. *Plainly* and *cruelly*, they tell us to resign if we don't agree with draconian policies and method of engagement. (BE11).

Comparable perspectives are depicted below:

> always and forcefully, my organisation bullies us to take their decision or get sacked. We are continually confronted with a sad reality that doesn't permit one to seek redress efficaciously'' (ICTE4).

> it will be a miracle to engage *productively* with this firm in matters relating to due process and collective bargaining. *Virtually* any attempt in this direction is *grossly* flawed, in their judgement'' (PE1).

These views find continuation below:

> I can only do what the powers that be ask me to do! I do this *swiftly* and *effectively* to gain their favour. I know it's not right for employees at the lower cadre – level (BE1).

In the above statements, there are numerous instances of reiteration, as seen in italicised lexes. These interviewees leverage on ''over-wording'' (Fairclough, 1992) to attach importance to issues, such as, lack of engagement, managerially driven agenda and related phenomena, being made reference to. This approach is also used to indicate that these issues are the foci of ideological contestation. Sub-theme of unitary voice is the preoccupation of next sub-section.

6.5.4: Theme of Unitary Voice

The last sub-theme to be analysed deals with words that illustrate unitary voice. This sub-theme will be exploring how text corpuses in data demonstrate that only one voice is heard in Nigerian ER. Again, this sub-theme will leverage on repetition, as has been operationalised in previous sub-section, to demonstrate this theme. As maintained by Winter (2001), reiteration is the replication of definite lexical pieces used either for validation of idea(s) discussed or because such relate(s) to the identical lexical set of a topic being discussed. In the following comments, repetitive words are used to demonstrate one-dimensional voice – unitary voice – which renders employer-employee engagement uncooperative and non-participatory. The above argument is widely shared in these extracts:

> ''It's no news that we're forever mauled to this atmosphere of *monotonously* discordant voice that celebrates one voice *disturbingly* and sickeningly at the peril of the others'' (BE6).

> *Continuously* and *pathetically*, the rights and contributions of employees to their employers are *sadly* not taken into consideration by our Ogas at the top. They neither understand inclusion nor think that employees' rights matter here'' (ICT7).

Beyond repetitive words in these statements, the use of Nigerian pidgin ''Ogas at the top'' further celebrates servant-master relations in Nigeria, which percolates her employment world. Oga at the top (OATT) is a Nigerian cultural-environmental language of high power distance endorsing superior-subordinate relationships and paternalism (Hofstede, 1980; Aycan et al., 2000). This process inhibits transparency, accountability, responsiveness and equal distribution of resources (Winterich and Zhang, 2014; Umar and Hassan, 2014). This disconcerting, ''one-dimensional man'' (Marcuse, 1964) mode of engagement in Nigerian ER finds continuation in the following cluster:

> The trade unions don't work as owners of companies *habitually* stifle efforts to have our voice heard. It is *abysmal*. The Nigeria we know is terribly cut in the mess of celebrating capitalists' lone voice not workers' voice. This is *appalling,* how can we advance *appreciably* as nation if this *morally* harmful situation persists? (PE7).

> This spate of *unwholesomely* bad engagement process in this company tells the tale of monotonic voice *dangerously* taking centre stage in Nigerian work environment. Wherever you listen to employees discussing - whether during lunch time or after close of work - there is one point that *repeatedly* persists: ''why is our voice not heard at all'' (ICTE4).

As can be gleaned from the foregoing, there are instances of unitary (one-sided) mode of engagement, which is realised through repetitive use of words. This pattern of lexicalisation resonates with managerialism as well as motives underpinning managerial capture of EV in Nigerian context. Discussion and theoretical interpretation of this chapter will be done subsequently.

6.6: Discussion and Theoretical Interpretation

The overriding theoretical underpinning of this empirical section is LT as the study investigates motives driving legitimacy of engagement strategies and channels used by Nigerian employers, which manifest in managerial capture of EV. Thus, the key themes used here are: motive *of managerialism* – which explores what this entails for mutual interest representation; *motive of maximising shareholder value* – which focuses on understanding the rationale behind maximising shareholder value as against wider stakeholders (employees); and motive *of disempowerment/disengagement* – that addresses reason for not engaging employees meaningfully in critical decision-making processes in workplace.

As a result, employers in Nigeria have devised various mechanics of engagement schemes, to manufacture consent about inclusive engagement system that is committed to employees' empowerment and wellbeing (Bakker, *et al*., 2008), which is a process of legitimising their actions including method of facilitating EV that is largely managerially captured. Statements, such as, ''in hot soup'' (ICTE11), ''under siege'' (BE10), ''guinea pigs''(BE6) and ''we work from Monday to Friday and continue working on the weekend... this is madness'' (BE11) suggest employees are rather over-worked; while "animals" (BE9), "little or no room" (PE2), ''[lack of] 'autonomy''' (BE9) and ''[lack of] 'inputs''' (PE8) denote under-engagement, control, capture, inequality and unequal power relations in the workplace (Hall and Purcell, 2012). Also, imagery of ''arrows'' (PE7), ''nonsense'' (PE4), ''buccaneers'', ''others'' (BE5), ''anathema'' (ICTET7), ''lepers'' (ICTE4) and ''taboos'' (PE8) signify resistance that manifest in discrimination and prejudice coming from employers in Nigeria. This pattern of relationship finds expression in other words including "ill-mannered" (ICTE8), "behaving silly" and "not acting right'' (BE7) as seen above excerpts, explain the "*ugly* system" (BE8) aimed at silencing and disempowering employees.

While the above contention is driven by profit maximisation motives, it denotes organisational legitimacy, a way through which management persuade stakeholder (employees) to endorse their behaviours, which (for the purpose of this study) can potentially disable unionism and participation (Wilkinson, et al., 2011). Legitimacy theory is traditionally considered from two main perspectives: *normative (institutional)* and *strategic (instrumental)* legitimacy (Donaldson and Dunfee 1994; Mele and Schepers, 2013). Normative legitimacy entails justifying action or behaviour by drawing such justification from institutional frame of reference, value and beliefs that are assumed acceptable and natural within a social space (Suchman, 1995). This position has correspondence in the Nigerian context, where institutionalised points of reference, such as, patrimonialism and cultural dynamic of high power distance and paternalism reign supreme in both social and work environment (Umar and Hassan, 2014; Amaeshi, Adegbite and Rajwani, 2014) thereby limiting the efficacy of voice. Conversely, strategic legitimacy focuses on rationale for ethical conduct premised on managerialist discourse that privileges ideas of hierarchy, performance, profit maximisation and organisational legitimacy (Khan, 2014), rather than normative behaviour, which can trigger legitimacy issues (Suchman, 1995). Thus, strategic legitimacy aligns with managerial capture, which suppresses/marginalises EV and engagement. Consequently, this study extends understanding of legitimacy theory through the lens of managerial capture, which disables EV.

As noted earlier, the arrival of the above theoretical wavelength materialised through the use of CDA in analysing empirical data, which helped frame themes of motive in this chapter. This is done by connecting such (motives) to how texts/lexes signify organisational practice, such as, managerialism (Power, 1991), dis/engagement (Otobo, 2016) and managerial capture (Baker, 2010), which have relationship with wider societal issues including capitalism, (Fairclough, 1992, 2014; Wodak and Meyer, 2009) and patrimonial Nigerian postcolonial condition (Okpu, 2016; Ubeku, 1980; Otobo, 2016; Nnoli, 1995). This process of data analysis and theorising is a way of articulating that language (word/lexis), which is a micro element represents organisational realities (meso issues) that have rectilinear relationship with broader social actualities (Wodak and Meyer, 2009; Fairclough, 2014). Therefore, identification and analysis of these motives in interview data from three main (banking, petroleum and ICT) sectors used in the thesis foreground how Nigerian ER system is programmed to offer a veneer of legitimacy, normalcy and business-as-usual colouration.

This process is akin to Suchman's (1995) supposition of ''taken-for-grandtedness'', which does not take account of employees' voice and interest but rather silence, marginalise and eventually disable their inputs. In the next chapter – chapter seven – the focus will be on analysing strategies used by Nigerian employers to managerially capture EV.

6.7: Conclusion

This chapter has analysed data from interviews undertaken to tease out what motives underpins managerial capture of EV in the Nigerian ER - using the lenses of firms in the petroleum, banking and ICT sectors. In order to operationalise this focus, three themes were analysed. These themes (which also have sub-themes) include motive of managerialism, motive of maximising shareholder value and motive of disempowerment/disengagement. The findings of this chapter are expressed in the following paragraph.

First, there is noteworthy notice that the mode of employer-employee relations in Nigeria is not participatory, collegial, empowering and engaging, which does not promise efficacious EV. Second, there are cases in the data, which suggest that the ultimate aim of employment relations in Nigeria is to maximise shareholder value at the detriment of employees' voice. Third, there are glaring instances of how employee's opinions/views are clobbered on the heels of managerialist persuasion and ideology, which is fuelled by cultural, institutional and managerial dynamic. Fourth, workers' welfare and work-life balance are not considered in the gamut of employment relations in Nigeria, which leave employees' voice at the mercy of employers and the Nigerian state. In the next chapter – chapter seven – the focus will be on analysing strategies used by Nigerian employers (as shall be seen in focus group data) to managerially capture employees' voice.

CHAPTER SEVEN

FINDINGS FROM FOCUS GROUP DATA

7.0: Introduction

This chapter is the second empirical section of the thesis; it continues with issues analysed and discussed in chapter six as well as responds to the second question of this thesis. The chapter deals with qualitative analysis of strategies used by employers of labour in Nigeria's ER to managerially capture EV (Hirschman, 1970). To answer the second research question, this chapter relies on analysis of data from three focus group sessions involving 17 managerial and non-managerial discussants in three firms each across banking, petroleum and ICT sectors, which is crucially important for understanding disparate respondents' views regarding strategies utilised by Nigerian companies to drive the agenda of managerialism and EV capture (Okpu, 2016).

As Hirschman (1970) explains, EV is an effective medium through which employees can influence organisational decision-making processes within an organisation, hence the key aim of the concept in contemporary world of work is to effectively engage key stakeholders (particularly employees) as well as ensure that strategies, channels and processes of engagement is participatory and inclusive (Lam, Loi, Cham and Liu, 2016; Mowbray, Wilkinson and Tse, 2015; Hirschman,1970). However, available literature on EV has documented that strategies of engagement are not usually participatory given managerial bias and ideology that shape and foster such mode of employer-employee relationship (Marchington and Suter, 2012; Marchington and Kynighou, 2012; Kaufman, 2014, 2015).

Some authors have argued that such engagement mechanism in ER rather celebrates the ideals and interest of few stakeholders (employers) at the expense of other stakeholders (employees) (Pinder and Harlos, 2001), specifically those with non-managerial responsibilities in the workplace (Simpson and Lewis, 2005).

Remarkably, extant studies on EV have rather focused on developing countries perspective as well as taken a look at this phenomenon from one prism, which might be institutional (Morgan and Hauptmeier, 2014), neo-pluralistic (Ackers, 2002), stakeholder-oriented (Buren and Greenwood, 2011), HRM-based (Greenwood, 2002) and political oriented (Rueda, 2006). Furthermore, there remains scarcity of critical studies on EV in developing countries perspectives, such as, Nigeria's employment terrain, where incident of disengagement and exclusion is reported to have become the norm (Otobo, 2007; Fajana, 2009). This situation essentially presents implication for how managerial capture of EV is understood in Nigeria's context (Okpu, 2016). Besides, most studies on EV literature in developing countries, in particular, Nigeria, have adopted conventional inquiry tools including questionnaire, interviews, observation and others (Otobo, 2016), which need broadening for more nuanced, critical debate (Watson, 2004; Bryman, 2012; Yin, 2014) on the concept.

The present study deepens and extends this debate by leveraging on LT, which is operationalised by analysing focus group data with CDA. Therefore, the present chapter hopes to make a contribution to extant EV literature in Nigeria. As noted earlier, the main research question that this chapter hopes to answer is:

- **What are the strategies that Nigerian companies use to managerially capture EV in Nigeria?**

In answering the above research question, attention will be focused on three main strategies to be explored in this chapter in order to ascertain how participatory they are as considered by respondents. These three strategies are graphically illustrated in Figure 7.1.
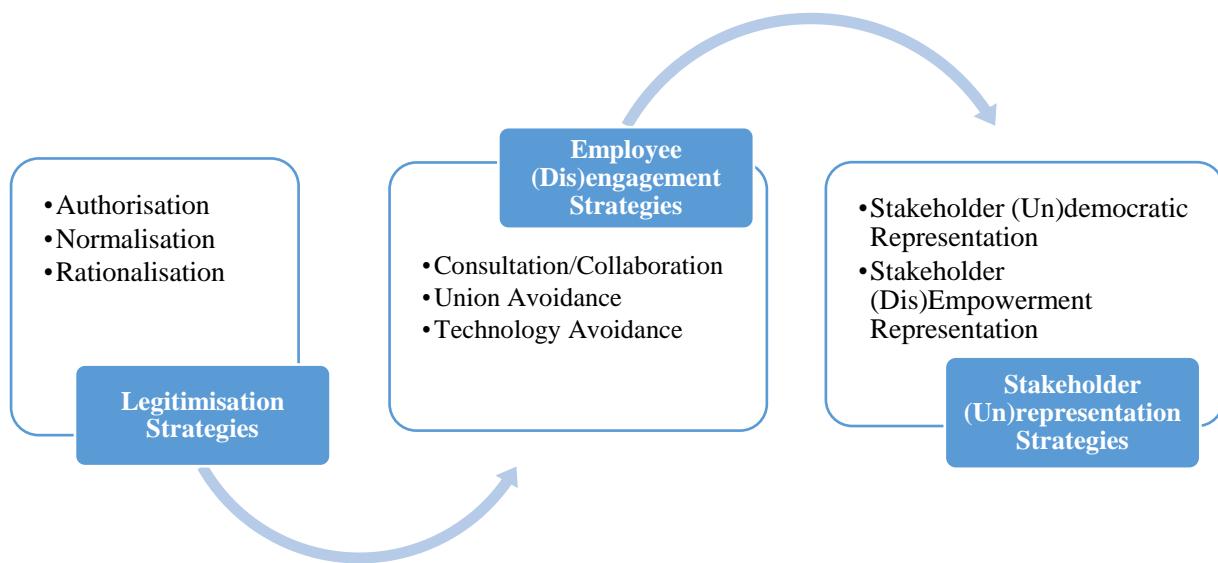
Figure 7.1: Themes of Strategies in Data

Source: The Researcher (2017)

After painstakingly going through text corpuses from focus group data, these strategies were consistently identified and also portray intertextuality (Hartman and Hartman, 2003; Kristeva, 1980; Barthes 1977). As a consequence, these themes (strategies) were explored in framing the preoccupation of this chapter, which considers strategies used in managerial capture of EV (Marchington and Kynighou, 2012; Okpu, 2016; Kaufman, 2014, 2015). Regular patterns identified in data help to show congruence of thoughts (Van Dijk, 2008) or ''thematic coherence'' (Shashua and Wolf, 2004). As a result, three themes will be used to tease out strategies in the data. First, ***theme of legitimisation strategies*** will explore three sub-strategies (authorisation, normalisation and rationalisation) used by these companies to legitimise and ''normalise'' their pattern of EV strategies. Second, ***theme of (dis)engagement*** will be preoccupied with examining three sub-strategies (consultation, union avoidance and technology avoidance) used by the companies to dis/engage employees. Third, ***theme of (un)representation*** will interrogate two key sub-strategies (un-democratic representation and dis-empowerment representation) utilised by the firms to give a veneer of stakeholder representation, which is a mere smokescreen for covering lack of representation and participation (Kaufman, 2015).

As done in previous chapter, the analysis here is based on teasing out lexical patterning in text corpuses (Leech and Short, 2007), which potentially (de)legitimise, (dis)engage and

(under)represent employees or stakeholders in ER (Lam, Loi, Cham and Liu, 2016). Thus, the following methods are the processes through which analysis will be undertaken in this chapter:

- By exploring legitimisation strategies in texts;
- By investigating disengagement strategies in texts;
- By examining stakeholder dis/engagement strategies in texts.

Consequently, the emphasis here is to understand the association between lexical patterns in focus group data as well as their relationship with key themes in this chapter. As explained in the methodological chapter, lexical patterning deals with word choice, its creation strategies and the underpinning intent (Fairclough, 2014). As is the case in chapter six, analysis of lexical patterning in focus group data will be carried out via relational analysis (Palmquist, Carley and Dale, 1997). Relational analysis, which shares operational tenets with intertextuality (Carley, 1992). Since CDA-based analysis is used, relational analysis will help to understand thematic relationship existing in text corpuses as well as links this to wider societal issues (Wodak and Meyer, 2009).

