

**COLLECTIVE BARGAINING AND INDUSTRIAL DISPUTE MANAGEMENT**

**(A STUDY OF NIGERIAN PORTS AUTHORITY-LAGOS)**

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**BEING A PROJECT WORK SUBMITTED TO THE DEPARTMENT OF BUSINESS ADMINISTRATION, COLLEGE OF HUMANITIES, MANAGEMENT AND SOCIAL SCIENCES, MOUNTAIN TOP UNIVERSITY, OGUN STATE.**

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## **DECLARATION**

I hereby declare that this project report written under the supervision of Dr. Ogundele is a product of my own research work. Information and data obtained from various sources have been rightly acknowledged in the text and list of references provided. This research project has not been previously presented anywhere for the award of any degree or certificate.

.....  
**EDOCHIE OGECHUKWU ANNE**

.....  
**DATE**

**CERTIFICATION**

**I certify that this research project titled: COLLECTIVE BARGAINING AND INDUSTRIAL CONFLICT MANAGEMENT (A STUDY OF NIGERIAN PORTS AUTHORITY) was carried out by EDOCHIE OGECHUKWU ANNE of the department of Business Administration, Mountain Top University, Ogun State, Nigeria under my supervision**

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## **DEDICATION**

**This project work is dedicated to the creator of heaven and earth, the Almighty God.**

## **ACKNOWLEDGMENTS**

**I give appreciation to Almighty God who has seen me through my years in this school and without whom I would have not gotten this far.**

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## Table of Contents

|                                   |           |
|-----------------------------------|-----------|
| <b>DECLARATION.....</b>           | <b>ii</b> |
| <b>CERTIFICATION.....</b>         | <b>iv</b> |
| <b>DEDICATION.....</b>            | <b>v</b>  |
| <b>ACKNOWLEDGEMENT.....</b>       | <b>vi</b> |
| <b>List of Abbreviations.....</b> | <b>xi</b> |
| <b>ABSTRACT.....</b>              |           |

|   |          |
|---|----------|
| <b>CHAPTER ONE: INTRODUCTION.....</b>             | <b>1</b> |
| <b>1.1 Background to the Study.....</b>           | <b>1</b> |
| <b>1.2 Statement of the Research Problem.....</b> | <b>4</b> |
| <b>1.3 Objective of the Study.....</b>            | <b>5</b> |
| <b>1.4 Research Questions.....</b>                | <b>5</b> |
| <b>1.5 Research Hypotheses.....</b>               | <b>6</b> |
| <b>1.6 Significance of the Study.....</b>         | <b>7</b> |
| <b>1.7 Scope of the Study.....</b>                | <b>8</b> |
| <b>1.8 Limitation to the Study.....</b>           | <b>8</b> |
| <b>1.9 Definition of Key Terms.....</b>           | <b>9</b> |

|                    |             |                   |
|--------------------|-------------|-------------------|
| <b>CHAPTER</b>     | <b>TWO:</b> | <b>LITERATURE</b> |
| <b>REVIEW.....</b> |             | <b>11</b>         |

|                                   |  |
|-----------------------------------|--|
| <b>2.1 Conceptual Review.....</b> |  |
|-----------------------------------|--|

|   |           |
|---|-----------|
| <b>2.1.1 Levels of collective Bargaining.....</b>                         | <b>12</b> |
| <b>2.1.2 Structure of collective bargaining.....</b>                      |           |
| <b>2.1.3 Relevance of collective bargaining in work organization.....</b> |           |
| <b>2.2 Concept of industrial dispute.....</b>                             |           |
| <b>2.2.1 Reasons and causes of industrial conflict.....</b>               |           |
| <b>2.2.2 Collective bargaining and industrial dispute management.....</b> |           |
| <b>2.2.3 Conflict resolution strategies.....</b>                          |           |
| <b>2.3 Theoretical Framework.....</b>                                     |           |
| <b>2.3.1 Conflict theory.....</b>   |           |
| <b>2.3.2 Pluralist theory.....</b>  |           |

