

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Industrial conflict is a term that denotes the clash of interests, and resultant disputes of varying intensity, between different individuals, groups and organizations in the industrial relations system. Industrial conflict may centre on differences in values and objectives, and relationships in terms of status, power and distribution between the parties involved in such conflict. As it were, some experts have perceived industrial conflicts as either disruptive to the proper functioning of society or providing impetus for social change and progress. This presupposes that opinions on industrial conflict are divergent and multi-dimensional. Thus, conflict arises owing to disharmony of interest between two parties (labour and management) having disagreements on the distribution of resources or amenities.

At the level of industrial relations, labour and management always involve in conflict owing to many reasons. The extent of such conflict depends on how it is effectively managed by both parties. Labour, in most cases, initiates industrial conflict owing to dissatisfying situation/conditions of employment in the workplace. The reaction of labour to industrial disputes is also a function of management response to such conflict. If there is a quick positive reaction to resolve such conflict, then industrial peace will reign supreme vice-versa. Consequently, if the contexts of industrial conflict which are the bases of labour agitations and grievances can be carefully addressed or managed by the management, industrial disputes will be minimal in labour-management relations.

Conflict can be said to be portrayed as a competitive behaviour between people on actual incompatible goals or limited resources. Conflict, therefore, centres on a collision, a struggle, a fight, a contest or an opposition of interest. Irrespective of the nature, size and purpose of organization; the existence of participants cannot be misplaced as they have to relate together to keep the organization functional, that is what make organizations going concern.

Conflict is inevitable in industrial workplace as long as the interests of employers and employees are inversely related. While employers want persistent rise in profit with drastic cost reduction, employees want rise in wages and salaries to improve their living conditions which represent additional cost to the employers. This serves as genesis of labour-management disputes. Even as human beings we experience conflict within ourselves because our interests,

desires, aspirations and focus are not always similar. The key industrial actors as part of the participants in the work organization have their ideologies which to some extent are incompatible. Hence, the emergence of complaints and grievance, which can lead to conflict from either the employee as individual or labour union on the one hand, or the management/employer or its association on the other hand both in private and public organizations.

From the foregoing, it is apparent that industrial conflict is inevitable in labour-management relations as long as divergent interest exists between the two parties (labour and management). However, labour constitutes a significant aspect of industrial conflict's genesis, frequency. Ability of labour to form unions, to negotiate or bargain and to demonstrate cooperative attitude with the management in the face of work organisations in public and private sectors is very essential. It is against this background study hopes to examine the relationship between labour and industrial conflict in public and private sectors organisation in Lagos State.

1.2 Statement of Problem

Nigeria, in recent years, has witnessed a plethora of trade disputes rather than peaceful industrial relations. The pattern of industrial relations has been conflictual with disruptive consequences and significant work-hour losses due to work stoppages. According to Onyeonoru (2015), the cause of industrial conflict in Nigeria is due to the recalcitrant attitude of the management to create the right arena for open discussion with aggrieved parties as early as notice of labour discontentment has been served the management or government. Equally too, one of the sources of trade dispute has been attributed to government poor policies choices. Some people see it as a consequence of government failure to respond to, and respect existing agreement already signed with labour unions. Oghenekaro (2013) aptly noted the government's penchant for renegeing on agreements is behind the present down tool by ASUP and ASUU.

The consequence of industrial conflict is not only reflective in the man-hour lost but also the psychological effect it has on the ordinary citizens due to withholding public services as a result of industrial actions. In a conflict prone society like ours, industrial action by employees often heightened the level of insecurity, thus making issue horrifying for the general public. The major worries of individuals in the society in respect of labour disputes are: How do labour activities facilitate industrial conflict in both public and private work organisations? How does

collective bargaining by labour unions promotes management of industrial conflict? What types of industrial conflict and respective effects experienced in private and public organisations? Which labour union of the two organisations is more prone to industrial conflict? All these questions require answers which can only be got through empirical investigation by the researcher.

Evidence abounds that the rate of occurrence of industrial conflict in Nigeria is on the high side. According to Onyeonoru (2015), the higher the number of disputes resulting in strikes, the lower the capacity to negotiate. The number of disputes resulting in strikes in Nigeria stood at one hundred and eighty-seven in 1992, one hundred and fifty-five in 1994, one hundred and thirty seven in 1993, one hundred and two in 2011 and four hundred and three in 2012. Most of these strikes centred on removal of fuel subsidy, agitation for democracy and agitation by trade unions for the payment of ₦18,000 minimum wage signed into law by the federal government. Onyeonoru (2015) and Otobo (2014) claimed that the number of disputes resulting in strikes was a lot more in the military era (1989 – 1988) compared to the democratic era (1999 – 2015).

Some recent public sector strikes include: The nation – wide strike by Academic Staff Union of Universities (ASUU) embarked on a nationwide strike on July 1st 2013, which lasted till December 17, 2013. The dispute centred on non-implementation of 2009 collective agreement. The Nigerian Medical Association (NMA) which commenced a nation-wide strike on July 1, 2014 due to failure of the federal government to address its grievances such as funding of health care sector and health infrastructural upgrade. Similarly, the Joint Health Sector Unions (JOHESU) and Nigerian Union of Allied Health Professionals (NUAIP) embarked on strike on October 16, 2014 and November 12, 2014 on implementation of 2009 collective agreement by the government (Fajana 2014; Fashoyin 2014; Onyeonoru, 2015).

Past studies on industrial conflict focused on issues relating neo-liberal economic policies and industrial disputes (Kumar 2012); trade unions reaction to globalization (Adenugba, 2006); collective bargaining and industrial conflict (Faniran, 2005); Social dialogue and industrial disputes (Onyeonoru, 2005 and 2006); industrial democracy and labour disputes (Osaretin, 2009); industrial democracy and labour agitation (Otobo, 2000); industrial relations and labour-management disputes (Salamon 2000). As impressive as these works are, little or nothing has been done in intellectual discourse on industrial conflict relative to labour in private and public sectors. It is this gap created in knowledge that the study hopes to fill through empirical

investigation. In view of the analysis above, the study focuses on labour and industrial conflict in selected public and private organisations in Lagos state.

1.3 Research Questions

This study is designed to answer the following research questions:

1. How do labour activities promote the emergence of industrial conflict in public work organisations relative to private work organisations?
2. How does labour use collective bargaining to manage industrial conflict with management in private and public work organisations?
3. What types of industrial conflict are prominent in public work organisation vis-a-vis private work organisations?
4. Which of the labour union of the two organisations is more prone to industrial conflict?

1.4 Objectives of the Study

The broad objective of this study is to examine labour and industrial conflict in public and private organisations relative to that of private sector organisations. From this, the following specific objectives are put forward:

1. To verify how labour union activities cause industrial conflict in public work organisations compared to private work organisations.
2. To examine the use of collective bargaining by labour union to manage industrial conflict between labour and management in the private and public work organisations.
3. To examine the types of industrial conflict and their effectiveness as experienced in public work organisations relative to private work organisations.
4. To examine which labour union is more prone to industrial conflict in private and public work organisations.

1.5 Hypotheses

1. H₀: There is no significant relationship between labour unions' activities and industrial conflict in private and public work organisations.

H₁: There is a significant relationship between labour unions' activities and management of industrial conflict in private and public work organisations.

2. Ho: There is no significant difference between collective bargaining and management of industrial conflict by labour in private and public work organisations.
H1: There is significant difference between collective bargaining and industrial conflict by labour in private and public work organisations.
3. Ho: There is no significant difference between the types of industrial conflict and conflict effectiveness in private and public work organisations.
H1: There is significant difference between the types of industrial conflict in private and public work organisations.
4. Ho: There is no significant relationship between the conflict effectiveness and the proneness to strike in private and public work organisations
H1: There is significant relationship between the conflict effectiveness and the proneness to strike in private and public work organisations.

1.6 Justification of the Study

The need for the study of industrial conflict becomes imperative due to the frequency of labour disputes that have affected negatively industrial and national productivity. Lack of proper management of industrial conflict tends to result into work stoppages. Also, reduction in national output as a result of industrial conflict has encouraged low demand for industrial products in the market, thereby, enhancing low sales volume and low profit. With low profit on the part of the industrial organizations, unemployment becomes escalated. Consequently, social unrest, youth restiveness and other social issues have become prevalent in Nigeria. The international image of the country that has been dented due to frequency of industrial unrest, it has discouraged many foreign investors from investing in Nigerian foreign economy. The expansion of Nigerian economy becomes difficult and unemployment remains unabated. However, this study through policy recommendations will bring to the fore ways to avert labour-management conflict that can pave way for industrial harmony and peace. With industrial peace the national economy will be put back on the right track. Thus, the economy will give room for more foreign and local investments, employment of teeming youths and increase in National Income.

1.7 Significance of the Study

Industrial conflict is a recurring problematic phenomenon in Nigeria, which can be attributed to the failure on the part of representatives of labour and management to conflict resolution as contained in the Trade Disputes Act of 1976. As a result, there is urgent need for representatives of labour and management to inculcate embrace positive attitude in the work place in order to curb the causes of industrial conflict rather than concentrating on statutory machinery that has not effectively achieved the needed result.

Furthermore, the study will help to reduce the perennial labour disputes not only through policy recommendation but through the gap in the knowledge created by the study that will eventually accelerate reduction of industrial conflict in both private and public sector.

The negative effects of industrial conflicts on workers, organizations and employers cannot be over-emphasized. In other words, it has very devastating effects on the national economy. For instance, during strikes, workers experience loss of earnings, loss of jobs, arrest and detention of labour leaders. During this period, economic activities are brought down to a halt, there is loss of earning and profit to employers, and also vandalism of company's assets. All these contribute to economic downturn in the country. This study will help to ensure that industrial peace is guaranteed through policy recommendation, productivity will rise, and national output will increase and thus enhance economic development.

Industrial conflict in both public and private organizations is a mark of social disorder. The need to bring about social order and stability in the work organization in terms of industrial peace obtained through proper management of industrial conflict thereby enhancing harmonious management relations.

Theoretically, the study is significant because of the two theories it brought into limelight for analysis. The theory of industrial pluralism that emphasized the existence of diversities in hope, interests, desires, and aspirations of people in the workplace that accounted for inevitable conflict between labour and management. What is required, therefore, is the need to fashion out a amicably by labour representatives and management to iron out their differences. Similarly, conflict theory by Karl Marx reveals the existence of conflict of workplace owing to class divisions(employer and employees). The surplus value emanating from workers sweat is expropriated by the capitalist with peanuts paid to workers' that invariably encourages class struggle(industrial conflict).

This study is also significant in terms of methodology employed. This relates to sampling size and techniques, method of data collection, instrument of data collection and data analysis. All these will assist in no small measure to logically achieve good result at the end.