As indicated in the introductory section of this chapter, 17 managerial and non-managerial members of staff from the three sectors used for this study were involved in focus group discussion, across Nigeria's main cities: Lagos, Abuja and Harcourt. However, as with previous chapter, pilot study was carried out (in Lagos state only) five days before actual focus group session commenced. As well-known, pilot study offers a great deal of insight into issues that need consideration before framing final focus group sessions. Importantly, the meat of engaging in focus group was to get data that was not (or could not have been) captured in the interviews undertaken. See Table 5.4 for more information on this. Before starting analysis and discussion, the next section will explain how pilot study was undertaken.

7.1: Pilot Study

One pilot study involving 4 focus group discussants was undertaken for this study. It was carried out in Lagos, to reduce cost. As noted earlier, it was conducted five days before the actual focus group, which is deemed appropriate considering the need to prepare and ascertain feasibility of carrying out actual focus group sessions (Saunders et al., 2012). Again, as with interviews, snowball technique was applied in focus group, which helped in

getting relevant, tangible contacts (Patton, 2015) that were used to gain in-depth knowledge and information necessary for appropriate data to be collected and to achieve study's main aim (Silverman, 2006). For more detail on this, see chapter five (section 5.3.4.7 and 5.3.4.7). This process also resonates with Krueger and Casey's (2000) contention that focus group is ''information rich'' and can sometimes complement interview data, and lends itself to complementing data hardly sourced via interview technique. This procedure led to identifying contacts that have appreciable knowledge about ER in Nigeria including strategies (and mechanism) via which EV is heard and/or silenced. These strategies form the basis of managerial capture of EV (Kaufman, 2014, 2015; Hirschman, 1970). Beyond this, focus group session broadened the researcher's view about questions that required diverse perspectives to really make sense of EV and employer-employee relationship in Nigeria.

Thus, responses gathered were considered germane and revealing, which validated the criticality of focus group technique. As has been variously argued, attaining result expected when collecting data contributes in reaching intended research aim (Bryman, 2012; Yn, 2014; Silverman, 2006). Indeed, the pilot session helped to remove unconstructive development and adjustment of the process of actual focus group sessions, which impacted the final data collection schedule via this procedure (See Appendices 3 and 5 for more detail). According to Remenyi, Williams, Money and Swartz (2005), adjusting data collection technique, which pilot study ensures, is a good way of ensuring validity of findings; the procedure has bearing on achieving study's stated aim and objectives (Saunders et al., 2012). In instantiating this perspective, one of the interviewees during pilot study mentioned that opinions are slightly polarised about triggers of managerial capture of EV in Nigeria, which could be anchored in levels of information and perspectives that a respondent has. Therefore, focus group was deemed relevant to possible fill information gap by using interviews. Next section presents information on focus group data and analysis process.

7.2: Data Analysis: Focus Group

Focus group session carried out involved representatives of selected petroleum, banking and ICT, firms in Nigeria. For more detail on this, see methodology chapter and Table 7.1 below. Focus group sessions comprised senior managers, middle managers and line mangers as well as non-managerial members of staff. In a bid to ensure confidentiality and anonymity, the information represented below is coded for ethics (Bryman, 2012). Table 7.1 offers clarity on focus group brief used.

Table 7.1: Focus Group Brief

Serial No	Codes	Roles	Sex	Educational Level	Experience
Petroleum Sector Focus Group Participants					
1	FGP1	Middle Manager in Petroleum Company 1	M	BSc	9 years
2	FGP2	Line Manager in Petroleum Company 2	M	MA	6 Years
3	FGP3	Employee in Petroleum Company 1	F	MSc	7 Years
4	FGP4	Employee in Petroleum Company 2	M	BSc	6 Months
5	FGP5	Employee in Petroleum Company 3	F	HND	6
6	FGP6	Employee in Petroleum Company 3	M	MBA	6 Years
ICT Sector Focus Group Participants					
7	FGI1	Senior Manager in ICT Company 2	M	BSc	8 Years
8	FGI2	Line Manager in ICT Company 2	F	MBA	7 Years
9	FGI3	Employee in ICT Company 1	M	MA	N/A
10	FGI4	Employee in ICT Company 1	M	MA	6 years
11	FGI5	Employee in ICT Company 3	F	MSc	9 Years
12	FGI6	Employee in ICT Company 3	F	MBA	12 Years
Banking Sector Focus Group Participants					
13	FGB1	Senior Manager in Banking Company 3	M	MSc	10 Years
14	FGB2	Employee in Banking Company 3	F	MA	6 Years
15	FGB3	Employee in Banking Company 2	M	BSc	8 Years
16	FGB4	Employee in Banking Company 2	M	MSc	5 years
17	FGB5	Employee in Banking Company 1	F	MA	N/A
Key Guides:					

- **A. Petroleum Sector Focus Group Participants**
- FGP1: Middle Manager in Petroleum Company 1
- FGP2: Line Manager in Petroleum Company 2
- FGP3: Employee in Petroleum Company 1
- FGP4: Employee in Petroleum Company 2
- FGP5: Employee in Petroleum Company 3
- FGP6: Employee in Petroleum Company 3

B. ICT Sector Focus Group Participants

- FGI1: Senior Manager in Banking Company 2
- FGI2: Middle Manager in Banking Company 2
- FGI3: Line Manager in Banking Company 1
- FGI4: Employee in Banking Company 1
- FGI5: Employee in Banking Company 3
- FGI6: Employee in Banking Company 3

C. Banking Sector Focus Group Participants

- FGB1: Senior Manager in ICT Company 3
- FGB2: Middle Manager in ICT Company 3
- FGB3: Middle Manager in ICT Company 2
- FGB4: Employee in ICT Company 3
- FGB5: Employee in ICT Company 1

Source: The Researcher (2017)

As was with the case with interview data, data from focus group sessions was transcribed manually and analysed using CDA. The rationality of adopting CDA has been amply explained in chapter five. See sections 5.8 and 5.9. After painstakingly going back and forth dataset, three themes were found to be consistent. In addition, these themes suggest that language is a form of social practice (Wodak and Meyer, 2009), which could be used to understand what happens in organisations. It does offers explanation for human experience in the cultural (Fairclough, 2003) economic (Graham and Allan, 2011), ideological (Fairclough, 1992, 2014), political (Peled-Elhanan, 2010) and social (Fairclough and Wodak, 1997) realm. These themes will be analysed in turn to ascertain strategies adopted by employers to managerially capture of EV in Nigeria. This starts with theme of legitimisation strategies.

7.3: Strategies of Legitimisation

This theme will be exploring how strategies of EV capture are appropriated and legitimised through actions and inactions of Nigerian employers and the state, which impinge on employees' right of involvement and inclusion in organisational decision-making process (Okpu, 2016). For the purpose of this study, theme of legitimisation in EV capture borders on analysing discursive essentials couched in lexes (words/vocabularies) aimed at normalising and legitimising organisational actions to foreground upholding widely held views about ER practices. Legitimising organisational action through strategies and/or channels (Kalleberg,

2000; CIPD, 2016) has a tendency to legitimise organisational behaviour (Ashforth and Gibbs, 1990). The concept of legitimisation mediated by discourses is based on the principle of right and wrong (Abulof, 2015; Leeuwen, 2007). This is also a way of showing conformity to ethical standards regarding organisational behaviour and by extension a way of demonstrating ''conformity'' to Nigerian law and principles about ER (Okpu, 2016). This process also chimes with obtaining legitimacy, which is societal authorisation of organisational or managerial action (Suchman, 1995).

Consequently, as argued by Leeuwen (2007), legitimisation gives justification for action by assigning cognitive rationality and soundness to such action. This process offers prescriptive and ethical high ground for practical necessities. Therefore, social or organisational phenomena, such as, employee disengagement, employee dis/empowerment, voice marginalisation and other aspects of managerial capture of EV (Hirschman 1970) could be accommodated within this premise, and can be thus considered to be right (or wrong). This mode of rationalisation is premised on precise dominant culturally accepted norms and values (Suchman, 1995) in a society. To this end, organisations used for this study rationalise and legitimise their style of ER by leveraging on actions that give an impression of applying globally and nationally recognised codes of behaviour relating to labour and employment, which help to ''justify'' their actions. This situation is arguably the provenance of managerial capture of EV (Hirschman 1970). Therefore, these patterns of managerially-controlled engagement mechanisms are ways of making wider stakeholders think employers are applying appropriate standards, such as, Employment and Labour Relations Act (ILO, 2004), the Trade Disputes Act 2004, the Labour Act (2004), the Pensions Act 2004, the Employees Compensation Act 2010, The National Minimum Wage Act (2011), the Pension Reform Act (20140 and the Nigeria Employment and Labour Law (2016) among others (Otobo, 2016). Deductively, a de-contextualisation of legitimisation analysis is unvaryingly problematic as legitimisation process is premised on definite social practice.

To ensure epistemological anchorage in data analysis, two legitimisation strategies including rationalisation and authorisation are borrowed from Leeuwen's (1995) work; while normalisation is an extension to these strategies as identified in dataset, which amount to three legitimisation strategies, used to demonstrate how Nigerian employers strategically legitimise and naturalise their style of EV capture (Leeuwen, 1995, 2007). Before analysing these themes, reference is made to Table 7.2.

Table 7.2: Conformity Strategy and Lexical Patterns of Realisation

Legitimisation Strategies	Argumentation Patterns	Lexical Means of Realisation	Strategic Means of Realisation
Authorisation	Misleading application of customary behaviour which assigns power and authority to employers	Lexical reference to authoritative sources including ILO, Nigerian Labour Laws, etc.	Use of expert, impersonal, personal traditional, conformity and role-model authority to justify action
Normalisation	Evaluative/comparative lexical arrangement that ''justifies'' and naturalises managerial capture	Using moral/ethical lexes such as ''in order to'', ''because'' and related lexes to naturalise organisational action regarding EV and employer-employee relationship	Use of ''reasonable'' and business-as-usual lexes to show normalcy of action
Rationalisation	Legitimising or rationalising organisational action based on misleading strategic or business-centric premise	Use of lexical items such as ''purposive so and to'' and others textual constructions to rationalise ER pattern	Use of instrumental and rhetorical rationalisation process to show legitimacy

Source: The Researcher (2017)

7.3.1: Theme of Authorisation

In this sub-theme, the emphasis will be on authorisation. According to Leeuwen (1995) authorisation is based on legitimising behaviour on the principle of taking a cue from esteemed authority and/or widely applied and universal codes of behaviour. This strategy is replete in the focus group data. In understanding how authorisation strategy manifests in the data, reference to MacLeod and Clarke's (2009) employee engagement will be vital. MacLeod and Clarke's (2009) framework distils concept of employee engagement based on workplace ER. This study epitomises Macleod and Clarke's (2009) report that has four main essentials for effective employer-employee relationship, which are: engaging managers, EV, integrity and strategic narrative. These factors, which are called ''the enablers of

engagement'' (Acas, 2014), are central to understanding the rationality driving strategies of engagement as well as effectiveness of how employees are engaged. Given the remit of this study, the last variable – strategic narrative – will be the focus. The strategic narrative – also referred to as the ''enabler'' of employee engagement – entails organisational strategies of engagement pattern/mechanism. It can be explained as a robust, open and clear managerial culture that offers employees ''a line of sight between their'' roles and jobs as well as aim and visions of the organisation (MacLeod and Clarke 2009, p. 31). By extrapolation, MacLeod and Clarke (2009) highlight the role of (empowering) leadership in defining and setting out this strategic narrative, guaranteeing that employees understand it including seeing how their jobs/roles contribute towards this imperative. The narrative should ideally find expression in organisational culture and style of work relationship within an organisation.

From a macro-level viewpoint, organisation's action is considered acceptable or unacceptable given the way employees and/or societies consider such action. For example, cultural and institutional including patrimonialism, highhandedness and other comparable institutional and national practices in Nigeria (Nnoli, 1995) manifest in organisational practice, such as, managerial capture. These existing practices make it almost impossible to conceive employers' actions (in terms of ER) in Nigeria as illegitimate or obnoxious (Leeuwen, 1995). At the remit of discourse, this process links unfairness, lack of collegiality and engagement with strategic pursuit as something ''healthy'' and normal. This process parallels Bourdieu's ''habitus'', which means an accepted way of behaviour (Bourdieu, 1977a). Some examples of this situation are considered below in this cluster:

> These employers are very smart. For example, they usually make reference to International Labour Organisation code of conduct and blueprint in terms of the way it relates and engages with us. Really, what this company does is a deviation from stated standards in the framework provided by ILO. It uses this process to make us think what it's doing is right. As a manger, we don't quarrel with my company in order not to get the sack. We just do as it says. However, the workers are disenchanted by this form of engagement, which is not in alignment with universal standards (FGP2).

> My company is quite good at ducking responsibility and giving us NO opportunity to have a say in what concerns us. For example, I was sick for two weeks and provided doctor's report, sadly, my line manager called me to say that my two weeks' wages will be deducted from my monthly salary! This issue has been debated over and over again by the company and us, yet, it insists on not taking our views into consideration.

> Its position is that it does not operate differently from the system in our country (FGI3).

> There is no gainsaying the fact that this organisation is a horrible place to work. This is one company that relies on government connections and political network to say might is right. We're always on the receiving side, no tested, realistic attempt is made by the company to seek our views on anything. Often, my company takes a cue from national realities in Nigeria, which make it not to be seen as a culprit (FGI2).

A comparable perspective is painted by a manager in the banking sector:

> These workers are doing quite well to bolster company's vision and performance. But my organisation has a way of treating them from a vantage point by seeking justification in the authority of Nigerian system (FGB1).

At the remit of discourse, juxtaposing *modus operandi* of engagement with universal standards, cultural and institutional order gives an impression of conforming to global standards and ethical behaviour (Leeuwen, 2007). Such strategic style of engaging workers in Nigerian context as seen from participants' perspectives above foregrounds normal way of life in Nigeria. This is the hallmark of legitimising managerial capture as it offers such organisational behaviour a sense of ''taken-for-grantedness'' (Suchman, 1995). In addition, making reference to ILO and/or Nigerian labour law becomes a veneer for legitimising company's operation in relation to EV and engagement by leveraging on universal codes of behaviour regarding ER.

In taking this further, most organisational practices in Nigeria frame and sustain sense of co-creation of value and co-ownership, which makes it difficult to think that these companies are not engaging their workers (employees) (Fajana, 2009) towards collective gain. This strategic method of engagement foregrounds ''collective ownership'', which takes attention away from shareholder value maximisation. Some examples will add credence to this. According to a discussant:

> The owners of this workplace have always maintained that when we 'work all day and hardly get sick', we're working towards company's goals and vision to become one of the greatest in Nigeria. All over the world, it takes hard work for firms to succeed (FGB5).

The perception offered above paints a picture of long hours of work traditionally seen in Nigerian banking sector, where WLB is not considered and to make matter worse,

employees' views about WLB are in the back burner (Achua, 2008). Issue of collective ownership is strategically prefigured by lexical constructions, such as, ''we're working towards company's goals'', which stylistically finds nexus with working ''all day and hardly'' getting sick (FGB5). Here, employees' concerns are not given attention, hence, the company wants to achieve its own narrow interest at the detriment of all. This logic is premised on universal code for success – hard work – which legitimises this mode of behaviour. Another discussant said that

> The only way this company understands collective barraging or co-ownership is furthering its own agenda, which is rationalised on the basis of hard times in Nigeria, and thinking we're stupid not to know its mere game plan (FGP6).

In this direction, the logic of hard times and Nigerian socio-economic experience pervade this textual construction that relies on national realities (Hofstede, 1980) to persuade stakeholder (employees) to endorse managerial prerogatives (Leeuwen, 2007). The excerpts above demonstrate a sense of conformity to universal codes of behaviour, which is a process of authorisation. This is also a way of taking a cue of behaviour from prevalent (or universal) code of conduct for legitimacy (Suchman, 1995). Texts in bold fonts signify bases for engagement style justification, which are grounded in ''business-as-usual'' and ''reasonable'' rationality. Normalisation strategy will be considered next.