**2.4 Empirical Review.....**

**CHAPTER THREE: METHODOLOGY..... 16**

**3.0 Introduction .....16**

**3.1 Research Design..... 16**

**3.2 The study organization-Nigerian Ports Authority.....16**

**3.3 Population of Study..... 17**

**3.4 Sample size.....17**

**3.5 Sampling Technique.....18**

**3.6 Sources of Data.....18**

**3.7 Validity and Reliability of Data.....19**

**3.8 Method of Data Collection .....19**

**3.9 Data Analysis Method.....20**

**CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION .. 21**

**4.0 Introduction.....21**



|  |           |
|--|-----------|
| <b>4.1 Response rate to questionnaires administered .....</b>  | <b>21</b> |
| <b>4.2 Demographic Data of the Respondents .....</b>   | <b>22</b> |
| <b>4.3 The link between structure of collective bargaining and causes of workplace conflict..</b>  | <b>25</b> |
| <b>4.4 The association between scope of collective bargaining and conflict prevention.....</b>   | <b>35</b> |
| <b>4.5 The link between bargaining units and how industrial conflict is being managed.....</b>   | <b>36</b> |
| <b>4.6 The association between benefits and challenges of applying collective bargaining<br/>relative to managing work place conflict.....</b> | <b>36</b> |
| <b>4.7 Hypotheses Testing.....</b>   | <b>37</b> |
| <b>CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS.....</b>  | <b>39</b> |
| <b>5.1</b>   |           |
| <b>Introduction.....</b>   | <b>39</b> |
| <b>5.2 Conclusions.....</b>  | <b>41</b> |
| <b>5.3 Recommendations.....</b>  | <b>42</b> |
| <b>5.4 Contribution to Knowledge .....</b>   | <b>42</b> |
| <b>5.5 Suggestion for Further Studies.....</b>   | <b>43</b> |

## ABSTRACT

Industrial conflict management is an important element in labor management relation. Past studies had examined industrial conflict management with little or no attention to collective bargaining. From the foregoing, the study examined collective bargaining and industrial conflict management; A study of Nigerian Ports Authority Lagos.

The study employed Conflict theory and Pluralist theory as framework. Multi stage sampling technique was adopted with questionnaire as the instrument of data collection. Data analysis involved the use of frequencies, percentages, and Spearman correlation co-efficient.

The findings of the study revealed that 57.1% of the respondents strongly agreed that one employer multi union structure promoted conflict in the work place. By the same vein, 64.3% of the respondents strongly disagreed that various issues discussed under collective bargaining receiving the interest of union members that allowed peace to reign in the work place. On the involvement of collective bargaining had been able to address the demands of different groups in diverse ways that brought proper handling of conflict, 78.6% disagreed with the idea. In addition, 57.1% of the respondents strongly agreed that failure to honor collective agreement between labor and management as a major weakness of collective bargaining which made conflict problematic to be managed in the work organization. Hypothesis 1 showed significant relationship between structure of collective bargaining and workplace conflict. Hypothesis 2 revealed significant relationship between scope of collective bargaining and conflict prevention. Hypothesis 3 indicated significant relationship between bargaining units and conflict management. Hypothesis 4 showed significant relationship between using collective bargaining and degree of occurrence of conflict.

Conflict management is paramount because it helps work organization to achieve their goals and objectives through industrial peace . Consequently, much attention should be placed on reaching collective agreement, conflict resolution strategies, recognition of union representatives, in order to minimize the occurrence of industrial conflict and to ensure goal attainment.

**Key words: collective bargaining, industrial conflict**

## **INTRODUCTION**

### **1.1 Background to the Study**

Individuals in an organization play a vital role in organizational productivity and goal attainment hence should be treated with uttermost dignity of labor in the workplace and as such should be given the right to take part in decision making of the organization. Workers in various parts of the world in different work organizations hope for better commendation, improved wage pay and better improvements in terms and conditions of work. And as such, they have formed unions for the main reason of achieving this specific target. By coming together to form these associations, staff have a better chance of improving their working conditions. In respective national labor and employment contexts, collective bargaining serves as a procedure involving consultation and negotiation of terms and conditions associated with employment policies between management and its employees respectively, usually through its representatives likewise.

Collective bargaining, according to Okere (2008), is a concept that refers to the negotiation of working conditions and terms of employment between employers, a group of employers, or one or more employers' associations on the one hand, and one or more representative workers associations on the other hand, with the aim of achieving an agreement. Perhaps what distinguishes negotiation from bargaining is the ability to reach an agreement (Fajana, 2006). Diversely, no bargaining could have been struck if the agreement went on indefinitely without concrete progress. As a result, a collective bargaining is the method of negotiating terms and conditions of jobs for workers, as well as work hours, between representatives of a union and employers.

Adodo (2005) conducted a report on collective bargaining in Nigerian formal organizations and concluded that the execution represents mediation on topics where the union and management have opposing viewpoints. He discovered that the mechanism is based on the premise that employees have the right to negotiate salaries and other working conditions with their employers, and that employers respect that right. Omole, Noah, and Powell(2006), in comparison to Adodo's view, generated a state-by-state research on the effects of collective bargaining among employees on workers efficiency. In conjunction to their observation, collective bargaining between employers and workers has no significant outcome on workers well-being since most concord agreed upon as pertaining to collective bargaining are not implemented.

Negotiation, according to Fashoyin(2004), is concerned with improving workers welfare in order to increase socio-economic condition. Howbeit, unions' disposition to negotiate problems that directly contribute to improved socio-economic status for their members without resorting to strike action. Strikes, work to rule resolutions, work stoppages, and other measures have resulted from workers claims for decent working conditions. Moreover, Nigerian workers have sought to emulate their public servants labor practice in colonial era. The desire for a salary increase among workers began in the early 1940s. The cost of living allowance was properly implemented in response to their demands and frustration during World War II.