1.8 Scope of the Study

This study focuses on Lagos State University Teaching Hospital (LASUTH) and Seven-up Bottling Company in Lagos State, in the Western part of Nigeria. The Lagos State University Teaching Hospital emanated from a modest cottage hospital which was established on the 25th of June, 1995 by the old Western Regional government in order to provide health care services for the people in the environment. The hospital later metamorphosed into a full-fledged general hospital which served as a secondary level health care facility. The Lagos State Government formally converted the Ikeja General Hospital to the Lagos State University Teaching Hospital in July 2001.

Seven-up Bottling company plc is one of the largest independent manufacturer and distributor of well-known and widely consumed brands of soft drinks in Nigeria from nine manufacturing plants. Seven-Up was incorporated in Nigeria 1959 as a Private Limited Liability Company under the name Seven-Up Limited. Its name was later changed to Seven-Up Bottling Company Plc in 1991 to comply with the Company and Allied Matters Act 1990.

1.9 Definition of Concepts

a. Labour

Labour may be defined as the general body of wage earners.

b. Industrial Conflict

Industrial conflict may be defined as the existence of discrepancies, where the employees express their dissatisfaction with the employer over the current state of the employer-employee relationship.

c. Private Organisations

Private organisations are organisations that are owned, managed and controlled by private individuals for the benefit of the shareholders. In this sector, private individuals are solely responsible for the day to day running of the business.

d. Public Work Organisations

Public workorganisations are organisations that are owned, managed and controlled by the government or state of a country. All decisions within the organisation are restricted to the government.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Diverse definitions have been given to the concept of organisation by various scholars. However, the central point of these definitions is that we must always know that human beings constitute a vital aspect of any organisation. Organisations can be defined as the form of human association for the attainment of a common purpose (Rao&Narayana,2010). Similarly, organization can be defined as the collection of people who with consciously coordinated effort to pursue and contribute to the attainment of a common purpose or goal. It can be said to be a group of people who work together, this group share a unifying purpose and they have a common purpose and have common goals. The character of any organization depends on what it produces, for whom it products are for meant, where it produces(environment) the competitors and the regulatory policies of the government.

Organisations are created in order to maximize the wealth of the shareholders. The maximization of this wealth becomes imperative so as to ensure the continuity and survival of the organisation. Organisations are rationally conceived entities, in the sense that they are created to achieve certain goals and objective. It is human beings that form the nucleus of any organisation by planning, organizing, coordinating, controlling and directing all the activities in the organisation. The various elements of an organisation include, a group of people with social identity, coordination of individual behaviours in structured and well-arranged form, the structure is goal directed, a group of people with common goal, the group operates in the context of external environment, and there is a dominant culture peculiar to that group. Organisations can be formal and informal. A formal organisation is the collection of groups that have been consciously designed by the management to maximize efficiency in order to achieve organizational goals. An informal organisation is a network of relationship between members of an organisation that are formed of their own accord on the bases of common interests and friendship.

Organisations are systems, systems in the sense that they have different parts that contribute positively to the development of the organisation. Systems refers to interrelated set of element

functioning as a whole and organisation as a system receives for types of input from its environment which includes, human, materials, financial and information. The organisation considered and transforms the input, returning them to the environment in form of product or services, profit or losses. As system, organisation is seen with its total environment with emphasis on the importance of multiple channels of interactions. Organisation is seen as a whole and it must be studied in terms of various part within the system. The system approach focuses on total of an organisation and interrelationships of structure, behaviour and other variables in the organisation. It is perceived as a whole and a part of the larger society.

Organisation is seen as an open system that requires constant interaction with outside environment in order to make it work. These parts are interrelated, interconnected and also interdependent as they function together towards the achievement of organizational goal. Whenever there is a problem in one part of the organisation, it is likely to affect the operations of other parts. These parts are referred to as department, sections etc. These departments are put together in order to contribute to the achievement of organizational goal.

In the course of attaining organizational goals, individuals are strategically positioned in these departments. These individual are known as workers or employees. These workers are employed by an employer to function in the organisation so as to render their services to the organisation with a common purpose of achieving organizational goal. Organisations are designed in such a way that employer and employees are said to have to come together having a common interest. But in reality, this does not exist, as employers want rise in the level of production and profit with reduced cost as possible while employees always clamour for increase in salaries so as to be able to survive in the ever increasing cost of living. The employer sees the interest of these employees as an additional cost which will affect the level of profit.

Conflict is a pervasive phenomenon in human existence; it is inevitable in any place where two or more people come together in the name of production or interaction. In view of this, work organisations cannot be ruled out in conflict situation especially when we take cognizance of the fact that the interests of employers and employees are at variance in production process. While employers want rise in profit and production levels on regular basis, employees on the other hand want increase in salaries which is considered to be an additional cost to the employer, hence, conflict erupts between them. Industrial conflict according to Salmon (2000), Industrial conflict includes any temporary suspension of normal working arrangements initiated unilaterally by

employees (whether through their union or not), or management, with the aim of exerting pressure within the collective bargaining process.

Similarly, Fajana (2006) opined that industrial conflict is defined as the inability of these parties (either between employer and employees or within their groups) to reach agreement on any issue connected with the object of employer-employees interaction, whether or not this inability results in strikes or lockout or other forms of protestations. Kornhauser, Dubin and Ross (1954) defined industrial conflict as the total range of behaviour and attitudes that express opposition and divergent orientations between individual owners and managers on the one hand, and working people and their organizations on the other. In addition, Obisi (1996) defined industrial conflict as the inability of parties in a role set to sort out their differences, which may be directly or indirectly linked to their organization. In the same vein, Robbins (1991). Conflict is a process in which an effort is purposely made by A to offset the efforts of B by some form of blocking that will result in frustrating B in attaining his or her goals or furthering his or her interests.

From the above definitions, it can be deduced that Industrial conflict refers to discrepancies between parties or groups who have conflicting opinions. It is important to note that, in any work or work related situation, people are prone to have different opinion, interest, beliefs, values and aspirations which may lead to conflict with each other. Since organizations are created in order to maximize profits, management is always committed to the goal of maximizing profits through proper economic decisions in a cost effective manner. While workers, through their groups or union want better, higher and lucrative welfare packages which is likely to result in higher cost of production to the management. Unions or groups want full participation in organizations even when it tends to lead to invading or encroaching the management prerogatives. Management therefore, resists these unhealthy moves. While resisting these moves, conflict erupts. Conflicts have been said to be ‘an indisputable fact of all organized life’.

There are chances that some conflict may be mild while some can be very violent. A simple disagreement or grievance that should have been thrashed or settled peacefully on the criteria of ‘give and take’ may result into a destructive conflict (Murrin, 2014). The aftermath path of a conflict situation is usually undesirable as it tends to lead to strike which can be very costly and time wasting.

According to Obisi (2005), he identified two types of industrial conflict which are organised and unorganised conflict.

2.2 ORGANISED CONFLICT

Organised conflict is a group conflict, which is an expression of discontent. It is well planned, calculated and also a strategy to change the dissatisfying situation (Oribabor, 2000). Organised conflict can be in form of:

a. STRIKE

This is the temporary stoppage or sensation of work. It refers to expression of dissatisfaction concerning employment relations. It is one of the basic rights of workers in an industrial society which differentiate them from slaves. According to Fashoyin T. (1996), strikes may have characteristics of political strikes, even though they may have been embarked upon to achieve senatorial interest. According to Flanders (1996), strike is a temporal refusal to work in accordance with the prevailing employment contracts (or other conditions that are not specified or implied in contracts) at least on the part of great majority of workers involved of not terminating their contracts.

Whenever there is dead lock in bargaining, strike is the strategy employed by labour unions to achieve their aims. It is a powerful tool that workers use to display their displeasure in certain wrongs in the organization. Strike is a double edged sword which affects both employees and employers anytime it occurs. Fashoyin (1992) argued that strikes are the bad side of industrial relations and they are ones which the public associates with and it is an aspect of industrial relations which invites negative comments from all the study. During its occurrence workers may get arrested while management also loses production and profit. Workers have the right to join unions and to withdraw their services if it is dissatisfying. The Incidents of strike entails:

- i. Sit-Down-Strike: this is the type of strike in which no reason or notice is given to the employer before it takes place.
- ii. Sit-Down Strike: this is when workers are present in their places of work but are not working.
- iii. Sympathy Strike: this is a solidarity action embarked upon by workers who are not directly involved in dispute.
- iv. Constitutional Strike: this is the strike in line with the laid down rules and regulations.

- v. Official Strike: this is an official strike planned and executed by the by the leadership of the unions. A strike is planned and executed by workers without the support of union leaders; it is called an official strike.

- b. DEMONSTRATION/PICKETTING

This is the outcome of series of meetings in unions that workers have been having. It involves the existence of trade union by moving round the location where dispute is taking place. It is a situation whereby a group of people congregate outside a work place in order to display their displeasure towards certain rules and also dissuade others from going in. Section 45 of the Trade Union Act approves the use of peaceful picketing, it states that, 'it shall be lawful for one or more persons acting on their own behalf or on behalf of trade union or registered federation of trade unions or of an individual employer or firm in contemplation or furtherance of a trade dispute, to attend at or near a house or place where a person resides or works or carries on business or happen to be, if they so attend merely for the purpose of peacefully obtaining any person to work or abstain from working.

- c. WORK- TO- RULE

This is when workers in a workplace work with minimum efficiency or work is intentionally reduced in a workplace by workers in order to cause reduction in output. In this sense, work is slowed down so as to affect the level of profit maximization of organisations. It may be said to be a deliberate and intentional action taken by union to restrict input in the place of work. This action is usually known as 'go slow' in Nigeria. An example is in 1975, when workers used work-to-rule to their own advantage in the country, the workers in the coal industry used union effectively when the government awarded at 10% - 15% increase in salary of the workers.

- d. OVER-TIME BAN

This is a deliberate attempt to reduce output and profits by the employee. It is used by the union in order to put more pressure and confusion on the employer by imposing extra costs on the employer if more production is needed. This is dangerous to employers especially if the over-time ban is implemental by workers during festive period.

- e. SIT-IN

This is when workers take over the work of the industry by over powering the management. In this situation, workers take charge of the business asset.

- f. WORK-IN

This is when employees prevent the employer from closing the factory and stopping him from realizing profit from his organisation.

g. **COLLECTIVE BARGAINING**

This is an expression of an organized conflict where union representing labour and management representing employers meet in a round conference table to resolve their differences amicably. It is an institutionalization of conflict.