7.3.2: Theme of Normalisation

This sub-theme will be investigating the strategy of normalisation employed by Nigerian employers. Distinction needs to be made here between authorisation and normalisation. Although normalisation is sometimes mistaken for rationalisation, they are different discursive/linguistic strategies (Leeuwen, 2007). However, the main disparity between the two (strategic/discursive) concepts is lodged in their representation of results and timeframe. Normalisation modulates undesirable effects of organisational action (such as managerial capture) by stressing its historical underpinning (Leeuwen, 1995). This strategic ploy aids in foregrounding conformity in terms of submission to historical standards, such as, ILO benchmarks and other professional standards. As seen previously, authorisation is not premised on historicity; it is rather context specific in its analysis.

With reference to normalisation, cultivating (pragmatic) legitimacy as seen in focus group data is strongly mediated by text – language or lexis – which supports the creation of a sense

of taken-for-grantedness domiciled in historical soundness and historicity. Here, the overall aim of analysis is based on establishing methods and system including trade unions and alternative voice (NERs) as enshrined in how rules of the game regarding ER are historically structured in Nigeria (Otobo, 2016). This is achieved via cognitive capacity couched in power of language (Fairclough, 2014). As Leeuwen (1995) observes, normalisation is the forerunner of other forms of legitimisation devices, which has been referred to as incipient legitimisation process (Berger and Luckmann, 1966). The authors affirm that incipient legitimation is noticed immediately a structure of ''linguistic objectification of human experience'' is conveyed (Berger and Luckmann, 1966, p. 112). Essentially, legitimating or normalising ''explanations'' are, theoretically, woven into themes of lexical construction found in text (Leeuwen, 1995). Accordingly, legitimacy can be conceived of as a discursively fashioned sense of acceptance (Suchman, 1995) appropriated by organisations to launch rhetoric of fairness, collegiality, representativeness and importantly normalcy (normalisation) (Leeuwen, 2007) in the debate on EV in Nigeria's ER. In the following sections, some examples will be provided to see how Nigerian employers normalise their actions on the basis of ER history and practice in the country.

Some examples are provided in this cluster:

> For 9 years that I started working for this organisation, I can see very clearly that it has continually insisted on negotiating with us on the basis of how Nigerian labour started, which it says is framed by 'total control'. The issue of total control means that the employer is always right and has all the resources and power. The idea of resources in this sense merely means money. My company and many others misconstrue organisational resources. This has become the norm, we're always treated like unimportant and our views are not taken into account, as usual (FGP4).

> One of the main things about this place that is considered normal and accepted is that it does not change with economic and social realities. I think this is a way of demonstrating the Nigerian factor in order to maintain the status quo by resisting change coming from collective bargaining or shared intention. Globally, there is renewed energy to make ER engaging and collaborative, this is not appreciably seen as we're mere tools in the hands of employers here (FGI3).

A manager from ICT confirms the above view:

> Every management initiatives and actions that disadvantage employees are subtly normalised in this company. Since the beginning of this year, our organisation has started to be more mean and unresponsive to our requests, insisting it's working in concert with other firms' position on workers' rights and consultation since the beginning of labour relations in Nigeria (FGI1).

In the same vein, an analogous perception is painted by a manager in the ICT sector:

> I can say confidently that there is no end in sight to the historical way of treating and engaging employees in my organisation, which is an aspect of the traditional Nigerian trade union reality. So, it is customary that Nigerian companies distaste collective bargaining and genuine, shared goal (FGB4).

Deductively, lexical items, such as, ''traditional Nigerian trade union reality'', ''since the beginning of labour relations in Nigeria'' (FGB4) and ''on the basis of how Nigerian labour started''(FGP4) portray unchanging, historical and to a degree, non-participatory style of employer-employee relationship, which managerially captures (or marginalises) EV in Nigeria. Words, such as, "considered normal and accepted" (FGI3), "has become the norm" (FGP4), "subtly normalised" (FGI1) and "it is customary" (FGB4) denote ER dynamic that draws from logic of historicity to legitimise managerial capture of EV. The hallmark of this analysis, which underpins theme of **normalisation**, is to raise understanding as to how use of words (diction) couched in lexical patterning relates to historical link of ER with strategic, managerial bargaining, which is antithetical to genuine collective bargaining (Gbosi, 1989). It is also a barrier to efficacious EV in Nigeria (Fajana, 2009; Otobo, 2016). Also, the construction of ''total control'' signifies managerial capture (O'Dwyer, 2003), which insulates employers from adjusting mechanisms, channels and strategies of ER in Nigeria (Okpu, 2016) for inclusive EV and engagement (Mowbray, Wilkinson and Tse, 2015). In sum, use of words in bold fonts demonstrates themes of linguistic mechanisms used by the participants to showcase how Nigerian employers make attempt to **normalise** their actions. Rationalisation strategy will be considered next.

7.3.3: Theme of Rationalisation

The focus of this sub-theme is rationalisation strategy. Rationalisation explains method of legitimising (organisational) actions on the premise of managerial objectives and effectiveness as well as on the grounds of relevance of actions (Leeuwen, 1995). As Leeuwen (2007) notes rationalisation takes two methods: *instrumental* and *theoretical* rationalisation.

Rationalisation naturally makes allusion to organisational aim and objectives and uses institutionalised social action as well as cultural knowledge that endow them with cognitive relevance and validity (Leeuwen and Wodak, 1999). In the focus group data, there are illustrations of this form of legitimisation strategy, which shall be considered presently. In applying this discursive strategy, participants showcase the morality and reason behind corporate actions towards ER in Nigeria, in particular, instrumental justification for their actions. To operationalise this strategy, analysis here will focus on lexical items including ''purposive so and to'' language and others to apprehend how companies construct rationalisation strategy that chimes with rational and business-centric reason for EV strategy in Nigeria's ER.

The following excerpts demonstrate strategic use of rationalisation legitimisation by Nigerian employers:

> It can be seen from all indications that our organisation is aimed at undermining our collective effort to see more cordial and inclusive manner of ER. So, it justifies this style of engagement to promote its strategic aim of protecting owners of the company (FGI5).

> Recently, this firm has focused on further reduction in participatory means of engaging us to advance its traditional mode of rupturing genuine, collaborative engagement. This is very sad as what it does weakens our trade union potential and recent forms of engagement through town hall meetings, etc. (FGB4).

> Last year the company introduced what they call one funny name – the global watch platform, which was to make us believe they're working in agreement with global standards on ER and fair labour practice (FGB5).

In fleshing out the above perspective, a manger in the petroleum sector averred that:

> to promote organisational value and economic interest, corporations such as this shy away from any form of effort to accelerate procedures for engaging and listening to workers' predicament. Even when they pretend to listen, they don't respond. So, it is simply Nigeria factor that employers are capitalising on the (FGI2).

This perspective finds correspondence below:

> Forget all these firms that operate in Nigeria. Just like this company - they all strive to uphold their unchanging principle of maximising shareholder value and by so doing -

effectively dismiss interests and inputs of the workforce in the organisations' decision-making processes (FGB4).

Arising from the above is that some of the words/lexes highlighted are purposely used by participants to paint a canvas of managerial capture of EV that relies on power of ''purposive so and to'' phraseology (Leeuwen, 2007). Words including "So, it is simply" (FG12), "so it justifies", "to promote", "to see more" (FGI5), "to listen" (FGI2) and "to make us" (FGB5) amongst others are phraseology employed to operationalise rationalisation strategy. Technically, use of ''purposive so and to'' constructions offer the rationality for methods of engagement strategy used by Nigerian employers, to managerially capture EV. In the main, such pattern of lexical construction that relies on rhetorical and strategic means links language to discursive (organisational) and social practice (Fairclough, 2014). Strategies of employee (dis) Engagement is considered next.

7.4: Strategies of Employee (Dis) Engagement

This second theme will essentially analyse data by considering three sub-themes as seen in the following sub-sections. These are consultation/collaboration, union avoidance and technology avoidance. While this section deals with establishing the nature of EV dynamic in terms of employer-employee consultation and collaboration, one of the hallmarks of this theme is to interrogate organisational behaviour towards unions in Nigeria, which are traditionally viewed as a barrier to managerial agendas/motives (Otobo, 2007), hence, they are increasingly being avoided (Wilkinson and Fay, 2011). In addition, on the heels of growing decline of unions (which are assumed the most effective channel of EV), this theme is aimed at teasing out whether employers engage employees via new media, which is considered one of the ways to ensure expanded consultative, collaborative and democratic engagement in the contemporary work environment (Al-Tarawneh and Tarawneh, 2012; CIPD, 2012a, 2013; Hunt, 2013).

As well-known, technology and the internet systems are increasingly revolutionising the way corporations operate as well as manage human resource capital (Meadows, 1998; Croteau and Hoynes, 2003), human resource information systems (HRISs) and engage employees (Oruh, 2014; Nwagbara, Brown and Oruh, 2016). Similarly, other online mechanisms, such as, training and development, e-recruitment and virtual conferences, are now very popular, timely and cost-effective (Kavanagh, et al., 2012; Hunt, 2013). As an emergent powerful and dynamic social networking resource, the new social media technology (NSMT) has radically

changed how people relate, communicate and share knowledge and ideas (Paternoster, 2012; Zielinski, 2012; Payton and Kvasny, 2012). Nevertheless, most organisation appear rather slow in embracing this technological innovation to enhance EV, which Hunt (2013) and Patermoster 2012) view as avoidance motive driven by managerialist ethos of control. It is important to note that different terms have been adopted to describe this innovation including new media technology, digital technology, social media and social networking, amongst others. Due to speed of its development, however, the formula for explaining NSMT is social media = technology + interaction (Paternoster, 2012), which makes it a veritable tool for EV amplification. Beyond this, the following sub-themes will be exploring if processes and strategies of engagement are collaborative and apply the energies of new media to empower, engage and represent ER stakeholders.

7.4.1: Theme of Consultation/Collaboration

This sub-theme will be interrogating if the mechanisms, processes and strategies of engagement are collaborative and genuinely engaging. The concept of consulting and collaborating with employees to avoid managerial capture of EV has parallel with ideas such as employee involvement, dialogue and partnership (Morsing and Schultz, 2006; Cathcart, 2014). This is buttressed by MacLeord and Clarke's (2009) emphasis of consultation and collaboration as a two-way relationship between the management (employers) and employees as well as commitment to shared benefits. This process also has bearing on effective and empowered EV, which seeks the opinions, views and perspectives of employees by listening to them and seeing that their views count and make a difference (Mowbray, Wilkinson and Tse, 2015). Consulting with employees has nexus with a strong sense of listening and responsiveness that should permeate the organisation for mutual benefit. This is the basis for effective communication, which disables managerial capture of EV (Kaufman, 2014). The absence of this could make employees to exit; its presence could make them stay by offering such organisation their loyalty (Hirschman, 1970).

Some excerpts will help to explain this contention:

> Each time we have staff meeting, our manager says our inputs will be taken into consideration. But I have come to realise that this does not happen at all! Instead what is the reality is one-sided slant from the ogas (bosses) - to issues raised in such meetings. This process is well coded, in order to effectively carry out predetermined vision of the company (FGB3).

We hardly see reports of issues discussed in meetings. Most times, we're not consulted when decisions are made. This negates understanding areas where we can make adjustments and improvements towards achieving organisational goals and vision. Lack of feedback and making us know if our input (if any) is taken into account is likely to determine if accurate and fair comments on employee auditing and appraisal are carried out by our line managers (FGP8).

Where an organisation or manager has a tendency to downplay collaborating with employees to know how to improve staff behaviour, increase production/sales, increase return on investment and accelerate performance, it makes it difficult if not impossible to have effective engagement and collegial leadership. No doubt, such engagement mechanism is put in place to procedurally stifle any opposition to company's goal (FGP4).

In concurring to the above, a discussant further adds that:

Method of employee engagement and collaboration makes it difficult for them (employees) to wield influence, which is critical for transformation and peaceful co-existence between management and lower workers in particular - in this place (FGI5)

A Senior Manager from one of the ICT firms avers:

When employees speak out, they unwittingly jeopardise organisational mission by not realising this. They might do this in the name of selfish interest to drive personal agenda' (FGI1).

This is supported by a line manager in the petroleum sector:

Their speaking out if consulted is to challenge organisational ideals, which is not necessary for the shareholders and us as managers, who need smooth system to deliver for promotion and bonuses'' (FGI2).

Put together the foregoing viewpoints by these managerial and non-managerial participants suggest that these firms are not comfortable with alternative views on how to move forward their methods of consultation and collaboration in terms of employer-employee relationship. Lexical items in bold fonts underline reasons for obstructing alternative voice, which normalises organisational practice of poor consultation and collaboration as well as makes them legitimate system (authorisation) (Leeuwen, 2007; Suchman, 1995). These issues point to the state of EV and engagement mechanism preferred by managers "to procedurally stifle any opposition to company's goal" (FGP4), which resonates with union avoidance (Cathcart, 2014). This is explained and analysed next.

7.4.2: *Theme of Union Avoidance*

The second sub-theme – union avoidance – will concentrate on analysis of how employers avoid engaging with unions, which they see as constituting obstacle to achieving their managerial interest and organisational objectives (Otobo, 2007). It is no news that Nigerian employers avoid unions in the engagement process (Ubeku, 1983). This is central to the tempestuous nature of relationship that has existed between employers and employees since the history of Nigerian ER (Oyelere, 2014). This position finds materiality in established cases, such as, banning of Natural Union of Petroleum and Natural Gas (NUPEN), Academic Staff Union of Nigerian Universities (ASUU), and Petroleum and Natural Gas Senior Staff Association of Nigeria (PENGASSAN) among others. It is established in extant literature that the nature of relationship between employers of labour and workers as well as unions in Nigeria is uncordial and conflictual to say the least (Ubeku, 1983 Fajana, 2006, 2009; Otobo, 2007, 2016).

Interestingly, relationship between employers and employees in Nigeria is sated with patrimonial and elite-salving structure that rather serves the need and aspiration of management and/or shareholders at the expense of employees (Umar and Hassan, 2014). A noteworthy issue that underscores this lack of collegial and equal mode of engagement and relationship between employers and employees is the need to obstruct power from flowing from a unitary source – the management – which could potentially precipitate divergence of power from the centre. Comparably, Nigerian social space and leadership culture is shaped and fostered by the same system, which creates apparatchiks (employees), whose views and opinions do not count in the Nigerian project (Okpu, 2016). There is palpable manifestation of this brand of leadership in Nigeria's employment environment, which abhors unionism (Wilkinson, *et al.*, 2014; Cathcart, 2014).

Some comments by participants will help to shed light on why organisations avoid and resist unions:

> The purpose and effectiveness of unionism is totally misplaced, as organisations and government accuse union leaders of rather seeking personal interest. They say these sorts of things in order to weaken our faith and zeal in pursuing ideals of unionism and representative engagement (FGB3).

Unionism are considered by organisations to have too many problems for their wholesome development and success! This - I believe is because a lot of companies see unions as detached from the management of the organisation in which they represent employees. Although a great deal of their members do not subscribe to this idea, but I think this is the reality (FGP2).

Unions are avoided by my organisation completely. This company gets its backing from poorly organised and run Nigerian body of politicians, which represses unionism by romancing with employers of labour because of economic gain. Remember that some of these companies are multinationals, who have all the money in the world and influence, which can make government do their bidding (FGI3).

The above atmosphere realised in bold fonts suggests that unions are avoided rather than embraced by Nigerian companies (Otobo, 2016). Such asphyxiating landscape has a tendency of marginalising and silencing alternative views and balanced opinion mediated by union's presence in ER (Acas, 2014; Opku, 2016). More on union avoidance and growing preference for alternative medium (NERs) would be covered in chapter eight, which addresses channels used by Nigerian employers to managerially capture EV. In the following sub-section, the opinion reflected by FGP2 on avoidance tendency goes into overdrive, which also resonates with technology avoidance concept (Hunt, 2013).

7.4.3: Theme of Technology Avoidance

This sub-theme is preoccupied with analysing the concept of technology avoidance. The analysis will zero in on issues such as *under-engagement* and *over-engagement* including cyber-unionism. The former simply means, when employees are not being engaged regarding matters about their interests and welfare; while the latter stresses a situation in which employees are excessively and forcefully overworked resulting in over-time, weekend shifts and working from home, which has negative WLB implications (Ozbilgin, Beauregard, Tatli and Bell, 2011). In addition, effort will be made here to gauge how technology revolution stemming from social (new) media is resisted or avoided (Benbasat and Barki, 2007; Liang and Xue, 2009; Hunt, 2013) by Nigerian employers given their democratic potential, which might impede the path of managerialism and strategic objectives of the organisations (Baker, 2010).

That said, one of the early writers on labour empowerment via cyber-unionism is Shostak (1991, 2002). According to Shostak (2003), "perhaps the most far-reaching change in labour communications involves the newfound ability of members to reach one another independent of bureaucratic impediments and officialdom". This contention finds resonance in the current landscape of EV discourse in the wake of union decline and the surge of NERs in which new NSMT is being recognised as having a great deal of potential to engender solution to unremitting dilemma surrounding EV (and its efficacy) (Howe, 2009; Croteau and Hoynes, 2003; Paternoster, 2012; Zielinski, 2012; Hunt, 2013, CIPD, 2013). Consequently, Oruh (2014) argues that NSMT is a people-empowering communication and dialogue tool, which enhances the opportunity for the workforce to connect and share information and ideas amongst themselves regarding issues that range from employees' wellbeing to satisfaction.

Managers across the sectors acknowledge the importance of new media technology in enhancing operational efficiency and effectiveness; however, they fall short of endorsing it in amplifying EV, which is a way of avoiding new media technology. This landscape fascinatingly paints a picture of managerial capture of EV enshrined in engagement procedures and processes. Some participants' views will substantiate this perspective:

> Of course, the importance of technology in management cannot be questioned, we are addressing how best to tap into the gains of IT innovation. We are also cautious, as it takes time to fully integrate. In order to fully integrate this new technology, companies have to pay so much for it. We are also wary of the consequences of this 'magic', **as** companies' key interest will be at risk (FGB4).

> Technology is great, no doubt. But we need to understand that it comes with both gains and risks, which necessitate a deeper consideration of engaging in such potential risky venture. As a medium that could empower employees, my organisation is still hesitant in embracing this new-fangled communications tool, so as to avoid the devastating bad press it might give my organisation and even us as managers. (FGP2).

> We want to be the driver of technology in this industry, we are open to that. However, we operate a more intranet-based system to enhance our interactivity and sharing of information and knowledge within the workplace alone. This helps to control the possibility of people overstepping their bound. It also aids in preventing antagonising our organisation by employees, in order to make profit for shareholders and to raise our salary as managers (FGP1).

Technology is quite useful today, but its utility needs to be moderated because it can cause some trouble sometimes. It can go viral, and before you know it a lot of damage would have been done. So, we are cautious, employees are constantly reminded of the implications, so as to maintain organisations' strategic focus (FGB3).

It is essential to control the activities of individuals in any organisation, management must protect self and workforce against risks and threats from networked systems. This is part of what we do as managers, which could help to maintain the vision of the company as well as accelerate its profitability (FGI1).

Similar standpoint is relayed by another participant, a Senior Manager in the banking sector. He maintains that:

New media propelled platform such as Blogs, Twitter, Facebook and Instagram among others are forbidden by our company. This is because employees waste precious time of the company on these sites. Also, we're away of how they could be used in order to sensationalise issues, which might work against the company'' (FGB1).

The excerpts presented above are suggestive of systematic (managerial) tendency to avoid new media-empowered voice systems, which stifles EV and rather accentuates its crisis in the work environment (Hunt, 2013). Lexes in bold fonts illustrate this perspective, which include "might work against the company'' (FGB1), "to avoid the devastating bad press managers" (FGP2), "companies' key interest...at risk" (FGB4), "it can go viral and ... cause lots of damage…so we are cautious" (FGB3) and "protect self and workforce against risks from networked systems" (FGI1). These extracts establish justification and legitimacy for technology avoidance by employers. Despite the undeniable significance of technology in the enhancement of organisational business processes and corporate-stakeholder engagement, management in Nigeria's employment sector tend not to take advantage of this technological innovation (Nwagwu and Akeem, 2013) in amplifying EV. They rather emphasise possible risks associated with new media system.

Note also that avoidance in this respect does not relate to technology threat avoidance (TTA) by users due to malicious threats (Liang and Xue, 2009); rather, avoidance here is concerned with systemic avoidance of employee application of technology by management due to fear of losing control of information flow (Hunt, 2013). This managerial bent to prevent new

media use by employees resonates with avoiding cyber-unionism, which has potential to trigger more resilient unionism given democratisation process precipitated by new media platforms (Benbasat and Barki, 2007).

In addition, this landscape has a tendency to engender over-engagement. One of the criticisms levelled against new/social media is that it could accelerate over-engagement of employees, who are often forced to work around the clock, which is precipitated by new media imperative. Despite this notion, research suggests that it has more good sides than bad, which organisations globally have realised (Paternoster, 2012). However, as participants have concurred, management of firms in Nigeria is sceptical of ICT utility across the three sectors, which has been linked to managerial fear of empowering employees in workplace decision-making (Hunt, 2013). They also strongly agree that communication technology helps employees to inform and be informed without being noticed, intimidated or victimised by management. Thus, new media technology has the ability to blur physical barriers seen in Nigerian socio-environmental dynamics of power distance and patrimonial culture (Umar and Hassan, 2014). Regrettably however, this cultural environmental dynamic, which endorses superior-subordinate relationship, favour employers of labour, whose desire remains to maintain control and dominance over employees in ER (Okpu, 2016; Otobo, 2016). Next theme will be focusing on stakeholder (un)representation/(non)participation, which will be explored in two ways: stakeholder (un)democratic representation/participation and stakeholder (dis)empowerment representation.

7.5: Strategies of Un-representation and Non-participation

This theme is based on analysing data to apprehend if stakeholders (employees, union members and NERs) are actually represented in the entire gamut of ER, in order to determine how EV is managerially captured. Differences should be made between representation and participation. Representation without genuine commitment by organisation to take into account views of stakeholder results in non-participation; while taking on board stakeholders' view entails participation (Goodijk, 2003). Therefore, representation does not literally translate into participation. A painstaking look at data from participants indicates this reality: the methods, channels and strategies of engagement in the three sectors are essentially non-participatory, which leaves employees under-represented or unrepresented, hence, they are not actively participating in the decision-making processes. According to Goodijk (2003), employee participation in decision-making nurtures a sense of partnership while employee

participation in deliberative procedures of designing and organising ER mechanisms makes an organisation appear more open, transparent and accountable (Liu, Liston-Heyes and Ko, 2009). Mere representation without actual and efficacious involvement could lead to indirect participation (un-representation), which relies on managerial propelled representation or ''filtered participation'' (Liu, Liston-Heyes and Ko, 2009, p. 199). Stakeholder (un)democratic representation will be considered subsequently to ascertain whether EV is heard or silenced in the representation and/or participation process.

7.5.1: Theme of Stakeholder Un-Democratic Representation

In this sub-theme, the emphasis will be on analysing if strategies and process of engaging employees endorses the ideals of democracy, which is non-negotiable for transformational and empowering ER, particularly EV in Nigeria, where there is high incidence of undemocratic culture in both national level and in the workplace (Otobo, 2016). Before analysis, an understanding of stakeholder democracy (SD) is necessary. Stakeholder democracy involves a type of employer-employee relationship based on self-governance, participation and voluntarism (Harrison and Freeman, 2004; O'Dwyer, 2005). As shall be argued here, stakeholder democracy is considered as managerial system and engagement structure, rather than a political apparatus. This position is framed by development of the notion in political science and associated issues (Harrison and Freeman, 2004). Stakeholder democracy is a framework, which permits stakeholders – Nigerian employees, trade unions and NERs – to make contributions in matters that concern them in terms of ER, employee grievance, welfare, WLB and workers' rights among related phenomena. Inputs of employees and other stakeholders in the democratic process and governance of organisations are crucially vital in the promotion of stakeholder democracy (Matten and Crane, 2005; O'Dwyer, 2005). This process also fuels allocating power to various, multi-faceted stakeholder rather than management alone.

Some snippets from focus group discussion will help make sense of stakeholder democracy:

> They don't give a damn! They continue to undermine every effort to bring collective engagement and mutual interest representation in our organisation. The reality in this place is that we would never be sufficiently engaged by these *Ogas* at the top! Of course, they are afraid of possible consequences of welcoming alternative views, which could destroy company's vested personal interest (FGB3).

> Ensuring that all hands are on the pump is the main thing if any organisation wants to appear responsible, collaborative, participatory and inclusive. I'm sorry but this is not happening here because of small powerful group, who're stronger than others, like us, the earthworms – Ha haa! Anyway, if I may speak for myself, my view or concern does not count in this company. All they want is that I do exactly as they say and hope to get paid on time (FGI5).

> It is one thing to rally round people to say come to the table and let's find a way out of this problem. It is also another to take everyone's views on board from that point. Failure to do this is equivalent to non-representation and lack of genuine participation, which these business people are running away from, as it could open up different can or worms about them! (FGP4).

The above landscape painted in the cluster also finds correspondences below:

> The way things are done is that a company should not discriminate when finding solution to its problem. It is best to seek alternative views, which might be distasteful at the present but rewarding in the long haul'' (FGB5).

This view is continued in the following extract:

> As a manager, I know the implications of engaging everyone in the company, but for *peace* to reign, I do as I am told by the top management team. Note, a lot of things are out of my hand, and I also take orders from different quarters above (FGI4).

The lexis ''peace'' as used in this statement suggests maintaining the status quo and resisting alternative, healthy suggestions from employees, which might potentially thwart company's predetermined interest. This perspective is broadly shared in previous comments from participants (FGB5; FGP4; FGI5). An overriding message in these snippets is that engagement procedures across these organisations are undemocratic and exclusive, which is largely driven by managerial desire to maximise shareholder value. From the excerpts, it can be gleaned that achieving short-term financial gain is the key focus of these companies, as opposed to democratising process of representation, which could destroy corporate existence and continuity. Thus, short-term, strategic approach allows for disempowering representation, but genuine participation of employees provides empowering mode of engagement (Liu, Liston-Heyes and Ko, 2009) that is required for shared goal attainment and more participatory and open ER system devoid of managerial capture. In the next sub-section, the focus will be on stakeholder (dis)empowerment representation.

7.5.2: Theme of Dis-empowerment Representation

This sub-theme will be looking at stakeholder (dis)empowerment representation. Central to stakeholder representation is giving power to various constituents for mutual engagement, participation and representation (O'Dwyer, 2005). This process ensures that everyone contributes to the decision-making process (Gollan and Patmore, 2002). The absence of this process creates an atmosphere of managerial capture and managerially driven agenda that could marginalise EV (MacLeord and Clarke, 2009) as well as lead to distrust, suspicion and conflict in the workplace (Harrison and Freeman, 2004). Consequently, according to Foucault (1977) representing stakeholders meaningfully entails allocating power to diverse constituents, which is a harbinger of increased or amplified EV – that allows employees to have a say in the goings-on in an organisation (Hirschman, 1970).

The following excerpt instantiates stakeholder (dis)empowerment representation:

> What those running the firm do is to ensure you're sapped of all powers and that no secret about you is hidden from them, which might jeopardise their business concerns and missions. For most of us – if not all except the managers – this is troubling as we are bullied, harassed and psychologically made prostrate by their manner of engagement. I for one understand why this may be the case, but getting another job is very difficult. They will continue to disengage and excludes us in every way possible and they never stop craving to have more power base and influence, which they need to achieve their goals of disempowering us (FGI6).

The atmosphere illustrated above finds counterpart below:

> It is no longer a secret that these corporations in this country thinks of influence and power from one angle, which tends to be leaning towards management only and not employees – who are supposedly the backbone of any successful business. In short, nobody does this better than this company – that has effectively taken all nature of influence and power away from most of the employees (FGB5).

In a comparable notion, a discussant notes:

> Fear ravaged ''power grabbers'': just because they feel seriously threatened by the fear of sharing power, about 27 employees were sacked last month, for voicing out against the General HR manager. There is only one power block in this place – the management and their top executive**s** (FGP6).

Following the same direction, an analogous view is relayed by a respondent below:

> In my understanding of how ER work in civilised regions, power should not only have check and balance; but also flow from all sides, rather than from one point, which often disempowers and send people at the lower end into relentless state of helplessness. Managerial staffs are better of here; but if truth be told, everyone here needs some empowerment and uplifting, for motivation (FGB2).

To cement the foregoing viewpoints on disempowerment, statements from managerial members of staff are presented below:

> This country is found on the value of respect for those who put food on your table, your father and mother take care of your basic problems, so you give them respect, because they have the power to stop you from benefiting from that privilege. So, in Africa, power belong to parents and not children. It is the same here, the company pay your salary, they have the power and not you (FGI2).

> Nigeria is a highly risky environment to do business, but these guys are still weathering the storm to invest in creating job, the last thing employee would want to do now is to start agitating for equal power sharing. To be quite frank, it would be immoral for anybody to make such demand, which will not pass – considering our cultural value in this country (FGP2).

From the above excerpts, it can be gleaned that use of words shown in bold fonts demonstrates reasons and basis for disempowerment, which can translate into silencing of EV (Fairclough, 2014). The above instantiation also demonstrates what Lawton (2013) calls ''language in use'' (p. 107), which facilitates our understanding of organisational practice such as managerialism, discrimination, suppression, voice silencing and shareholder value maximisation that are triggered and fostered by wider social practices (in Nigeria). This mode of practice is enshrined in discourse (Wodak and Meyer, 2009), which help to understand wider cultural, social and institutional practices and value system including capitalism, patrimonialism, neoliberalism, and other disconcerting factors that border on unfairness, inequality and lack of collegiality, which drive disempowerment in the workplace (ILO, 2016). Next section will be considering theoretical interpretation and discussion arising from data analysis.

7.6: Discussion and Theoretical Interpretation

As with the previous empirical chapter – chapter six – themes of strategies presented and analysed in this present chapter were analysed and discussed. CDA enabled data analysis to interrogate strategies that capture EV in Nigeria's ER. The overriding theory used in this empirical section is **legitimacy theory** which helps in understanding strategies underpinning legitimisation of managerial capture of EV. In this direction, three key themes were used, these are: themes of strategies of legitimisation, strategies of employee (dis) engagement and strategies of (un)representation/(non)participation. Sub-themes identified authorisation, normalisation and rationalisation; consultation/collaboration, union avoidance and technology avoidance; and stakeholder un-democratic representation and dis-empowerment representation. Arising from these insights show that strategies appropriated by employers in Nigerian ER illustrate how they managerially capture EV or make it inefficacious. In disabling EV from being heard, employers in Nigeria device various means that legitimise and normalise their actions in the wake of institutional, cultural and political antecedents embedded in Nigeria's historicity (Nnoli, 1995; Otobo, 2016). Thus, identification and analysis of these strategies via the instrumentality of focus group data empirically helps to unpack how Nigerian ER approaches are made to be normal and taken-for-granted (Suchman, 1995) in the three sectors explored here: ICT, banking and petroleum sectors.

Consequently, engagement mechanisms are critical in understanding how employees (stakeholders) may perceive voice and involvement in the process of decision-making, by interrogating whether engagement mechanisms are participatory at workplace – in terms of context, scope and level. In this sense, Nigerian employers have established various mechanics of engagement, to paint a colouration of inclusive and stakeholder-centric organisation that places high premium on employees' empowerment and interests (Bakker, *et al.*, 2008). This façade subtly legitimises their actions as well as method of facilitating EV. This is clearly a manifestation of managerially capture of EV. As held in the existing literature on EV, empirical evidence from focus group sessions indicates there is a strong correlation amongst companies used in this study regarding strategies utilised in ER. This view is captured in phrase, such as, ''we're working towards company's goals'', which systematically finds nexus with working ''all day and hardly getting sick'' (FGB5). Here, employees' concerns are not given attention, hence, the company wants to achieve its own narrow interest at the detriment of all. Furthermore, lexes, such as, "considered normal and accepted" (FGI3), "has become the norm" (FGP4), "subtly normalised" (FGI1) and "it is customary" (FGB4) denote ER dynamic that draws from the logic of historicity to legitimise

managerial capture of EV. In similar vein, some extracts view new social media as anti-managerialism, as it "might work against the company'' (FGB1), fuel devastating bad press (FGP2) or place "companies' key interest ...at risk" (FGB4), and "can go viral and ... cause lots of damage, which is why they "are cautious" with new media technology (FGB3). This is done to "protect self and workforce against risks from networked systems" (FGI1). These extracts establish reasons, justification and legitimacy for technology avoidance by employers, despite the undeniable significance of new media in expanding communication and engagement space between employers and employees.