2.3 UNORGANISED CONFLICT

Unorganised conflict is individually carried out. That is, it is personal and not collective, Banjoko (2001), identified the following forms of unorganized conflict in the workplace. It may be in form of:

a. **LABOUR TURNOVER**

This is when a worker checkouts or withdraw his or her services from the organisation due to discomfort e.g., poor working environment, poor pay and bad management style.

b. **ABSENTEEISM**

This is an unofficial temporary withdrawal from work by giving flimsy excuses. It is a practice of habitual evasion or intentional absence from place of work.

c. **NEVER-ON-SEAT SYNDROME**

This may be in form of moving about at the place of work. E.g. going to toilets, banks, health centres frequently.

d. **PILFERING**

This is a deliberate and intentional attempt to steal important property of the company. E.g. documents, tools and instruments.

e. **SABOTAGE**

This may be in form of revealing important information or secrets of the organisation to outsiders. It can also be in form of intentional destruction of the company's machine and also stealing important files.

f. **COMPLAINTS**

This is when a worker begins to complain on regular basis concerning his or her work in the organisation.

g. **BREAKING RULES**

This is when a worker deliberately breaks the rules and regulations guiding the organization.

2.4 CAUSES OF INDUSTRIAL CONFLICT

Reeta & Prabhakar (2016) opined that the causes of industrial conflict can be classified into two, which are economic and non-economic reasons. The causes of industrial conflict are diverse and multifaceted. Various scholars in the field of industrial relations (Venkata 2003; Otopo, 2011; Salamon, 2011; Fashoyin, 2013; Imosili, 2003; Fajana, 2016;) identified the following as the causes of industrial conflict.

2.4.1 ECONOMIC CAUSES

Economic reasons are based on the working conditions and the monetary benefits available to the workers in the performance of their assigned duty.

1. Wages and Allowances

Nigerian workers are associated with low wages as inherited from colonial masters. The pay has not improved the welfare of the workers due to the rising level of inflation that may force workers to request for increase in wages and allowances. Since organisations are created in order to maximize shareholders wealth. In order to make profit, an organisation as to increase its productions and also try as much as possible to control expenses. Employers always want rise in the level of production and profit with reduction in the cost of production. While employees on the other hand, wants management to help them overcome the ever rising cost of living, in terms of increment in salaries and allowances in which the employer sees as an additional cost. This becomes an issue between the two parties as it leads to frustration on the side of the employees which finally create or lead to an environment of confrontation with the management ultimately taking the shape of a dispute.

2. Bonus

Workers in organisations, toils in order to ensure profit is made for the organisation they work for, hoping to get part of the profits which is demanded in form of bonus. In view of this, management in order to not to pay bonuses, manipulates and restructure their records to show loss in its earnings so as not to accept the payment of bonus to workers. This becomes a cause for an industrial unrest.

3. Leave with Pay and Working Hours

Workers want proper execution of the working hours and leave policies as documented in the Factory Act 1948. Employees are likely to ignore these rules which finally results into industrial conflict.

4. Retrenchment and Undue Promotion

The practice of undue promotion, mass retrenchment and dismissal of employees are part of the causes of industrial conflict.

5. Public economic policies such as privatization, that led to retrenchment of many workers, deregulation of downstream sector that led to hike in the price of fuel and high level of inflation in an easily bring about industrial conflict.

2.4.2 NON-ECONOMIC CAUSES

Industrial conflict does not only occur based on economic grounds alone but it can also arise as a result of issues not related to economic which are known as non-economic grounds. Some of these issues that lead to industrial conflict includes:

1. Non-Recognition of Trade Union by Management

Trade union exists in order to protect and serve the interest of its members/workers. Since employers are aware that unionism is a cover under which a group of workers hide and uses strategies to attack and pressurise the management to accept their legal or illegal demands. In view of this, it becomes paramount for employers to prevent and refuse the formation or creation of unions.

2. Autocratic Management Style

When management of an organisation is autocratic and authoritarian in nature, it may result into industrial conflict. In several circumstances, employers adopt dictatorial policy and threaten employees by dismissing or suspending them from the organisation. By and large, employees in an attempt to redress the threats, employees resort to agitation approach.

3. Non-Redressal of Grievances

This is another cause of industrial conflict in many organisations. Every organisation now has found it essential to have Redressed Mechanism in place that addresses the issue of grievances of

the workers. This allows management to be aware about challenges faced by aggrieved employees and help sort out the matter peacefully.

4. Working Conditions

Poor workplace environment is another cause leading to industrial conflict. This may be as a result of absence or deficiency in workplace safety measures, bad hygienic conditions, first aid etc. These impair the environment for smooth working. Demand for a better working environment and denial by management also results into industrial conflict. Poor working conditions in form of poor salaries and wages, absence of housing, transport, feeding, leave allowances and bonuses together with other infringe benefits can lead to industrial conflict.

5. Lack of Confidence in Nigeria Dispute System

This is due to the strong influence of the government in the Nigeria dispute settlement system. Workers have lost confidence in it thereby promoting industrial conflict.

6. Defiance of Agreement and Codes

It is often said that employers defy the provisions of collective bargaining agreement consistently with the aim of exploiting the employees. When agreements are reached between employers and employees, employers turn around not to honour the agreement. It then results into industrial conflict.

2.5 EFFECTS OF INDUSTRIAL CONFLICT

Onyeonoru, 2011; Okafor, 2012; and Ogunbameru, 2014; identified the following effects of industrial conflict on individual employees, employers/organization and the nation at large.

1. Effects on Workers/Employees

- a. Workers are not paid salaries which result in loss of earnings during the strike, as a result of no work, no pay syndrome.
- b. It leads to loss of jobs for employees, especially radical labour leaders.
- c. It may also lead to injuries or loss of lives on the part of the employees during protest due to strike or inability to endure for long, hardship of non-payment of salaries.
- d. Some labour leaders are likely to be arrested, detained and imprisoned.

2. Effects on Employers/Organisation

- a. Stoppage of work arising from industrial conflict will lead to loss of expected revenue.

- b. Company's assets are likely to be damaged by the aggrieved workers.
- c. The assets of the company may be wasted such as raw materials or finished products.
However, rent bills go on during strike that must be paid by employers.
- d. The public image of the organization would be dented which may affect customers, views, opinions, beliefs, values and conceptions about the organization.

3. Effects on the Country

- a. Industrial conflict may lead to economic standstill especially during prolonged strike as it will reduce drastically national output and gross earning of the country.
- b. The chances of industrial conflict leading to loss of lives.
- c. Industrial conflict may affect the supply of water, electricity, vehicular movement and business transactions.
- d. The international image of the country experiencing strike and conflict can be dented as it tends to deny foreign investors from investing in the business.

2.6 LABOUR UNIONS

According to the Trade Union Act, 1973, which defines a trade union as any combination of workers or employers, whether temporary or permanent, the purpose of which is to regulate the terms and conditions of employment of workers whether the condition in question, would or would not apart from this Act, be an unlawful combination by reason of any of its purposes being in restraint of trade and whether its purposes do not include the provision of benefits for its members. In the words of Webb and Beatrice (1894), labour union is a continuous association of wage earners for the purpose of maintaining or improving the condition of their working lives. In the same vein, Collins (2013), a labour union is an association of workers, which consist of representatives that mediate between the workers and their employer in order to avoid any unfair treatment that could be meted on them by the employers and to conversely ensure commitment to work by its members in a way that, it will result in high level of productivity and organisation efficiency in general. Similarly, Adefolaju (2013), collective bargaining can be defined as an organised groupings of workers that relate with employers on various issues related to the condition of employment of their member. Labour union can be said to be a deliberate and planned continuous association of wage and salary earners, who come together in order to serve

the same purpose with the aim of improving their working conditions and also to protect the interests of its members.

2.6.1 HISTORY OF LABOUR UNION IN NIGERIA

During the pre-colonial era in Nigeria, social institutions such as guilds and craft societies were in existence and they operate like this present day unions. They ensured that jobs were done according to the standards and procedures and rates set for the accomplishment of the job. They regulated all trade activities. Masters were the leaders of the guilds, and these masters were not employers of labour.

Trade union was established during the colonial era. Wogu (2012), noted that the first trade union was the Southern Nigerian Civil Service, which was inaugurated 1912. The name of the union was later changed to the Nigeria Civil Service Union. Scholars have argued that this union was not functioning as a typical union, as it was not formed with all the aims of trade union as organisations that felt the need to fight for dissatisfying working conditions for employees. The union was formed to provide an avenue for social interaction among African officers in the colonial service, as was the case in other British West African Colonies. This non-aggressive beginning and ideology was to be radically changed in 1932 after the inauguration of the Railway Workers' Union by Athokhaimen Ominus. The year 1938 marked a watershed in the history of modern trade unionism in Nigeria. It was the beginning of a coherent public labour policy. The colonial administration in Nigeria passed the Trade Union Ordinance as a result of the pressure from labour and the British Colonial Office in London. The Ordinance was formally legalised trade unions and made provisions for their internal administration and external regulation. After 1938 and the enactment of the Ordinance, trade union activities became more organised and coordinated.

2.6.2 FUNCTIONS OF LABOUR UNION

Trade union performs various functions that are very essential that filled a crucial gap in the work environment.

1. Effective promotion of collective bargaining

In any society, trade union plays a significant role in the process of collective bargaining, which is crucial for the sustenance of industrial peace and harmony. Labour union uses collective bargaining agreement in securing favourable wages and salaries as well their working hours, and

also better standards necessary for wage increase. The labour union also uses the period of collective bargaining to ensure that workers are not fired without a reasonable cause, and also reduces every unjust practise or actions of employers.

2. Promotion and sustenance of peace and harmony

Muya and Simotwo (2015) note that labour union can act as indirect catalyst for creation of harmonious work environment. This role is effective when there is continual negotiation with employer over issues, concerning both the employer and the employees on the work conditions in order to avoid conflict between employer and employees.

3. Contribution to member's welfare

Otobo and Omole (2002), observed that role of trade unions can be in terms of contribution to the welfare of their members, industrial peace, democratic processes in industrial relations, and productivity to social progress. Barrientos and Smith (2016), unionization is instrumental in improving the quality of life of workers.

4. To negotiate wages and working condition:

Most dispute are as a result of unfavourable wages been paid to workers, this give rise to need for trade union to negotiate with employers or their representatives in order to come to an agreement leading to a fair wages and also working condition.

5. Safeguarding the interest of workers:

Employers try to exploit employees to the maximum. Employees complain about this unfair labour practise in their respective organisations, to this effect trade union are created so tackle this practises in favour of the employees.

6. Union Administration and Governance:

The word administration refers to the different routines tasks required in order to keep and maintain the organization, such as financial record keeping, conducting routine correspondence, maintaining membership files, and administering benefits scheme. Union governance therefore refersto other activities such as electing officers and conducting meetings that are essential insetting rules, maintaining democracy in the organisation.