The underpinning of strategies of disengagement, un-representation and avoidance (of unions and new media technology) is driven by organisational legitimacy, a process via which management persuade stakeholder (employees) to endorse their strategies. Thus, legitimacy theory is a process of seeking public endorsement and approval of organisational actions and behaviour, provided they are in alignment with the wider set of institutional standards (Campbell, 2000) and cultural norms (DiMaggio and Powell, 1983). According to Donaldson and Dunfee (1994), legitimacy theory involves *normative (institutional)* and *strategic (instrumental)* perspectives. Normative legitimacy justifies action or behaviour by relying on institutional frame of reference, value and beliefs, which are considered acceptable and natural within a social-corporate space (Suchman, 1995; Mele and Schepers, 2013). This contention finds correspondence in the Nigerian context, where institutional patrimonialism and cultural dynamic of high power distance and paternalism prevail in the social-corporate environment (Umar and Hassan, 2014; Amaeshi, Adegbite and Rajwani, 2014). Strategic legitimacy however, observes rationale for ethical conduct shaped around managerialist discourse that privileges ideas of hierarchy, performance, profit maximisation and organisational legitimacy (Khan, 2014), rather than normative behaviour. To this end, strategic legitimacy aligns with managerial capture, which suppresses/marginalises EV. From an institutional and cultural perspective, organisational realities in Nigeria are microcosm of Nigeria's brand of governance – the macrocosm (bigger picture) (Otobo, 2016) as CDA-mediated inquiry maintains (Fairclough, 2014). Next chapter will focus on various channels through which EV is managerially captured in Nigeria.

7.7: Conclusion

This chapter has attempted to analyse data from focus group sessions undertaken in this study.

It has provided three main themes that run across text corpuses in the focus group sessions. These themes are: strategies of legitimisation, strategies of employee (dis) engagement and strategies of (un)representation/(non)participation. Sub-themes identified authorisation, normalisation and rationalisation; consultation/collaboration, union avoidance and technology avoidance; and stakeholder un-democratic representation and dis-empowerment representation. The themes are at the heart of this study's overall aim and objectives as well as address the focus of this chapter – understanding and analysing strategies used in managerial capture of EV in Nigeria. Presenting and analysing texts (language) corralled from focus group sessions via CDA-based approach has a tendency to unpack the various strategies utilised by Nigerian employers to justify their actions including managerial capture of EV, and thereby making such practices appear natural, normative and ethical by making reference to global standards and ethical codes in terms of processes of employer-employee relationship. These themes have correspondence with broader social issues in Nigeria, which foreground institutional and cultural basis (such as OATT' syndrome) for organisational behaviour and action in Nigeria. Although motives underpinning strategies of employer-employee engagement do vary from country to country, there is confluence of ideas on this concept in terms of what it entails and signifies in developing countries such as Nigeria with rate of high power distance, poor governance structure and inept workplace democracy.

CHAPTER EIGHT
FINDINGS FROM SHADOW REPORT DATA

8.0: Introduction

This chapter responds to the third research question of the thesis. It builds on empirical analysis and commentary started and developed in chapters six and seven respectively. This chapter takes a different approach, unlike previous chapters, it leverages on unconventional data source, shadow reports, which is also a form of archival/documentary sources, to interrogate how EV is managerially captured in Nigeria's ER. The chapter explores various channels (of representation) via which managerial capture of EV materialises. By leveraging on shadow reports, this chapter will mainly explore qualitatively various channels used by

Nigerian employers to give an impression of normative, participatory EV (Okpu, 2016). This approach will help to deepen and extend insights into how employees conceive of employers' style of ER in the three sectors – ICT, banking and petroleum – examined. Thus, the current chapter will help to reveal if Nigerian companies are functioning within the confines of normative, fair and inclusive ER. This will be examined along the axes of autonomy, power, representation, social dialogue, cultural antecedents and institutional dynamics of ER in Nigeria (Otobo, 2007, 2016; Fajana, 2009; Ubeku, 1983), which naturally help to legitimise and naturalise pattern of EV adopted by Nigerian companies.

The preoccupation of this chapter is thus to analyse shadow reports of two key non-governmental organisations (NGOs), to appraise and empirically ascertain if mechanisms, in particular, channels via which workers are represented are representative and inclusive to obviate managerial capture of EV. The NGOs are: *International Labour Organisation (ILO)* and *(United Nations) Committee on the Elimination of all Forms of Discrimination against Women (CEDAW)*. For more detail on organisations – NGOs – used for data analysis, see Table 8.1 below and sections 1.2 and 5.2 in chapters one and five respectively. Data from these organisations will be supplemented with interview and focus group data. The triangulation of interview and focus group data with the shadow reports important in order to achieve balanced, robust and unbiased analysis of ER in Nigeria (Saunders et al., 2012). Shadow reports are externally sourced (Dey, 2007), and do not lend themselves to organisational data ''doctoring'' (Cowton, 1998). Given this position, this chapter hopes to make a significant contribution to the debate on EV dynamic in ER (and HRM) literature, specifically, from developing countries standpoint, which needs development (Budhwar and Debrah, 2004).

Argument about ER fundamentally hinges on understanding if organisational channels and processes of engagement are representative, collegial and inclusive as well as to examine whether such processes are normative channels of representation (Kaufman, 2014, 2015). This illumination will help to apprehend if employers are taking the views of employees on board in making corporate decisions that concern all and sundry, to avoid managerial capture of voice, which inhibits collective goal attainment (Baker, 2010; Hirschman, 1970). The context of Nigeria, which illustrates high incidence of lack of corporate-stakeholder engagement and troubled pattern of employer-employee relationship pattern (Otobo, 2016; Okpu, 2016; Oyelere, 2014) supports such inquiry. Failure of organisational pattern of

engagement to engage employees effectively, is deemed to be strategic and managerially driven, rather than normative, which manifests in capture of ER processes, in particular, engagement frameworks and channels (Macleod and Clarke, 2009). As discovered by the researcher, extant literature on ER (and HRM) rather stresses managerial or business case at the peril of normative, inclusive approach. This chapter hopes to fill this gap by leveraging on shadow report.

Therefore, the key research question to be answered here is:

- **What channels are utilised by these selected ICT, petroleum and banking firms to managerially capture EV in Nigeria?**

In order to answer the above research question, three main themes will be used for this exploration, which include the following:

- Theme of non-unionised employee representations (NERs);
- Theme of autonomy and power of representative channels;
- Theme of effectiveness and credibility of voice channels.

Although Nigerian employers often claim to be facilitating EV via inclusive and effective channels, this chapter critiques this contention through the first theme that acknowledges the surge of NERs, which are the dominant channels of voice preferred and adopted by employers across the sectors. The second theme will be investigating whether the channels deployed by employers to engage with employees are autonomous and representative (Nwoko, 2009). Third theme will be exploring whether the EV channels appropriated by these companies are effective and credible to represent employees or if they are embroiled in the politicisation of Nigeria's ER (Otobo, 2016; Nwoko, 2009). Nonetheless, before engaging in analysis, justification for adopting this innovative method of data collection, shadow report, is offered subsequently. Next aspect of this chapter is focused on analysis of the shadow reports that shall be carried out by using CDA. Final section of this chapter will concentrate on discussion and theoretical interpretation of the chapter.

8.1: Shadow Reports (Documentary Source): Understanding Relationship with Interview, Focus Group and Organisational Behaviour

Use of shadow reports to comprehend organisational action and behaviour is an acknowledged mode of inquiry in contemporary literature on management studies (Unerman, 2000). As indicated by Riffe, Lacy and Fico (2005), shadow reports (or documentary data source) facilitate understanding issues that are not usually noticed from conventional data sources. This is because they tend to divulge pieces of information that organisations would not want to disclose willingly. Consequently, they are deemed valid, believable means of understanding as well as interrogating organisational actions, in particular, managerial capture of EV in Nigeria. Additionally, in view of the fact these forms of data sources are externally generated, they assist in offering more plausible, nuanced facets of ''truth'' about organisations, which might be hidden (Moorman and Miner, 1998). Also, documentary sources (such as shadow report) do not just reflect organisational behaviour; they are largely implicated in social construction of societal and organisational issues (Cowton, 1998). They are thus currently regarded as media through which social and organisational actualities can be constructed and embodied.

It is noteworthy to point out difference between *silent report* and *shadow report*. Shadow reports are non-company created sources made public; while silent report is generated by the company on themselves (Unerman and Bebbington, 2007). *Shadow reports* are usually domiciled in the public domain (Dey, 2007). In terms of validity, shadow reports are highly regarded as they cannot be ''doctored'' by a researcher to suit their preconceived notion or bias (Cowton, 1998). Shadow report is usually made available online, which can be sourced publicly. One of the hallmarks of shadow reports is that it comes handy when broadening data sources for triangulation as well as to reinforce of validity of findings/conclusions. Usually, NGOs submit ''shadow reports'', giving additional information on the situation of things particularly about ER (Dey, 2007) in Nigeria. As a result, triangulation of shadow reports with interview and focus group will help to offer more insights into managerial capture of EV in Nigeria's ER. Next section will consider data analysis.

8.2: Data Analysis

Analysis undertaken in this chapter takes cognisance of organisations depicted in Table 8.1. Names of organisations, whose shadow reports are used for analysis are highlighted below.

Table 8.1: Information on Non-Governmental Organisations' Shadow Reports

Serial Number	Names of NGOs	Codes	Years of Shadow Reports	Similar/Key Themes
1	International Labour Organisation (ILO)	ILO	2005	• Organisations in Nigeria use channels to achieve strategic motives
2	The United Nations Committee on the Elimination of all Forms of Discrimination against Women.	(UN)-CEDAW	2008	• ER channels are used by organisations for profit maximisation and legitimacy • Representative bodies (channels) lack autonomy, credibility and effectiveness

Source: The Researcher (2017)

Analysis starts with themes of non-unionised employee representations (NERs).

8.3: Theme of NERs

Extant literature has provided two basic modes of employee representation platforms adopted by contemporary organisations in ER, which are orthodox union and NERs (Wilkinson et al., 2014). While previously, union representations were alleged to have been adopted in Nigeria's public-sector employment (Erapi, 2011), responses from participants in this study tend to depict a shifting trend towards NERs platforms across petroleum and banking sectors (which are both public and private sectors) and ICT sector, which is predominantly private sector. Although the ICT is the only sector amongst these three industries known to have adopted alternative voice systems from the outset, responses from participants (managers and employees) indicate that employees are currently rarely represented by orthodox unions across the three sectors.

Some illustrations will help:

> We have PENGASSAN and NUPENG in the oil sector, but they are not for contract and full-time workers in this company, we use alternative voice programmes such as Village meeting, Employee engagement forum, Town hall meeting, Breakfast with the CEO and Staff associated forum (PE3).

There are two industrial unions for bankers, which are ASSUBIFI and NASSUBIFI, but like most banks, we do not subscribe to them. Instead we use our active Hr office, Town hall meeting or village meeting, one to one with managers, my pain website and external engagement survey (BE3).

I think this sector prefer not to have unions, because they are like dead wooden elephant and are rather more disruptive than constructive. Consequently, our company utilises village square meeting, Breakfast with the CEO, Team briefing, Joint consultation council and Internal survey (ITC1).

As can be gleaned from the above extracts, the ranges of voice channels highlighted by managers across the three sectors organisations are NERs, which contrast orthodox trade unions.

The above is consistent with responses gathered from employees:

Our organisation adopts village meeting and One-to-one with managers. Village meeting involves top management executives, which is too scary for employees to express their opinion. Ono-to-one with managers is good for direct communication, but is dependent on individual employees' relationship with their managers (PE6).

Apart from village meeting, internal survey and my pain websites are also voice channels used in this organisation to control and align employees' objectives with management goals, but does not encourage their input towards enhancing voice (BE4).

Town hall meeting is a dominant voice channel here, however it is a privilege to be selected to attend breakfast meeting with the CEO, for discussion over issues of concerns. In Nigeria though, employees are not well placed to demand from their big boss salary increase or ask why their colleagues are sacked (ITCE1).

It's difficult to keep count of these voice channels, what matters is that they are all presented in manner that prevents one's voice from getting anywhere (FGI4).

They encourage you to be open at the meetings, but your superiors who are supposed to push forward your opinions and grievances are mostly the ones that will discourage you from speaking up (FGB3).

As noted by the respondents above, unions' function is currently not only "*misplaced and hijacked for the personal interest of their leaders*" (ICT2), they bring about too many conflict as "*they see themselves detached from the organisations in in which they represent*

employees (FGI6). In addition, they are viewed to be "compromised, disruptive, corrupt and weak" (FGP1).

Thus, the foregoing underscores some of the excuses presented in extant literature in justifying union avoidance, which is largely attributed to be driving the surge of NERs (MacLeod and Clark, 2009; CIPD, 2012). To this end, the range of NERs platforms adopted across these organisations are *Village Meeting*, *Village Square Meeting*, *Town Hall Meeting*, *Active HR Office*, *Staff Association Forum*, *Breakfast with CEO*, *Employee Engagement Forum*, *One-to-one with Managers*, *Team Briefing*, *External Employee Engagement Survey*, *Internal Survey*, *Joint Consultation Council (JCC)*, *My pain Website* and *Social Blog* among others. Indeed, no matter their nomenclatures and methods of engagement, NERs are assumed to have characteristics and outcome that differ from traditional unions. NERs platforms have a penchant for individual voice approach and abhorrence of collective bargaining (Marchington and Suter, 2013; Townsend, 2011). The only major difference between NERs as defined in a western context and NERs as highlighted in this current study is the term Village Meeting, which is (also referred to as village square meeting or town hall meeting and) the most dominant of the voice channels adopted across the three sectors. Note, the village meeting also have the same characteristics as the other ones (NERs) highlighted in this study.

The Village meeting took its root from traditional African monarchy systems where different constituencies (villages) are represented by selected elders/chieftains in a gathering before the king, to deliberate over societal issues including enacting new policies and providing common ground for ordinary people to voice their concerns (Ahiauzu, 1986). For this reason, arguably, the term Village meeting, which paints a picture of collective gathering, was imported into Nigerian corporate environment, to sway employees' perceptions about endorsement of organisational choice of alternative voice platforms. Nonetheless, in real, traditional village or Town hall meeting, people do not challenge the king, as this may negate institutionalised high-power distance culture and acceptance of subordinate-superior relationship which shapes the country. Similarly, employees in the corporate Village or Town Hall Meeting (Nigeria's version of NERs voice channels) are less likely to express their voice against the action of management. The following analysis will address autonomy and power of representative channels.

8.4: Theme of Autonomy and Power of Representative Channels

This theme explores whether channels of EV and engagement adopted by companies in Nigeria are representative as well as empower employees rather than employers. The barometer for gauging representativeness is couched in dialogue, consultation and partnership, which oil the wheels of representation via trade unions or NERs. This theme will also take into consideration if trade unions and NERs channels of voice and engagement are autonomous and empowering. The theme is split into two sub-themes: *autonomy of representative channels* and *power of representative channels*. As argued by Beckman (2009) ''unions are capable of offering leadership and building broad alliances and thus asserting a wider popular democratic influence on ruling class politics. The avenues open to them however, are historically and structurally determined … (p. 184)''. Beckman's statement resonates with structural and historical features that underline EV channels and processes.

Thus, understanding whether channels of EV are representative or not in Nigerian ER borders largely on ascertaining its politico-historical reality, which shapes structures and/or channels of engagement. This contention reveals how autonomous and representative these EV channels are as well as takes into account the dimension of power and independence that trade unions and NERs are accorded in Nigeria's style of governance and leadership. As Rotberg (2012) notes, national politics and leadership frame and breathe air into organisational behaviour including managerial capture of EV in EV. This starts with theme of autonomy of representative channels.

8.4.1: Theme of Autonomy of Representative Channels

Given widespread exclusive ER pattern in Nigeria, this process this bears down on the autonomy of trade unions and NERs to fight for their rights in the workplace (Otobo, 2016; Fajana, 2009) and to accelerate the pace of social dialogue and genuine participation. Thus, as noted in the shadow report, channel(s) of representation

> **weakens** the ability of female workers [and men] to have a common
> voice on pressing … rights issues at the work place, as they can no
> longer use industrial actions of protest (e.g. temporary work boycott)
> as a strategic weapon to make demands upon their employers''
> (My parenthesis, CEDAW, 2008, p. 41).

Such instantiation above negates the potency of social dialogue, which reverberates with disempowering as well as making unions and NERs channels less autonomous. This is realised through use of lexis ''weaken(s)'' in the above extract. This process is antithetical to realising dialogic communication and autonomous inclusion that hallmarks EV (Kaufman, 2014, 2015, Hirschman, 1970). This is because ''[S]ocial dialogue requires the positive participation of trade unions which also represent the voice of their members and communities at large'' (ILO, 2005, p. 33). Also, social dialogue that has also been described as social concertation (Afonso, 2014), explains the procedure through which social partners, which include employees and employer (and sometimes government) negotiate mutually and fairy in order to influence the planning and development of work-related matters, such as, realisation of EV in organisational decision making.