2.6.3 PROBLEMS OF LABOUR UNION

a. Apathy of Union Members

This occurs when the member of the union pleased that their membership provides absolute protection, and as a result they don't participate in the activities of the union except in crisis.

b. Lack of efficient Officials of the Union

Some of the officials of the union are not effective, due to lack of proper training exposure in the trade union movement. They may also not liaise sincerely with relevant authorities or members.

c. Corruption among union leaders

There are cases whereby wealthy employers bribe union leaders and also government officials. This increases the problems faced by the unions as the interests of members cannot be effectively represented effectively.

d. Government Bureaucracy

Trade unions feels that government sometimes, takes too long in carrying out negotiations or agreement on disputes presented by members. This occurs as a result of bureaucracy in the hierarchy of the government's negotiation machinery.

e. Coercion of employees

Most employers interfere with employees when organise themselves to join labour organisation. Sometimes, the actions of the employer may lead dismissal or suspension of such employees who joined the union.

f. Lack of funds

Another problem faced by labour organisation is lack of proper funding to carry out certain activities such training for its members and also to cater for the well-being of its members.

2.7 COLLECTIVE BARGAINING

Many Scholars have provided diverse definitions for Collective bargaining. According to Salamon(2000), Collective bargaining is a method of determining terms of employment and regulating the employment relationship, which utilises the process of negotiation between representatives of management and employees and results in an agreement which may be applied uniformly across a group of employees. Similarly, Stephen (2016), define collective bargaining as a process of negotiating between employers/management and the representatives of employees targeted at agreement in order to regulate working conditions and other workers' compensation and right for workers. It is a process whereby union representatives of employees

negotiate concerning wages and salaries, hours of work, working conditions and working environment that seem uncomfortable for employees with representatives of employers' association.

2.7.1 FUNCTIONS OF COLLECTIVE BARGAINING

Banjoko (2002);Otobo(2008); Signh (2016); identified the following as the functions of collective bargaining.

1. It promotes cooperation and mutual understanding between labour and management
2. It helps to redress grievances
3. It helps to build economic strength of employee and management
4. To settle disputes and grievances between labour and management
5. To protect employee rights
6. To ensure safe working conditions.
7. To regulate work related issues

2.7.2 TYPES OF COLLECTIVE BARGAINING

The types of bargaining have been analytically distinguished by several writers,

a. Distributive and Integrative Bargaining

Distributive bargaining refers to a negotiating situation or circumstance whereby one party can only gain at the direct expense of the other. In this type of bargaining one party wins over the other party. Economic issues such as bonuses increase in wages and salaries are discussed, where the employees' wants increase in their wages while the employers' wants increase in profit with a reduced cost.

b. Integrative bargaining

This type of bargaining is also known as cooperative bargaining. It refers to negotiation on issues whereby both parties may gain, or at least neither party loses. The issue may be on bargaining for better training programme or a better job evaluation method. Both parties tends to benefit when workers are properly training, it becomes more of cooperative than distributive bargaining.

c. Productivity bargaining

This is a process of negotiation that links workers' wages and monetary benefits with productivity. It is a situation whereby workers improve productive efficiency and the management increases the rewards attached. Productivity bargaining is a win-win situation as

the management offers lofty reward to workers' response in terms of exceptional effort, leading to increase in production and maximising the shareholders' wealth.

d. Composite bargaining

This type of bargaining was developed recently. It refers to negotiation by union which is not based on monetary issues alone but also negotiation on the work norms, in terms of standard, sub-contracting practices, environmental and health hazards, promotion etc.

2.8 THEORETICAL FRAMEWORK

In the course of this study, we shall examine two theories which would contribute to our understanding of this topic.

2.8.1 CONFLICT THEORY

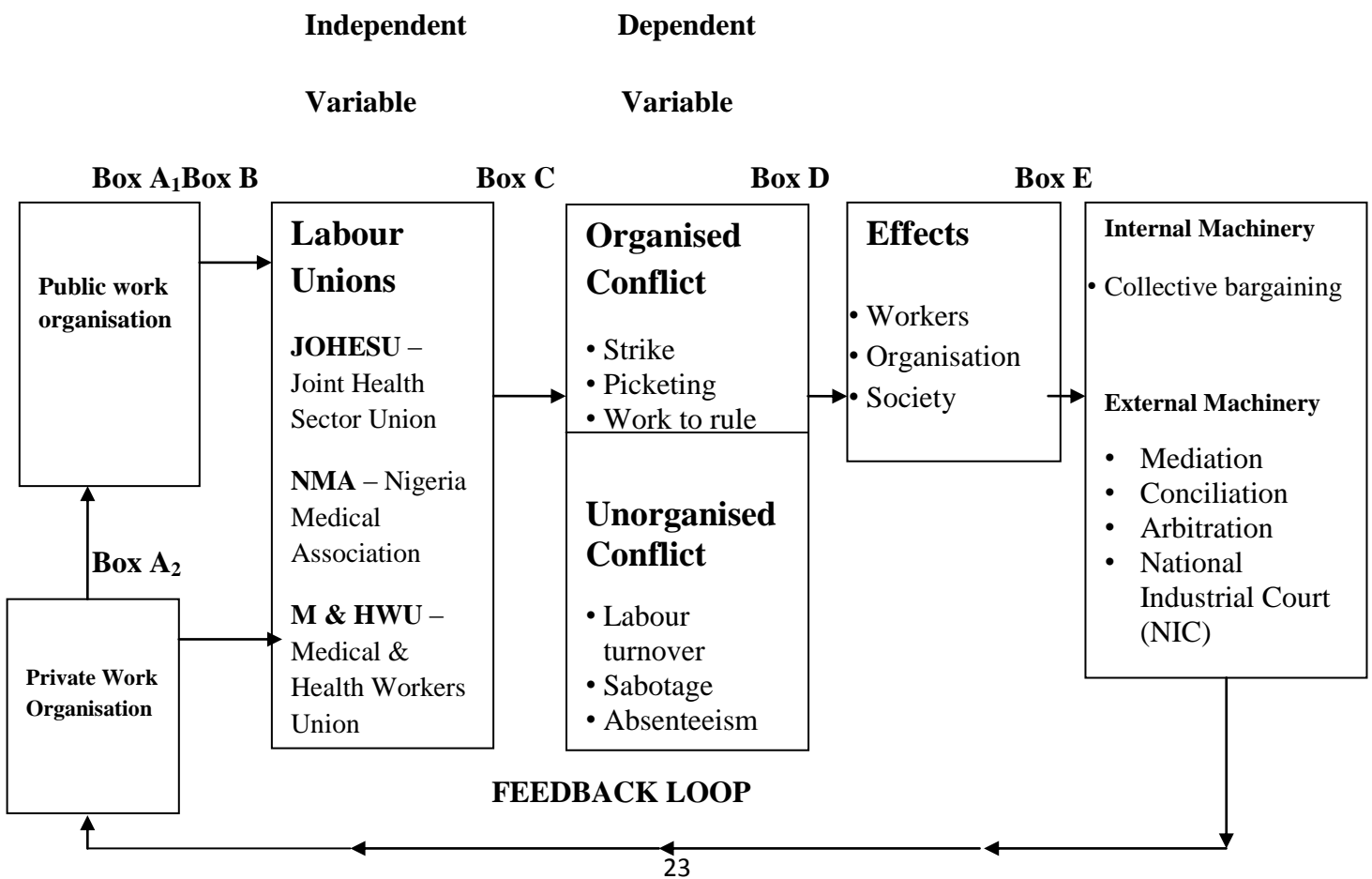
The conflict theory was designed by Karl Marx. This theory argues that the society is in a state of perpetual conflict due to competition of scarce resources in the society. The theory posits that the society is divided into two classes as a result of their access to the means of production which are the proletariat (working class) and the bourgeoisie (capital owner). The class conflict is focused on the conflict between two main classes. Each class entails a group of people with mutual interest. The bourgeois refers to certain individuals in the society who possess dominance, in terms of wealth, power and means in majority. In view of this, the proletariats are referred to individuals in the society who belong to the working class and also are also poor. In the production process the interest of the bourgeoisie is to keep on making profit, recording high productivity and achieving high sale volume with drastic reduction in the cost of production. Employees on the other hand, want regular increase in salaries and wages and other good conditions of service. All these constitute additional cost to the capital owner that will bring down his profit. Meanwhile, the capital owner pays peanuts to labour on the 'surplus value'. This marks the beginning of conflict between the capital owners and workers in the production process, which Karl Marx says it is inevitable.

2.8.2 THEORY OF INDUSTRIAL PLURALISM

The pluralist assumes that organisations are made up of people who intermingle into a variation of distinct sectional groups, each with its own interest and objectives. The pluralist perceives the organization as being made up to powerful groups which are the management and the trade unions. This theory believes that an organisation is made up of different individuals and groups who are not only different but also have their own competing interest. These groups have distinct, sectional interest, aspirations, desire and objectives that usually give rise to ‘a complex of tensions and competing claims which have to be managed in the interest of maintaining a viable collaborative structure’. The dispute between labour and management is therefore inevitable. The survival of the organisation is totally dependent on the display of mutual interest and mutual dependence.

Therefore, in order to ensure the survival of the organisation, there must be a mechanism at the organisation, which will bring the conflicting groups together and facilitate them to ensure the survival of the organisation as they both share mutual interest.

2.9 CONCEPTUAL FRAMEWORK



The above conceptual framework represents the relationship between the independent and dependent variables. Box A₁ represents public work organisation while Box A₂ represents private work organisation. Box B represents the independent variables which are the labour unions namely, Nigeria Medical Association(NMA), Joint Health Sector Union(JOHESU) and Medical and Health Workers Union(M&HWU). Box C represents types of industrial conflict which may be organised in form of strike or picketing or work to rule or Unorganised in form of labour turnover, sabotage and absenteeism. The effects of industrial conflict are shown in Box D. On workers, it may be in form of loss of jobs and earnings, on organisation, it may be in form of loss of profits and assets wastage, while on the society, it may be in form of bringing the economy to a halt. Box E, represents the management of industrial conflict in the work organisation. This involves the use of collective bargaining as an internal machinery method while external machinery involves the use of Mediation, Conciliation, Arbitration and National Industrial Court. The management/resolution of conflict will have effects on the work organisation through the feedback loop and this will produce industrial peace and harmony between labour and management.

2.10

EMPIRICAL STUDIES

These are the past research investigation in this field of study. Such past studies include issues relating neo-liberal economic policies and industrial disputes (Kumar 2012); trade unions reaction to globalization (Adenugba, 2006); collective bargaining and industrial conflict (Faniran, 2005); Social dialogue and industrial disputes (Onyeonoru, 2005 and 2006); industrial democracy and labour disputes (Osaretin, 2009); industrial democracy and labour agitation (Otobo, 2000); industrial relations and labour- management disputes (Salamon 2000).

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter explains the research methodology to be used in this study. It entails, research design, population of the study, sample size and sampling technique, sources of data collection, method of data collection, instruments of data collection, data analysis method, validity and reliability of instrument and ethical consideration.