Building on analogous perspective, autonomy of representative (channels) unveils absence of managerial or organisational interference including government in mechanisms and channels via which employees assert their rights in the workplace – via traditional unions or NERs (Niforuo, 2008). In view of growing ''de-unionisation'' of workers globally and specifically in Nigeria, such reality has far-reaching implication for the advancement of women's (workers') rights at the workplace. Thus, "de-unionisation" strips employees of the advantage of a common voice to advocate for social welfare benefits from their employers, through industrial actions of protest (e.g. temporary work boycott), which is a strategic weapon to make "demands upon their employers'' (CEDAW, 2008, p. 42, my parenthesis).

In furthering the above argument, some excerpts from both interview and focus group data reinforce lack of autonomy of channels of representation seen in shadow reports. This situation can be seen in this cluster:

> We have the Village Square Meeting, Employee Engagement Forum, One-to-One with Manager and Internal Survey. These platforms however are far from the best avenues for employees to express their voice let alone challenge the status quo. The village meeting involves management top hierarchy, which is too scary for employees to make conflicting comments. The best possible means to at least have a direct communication regarding work-related issues may be via one-to-one with managers, but that will depend on one's relationship with their line manager (PE2).

> Employees are represented in this organisation via Staff Association Forum, Village Meeting, Breakfast with CEO, Employee Council and *My Pain* Website. Staff

Association is more like the Village Meeting, it encourages employees to speak up supposedly, but less likely to accommodate anyone making challenging comments. The Employee Council rather facilitates representative bodies to do employers bidding regarding managerial systems of engagement (ICTE7).

The Internal Survey is the one venue that is commonly used here to access employees' mind, it is mandatory for all employees to partake in. It is designed to only address suggestions for increasing work performance, you are forbidden by the Ogas (superiors) to make comments beyond that. It means we don't have the independence to raise issues of grievances or discontents. You see, this platform is established solely for the purpose of tapping into employees' brain, there is nothing for employees in return here. These mediums are all management centred platforms (BE6).

Again, lexes in bold fonts demonstrate managerially driven agenda rather than collective, participatory engagement process that can deliver on autonomous employee representation. Thus, the above interviewees' comments have comparable thought in the below focus group data from a participant from the petroleum sector:

It is a privilege to be selected to attend Breakfast Meeting with the CEO, where you are encouraged to speak directly to the big boss about issues of concern to you. However, this may not work for a lot of employees like me, imagine asking the CEO to increase my salary or why my colleague was sacked? Perhaps the team briefing is ok, it's regular and you are not alone. But, to be candid, these channels don't serve purpose given the spate of corruption and power play in the country. And, employees don't have any freedom whatsoever to say or do anything without permission in this place, because government's protection is an illusion in this country (FGP4).

As can gleaned from the above extract, the representative channels adopted by employers across are managerially oriented and may not drive participatory, autonomous employer-employee relationship and efficacious EV that is free of managerial capture. Some of the key reasons for this, as suggested by FGP4, include "the spate of corruption ... power play" and endorsement of unequal power distribution in the country (Umar and Hassan, 2014), which manifest across channels of EV adopted by employers. As a result, these channels of representations lack autonomy, hence, according to some respondents, they "are all management centred platforms" (BE6), and are "far from the best avenues for employees to express their voice" PE2). They are also "less likely to accommodate anyone making challenging comments" (ICTE7).

According to HRW, "Corruption and **weak** governance **undermine** the enjoyment of basic human rights for many Nigerians" (HRW, 2016, p. 4) including the right to EV expression. Issue of Nigeria's brand of corruption, which emasculates attempt at genuine and inclusive employer-employee relationship, is very commonplace (Otobo, 2016). This reality is a roadblock to realising EV in a nation ensnared in corrupt ER system and derelict political leadership process that detours tenets of autonomous, collaborative, empowering representation, for efficacious EV. Next sub-section will look at power of representative channels.

8.4.2: Theme of Power of Representative Channels

This sub-theme interrogates the power of representatives and the various forms of channels, such as, the *Village Meeting*, *One-to-One with Manager*, *Breakfast with CEO*, *My Pain Website* and *Social Blog*, among others via which employers engage with employees. This process will facilitate the uncovering of the ''disciplinary effects'' (Foucault, 1977) of ''legitimised'' channels and mechanics that enable the disempowerment of EV at workplace (Hirschman, 1970). As noted earlier, the history of Nigeria's ER is replete with master-servant relations and 'Oga-at-the-Top'' (OATT) syndrome, which is shaped by its unique politico-historical realities. OATT syndrome is Nigerian lingo for master-servant relationship and reverence for those at the top, such as, managers (Nnoli, 1995). This economic, historical and political trajectory aids in framing organisational discourse, practices and behaviours (Fairclough, 2003, 2014). Evidently, this mode of employer-employee relations shape channels of engagement, which are exclusive and disempowering of EV in order to maximise shareholder value and advance managerialist ideals (Kaufman, 2014; Baker, 2003). The main reason for establishing and legitimising such channels is to obtain what Fairclough calls ''disciplinary effect'', which is a metonymy for compliance and surveillance (1977). This means that power in modern society is operationalised via "disciplinary society," connoting that power in contemporary era is fundamentally applied via disciplinary means, which clobber opposition and antithetical views (Davidson, 1986). Consequently, these forms of channels create unequal power relations mediated by legitimised processes/channels, which drive managerial capture of EV (Hirschman, 1970).

Some excerpts will help in understanding this mode of relations between employers and employees, which is articulated in the foregoing:

> I have been a team leader of my workgroup for few years now. On one hand, my role is to bring forward issues raised by members within my workgroup. On the other hand, I must report first to my boss, of course he has never sanctioned any discussion that will address serious concerns such as late salary payment, weekend work and overtime without pre-warning. A lady colleague has bitterly complained about the resent attack on her for not reporting to work – despite reporting sever illness. It's like that we are just powerless (FGB4).

> The Nigerian Government has consistently limited the right to strike in the oil industry. Some of the relevant legislation may be found in the Trade Disputes Acts of 1969, 1976, and 1996. The Trade Unions (Amendment) Decree of 1996 made trade union check-off conditional on a ''no strike'' clause throughout the lifetime of a collective agreement ... Contrary to ILO precepts, strikes in the essential services, including the oil and gas industry, are totally forbidden in Nigeria … The Preface to the Act also states that the Act is to ''empower the President to proscribe any trade union or association … (ILO, 2005, pp.19-20).

The viewpoints in the above quotes from FGB4 regarding lack of power in his role as a team leader (representative) and ILO concerning disempowerment wrought on Nigerian employees (women specifically) via the instrumentality of ''legitimised'' channels and strategies by Nigerian state in cahoots with employers ''show(s) the imbalance in power relations'' (CEDAW, p. 23). Presence of lexes, such as, ''limited the right to strike'', ''contrary to ILO precepts'' and ''empower the President'' rather portray unequal relations in the process of ER and its attendant issues including lack of employee representative power, which is antithetical to efficacious EV.

This perspective continues below:

> Apart from the External Employee Engagement Survey, the on-line voice method which is called *My Pain Website* could be an effective means for employees to express themselves independently, but this is a management controlled and monitored website. So, it all depends on the sort of information you are presenting on this platform. In any case, you still need permission from your superiors to do so (FGP1).

Such comment from a manger in the petroleum sector, which reinforces extracts from shadow reports, underscores managerial foreclosure of EV created by institutionalised frameworks of engagement that support managerial capture of voice (Macleod and Clarke, 2009). This situation also dramatises ''symbolic representation'', which emphasises ''how language

(word/lexis) provides means for symbolic violence and give legitimacy to structures of domination'' (Stokke and Selboe, 2009, p. 64, my parenthesis) in the social contract. In taken this position further, Bourdieu's perspective on symbolic power and representation is fundamental to his understanding of the political field – such as ER (1977b; 1982).

In the final segment of his *Language and Symbolic Power,* Bourdieu (1982) identifies the essential stake in the political field as the power of representation. Thus, as argued by Stokke and Selboe (2009), this process creates political capital, a form of power and influence aimed at controlling others. They continued by saying that political capital is ''the field-specific form of symbolic capital [which] grants owner (employer) the legitimate right to speak on behalf of others …'' (2009, p. 64, my parenthesis). This is materialised in Nigerian ER pattern, which marginalises EV, as has been variously articulated in the thesis. This situation therefore serves as a platform for managerial capture of EV via disempowering traditional trade unions and NERs, which are predominantly being adopted by Nigerian employers recently. Thus, these platforms lack representative power and effectiveness. Credibility of voice channels will be the focus of next section.

8.5: Theme of Effectiveness and Credibility of Voice Channels

This theme will be investigating the credibility and effectiveness of voice channels that exist in Nigeria's ER. As has been identified in extant literature (Ubeku, 1983 Fashoyin, 1980; Umar and Hassan, 2014; Yesufu, 1984) there exists ''credibility gap'' in the frameworks appropriated by employers to engage employees, which leaves an aftertaste of managerial capture, as they rather make employees' inputs ineffective. This situation further creates an atmosphere of exclusive style of employer-employee relations. As a consequence, lack of credibility resulting from not taking into account diverse constituents' inputs and suggestions in institutionalising and rethinking EV (in ER) creates doubt in the minds of people (employees) about the credibility of such processes and effectiveness of their ''inputs'', if any (Newcombe, 2012). The following sub-section will be analysing theme of effectiveness of voice channels

8.5.1: Theme of Effectiveness of Voice Channels

This sub-theme will explore how effective voice channels are as well as consider if employees' voice has a place in the gamut of processes of employer-employee engagement. As contended by Freeman and Medoff (1984) effectiveness of ER is central to guaranteeing

that EV is upheld. While a significant number of research studies have empirically engaged NERs from the realm of mechanisms, structures, and functions, they have also indicated that outcomes of such mode of engagement are doubtful and ineffective given lack of authenticity of these channels in successfully delivering genuine EV. As reported by Golan (2007), such mechanisms or channels give an indication of concerns including information asymmetry, resource disparity and power distance between employers and employees.

To this end, in view of ''high unemployment rate in Nigeria coupled with a weak or near absence of effective regulatory mechanism on labour issues in the organised private sector'' (CEDAW p. 43), several organisations in Nigeria require employees not to engage in some forms ''unconscionable bargain'' such as not striking or challenging organisational order. This permit and fosters institutionalised managerial capture of EV. Nigerian employment terrain that is highly insecure, volatile and disempowering mandates employees to accord *loyalty* to such managerially propelled framework of ER or *exit* (Hirschman, 1970). Effectiveness of EV therefore oscillates between loyalty and exit in this situation.

The above contention is fleshed out here:

> Nigerian employers and employees … share the view that effective dialogue is mutually beneficial to employers and workers. Dialogue requires a constant dissemination and exchange of information on corporate management matters such as business plans, strategies, business trends and labour policies … It is also concerned with exercising industrial democracy, which enables the parties concerned to share their views on company business, and throughout the process, workers can participate in the company's decision-making. Joint consultation gives employers and employees an opportunity to learn - and to find amicable solutions to - the issues and problems inherent in industrial relations (ILO, 2005, pp. 36-37).

Paradoxically, the above is not realised as the entire process and channels of engagement are managerially framed (Opku, 2016), thus making the whole exercise and practices of Nigeria's ER ineffective and incredulous (Otobo, 2016). A participant's take on this process is vital:

> I think that the essence of engagement between us and them is about ensuring our own voice is reflected in the arrangements, way and style things are done in the setting. Lack of this side to the story, I think, renders every attempt to positive employer-employee relations in this place null and void (FGB8).

This above statement is amplified by the extracts below:

> the entire process of engaging us should not only mean one-sided view of issues at stake; diverse views will be necessary to create an atmosphere of empowerment, where workers are also carried along. This will help improve relationship – including trust - between management and workers in a more effective way, but for now, this is not the case (FGP4).

> They often claim to be doing everything within their power to improve relationship with workers, so they come up with different kinds of engagement mediums – they are plenty in number**.** Yet, they have not brought cordial relationship between us due to power disparit**y,** so they are unproductive (ICTE05).

Again, words in bold fonts are sheer illustration of ineffective mode of relationship between employers and employees as well as demonstrate channels of engagement couched in word or lexicalisation pattern. Next sub-theme will analyse credibility of voice channels.

8.5.2: Theme of Credibility of Voice Channels

Credibility of channels is central to wholesome and engaging employer-employee engagement and relationship, which determines the efficacy of EV (Wilkinson and Fay, 2011). Diverse stakeholders (particularly employees) concerned in engagement process have to endorse strategies and channels of engagement for such to be deemed appropriate and legitimate. Anything to the contrary is usually perceived as preventing EV to be heard (Hirschman, 1970). Some snippets from shadow reports will make sense of this debate.

As argued by ILO (2005):

> The Government of Nigeria could play a more credible role in promoting sound industrial relations … For instance, it could gather information on good industrial relations practices and make it available to the public. Several aspects of the Nigerian labour laws that prevent sound industrial relations could also be amended, using social dialogue as a tool to secure the full participation of the social partners. The deployment of armed forces by the authorities to curb industrial action should be avoided at all times. The Government should provide better employment security for workers … (pp. 37-38).

The above perspective finds correspondence here: ''The high rate of poverty has also resulted in restiveness … which, in turn, constitutes a **threat** to peace and human [and employment]

security'' (CEDAW, 2008, p. 18) from which employees are at a disadvantage. A parallel viewpoint is articulated by one interviewee, who remarked thus:

> It is like our traditional values; people would not dare to challenge but say exactly what the king wants to hear. The same applies to management established voice platforms, you simply cannot challenge your Ogas''. So, in the real sense, this makes the whole platforms and processes less acceptable and productive (PE9).

The above position is further addressed in this cluster:

> Ideologically, I will say there is no voice structure in place here. But there are systems in place where employees are encouraged to make known their views and such include Village Meeting and Staff Forum, but you cannot dare raise contrary views in such forums. Sometimes those in the superior positions that are delegated with the role of pushing employees' grievances and welfare matters to the management are mostly the ones that will discourage you from making such move (PE7).

> The case of this company is quite dramatic. Every process of engagement comes with suspicion and doubt as they all focus on return on investment for the organisation. How can they be credible –when employees' welfare is never in the list of their priorities? (ICTE11).

> There is huge irony in this structure: this is an unfair system as it does not bring about equality in power and representation. We (workers) know what is happening on this issue, even the international ER bodies doubt the genuineness of purpose regarding these forums and media for engagement in developing countries. Some testaments from international NGOs speak volume of this disempowering scenario, which weakens any move towards genuine representation (FGB5).

Thus, highlighted words (lexes) give an image of incredulity of employees and wider stakeholders about pattern and channels of EV adopted by employers. There is thus remarkable effulgence of this perspective throughout the extracts from respondents presented as well as evidence from shadow reports. Accordingly, the above explains why employees "cannot dare raise contrary views in such forums" (PE7), which "makes the whole platforms and processes less acceptable and productive" (PE9). It is therefore against this backdrop that ILO (2005) states that Nigerian "Government should provide better employment security for workers …'' (pp. 37-38). Next section is concerned with discussion and theoretical interpretation of this chapter.

8.6: Discussion and Theoretical Interpretation

This chapter identifies four subthemes enshrined in two main themes: themes of autonomy and power of representative channels and theme of effectiveness and credibility of voice channels. These themes help to reveal how participatory, effective and credible engagement channels in Nigeria's ER are against the backdrop of managerial capture (Power, 1991) of voice channels framed by Nigerian societal and organisational realities, such as, patrimonialism (Nnoli, 1995) and high-power distance culture (Umar and Hassan, 2014). Consequently, channels of voice identified in this chapter include "Staff Association Forum" (PE3), "Town Hall Meeting" (PE3; BE3; ITCE1), "Village Meeting" (PE6; BE4; PE6), "Breakfast with the CEO" (ITC1; ITCE1), "Employee Council" and "My Pain Website" (BE3), among others indicate that there still exists credibility gap and ineffectiveness in the use of NERs–oriented channels. Thus, NERS platforms have penchant for individual voice approach and abhorrence of collective bargaining (Marchington and Suter, 2013; Townsend, 2011). The preponderant adoption of NERs platform across these organisations aligns with the view that employers in Nigeria are doing their best to avoid unions (Erapi, 2011), which use collective and militancy approach to fight for employees' interest as opposed to NERs platforms (MacLeord and Clarke, 2009).

From the perspectives of respondents, these channels lack autonomy, they "are all management centred platforms" (BE6), which are "far from the best avenues for employees to express their voice" (PE2) and "less likely to accommodate anyone making challenging comments" (ICTE7). Similarly, numerous respondents believed that these channels are not participatory because employees "are just powerless", which resonates with the ILO's account, in which Nigerian Government was noted to have "consistently limited the right to strike" as well as consolidated the power to proscribe any trade union or association … (ILO, 2005, pp.19-20). Thus, these platforms lack representative power, effectiveness and credibility and "so they are unproductive" (ICTE05). Similar viewpoint is demonstrated by CEDAW. Proceeding from the foregoing, Nigerian workplace environment is replete with Suchman's (1995) supposition of ''taken-for-grandtedness'' mode of ER, which does not take account of EV and wider stakeholders' interests. This system rather silences, marginalises and eventually disables inputs through employees as programmed by managerialist channels of engagement (Hirschman, 1970; Kaufman, 2014, 2015). This situation foregrounds managerial capture of EV, which is revealed by CDA of data in shadow reports (Fairclough, 1992). In addition, the use of CDA to operationalise data analysis here

adds to widening analytical and methodological approaches currently employed in EV literature in HR and HRM generally (Watson, 2004). Next chapter will present this study's conclusion and summary of research questions and implications as well as contributions to knowledge, limitation, delimitation and suggestions for further research.

8.7: Justification of Framework: Between Normative vs Strategic Legitimacy

As provided in the literature chapter – two, EV has been captured from the prism of rise and fall of unionism, surge of alternative voice (or NERs) and the underlying motive underpinning organisational adoption of prosocial or remedial voice behaviours amongst other studies, aimed at widening the concept. While these theoretical directions have enriched the process of developing EV literature; there is need to further interrogate and deepen knowledge on this phenomenon. In furthering this enrichment process, the present study appropriates the concept of managerial capture (MC) – a precursor to managerialism and organizational legitimacy, which has the tendency to disable EV. Nonetheless, the findings of the previous empirical sections (Chapters 6 and 7) compel need to make some adjustment to the proposed framework developed in chapter 3, which are designed to address the aim and objectives sought in Chapter one (see Section 1.1 and 1.2). The strengths of the framework are presented shortly:

- As has been demonstrated in the extant literature on EV, there is palpable dissonance in employee engagement mechanisms/communications (Tangirala and Ramanujam, 2008; Burris, 2012) and apparent disparity between levels and dimensions of employees' input in organisational decision-making process (Pohler and Luchak, 2014) as against inputs from management (Milliken and Tatge, 2016). This clear contradiction which stifles EV (Hirschman, 1970) can be regarded as managerial capture (Power, 1991). This is a situation in which organisations and their management frustrate effort to realise voice of employees in the decision-making process, a situation framed to achieve parochial, organisational goals at the detriment of employees (Baker, 2010). This situation has triggered a rethinking on how to engender better employer-employee relations for mutual engagement, communication and employees' input (Mowbray, Wilkinson and Tse, 2015). At the heart of this rethinking of ER conundrum is an attempt to challenge motives, strategies and channels via which EV is facilitated for participatory and collegial ER (Hirschman,

1970), hence the development of Normative vs Strategic Legitimacy, which is the framework of this study.

- There has been significant interest in extant literature on HRM, management and social science over the years to use normative dialectics by firms to address stakeholder concerns (Freeman, 1984; Collins and Porras, 1994) and ER as well as employees' grievances, complaints and voice in particular (Greenwood, 2012). Based on the framework (NSL-MC), EV can be driven by normative (institutional) or strategic (managerial) motivations (Suchman, 1995), which influences different voice dynamic such as prosocial or remedial voice motivation (organisational outcome); suggestion-focused voice (promotive) and problem-focused issues (prohibitive/remedial) (Kaufman, 2014). Importantly, the framework included that normative or strategic practices can trigger potential EV opportunities, efficacious EV or silence, however, this will dependent on certain questions – such as: what is voiced out, how is voiced out, legitimacy of what is voiced out and to whom.

- Regardless of whether EV and engagement is driven by *normative, institutional* motivation (DiMaggio and Powell, 1983) or *strategic, economic* rationality (Suchman, 1995; Porter and Karmmer, 2002), the two key theoretical interpretations captured in the extant literature on this phenomenon include institutional or normative (ethical) and strategic or managerial (economic) orientation. Nonetheless, in order to achieve efficacious, participatory ER in Nigeria, this thesis proposes that an ethical/normative approach to employee engagement is crucial, which can facilitate a resuscitation of EV as well as galvanise more participatory and cordial employer-employee relationship. The framework has been discussed in section 3.2.1 (see figure 3.1)

Following the findings of the current empirical Section (chapter 8), the researcher believes that attention need to be focused on the grey area of normative (or institutional) legitimacy, often misappropriated to serve the parochial interest of managerial order at the detriment of the employees, which hallmarks Nigerian ER (Otobo, 2016). Central to this ER rationality is the concept of relative power and importance of stakeholders (employers and employees),

which are key determinants of how organisations engage with employees in relation to ER strategies, channels and motives. From a managerial position, employers relate with employees on the premise of relative power, influence and attributes they possess (Pfeffer, 1992). In the Nigerian context, where there is a culture of patrimonialism, high power distance index, silenced EV and government romance with employers of labour, relative power of employees is weak, which tends to put so much power and clout in the hands of employers to influence ER decisions as well as advance shareholder value maximisation at the expense of employees (Okpu, 2016). It is on the strength of this premise that the present study proposes normative perspective to ER in order to not only hear employees' voice but to maintain ethical, participatory and collective goal and objectives in Nigeria's ER.

Arising from the above therefore, normative justification of ER argues that employers should provide engagement mechanisms, channels and strategies that can facilitate discharge of accountability, morality and participation regarding ER (Rubinstein and Kocahn, 2001). The normative approach to ER explains how management should deal with the ''relevant publics'' (stakeholders) (Dowling and Pfeffer, 1975) or employees, who are part of organisation's value-generating processes and system (Hillman and Keim, 2001). The theoretical framework developed in chapter three is validated in the following section.

8.8: Validation of Theoretical Framework

As noted in Section 8.7, the findings of the previous empirical chapters compel need to make some adjustment to the proposed framework developed in chapter 3, which are designed to address the aim and objectives sought in this study. Based on the conceptual framework (see Figure 3.1), EV can be driven by normative (institutional) or strategic (managerial) motivations (Suchman, 1995), which influences different voice dynamic such as prosocial or remedial voice motivation (organisational outcome); suggestion-focused voice (promotive) and problem-focused issues (prohibitive/remedial) (Kaufman, 2014). The lower pane of the framework suggests that normative or strategic practices can trigger potential EV opportunities, efficacious EV or silence, however, this will dependent on specific questions – such as: what is voiced out, legitimacy of what is voiced out, how is voiced out and to whom such is directed at. The framework thus suggests that in order to achieve normative, participatory ER and potentially avert managerial capture of EV (in Nigeria), normative (ethical) approach to employee engagement is crucial, which can facilitate a resuscitation of EV as well as galvanise more

participatory and cordial employer-employee relationship (Write et al, 2010). It is at this junction that further changes are compelled and incorporated into the framework, in order to address the grey area of normative (institutional) legitimacy- relative to cultural dynamic and patrimonial system of Nigeria, which arose as a consequence of the empirical findings. The change to the framework is reflected in Figure 8.1 below:
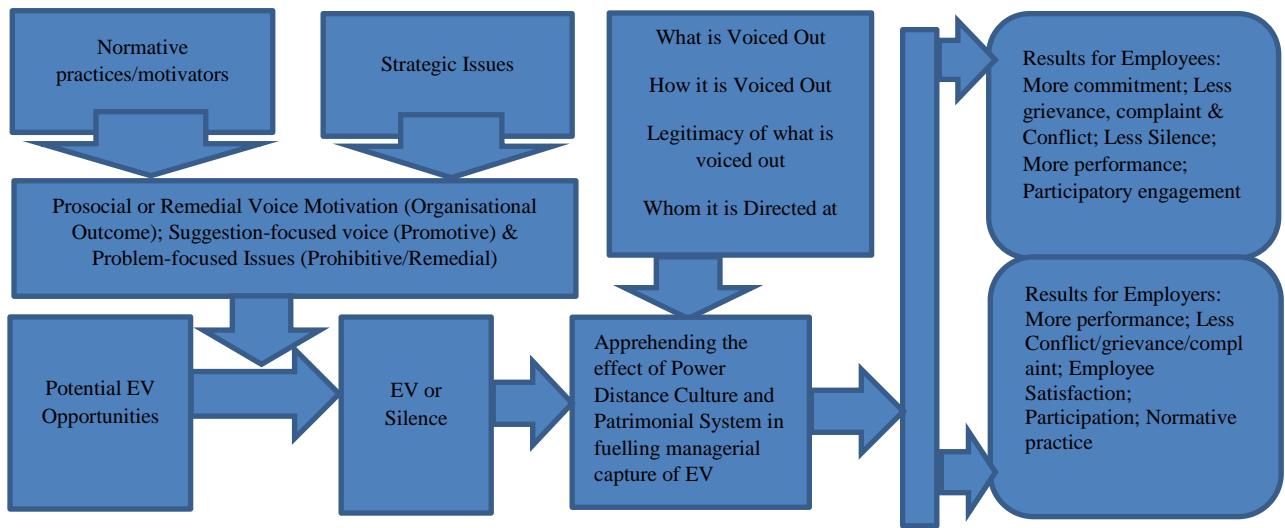

Figure 8.1: Normative vs Strategic Legitimacy: EV and Managerial Capture (NSL-MC)-Updated

Source: The Researcher (2017)

Although normative (institutional or ethical) approach has been suggested for avoiding managerial capture of EV in Nigeria, the third box introduced in the lower pane of the framework highlights the need to apprehend the power distance culture and patrimonial system, which can be used to misconstrue normative (institutional legitimacy). For instance, while institutional legitimacy focuses on super-ordinate system or hyper-norms, which determines what can be considered right and wrong (Campbell, 2000, p. 83); it also falls into the hand of cultural dynamic of high power distance, which endorses and legitimises unequal power distribution (Aycan et al., 2000), hence antithetic to efficacious EV (Umar and Hassan, 2014). From a managerial realm, employers relate with employees on the premise of relative power, influence and attributes they possess (Pfeffer, 1992). In the Nigerian context, where there is a culture of patrimonialism, high power distance index, corruption and silenced EV, relative power of employees is weak, which potentially put disproportionate power and clout

in the hands of employers to influence ER decisions as well as advance shareholder value maximisation at the expense of employees (Okpu, 2016). Thus, by apprehending these cultural-environmental dynamics, actors in the Nigeria's ER can make informed policy implementations - in promoting effiacious voice and reducing managerial capture, for mutual employers-employees' positive outcomes.

8.9: Conclusion

This chapter has made attempt to analyse data from Shadow report (of two NGOs) in conjunction with interviews and focus group data from firms across Nigerian petroleum, banking and ICT sectors (used in previous chapters), in order to tease out the participatory dynamic of channels used by employers, to managerially capture EV in Nigeria's ER. In order to achieve this stated objective, three main themes were developed from data sources, which comprised non-unionised employee representative (NERs) channels, autonomy and power of representative channels and effectiveness and credibility of voice channels. The findings indicated that: first, the trending NERs channels (such as Village meeting, Town hall meeting, Breakfast with the CEO and one-to-one with managers amongst others) adopted by employers in Nigeria's ER are not empowering, autonomous and representative - given managerial proclivity that pervade data analysed, which hallmarks managerial capture of. Second, data analysed unearths the implications of Nigerian governance and leadership style as well as institutional and cultural dynamics in shaping and fostering style of engagement and employee voice facilitation in the workplace. Third, this chapter makes effort to bring to bear the idea that channels of employment relations in Nigeria should empower employees to make effective contributions to the mechanics of engagement including credibility and effectiveness of these channels.

CHAPTER NINE
SUMMARY AND CONCLUSIONS

9.0: Introduction

This chapter summarises this study and presents conclusions on main research questions of the thesis including implications and contributions. Also included in this chapter is suggestions for future research as well as study's limitations and delimitation. Therefore, first section of this chapter is based on main conclusions drawn from three key research questions that were answered in chapters six, seven and eight – empirical chapters. After drawing conclusion, next section is concerned with main implications of the thesis, specifically, implications of managerial capture of EV in Nigeria's ER. Next section is focused on implications of the study followed by contributions, suggestions for further research, delimitation and limitation of study.

9.1: Conclusion and Summary of Main Findings

Using LT, this study undertook a CDA of motives underpinning the various strategies and channels used by Nigerian employers to legitimise pattern of EV in Nigeria's ER, with specific focus on the three sectors explored. These sectors include banking, petroleum and ICT Sectors. This process necessitated a critical, exploratory appraisal of managerial capture (Baker, 2010) of EV (Hirschman, 1970; Kaufman, 2014, 2015) in Unionised and NERs settings. This process helped in evaluating motives for such style and processes of ER in Nigeria (Okpu, 2016). In analysing data garnered in three sources used – interview, focus group and shadow report – three key objectives were pursed in the thesis. However, these objectives were rephrased as research questions, which are answered in the three empirical chapters in turn. For more detail on this, see Sections 1.2, 1.3, 5.2 and 5.3. The three research questions are sub-sets of the study's key research question, which is:

- What are the motives, strategies, channels and conditions through which EV is managerially captured in Nigeria's ER?

The above key research question is further broken down into three sub-questions as seen below:

- What are the motives for managerial capture of EV in the Nigerian ER terrain specifically in the banking, ICT and petroleum sectors?
- What are the strategies used to managerially capture EV in Nigeria?
- Through what channels are EV managerially captured in Nigeria?

Next section presents summary of main findings of Chapter six, which will help to understand how first research question is answered.

9.1.1: Summary of Main Findings of Chapter Six

To answer the first research question, data from interviews, which includes 33 managerial and non-managerial members of staff at the baking, ICT and petroleum sectors was used to critically gauge motives driving ER strategies in Nigeria. Part of the findings is that Nigerian companies' motives for ER have negatively impact on genuine EV and normative engagement approach, which negates normative, ethical approach to ER. Three main themes were identified in the dataset that facilitated this understanding. For clarity, these themes, which have been highlighted in previous chapters (see Sections 6.3, 6.4 and 6.5) are presented here. They are:

- *Motive of managerialism*

Lexical pattern of control; denial of rights/suppression; discrimination/prejudice were identified, which facilitate processes of legitimising managerial motive;

- *Motive of maximising shareholder value*

Lexical pattern of poor working conditions; poor Work-Life-Balance (WLB) and profit maximisation were identified, which helped uncovered this motive;

- *Motive of disempowerment/disengagement*

Lexical pattern of dis/empowerment; dis/engagement; exclusion/marginalisation and unitary voice were identified, to uncover this motive.

As portrayed by findings in this chapter, the motives identified help to underpin a culture of managerial capture of ER in Nigeria, which silences EV (Milliken and Tatge, 2016; Hirschman, 1970). Another aspect of findings in this chapter is that Nigeria's unique work environment that is patrimonial and shareholder-centric as well as based on high power distance (Hofstede, 1980) fosters managerial capture of voice, as these institutional determinants help to make motives of managerial capture legitimate and natural (Okpu, 2016; Leeuwen, 2007).

9.1.2: Summary of Main Findings of Chapter Seven

Research question two was answered by analysing data drawn from 17 managerial and non-managerial discussants in the focus group sessions. The mainstay of this analysis was to interrogate strategies used by Nigerian organisation, which facilitate and sustain managerial capture of EV by making them natural and ethical (Kaufman, 2014; Koca-Helvaci, 2015) rather than strategic (Fairclough, 2003; 2014). In order to answer the second research question, three key themes were used. Additionally, LT is also applied to read data. Three themes – strategies of ER – were identified in dataset and were further analysed and discussed. They include:

- ***Legitimisation strategies***

This identified three sub-themes: authorisation, normalisation and rationalisation strategies.;

- ***Stakeholder (un)representation strategies***

This identified two sub-themes: stakeholder (un)democratic representation and stakeholder (dis)empowerment representation;

- ***(Dis)engagement strategies***

This identified sub-themes of consultation/collaboration, union avoidance and technology avoidance, which helped materialise the strategies.