3.1 Research Design

The research design adopted was descriptive survey study, in an attempt to explain labour unions and industrial conflict in private and public work organisations, among selected organisations in Lagos State. It measures two variables, independent and dependent variables. The independent variable is the labour union while the dependent variable is industrial conflict in private and public work organisations.

3.2 Population of study

The population of study for this research work covers the entire staff of the two selected organisations, namely 7UP Bottling Company and Lagos State Teaching Hospital(LASUTH). The population of study for 7UP Bottling Company is 2,200 people, while the population for LASUTH is 1,400 people, as obtained from the records of the two companies.

3.3 Sample Size

The sample size for the study was 360, where 160 was from Seven-Up Bottling Company while 200 from LASUTH. The sample size will be determined by using Taro Yamane

n = Number of sample size

N = population size

i = constant

e = Level of significance of error assumed to be 0.05

Therefore:

$$n = \frac{N}{1 + N(e)^2}$$

Where,

$$n = \frac{3600}{1 + 3600(0.05)^2}$$

$$n = \frac{3600}{1 + (3600 \times 0.0025)}$$

$$n = \frac{3600}{1+9}$$

$$n = \frac{3600}{10}$$

$$n = 360$$

The sample size is 360

3.4 Sampling technique

Multi stage sampling technique was used in this research work so as to get appropriate sample that would serve as a true representative of the total population of study.

Stage 1 - Purposive sampling method:

Seven Up Bottling Company and LASUTH was purposively selected for this research work due to the following reasons:

- a. Both companies are popularly known, in terms of likability and also brand awareness.
- b. 7UP is one of the largest independent manufacturers of well-known consumed brands of soft drinks while LASUTH is one of the major hospitals in Nigeria that is prone to industrial conflict.

- c. Both companies are multinational companies.

Stage II – Stratified Sampling

This involves division of the workers of the two companies into various strata (departments) namely human resource, accounting, administration, marketing/sales, production, factory workers etc.

Stage III- Systematic Sampling

There will be random selection of respondents using systematic method (fixed interval). This involves getting the total population of the workers in each company (N) and a sample size(n). The total population (N) was divided by the sample size (n) which is N/n . The result will be used as the fixed interval to determine the sample and the consumer given will be used as fixed interval to select the sample.

3.5 Method of Data Collection

In this research work, quantitative method was used for data collection.

Questionnaire will be used due to the following reasons:

- a. So that respondents have time to think about their answers; they are not to reply immediately.
- b. A large sample of the population can be communicated with a relative low cost.
- c. Availability of sample is imperative as some workers are too busy to start attending to other forms of data questioning.

3.6 Sources of data

The main sources for this study were;

- a. Primary data: These are data gathered from questionnaire.
- b. Secondary data: These are data gathered from the Federal office of statistics.

Table 3.0: The numbers and distribution of research instruments

Research instruments	Number of respondents	Analyses
Questionnaire	360	6 copies not returned 4 copies not well administered 351 duly completed and used for data analysis Response rate 94%

3.7 Data Analysis

In this research study, quantitative analyses such as statistics tools, percentages, regression analysis, and correlation were used.

3.8 Validity & Reliability of data

Validity: It aims to explain whether a research instrument measure what it is supposed to measure.

Content validity: An attempt to check whether the research instrument cover all dimensions of the topic.

Construct validity: This type of validity explains how a research instrument measures all the dimensions of the concept.

Reliability: Reliability refers to consistency in the result given by the same research instrument.

To ensure validity and reliability of data, the questionnaire will be given to my supervisor for perusal. Moreso, there will be Pilot study carried out before administering the questionnaires to the respondents in the selected organisations.

3.9 Ethical Principles

There are many ethical principles; however, they can be grouped into three:

1. Respect for person.
2. Respect for beneficiaries.
3. Respect for justice.

1. Respect for Person: this is divided into two:

a. The researcher is expected to respect the participant because the participant has autonomy to participate in researcher's work or he could withdraw at will .i.e. whether to be part or not, the researcher has no authority to force the participants. Because of that liberty of participants to continue to participate or withdraw, it is expected therefore, this decision is respected. Hence, the participant has the ability and right to exercise that autonomy.

b. The researcher needs to accord respect to the participant because of the recognition of the participants which could reduce the capacity to administer the autonomy. This reduced capacity to administer the autonomy could be due to factors such as age, where an aged person is too old to administer his autonomy. Even the age of a child, i.e. when the child is too young to administer his autonomy. Also, a mentally retarded person or with physical disabilities or perhaps financial problem (a beggar), or a prisoner. All these people have reduced capacity to administer their autonomy.

Therefore, it is ethical for the researcher to ensure that the participant does not face any harm in carrying out the research.

2. Respect for beneficence

This principle emphasizes that the participant must be voluntarily informed with full consent, which must be based on full information about the research. The details such as the full name of the researcher, address, the relevance of the research, the benefit of the research to the participant are also important. The researcher must inform the participants of the possible risk in the process of the research, i.e. what harm is likely to occur in the research. In fact, there should be an agreed document for the consent, and the consent of the participant must be based on full information. If a researcher takes a picture during the course of the research, a copy should be sent to the participant.

The value of the research must be exemplified in terms of its objective, significance, methodologies, etc. of the research. The informed agreement must be effected with the participant from the onset. e.g. a male professor who just came to Dr.Omokaro for an interview in his office. During the interview process Dr.Omokaro gave him his full cooperation but after the interview, the professor say he would like to attend one of his classes to examine the reality of some of the information supplied. Dr.Omokaro rejected the offer simply because it was not stated from the onset. If he had informed him ahead, perhaps, he could be granted audience.

3. Respect for Justice

There must be fairness and justice given to all participants, i.e. no bias or prejudice against anybody on the grounds of sex, age, complexion, ethnic group, religion, education. These must be handled with utmost confidentiality and discreteness while undergoing the research. Most importantly, there must be no bias in design, conduct or reporting of the research; hence, there should be a sense of objectivity during the research.

CHAPTER FOUR

1.10 DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter is primarily devoted to the presentation, analysis and interpretation of data gathered from the field by the means of various statistical techniques earlier discussed in this study. The chapter has been set into various sections. The first section shows the demographic characteristics of the respondents in terms of their; gender, age, educational qualification, working experience, marital status, staff category and department of assignment. The second section presents the analysis of respondents on recognition of labour movement, labour union activities, industrial conflict and collective bargaining. Third section explains the analysis of the opinions of respondents.

4.2 Demographic Characteristics of Respondents

Table 4.1.1

Gender Respondents

Options	LASUTH	7UP	Frequency	Percentage	Cumulative
Male	22.3	35.0	207	57.3	41.0
Female	29.9	10.0	144	39.9	100.0
Total	52.2	45.0	351	97.2	

Source: Field Survey (2019)

From the above table, a total of three hundred and fifty one respondents were sampled. While 22.3% of respondents from LASUTH were males, 35.0% of respondents from 7UP were males. In addition, 29.9% of respondents from LASUTH were female, 10.0% of respondents from 7UP were female.

Table 4.1.2**Age of respondents**

Options	LASUTH	7UP	Frequency	Percentage	Cumulative
21-30 years	12.8	18.0	108	30.8	30.8
31-40 years	22.9	13.0	126	35.9	66.7
41-50 years	19.1	4.0	81	23.1	89.7
51 & above years	8.3	2.0	36	10.3	100.0
Total	63.1	37.0	351	100.0	

Source: Field Survey (2019)

From table 4.1.2 above, 12.8% of respondents from LASUTH are within the ages of 21-30 years, while 18.0% of respondents from 7UP are within the ages of 21-30 years. In addition, 22.9% of respondents from LASUTH are within the ages of 31-40 years, 13.0% of respondents from 7UP are from the ages of 31-40 years. In the same vein, 19.1% of respondents are from LASUTH are within the ages of 41-50 years, 4.0% of respondents from 7UP are within the ages of 41-50years. Finally, 8.3% of respondents from LASUTH are within the ages of 51years and above.

Table 4.1.3

Options	LASUTH	7UP	Frequency	Percentage	Cumulative
OND	1.0	1.6	9	2.6	2.6
HND	7.1	16.0	81	23.1	25.6
BSC	28.7	20.0	171	48.7	74.4
MBA	1.4	1.2	9	2.6	76.9
MSC	15.5	5.0	72	20.5	97.4
Ph.D.	2.6	0.0	9	2.6	100.0
Total	56.3	43.8	351	100.0	

Source: Field Survey (2019)

From table 4.1.3 above, 1.0% of respondents from LAASUTH are OND holders, while 1.6% of respondents from 7UP are OND holders. Also, 7.1% of respondents from LASUTH were HND holders, 16.0% of respondents from 7UP were HND holders. Similarly, 28.7% of respondents from LASUTH were B.Sc. holders, 20.0% of respondents from 7UP were B.Sc. holders. In addition, 1.4% of respondents from LASUTH were MBA holders, 1.2% of respondents from 7UP were MBA holders. Furthermore, 15.5% of respondents from LASUTH were M.Sc. holders, 5.0% of respondents from 7UP were M.Sc. holders. Lastly, 2.6% of respondents from LASUTH were Ph.D. holders, while no respondents (0.0%) from 7UP had Ph.D.

Table 4.1.4**Work Experience of respondents**

Options	LASUTH	7UP	Frequency	Percent	Cumulative
1-5 years	26.0	10.0	126	36.0	36.0
6-10 years	25.7	10.0	125	35.7	71.7
11 & above years	17.3	11.0	99	28.3	100.0
Total	69.0	31.0	351	100.0	

Source: Field Study (2019)

Table 4.1.4 above shows that 26.0% of respondents from LASUTH have less than 5years experience, 10.0% of respondents from 7UP have 6-10years experience, 25.7% of respondents from LASUTH have 11years and above experience..

Table 4.1.5**Marital Status**

Options	LASUTH	7UP	Frequency	Percent	Cumulative
Single	4.4	11.0	54	15.4	15.4
Married	50.9	26.0	270	76.9	92.3
Divorced	4.7	3.0	27	7.7	100.0
Total	60.0	40.0	351	100.0	

Source: Field Study (2019)

From table 4.1.5 above shows that 4.4% of the respondents from LASUTH are single, while 11.0% of the respondents from 7UP are single. While 50.9% of the respondents from LASUTH

are married, also 26.0% of the respondents from 7UP are equally married. Similarly, 4.7% of the respondents from LASUTH are divorced, and 3.0% of the respondents from 7UP are divorced.

Table 4.1.6

Staff Category

Options	LASUTH	7UP	frequency	Percentage	cumulative
Senior Staff	24.2	10.0	120	34.2	34.2
Junior staff	26.7	34.0	213	65.8	65.8
Total	50.9	44.0	351	100.0	

Source: Field Survey (2019)

Table 4.1.6 above shows that 24.2% of respondents from LASUTH are Senior staff, while 10.0% of respondents from 7UP are Senior staff. In addition, 26.7% of respondents from LASUTH are junior staff also, 34.0% of respondents from 7UP are junior staff.