In sum, the themes help to understand the connection between employers, employees, unions and NERs, that is stakeholders, in terms of ER in Nigeria. Also, another finding of this chapter include how lexical patterns in texts mediated by relational analysis and CDA further help to uncover legitimisation strategies utilised by Nigerian employers to justify their ER practice. It was also found that application LT, can be instrumental in ascertaining whether organisations are legitimate or rather strategic in their ER process. This process can potentially illuminate whether ER strategies are participatory and mutual rather than business-like and organisational focused, which could be a dilemma for realising EV.

9.1.3: Summary of Main Findings of Chapter Eight

Third research question was answered by relying on data analysis from shadow reports from two non-profit organisation (NGOs): *International Labour Organisation* (*ILO*) and the *Committee on the Elimination of all Forms of Discrimination against Women (CEDAW)*, which is supplemented with focus group and interview data. The preoccupation of this chapter is understanding what

channels are used to facilitate employee voice in Nigeria and how effective (autonomous and representative) these channels are. Three key themes were used to achieve this, which are:

- *Non-unionised employee representations (NERs)*

This highlight the preponderance of the use of alternative employee voice systems in Nigeria;

- *Autonomy and power of representative channels*

This identified sub-themes of autonomy and representation channels that can be used to legitimise organisational practice thereby making strategic legitimacy appear normal and natural;

- *Effectiveness and credibility of voice channels*

This identified theme of effectiveness and credibility, which are instrumental in uncovering how channels thorough which employers engage employees are made to become normal and ethical.

Part of the findings of this chapter are channels utilised by Nigerian employers in engaging with employees and wider stakeholders are strategic rather than normative. Furthermore, challenging such channels of ER can be considered as aberrational, which challenges orthodox organisational practices. It was also found that Nigerian employers are rather engaging employees strategically in pursuit of managerially propelled agenda (Otobo, 2016). Evidence produced from analysis suggests that this process hallmarks managerial capture (Baker, 2010) of EV; Kaufman, 2014). Therefore, beyond the advocacy of normative, ethical and inclusive ER in Nigeria that is often purported by Nigerian employers – in the sectors studied ICT – critical assessment of this claim gives a contrary notion. This contrary notion foregrounds failure of strategies and channels used for engagement to advance collective purpose and normative order; it rather shows strategic nature of such engagement processes, which are aimed at controlling labour and managerially capturing EV. The processes of engagement help to ''legitimise'' style of ER in Nigeria shaped by its unique institutional, organisational and national realities (Otobo, 2016), which drive EV capture (Hirschman, 1970). Implications of the thesis is presented next.

9.2: Study Implications

Research and study implications of this thesis are multi-faceted. First, the thesis provides some valuable insights into how Nigerian employers engage employees as well as offers a

window on how to better understand the complex discourse of ER in Nigeria (Otobo, 2016). Based on data analysed and LT applied it can be gleaned that the motives, strategies and channels of engagement are managerially driven (Azoukwam and Perkins, 2009) and serve strategic, self-seeking functions rather than normative organisational functions (Leeuwen, 2007). These processes facilitate the naturalisation and legitimisation of ER practice in Nigeria. Relying on these patterns of ER processes, Nigerian employers clobber alternative views from employees and traditional trade unions and NERs, which are a form of EV capture (ILO, 2005; Azoukwam and Perkins, 2009).

Second, evidence from analysis undertaken problematises the ascendency of managerialism and economic gain over normative and collective bargaining, which helps to advance managerial capture of EV (Kaufman, 2014; Hirschman, 1970). Third, this study provides a vignette of Nigerian patrimonial as well high-power distance seen in power relations and engagement (Nnoli, 1995), which materialises in 'Oga at The Top' (OATT) syndrome – Nigeria's language of servant-master relationship that de-emphasises legitimacy. Therefore, incidence of unequal, disempowering management system occasioned by Nigerian politico-historical antecedents (World Population Review, 2016) preclude participatory engagement as well as genuine investment in employees, which could give them voice in the workplace (Okpu, 2016). Fourth, another implication of this thesis is in protecting interest of Nigerian workers (employers), the government needs to diversity its economy to create more employment and jobs that will empower employees to engage more constructively and collectively with employers.

9.3: Study Contributions

This study has attempted to make some insightful, valuable contributions to voice literature including ER and HRM studies generally from developing countries perspective, in particular, Nigeria, which is understudied (Budhwar and Debrah, 2004). Study contributions are presented below.

9.3.1: Methodological Contribution

Through the triangulation of shadow report, a rarely used data source, with focus group and interview data, it is hoped this thesis has made methodological contribution. This study therefore responds to wider calls for methodological plurality in order to broaden methodological tools utilised in understanding organisational behaviour in the ''critical turn''

epoch (Unerman, 2000; Legge, 1995). Specifically, this mode of inquiry will help to better understand discourses in the areas of ER and voice literature and HRM generally. To the best of the knowledge of the researcher, this is a novel methodological approach – particularly from developing countries perspective. To the best of the knowledge of the researcher, no study has combined these data sources in ER literature and voice. This approach extends knowledge on ER and voice literature in Nigeria and developing nations by extension (Budhwar and Debrah, 2004), which is replete with traditional methodological approaches, such as, ethnography, interviews, focus group, personal observation and others.

9.3.2: Theoretical Contributions

First, this thesis responds to widely known (Watson, 2004) clarion call by Karen Legge (1995, 1996) to widen theoretical perspectives on understanding HRM in general for robust and critical inquiry. This call entails that HRM and ER research, in particular, should be more critical and less prescriptive by utilising resources from critical theory. This study operationalises this by leveraging on CDA, which endorses alternative voices that can potentially pluralise how employment-related discourse and HRM generally can be more robustly understood. Accordingly, Greenwood (2002) has cautioned that critical perspective to HRM-related studies have the potential to ''see HRM as rhetorical and manipulative, and this, as a tool of management to control the workers … HRM practices are a way of intervening in an employee's life in order to get employees sacrifice more of themselves to the needs of the organisation'' (p. 264). This mode of inquiry characterises CDA, which is used in the thesis for analysing data from three sources used. Hence, CDA questions overdetermined reality (Wodak and Meyer, 2009) as well as challenges one-sided narrative about social and organisational issues (Fairclough, 2003), which traditional theories uphold (Fairclough, 2014).

Second, the thesis applies Michael Power's (1991) concept of ''managerial capture'', a concept that originated from the field of social and environmental accounting (Greenwood and Kamoche, 2013; O'Dwyer, 2003). This theoretical perspective is combined with LT, which is the overall theory adopted in the thesis. Combining LT and managerial capture enables understanding managerial control, marginalisation of voice, EV capture and managerially propelled motives, strategies and channels through which ER practices are legitimised (Greenwood, Oliver, Sahlin and Suddaby, 2008; Koca-Helvaci, 2015; Srivastava and Mohapatra, 2013). Theoretically, this supposition has implication in extending the

concept of LT for understanding legitimisation channels and strategies that trigger and foster managerial capture of EV in Nigerian ER. Superficially, combining these theories helps in deriving this study's conceptual framework, which is presented in chapter three. Central to this theorising is that distinction needs to be made between strategic legitimacy and normative legitimacy in strategies and channels of ER in Nigeria. The former is instrumental and shareholder-centric; while the latter is ethical and moral. Also, the latter is central to this study's conceptual framework. Next section highlights empirical and practice contributions.

9.3.3: Empirical and Practice Contributions

This study has empirically presented Nigerian experience of EV. Empirically, data used in the study helps to shed light on the nature of ER and voice capture in Nigeria's context. Further, empirical findings of the study help to gauge how the phenomena of ER, voice and HRM in general can be understood from developing countries perspective – using Nigeria as a lens. In terms of *Practice*, this thesis has provided vital insights into how to better manage and engage Nigerian employees for collective bargaining and normative practice (Punch, 2016; Leeuwen, 2007; Suchman, 1995). It is hoped that the insights shared and presented in this study will rejuvenate a rethinking of ER in Nigeria as it moves from unequal power relationship to more equal, participatory engagement and collective bargaining mechanisms, to amplify EV. This process will potentially limit impact of managerial capture as well as facilitate normative organisational practice (Azoukwam and Perkins, 2009).

9.4: Suggestions for Further Research

Considering that this study is conducted within the remit of critical, exploratory appraisal of managerial capture of EV in unionised and NERs setting in Nigeria's banking, petroleum and ICT sectors, more holistic study will further deepen insights into the phenomena studied. Also, given that the present study is inductive and based on subjectivist, social constructionism, this limits generalisation. Also, as a qualitative study, a quantitative approach will add value in extending and deepening insights into voice literature as well as ER and HRM generally. Rather than carry out a cross-sectional study as it is done here, a longitudinal study will be helpful in advancing further research.

9.5: Delimitation

This thesis is however demarked by banking ICT and petroleum sectors. Extending research beyond these sectors will facilitate more robust debate on the phenomena of ER and voice. Potentially, such studies will enable a comparative analysis of ER pattern and organisational behaviour in other sub-Saharan African countries and by extension developing nations. However, the present study is neither comparative nor longitudinal.

9.6: Limitation

A possible limitation of this study is that it has used qualitative approach as well as cross-sectional technique in its inquiry. Given the limitation(s) of using words to represent social actualities, generalising findings might be problematic (Silverman, 2006). Consequently, such limitation(s) is/are decreased via triangulating three main data sources: interviews, focus group and shadow report data. Furthermore, while CDA has been lauded as veritable analytical tool for interrogating organisational behaviours and stakeholder's reality (Woodak, 2000; Fairclough, 2014); some commentators found it to be ideological, self-marketing (Chilton, 2005. P. 21) and may read and analyse text from one-sided position (Breeze, 2011). However, attempt has been made to reduce this limitation via relying on the heuristic of voice trend in Nigeria's history of ER, to potentially locate and address problematic areas in the analysis of data and interpretation of findings.

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APPENDICES

Appendix 1: Ethics Form and Notification of Approval

Brunel Business School

Research Ethics

Participant Information Sheet

1. Title of Research: [Managerial Capture of Employee Voice in a Unionised and Non-Unionised Employee Representation (NERs) Setting: An Emprircal Evidence from Nigeria**].**

2. Researcher: Student [Emeka Smart Oruh- 1335579] on [PhD: Management Studies Research], Brunel Business School, Brunel University. **Supervised** by Dr Chima Mordi (Chima.Mordi@brunel.ac.uk)

3. Contact Email: <u>E-mail: [Emeka.Oruh@brunel.ac.uk]</u>

4. Purpose of the research: [The purpose of this research is to establish the participatory dynamics of the strategies and channels via which employees (across Nigerian banking, petroleum and ICts sectors) are represented in Nigeria and the motives underpinning this. This will be carried out via interviews and focus]

5. What is involved: [Managers and non-managerial staffs (employees) across these organisations will be interviewed and engaged in focus group discussions to establish the participatory dynamics of the strategies and channels via which employees are represented and included in organisational decision making as well as the motives driving these method of engagement and voice process]

6. Voluntary nature of participation and confidentiality. Participation in this research is entirely voluntary and participants are free to withdraw their involvement at will. Participants' anonymity, confidentiality, privacy and security are placed at the heart of this research process, which is guided by the directives of the ethics committee of Brunel University London.

Ethics Approval Notification from Brunel Business School

From: Natasha.Slutskaya@brunel.ac.uk

To: Emeka.Oruh@brunel.ac.uk

18 November 2014 21:02

Dear Emeka

The school's research ethics committee has considered the forms recently submitted by you. Acting under delegated authority, the committee is satisfied that there is no objection on ethical grounds to the proposed study. Approval is given on the understanding that you will adhere to the terms agreed with participants and to inform the committee of any change of plans in relations to the information provided in the application form.

Best regards
Dr Natasha Slutskaya

Appendix 2: Pilot Interview Instrument and Schedule

- **Letter**

Dear Participant,

I hereby seek your consent to carry out a pilot study in relations to my research study which interrogates the dynamic of employees' participation in organisational decision process and overall voice experience across Nigeria's employment environment. The title of this project is "*A Critical Appraisal of Managerial Capture of Employee Voice in a Unionised and Non-Unionised Employee Representation (NERs) Setting: An Exploratory Study of Selected Firms in Nigeria's Banking, Petroleum and ICT Sectors*". This is an independently funded research project in partial fulfilment for a PhD in management studies research at the University of Brunel Business School.

In order for me to complete this project, I will need your kind permission to carry out **interviews** with staffs (managers and employees) in your organisation, to gain more understanding of how employee voice can be amplified in Nigeria to enhance employees' satisfaction, motivation and overall input towards organisational growth and long-term profitability. With strict adherence to the University's ethics of research and guideline, I can assure you that all matters concerning confidentiality and participants' interests and security are my key priority in this exercise. I will be forwarding you further details regarding the questions and nature of data that I seek to obtain in achieving this research aim and objectives. I want to thank you in advance for your consideration, willingness and cooperation in offering me this opportunity.

Your Sincerely

- **Interview Schedule/questions**

1. What is the nature of employer-employee management/relationship in your organisation?

2. What do you understand employee voice and stakeholder engagement to mean?

3. Who would you consider a stakeholder in Nigerian work terrain?

4. What are the channels for increasing/amplifying employee voice?

5. How effectively are employees engaged to enhance their participation in decision making?

6. What is your perception and attitude of firms towards the employment of new media-empowered voice systems?

7. How do you consider impact of trade unionism on employee voice in Nigeria?

8. What do you consider the barriers to accessing effective employee voice?

9. What are the motives, strategies and cultures driving the pattern of employer-employee engagement in your organisation?

Appendix 3: Pilot Focus Group Instrument and Schedule

- **Letter**

Dear Participant,

I am seeking your permission to be included in a focus group section/discussion, which relates to my academic study. This research interrogates the dynamic of employees' participation in organisational decision process and overall voice experience across Nigeria's employment relations, which outcome can be mutually beneficial to employers and employees as well as the social environment. The title of this project is "*A Critical Appraisal of Managerial Capture of Employee Voice in a Unionised and Non-Unionised Employee Representation (NERs) Setting: An Exploratory Study of Selected Firms in Nigeria's Banking, Petroleum and ICT Sectors*". This is an independently funded research project in partial fulfilment for a PhD in management studies research at the University of Brunel Business School.

In order for me to complete this project, I sincerely need your participation in carry out **this focus group section,** which involves both managerial and non-managerial staffs across selected organisations, to help elicit more understanding of how employee voice can be amplified in Nigeria to enhance employees' satisfaction, motivation and overall input towards organisational sustainability. By strictly adhering to the University's ethics of research and guideline, I can assure you that all issues pertaining to participant confidentiality, interests and security are my key priority to this regard. Further/expanded details regarding questions and data sought here will be forwarded to you shortly before the focus group sitting. Thank you in anticipation for offering me this opportunity through your kind cooperation and collaboration.

Yours Sincerely
Emeka Smart Oruh (Doctoral Student), Emeka.Oruh@brunel.ac.uk

- **Focus group schedule/questions**

1. Based on your experience and knowledge, what is the nature of relationship between employers and employees in Nigeria?

2. What is employee voice and stakeholder engagement understood to mean in Nigeria and What are the motives driving the nature of employee voice in Nigeria?

3. Who are considered stakeholders in Nigerian work environment?

4. Via what channels and strategies are Nigerian employees represented?

5. How can employers improve how employees are engaged and facilitated with voice in Nigeria?

6. How do organisations perceive and react to the use of new media voice systems in enhancing employees' engagement and participation?

7. How effective are unions and alternative voice systems in facilitating employee voice?

8. What are the cultural, intuitional and political implications of employee voice efficacy and engagement in Nigerian employment relations?

Appendix 4: Revised Interview and Focus Group Schedules

- **Revised Interview Schedule**

1. What is the nature of employer-employee management/relationship?

2. What is employee voice understood to mean in Nigerian employment relations?

3. How effectively are employees engaged to enhance their participation in decision making?

4. What are the channels for increasing/amplifying employee voice?

5. What are the perceptions of firms on the employment of new media-empowered voice systems?

6. How do you consider impact of employee voice on trade unionism in Nigeria?

7. What are the driving motives for pattern of employer-employee engagement?

8. What are the main strategies for stifling employee voice?

- **Revised Focuas Group Schedule**

1. What is employee voice and stakeholder engagement understood to mean in Nigerian work terrain?

2. Who are stakeholders in the Nigerian employment relations?

3. Can employers enhance mode of engagement in the Nigerian context?

4. What are the views regarding Employee Voice in unionised and non-unionised Employee Representations (NERs)

5. What are the motives driving the strategies and channels of voice?

6. What cultural-institutional factors are implicated in the participatory dynamic of employee voice and engagement?

7. What are the implications of adopting new media technology in enhancing employee voice efficacy?