Table 4.1.7

Employment Status

Options	LASUTH	7UP	Frequency	Percentage	Cumulative
Permanent	65.3	27.0	324	92.3	92.3
Casual	2.7	5.0	27	7.7	100.0
Total	68.0	32.0	351	100.0	

Source: Field survey (2019)

Table 4.1.7 above shows that 65.3% of respondents from LASUTH are permanent staff while 27.0% of respondents from 7UP are permanent staff. Also, 2.7 of the respondents from LASUTH are casual while 5.0 of respondents from 7UP are casual.

Table 4.1.8

Options	LASUTH	7UP	Frequency	Percentage	Cumulative
HR	2.8	10.0	45	12.8	12.8
ACCT	6.7	1.0	27	7.7	20.5
SALES	6.8	6.0	45	12.8	33.3
PRODUCTION	4.7	62.0	234	66.7	100.00
Total	21.0	79.0	351	100.00	

Source: Field Survey(2019)

From table 4.1.8 shows that 2.8% of respondents from LASUTH were from human resource department, 10.0% of respondents from 7UP were from human resource department. Similarly, 6.7% of respondents from LASUTH were from accounting department, 1.0% of respondents from 7UP were from accounting department. In addition, 6.8% of respondents from LASUTH were from sales department, 6.0% of respondents from 7UP were from sales department. Finally, 4.7% of respondents from LASUTH were from production department, 62.0% of respondents from 7UP Bottling Company.

4.3. Analysis of Labour Union Activities

Table 4.2.0 Recognition of labour unions in the work organisation

Options	LASUTH	7UP	Frequency	Percentage	Cumulative
YES	43.2	3.0	162	46.2	46.2
NO	0.0	53.8	189	53.8	100.0
Total	43.2	56.8	351	100.0	

Source: Field survey (2019)

From the table 4.2 above, in respect of recognition of labour movement in the two organisations, while 43.2% of the respondents from agreed LASUTH with the view, only 3.0% from 7up Plc also gave affirmative answer. Conversely, 0.0% of the respondents from disagreed LASUTH with this view. While 53.8% of the respondents from 7up said ‘NO’. This presupposes that I public work organisations (LASUTH) labour movement and activities could flourish very well. Whereas in private work organisation (7Up) labour movement was not allowed, which revealed the autocratic nature and lack of freedom given to workers by employers in private work organisations.

Table 4.2.1

Whether labour union activities promote industrial conflict in the organisation

Options	LASUTH	7UP	Frequency	Percentage	Cumulative
Yes	28.0	10.5	216	61.5	61.5
No	23.5	15.0	135	38.5	100.0
Total	51.5	25.5	351	100.0	

Source: Field Survey (2019)

As to whether labour union activities could promote industrial conflict in the work organisation, table 4.2.1 above, revealed that 28.0% of the respondents from LASUTH agreed with the view while 10.0% from 7UP, also agreed with the view. On the other hand, 23.5% of the respondents from LASUTH did not agree with this view and 15.0% of respondents from 7UP equally disagreed with the view.

Table 4.2.2 Issues relating to activities of labour union that generate industrial conflict

Responses	LASUTH	7UP	Frequency	Percentage	Cumulative
Salaries	40.7	10.0	178	50.7	50.7
Others	20.0	29.3	173	49.3	100.0
Total	60.7	39.3	351	100.0	

Source: Field Study (2019)

From table 4.2.2 above, in respect of issues relating to activities of labour union that generated industrial conflict, 40.7% of respondent from LASUTH, believed that salaries constituted the major problem while, 10% of the respondents from 7up agreed with the issue of salaries. On the other hand, 20.0% of the respondents from LASUTH attributed other issues apart from salaries as the part of the activities of labour union that often generated industrial conflict, while 29.3% of respondents from 7up believed that it was other issues that could serve as activities of labour union that could ignite industrial conflict.

4.4. Analysis on Types of Industrial Conflict

Table 4.2.3 Number of times for the occurrence of industrial conflict

Responses	LASUTH	7UP	Frequency	Percentage	Cumulative
Once	5.0	10.4	54	15.4	15.4
Twice	13.4	2.0	54	15.4	30.8
Many times	17.9	0.0	63	17.9	48.7
None	0.0	51.3	180	51.3	100.0
Total	36.3	63.7	351	100.0	

Source: Field Survey (2019)

In respect of the number of times that industrial conflicts had occurred in the organisation, table 4.2.3 above reveals that 5.0% of respondents from LASUTH attributed industrial conflict in the organisation as occurred once, while 10.4% of the respondents from 7UP attributed that industrial conflict in the organisation as occurred once. Also, 13.4% of the respondents from LASUTH attributed that industrial conflict in the organisation as occurred twice while, 2.0% of the respondents from 7UP attributed that industrial conflict as occurred twice. Similarly, 17.9% of the respondents from LASUTH, claimed that industrial conflict as occurred many times, while 0% respondents from 7UP claimed that industrial conflict in the organisation as occurred many times. However, no respondent (0.0%) from LASUTH claimed that industrial conflict had not occurred in the organisation, while 51.3% of the respondents from 7UP attributed that industrial conflict had not occurred in the organisation.

Table 4.2.4**Type of industrial conflict that is prevalent in the work organisation**

Options	LASUTH	7UP	Frequency	Percentage	Cumulative
Strike	48.7	0.0	171	48.7	48.7
Labour turnover	10.5	28.0	135	38.5	87.2
Others	12.0	0.8	45	12.8	100.0
Total	71.2	28.8	351	100.0	

Source: Field Survey (2019)

The table 4.2.4 above illustrates the type of industrial conflict that was prevalent in the organisation. While 48.7% of respondents from LASUTH, believed that the type of industrial conflict that was prevalent in the organisation was strike, 0.0% of the respondents from 7UP believed that the type of industrial conflict that was prevalent in the organisation was strike. In addition, 10.5% of respondents from LASUTH claimed that the type of industrial conflict that was prevalent in the organisation is labour turnover while 28.0% of respondents from 7UP claimed that the type of industrial conflict that was prevalent was labour turnover. Similarly, 12.0% of respondents from LASUTH asserted that other types of industrial conflict were prevalent, while 0.8% of the respondents from 7UP were of the opinion that other types of industrial conflict were prevalent in their work organisations

Table 4.2.5**Effectiveness of the adopted type of industrial conflict**

Responses	LASUTH	7UP	Frequency	Percentage	Cumulative
Highly effective	20.0	3.6	83	23.6	23.6
Moderately effective	30.0	7.9	133	37.9	61.5
Low	7.6	20.0	97	27.6	89.2
Poor	0.0	10.8	38	10.8	100.0
Total	57.6	42.3	351	100.0	

Source: Field Survey (2019)

The table 4.2.5 above reveals the opinions of the respondents in respect of the level of effectiveness of the type of industrial conflict adopted in their respective work organisations. While 20.0% of respondents from LASUTH were of the opinion that the adopted type of conflict was highly effective, 3.6% of respondents from 7UP believed that the adopted industrial conflict was highly effective. In the same vein, 30.0% of respondents from LASUTH claimed that the adopted type of industrial conflict was moderately effective, while 7.9% of the respondents from 7up equally claimed that the adopted type of the industrial conflict was moderately effective. Similarly, while 7.6% of the respondents from LASUTH believed that the adopted type of industrial conflict was low, 20.0% of the respondents from 7UP believed that the adopted type of industrial conflict was low. Finally, 0.0% of the respondents from LASUTH believed that the adopted type of industrial conflict was poor, while 10.8% of the respondents from 7UP believed that the adopted type of industrial conflict was poor.

4.5 Analysis on Collective bargaining

Table 4.2.6. Whether labour have witness collective bargaining between labour and management

Options	LASUTH	7UP	Frequency	Percentage	Cumulative
Yes	46.2	0.0	162	46.2	46.2
No	3.8	50	189	53.8	100.0
Total	50.0	50.0	351	100.0	

Source: Field Survey (2019)

As to whether workers had witnessed collective bargaining between labour union and management, table 4.2.6 above shows that 46.2% of respondents from LASUTH claimed to have witnessed collective bargaining between labour union and management, while no respondent (0.0%) from 7UP believed to have witnessed collective bargaining between labour union and management. This is a clear indication that private work organisations suppressed workers' rights to unionism and to bargain for better working conditions which often promote industrial unrest in labour management relation.

Table 4.2.7**Number of times collective bargaining had taken place in the work organisation**

Options	LASUTH	7UP	Frequency	Percentage	Cumulative
Once	0.0	7.7	27	7.7	7.7
Twice	10.0	5.4	54	15.4	23.1
Thrice	16.0	1.9	63	17.9	41.0
Many times	59.0	0.0	207	59.0	100.0
Total	85.0	15.0	351	100.0	

Source: Field Survey (2019)

The above table 4.2.7 represents the distribution of respondents according to the number of times collective bargaining had taken place in their respective work organisations. While no respondents (0.0%) from LASUTH believed that collective bargaining had not taken place between management and labour union, 7.7% of respondents from LASUTH believed that collective bargaining had not taken place between management and labour union. This reveals that labour movement was absolutely suppressed in 7UP bottling company. Similarly 10.0% of respondents from LASUTH Claimed that collective bargaining between labour and management took place twice, 5.4% of respondents from 7UP believed it was twice in their organisation too. Additionally, 16.0% respondents from LASUTH asserted that collective bargaining between labour and management had taken place thrice, while 1.9% of the respondents of 7UP were of the opinion that collective bargaining between labour and management had taken place thrice. In another development, 59.0% of the respondents from LASUTH claimed that collective bargaining between labour and management had taken place many times, while no respondents(0.0%) from 7UP believed that collective bargaining between labour and management had taken place several times.

Table 4.2.8**Issues addressed by collective bargaining between labour and management**

Statements	LASUTH	7UP	Frequency	Percentage	Cumulative
Wages and salaries	34.0	1.0	123	35.0	35.0
Conflict between management and workers	15.0	2.9	63	17.9	53.0
Rules making in the organisation	5.1	0.0	18	5.1	58.1
Other important areas	40.0	1.9	147	41.9	100.0
Total	94.1	5.8	351	100.0	

Source: Field Survey (2019)

The above table 4.10 shows the major issues addressed by collective bargaining between labour and management in the work organisations. While, 34.0% of the respondents from LASUTH believed that collective bargaining centred on wages and salaries, 1.0% of the respondents from 7UP were of the opinion that collective bargaining focused on wages and salaries. Additionally, 15.0% of the respondents from LASUTH believed that collective bargaining was used to resolve conflict between management and labour, 2.9% of the respondents from 7UP believed that collective bargaining was used to manage conflict between workers and the management. By similar token, 5.1% of the respondents from LASUTH believed that collective bargaining was meant from rules making, no respondent (0.0%) from 7UP believed that collective bargaining was meant for rules making. This implies that rules were imposed on employees in 7UP anyhow by the employer/management. Finally, while 40.0% of the respondents from LASUTH were of the opinion that collective bargaining addressed other important areas in labour management relations, 1.9% of the respondents from 7UP claimed that collective bargaining was used to address other important areas in labour-management relations.

Table 4.2.9

Whether agreements had been witnessed between labour union and the management

Options	LASUTH	7UP	Frequency	Percentage	Cumulative
Yes	48.7	0	171	48.7	48.7
No	3.7	48	180	51.3	100.0
Total	52.4	48.0	351	100.0	

Source: Field Survey (2019)

As to whether collective agreements between labour union and management had been witnessed in the organisation, table 4.2.9 above shows that 49.7% of the respondents from LASUTH claimed to have witnessed such collective agreements since the use of collective bargaining between labour union and management in the organisation, while no respondents (0.0%) from 7UP claimed to have witnessed collective agreement since the use of collective bargaining in the organisation. In addition, 3.7% of the respondents from LASUTH claimed not to have witnessed collective agreement between labour union and management in the organisation, while 48% of the respondents from 7UP claimed not to have witnessed collective agreement between labour and management in the organisation.

Table. 4.3.0**Collective agreement is honoured by labour and management**

Options	LASUTH	7UP	Frequency	Percent	Cumulative
Yes	35.9	0	126	35.9	35.9
No	11.8	1.0	45	12.8	48.7
None	0	51.3	180	51.3	100.0
Total	47.7	52.3	351	100.0	

Source: Field Survey (2019)

To ascertain whether collective agreements were honoured by labour and management, table 4.3.0 above shows that 35.9% of respondents from LASUTH affirmed that collective agreements were honoured by both parties. Whereas no respondent (0.0%) from 7UP agreed that collective agreement was honoured by labour and management. Similarly, 11.8% of the respondents from LASUTH disagreed that collective agreement was not honoured by labour and management while 1.0% of the respondents from 7UP disagreed that collective agreement was not honoured by labour and management.

4.6 Analysis on Proneness to Industrial Conflict

Table 4.3.1. Number of times labour union had gone on strike

Options	LASUTH	7UP	Frequency	Percentage	Cumulative
Once	35.6	0	125	35.6	35.6
Many times	55.0	0	193	55.0	100.0
None	9.4	0	33	9.4	45.0
Total	100.0	0	351	100.0	

Source: Field Survey (2019)

As to the number of times that labour union had gone on strike, table 4.13 above shows that 35.6% of respondents from LASUTH opined that their labour union had gone on strike once, while 0% of the respondents from 7UP opined that their labour union had gone on strike once. In the same vein, 193 respondents (55.0%) from LASUTH, claimed that their labour union had gone on strike many times while 0 respondents from 7UP claimed that their labour union had gone on strike many times. Also, 33 respondents (9.4%) from LASUTH, did not agree or disagree with the number of times that their labour union had gone on strike, while 0 respondents (0.0%) from 7UP did not agree or disagree as to the number of times their labour union had gone on strike.

4.7. RELATIONSHIP BETWEEN INDEPENDENT AND DEPENDENT VARIABLES

TESTING OF HYPOTHESES:

HYPOTHESIS 1:

1. H_0 : There is no significant relationship between labour unions' activities and industrial conflict in private and public work organisations.

H₁: There is a significant relationship between labour unions' activities and management of industrial conflict in private and public work organisations.

Table 4.3.2

		Labour unions' activities	Industrial Conflict
Labour unions' activities	Pearson Correlation	1	.782**
	Sig. (2-tailed)		.000
	N	351	351
Industrial Conflict	Pearson Correlation	.782**	1
	Sig. (2-tailed)	.000	
	N	351	351

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey (2019)

Table 4.3.3 shows the result of the measurement of the relationship between labour unions' activities and industrial conflict in work organisations. The correlation coefficient is 0.782 (78.2%) while the level of significance revealed a value of 0.000 which is less than the significance value of 0.05(5%). It depicts a significant relationship between labour unions' activities and industrial conflict. To this end, alternative hypothesis is accepted while null hypothesis is rejected.

HYPOTHESIS 2

1. H₀: There is no significant difference between collective bargaining and management of industrial conflict by labour in private and public work organisations.

H₁: There is significant difference between collective bargaining and industrial conflict by labour in private and public work organisations.

Table 4.3.3

Correlations

		Collective bargaining	Industrial Conflict
Collective bargaining	Pearson Correlation	1	.916**
	Sig. (2-tailed)		.000
	N	351	351
Industrial Conflict	Pearson Correlation	.916**	1
	Sig. (2-tailed)	.000	
	N	351	351

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey (2019)

Table 4.3.3 shows the result of the measurement of the relationship between collective bargaining and industrial conflict in work organisations. The correlation coefficient is 0.916 (91.6%) while the level of significance revealed a value of 0.000 which is less than the significance value of 0.05(5%). It depicts a significant relationship between collective bargaining and industrial conflict. To this end, alternative hypothesis is accepted while null hypothesis is rejected.

HYPOTHESIS 3:

1. H_0 : There is no significant difference between the types of industrial conflict and conflict effectiveness in private and public work organisations.

H_1 : There is significant difference between the types of industrial conflict and conflict effectiveness in private and public work organisations.

Table 4.3.4

		labour union's activities	The Conflict effectiveness
labour union's activities	Pearson Correlation	1	.605**
	Sig. (2-tailed)		.000
	N	351	351
The Conflict effectiveness	Pearson Correlation	.605**	1
	Sig. (2-tailed)	.000	
	N	351	351

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey (2019)

Table 4.3.4 shows the result of the measurement of the relationship between the types of industrial conflict in work organisations. The correlation coefficient is 0.605 (60.5%), while the level of significance revealed a value of 0.000 which is less than the significance value of 0.05(5%). It depicts a significant relationship between collective bargaining and industrial conflict. To this end, alternative hypothesis is accepted while null hypothesis is rejected.

HYPOTHESIS 4:

1. H_0 : There is no significant relationship between the conflict effectiveness and the proneness to strike in private and public work organisations
 H_1 : There is significant relationship between the conflict effectiveness and the proneness to strike in private and public work organisations.

Table 4.3.5**Correlations**

		Industrial conflict effectiveness	The number of times your labour union had gone on strike? (Proneness of Strike)
Industrial conflict effectiveness	Pearson Correlation	1	.589**
	Sig. (2-tailed)		.000
	N	351	351
The number of times your labour union had gone on strike? (Proneness of Strike)	Pearson Correlation	.589**	1
	Sig. (2-tailed)	.000	
	N	351	351

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey (2019)

Table 4.3.5 shows the result of the measurement of the relationship between types of industrial conflict and conflict effectiveness in work organisations. The correlation coefficient is 0.589 (58.9%), while the level of significance revealed a value of 0.000 which is less than the significance value of 0.05(5%). It depicts a significant relationship between types of industrial conflict and conflict effectiveness. To this end, alternative hypothesis is accepted while null hypothesis is rejected.

USING REGRESSION**Model 1 Summary****Table 4.3.6**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.782 ^a	.611	.610	.304

- a. Predictors: (Constant), To the best of your knowledge the type of industry conflict that is prevalent in my workplace is

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	50.794	1	50.794	549.126	.000 ^b
	Residual	32.283	349	.093		
	Total	83.077	350			

- a. Dependent Variable: Do you see labour unions' activities in your work organisation as part of the causes of industrial conflict?
- b. Predictors: (Constant), To the best of your knowledge the type of industry conflict that is prevalent in my workplace is

Coefficients^a

- a. Dependent Variable: Is labour movement recognized in your organisation?

Model	Unstandardized Coefficients		Standardized Coefficients	T
	B	Std. Error	Beta	
1 (Constant)	.913	.034		26.787
To the best of your knowledge the type of industry conflict that is prevalent in my workplace is	.326	.014	.782	23.433

Coefficients^a

Model		Sig.
1	(Constant)	.000
	To the best of your knowledge the type of industry conflict that is prevalent in my workplace is	.000

WORKINGS (Model 1 Summary)

Table 4.3.7

Variation	Coefficient	Standard Error	T-Statistic	Probability/Significance
Constant	0.913	0.034	26.797	0.000
Labour Union Activities	0.326			
R	0.782			
R ²	0.611			
Adjusted R ²	0.610			
Standard Error	0.304			
F-Statistic	549.126			
Probability	0.000			

Objective	350			
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INTERPRETATION

The linear regression estimate of model 1 shows that labour union activities has positive effects on industrial conflicts. This is indicated by the sign of the coefficient, that is, $\beta = 0.326$. The probability of T-Statistic for labour union activities stood at 0.000. This implies that labour union activities have a significant positive effect on industrial conflict with P-value less than 5% of significance. Table 4 shows that the size of the coefficient of independent variable stood at 0.326 and R^2 stood at 61.1%. With R^2 at 61.1%, it shows that 61.1% variation in industrial conflict can be attributed to labour union activities while the remaining 38.9% is due to factors not included in the model. The coefficient of determination at 61.1% shows that the model has a strong explanatory power and the probability of F-statistic of 0.000 shows that the regression result is statistically significant because this is less than 5% level of significance adopted for this study.

Therefore, the null hypothesis (H_{01}) which says that, there is no relationship between labour union activities and industrial conflict in private and public work organisations is rejected and the alternative hypothesis is accepted.

Model 2 Summary

Table 4.3.8

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.897 ^a	.804	.804	.221

a. Predictors: (Constant), Since joined this company, have you witnessed collective bargaining between labour union and the management

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	70.159	1	70.159	1434.304	.000 ^b
	Residual	17.071	349	.049		
	Total	87.231	350			

a. Dependent Variable: Is labour movement recognized in your organisation?

b. Predictors: (Constant), Since joined this company, have you witnessed collective bargaining between labour union and the management.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t
	B	Std. Error	Beta	
(Constant)	.159	.038		4.145
Since joined this company, have you witnessed collective bargaining between labour union and the management	.897	.024	.897	37.872

Coefficients^a

Model	Sig.
1 (Constant)	.000
Since joined this company, have you witnessed collective bargaining between labour union and the management	.000

a. Dependent Variable: Is labour movement recognized in your organisation?

WORKINGS (Model 2 Summary)

Table 4.3.9

Variation	Coefficient	Standard Error	T-Statistic	Prob/Significance
Constant	0.159	0.038	4.145	0.000
Collective bargaining	0.897			
R	0.897			
R ²	0.804			
Adjusted R ²	0.804			
Standard Error Estimate	0.221			
F-Statistic	1434.304			
Probability	0.000			
Objective	350			

INTERPRETATION

The linear regression estimate of model 2 shows that collective bargaining has positive effects on industrial conflicts. This is indicated by the sign of the coefficient, that is, $\beta = 0.897$. The probability of T-Statistic for collective bargaining stood at 0.000. This implies that collective bargaining has a significant positive effect on industrial conflict with P-value less than 5% of significance. Table 4 shows that the size of the coefficient of independent variable stood at 0.879 and R^2 stood at 80.4%. With R^2 at 80.4%, it shows that 80.4% variation in industrial conflict can be attributed to collective bargaining while the remaining 19.6% is due to factors not included in the model. The coefficient of determination at 80.4% shows that the model has a strong explanatory power and the probability of F-statistic of 0.000 shows that the regression result is statistically significant because this is less than 5% level of significance adopted for this study.

Therefore, the null hypothesis (H_{01}) which says that, there is no relationship between collective bargaining and industrial conflict in private and public work organisations is rejected and the alternative hypothesis is accepted.

Model Summary 3

Table 4.4.0

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.605 ^a	.366	.364	.799

a. Predictors: (Constant), The collective bargaining addresses the issue of

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	128.312	1	128.312	201.157	.000 ^b
	Residual	222.617	349	.638		
	Total	350.929	350			

a. Dependent Variable: Part of labour union's activities in your work place that often bring industrial conflict is

b. Predictors: (Constant), The collective bargaining addresses the issue of

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	1.838	.091		20.086
	The collective bargaining addresses the issue of	.452	.032	.605	14.183

Coefficients^a

Model		Sig.
1	(Constant)	.000
	The collective bargaining addresses the issue of	.000

a. Dependent Variable: Part of labour union's activities in your work place that often bring industrial conflict is

WORKINGS (Model 3 Summary)

Table 4.4.1

Variation	Coefficient	Standard Error	T-Statistic	Significance
Constant	1.838	0.091	20.086	0.000
Types of industrial conflict	0.452			
R	0.605			
R ²	0.366			
Adjusted R ²	0.364			
Standard Error Estimate	0.799			
F-Statistic	201.157			
Probability	0.000			
Objective	350			

INTERPRETATION

The linear regression estimate of model 3 shows that types of industrial conflict has positive effects on conflict effectiveness. This is indicated by the sign of the coefficient, that is, $\beta=0.452$. The probability of T-Statistic for types of industrial conflict stood at 0.000. This implies that types of industrial conflict have a significant positive effect on conflict effectiveness with P-value less than 5% of significance. Table 4 shows that the size of the coefficient of independent variable stood at 0.452 and R^2 stood at 36.6%. With R^2 at 36.6%, it shows that 36.6% variation in conflict effectiveness can be attributed to types of industrial conflict, while the remaining 63.4% is due to factors not included in the model. The coefficient of determination at 36.6% shows that the model has explanatory power and the probability of F-statistic of 0.000 shows that the regression result is statistically significant because this is less than 5% level of significance adopted for this study.

Therefore, the null hypothesis (H_{01}) which says that, there is no significant difference between types of industrial conflict and conflict effectiveness in private and public work organisations is rejected and the alternative hypothesis is accepted.

Model Summary 4

Table 4.4.2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.589 ^a	.347	.345	.760

a. Predictors: (Constant), Can you give the number of times your labour union had gone on strike?

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	107.105	1	107.105	185.216	.000 ^b
Residual	201.818	349	.578		
Total	308.923	350			

a. Dependent Variable: Of the adopted type of industrial conflict how you assess its effectiveness?

b. Predictors: (Constant), Can you give the number of times your labour union had gone on strike?

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T
	B	Std. Error	Beta	
1 (Constant)	1.133	.092		12.324
Can you give the number of times your labour union had gone on strike?	.396	.029	.589	13.609

Coefficients^a

Model	Sig.
1 (Constant)	.000
Can you give the number of times your labour union had gone on strike?	.000

2.4 Dependent Variable: Of the adopted type of industrial conflict how you assess its effectiveness.

WORKINGS (Model 4 Summary)

Table 4.4.3

Variation	Coefficient	Standard Error	T-Statistic	Prob/ Significance
Constant	1.133	0.92	12.324	0.000
Conflict effectiveness	0.396			
R	0.589			
R ²	0.347			
Adjusted R ²	0.345			
Standard Error Estimate	0.760			
F-Statistic	185.216			
Probability	0.000			
Objective	350			

INTERPRETATION

The linear regression estimate of model 4 shows that conflict effectiveness has positive effects on proneness to strike. This is indicated by the sign of the coefficient, that is, $\beta = 0.396\%$. The probability of T-Statistic for conflict effectiveness stood at 0.000. This implies that conflict effectiveness has a significant positive effect on proneness to strike with P-value less than 5% of significance. Table 4 shows that the size of the coefficient of independent variable stood at 0.396% and R^2 stood at 0.347 %. With R^2 at 34.7%, it shows that 34.7% variation in proneness to strike can be attributed to conflict effectiveness. While the remaining 65.3% is due to factors not included in the model. The coefficient of determination at 34.7% shows that the model has explanatory power and the probability of F-statistic of 0.000 shows that the regression result is statistically significant because this is less than 5% level of significance adopted for this study.

Therefore, the null hypothesis (H_{01}) which says that, there is no relationship between collective bargaining and industrial conflict in private and public work organisations is rejected and the alternative hypothesis is accepted.

CHAPTER FIVE

Summary, Conclusion Recommendation

5.0 Summary of the findings

The findings of the study revealed the following

It was revealed that labour unions' activities promote the emergence of industrial conflict in work organisations... This study shows that 28.5% of the respondents from LASUTH affirmed that labour unions' activities promote industrial conflict, 10.0% of the respondents from 7UP also affirmed that the activities of labour unions' promote industrial conflict. However, the hypothesis tested measured labour unions' activities and its effects on industrial conflict by depicting a significant relationship between labour unions' activities and industrial conflict.

Labour unions' uses collective bargaining to manage industrial conflict in work organisations. However, this is prevalent in public work organisations as private work organisations do not allow labour to belong to any group. This study shows that 59.0% of the respondents from LASUTH claimed that collective bargaining has taken place many times, while no respondents (0.0%) agreed to the view as it occurred once or twice. The hypothesis tested revealed the relationship between collective bargaining and industrial conflict to be positively significant.

It was also confirmed from the findings that the types of industrial conflict had effects on public and private work organisations. In this study, 20.0% of respondents from LASUTH and 3.6% of respondents from 7UP affirmed that the types of industrial conflict were highly effective. The hypothesis tested showed that there is a significant relationship between the types of industrial conflict and conflict effectiveness in the work organisations.

The findings further revealed that labour unions' in public work organisations were more prone to industrial conflict. This study shows that 55.0% of respondents from LASUTH claimed to have witnessed industrial conflict many times, while no respondent (0.0%) from 7UP claimed to have witnessed industrial conflict many times. The hypothesis tested revealed that there is significant relationship between conflict effectiveness and proneness to strike.

5.1 Conclusion

On a note of conclusion, industrial conflict is a recurring problematic phenomenon in Nigerian industrial relation system. It becomes inevitable as long as the interests, goals, desires and aspirations of labour and employer are at variance in production process. While employer wants rise in profit with cost reduction, employees' wants rise in wages and salaries to meet their diverse needs and these represents cost to employer. However, industrial conflict is more pronounced in public work organisation relative to private work organisation. This stems from the fact that labour union movement is well established in public work organisation as opposed to private work organisation where workers' right to form unions and negotiate or bargain are restricted.

Sometimes, labour activities may ignite industrial conflict especially when the management response to welfare issues of labour are treated with levity. To stem the waves of industrial conflict, collective bargaining is employed as a platform to manage structurally inherent fundamental conflict between labour and management in public work organisation. As it were, organised conflict most especially strike serves as a powerful tool used by labour unions to ventilate their grievances with employer. This is quite opposite to what is evident in private work organisation where unorganised conflict is common in form of labour turnover, pilfering, absenteeism, sabotage or exit.

All in all, while labour activities are well pronounced in public work organisation, they are very restrictive in private work organisation. In public work organisations, workers have rights to join unions/associations and bargain for better working conditions. Conversely, private work organisation represents a platform for a clear demonstration of unfair labour practices and labour exploitation as evident from the findings of the research work.

5.2 Policy Recommendations

1. It is hereby recommended that both trade union leaders and representatives of the management should regularly undergo training courses in the management of work place conflict especially industrial conflict. Such training will expose them to how minor and major issues that had brought rancour or disputes in the past can be diligently handled without recourse to confrontation.
2. Employers of labour in Nigeria in private and public sector through the Federal government must always embrace collective/industrial /multilateral bargaining as platform to reduce or prevent

incessant labour-management disputes of the work-place. Besides, any collective agreement reached during bargaining must be respected with utmost good faith by both parties. Failure of employers to renege from collective agreements has been a major source of industrial conflict in Nigeria.

3. Labour education is also critical to manage industrial unrest in Nigeria. It has been observed that quite a number of these labour leaders do not have sound education. This often stimulates the use of confrontational approach while relating with employers. With sound education obtained through series of seminars, conferences, workshops, etc. it is believed that, there will be maturity, decorum and positive attitudinal change between labour and management to settle most intractable problems relating to terms & conditions of employment.
4. The use of social dialogue is equally suggested. No matter how difficult the labour-management tussle is, both parties must take cognizance of the fact that they are partners in progress. The culture of social dialogue through effective but regular communication, interpersonal relation and unfettered co-operation on regular basis will suppress industrial unrest in labour-management relations.
5. UNESCO culture of peace and peace education are vital tools that can be embraced by both employers and labour unions in Nigeria. Nothing can be compared to peace culture in labour management relations. With peace, misunderstanding will be quickly resolved, atmosphere of unity will be established and sense of oneness in the workplace will reign supreme. Peace culture must always be emphasised through various media of communication.
6. Federal government must compel through strong legislations all employers in private sector to give room for labour unions in their respective work organisations. Where labour unions are not allowed, employers become autocratic, repressive and draconian which always bring vendetta between management and workers. Where management style is autocratic, tyranny will set in and job satisfaction will not exist. This is one of the root causes of labour turnover, fraud, sabotage, absenteeism and pilfering in the workplace. Government should therefore make that strong legislations forcing employers in private work organisations to give room for labour unions to prevent labour exploitation, unfair labour practices and employers' high handedness.
7. The use of motivational tools by employers both in private and public sectors in Nigeria should be made compulsory by the government. Workers want their needs to be satisfied and they always aspire to move up in forms of promotion regularly in their places of work. consequently,

promotional tools such as good reward system, good wages and salaries, good terms and conditions of employment, good allowances, workers' participation in management, training of workers regularly, regular review of workers' wages and salaries to keep abreast with economic realities of the country, etc. are part of the motivational strategies employers can regularly employ to encourage workers to perform effectively and prevent labour disputes on regular basis in Nigeria.

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