However, with the country's sovereignty in 1960, it was presumed that quality of service would improve substantially, but this was not the reality. The insurgency in Nigeria, which lasted from 1967 to 1970, put every Nigerian, particularly workers, in a constant state of anxiety and suspense. Employees were exposed to a series of difficulties, including terrible working conditions and rising inflation, and several of their entitlements were terminated, including salary cuts and employee suspensions. With the emergence of a new democratic administration in 1979, there were aspirations for flexible working conditions for Nigerians. This was not acknowledged, as employees were increasingly depressed and demotivated, and as they became deeply unhappy with their work day. There will always be a difference in opinion between employers and employees, whether it is about salaries or the employees' general job security. Workers in conflict come together to form unions in effort to combat this.

According to Flanders (1970), collective bargaining is a framework that gradually transforms conflict into agreements. Such deliberations likely end in a written agreement detailing the income and other aspects that all parties agree on for a set amount of time (bureau of labor statistics, 2008). As a result, the liberty to associate and employer acknowledgment of union workers are two relevant factors for collective bargaining to occur. To be able to negotiate effectively, employees must have the right to organize and join or form trade unions. As noted previously, the primary function of trade unions has largely involved collective bargaining.

As long as people contend for positions, money, control, prestige, and stability, there will be rivalry in every organization. Overall organizational conflict is a disagreement that emerges when the needs, expectations, or principles of several individuals or groups are contradictory. It's a part of working life, and this can happen between individuals and groups, and between organizations. Although conflict is normally viewed as disruptive, it can also be productive as it can allow a concern to be addressed from distinct viewpoints. There are both benefits and drawbacks of conflict. When it facilitates innovation and unique methods of dealing with disparities, it's a beautiful strategy. When it generates resistance to change, encourages hostility, and broadens the gap of instability, it can be negative.

In hopes to achieve organizational goals and objectives, the human resource manager must be able to easily organize, regulate, plan, and delegate obligation and responsibility to different individuals through efficient negotiations. Many collective bargaining frameworks are seen as in need of modifications in modern times, such that they are less confrontational and more purpose driven in character, such as problem solving and constructive communication management should be designed to ensure a more productive environment to work.

## **1.2 Statement of Research Problem**

When collective bargaining mechanisms breakdown, or if there's a misunderstanding among individuals, interpersonal, or inter-group, organizational conflict occurs. The impact or effect of this disagreement will be assessed by how it's being approached. Decreased morale, anxiety, and agitation are all manifestations of poorly controlled organizational conflict.

Conflict according to Shetah (2012), is an ordinary part of public and business life, since it can be found everywhere. Change is inevitable in an institution because of the major social interaction that exists. Fajana (2002) distinguished industrial conflict from several types of conflict by relating to employers and employees unwillingness to accept a shared understanding on any matter regarding employers-employees relations.

Moreover, according to Ogunbameru and Oribabor(2000), industrial dispute emerges when there is a power imbalance and interests in employment relationships. Industrial disputes arise in the form of employers struggling to comprehend the needs of its employees, according to Alebiosu and Akintayo(2007). Labor-management relations are a benchmark of the industrial relations system, which is an element of the national system in itself.

Past studies in Industrial conflict focuses on issues like: Industrial conflict and its management strategies(Mayowa, P. 2015), Conflict resolution strategies(Clement, D. 2013), Managing conflict in organization(Afzalur, R. 2001), Impact of conflict management on corporate productivity(Obasan, B .2011), Conflict management and industrial harmony(Oseyomon, E .2015). As impressive as those studies are, little or nothing has been done on collective bargaining and industrial conflict management, therefore, a gap is created that this study hopes to fill through empirical investigation. It is on this basis, that the study focuses on collective bargaining and industrial conflict management in Nigerian Ports Authority.

### **1.3 Objectives of the Study**

The general objective of the study is to examine collective bargaining and industrial conflict management in Nigerian Ports Authority

The specific objectives are:

- i. To examine the link between structure of collective bargaining and causes of workplace conflict.
- ii. To verify the link between scope of collective bargaining and conflict prevention.
- iii. To examine the link between bargaining units and how industrial conflict is being managed.

iv. To examine the link between benefits and challenges of applying collective bargaining relative to occurrence of work place conflict

#### **1.4 Research Questions**

The following research questions are considered relevant for the purpose of this research work;

- i. What is the link between structure of collective bargaining and causes of workplace conflict?
- ii. Is there any link between scope of collective bargaining and conflict prevention?
- iii. What is the link between bargaining units and how industrial is being managed?
- iv. What is the link between benefits and challenges of applying collective bargaining relative to occurrence of work place conflict?

#### **1.5 Statement of Hypotheses**

i. H0: There is no significant relationship between structure of collective bargaining and causes of workplace conflict.

H1: There is significant relationship between structure of collective bargaining and causes of workplace conflict.

ii. H0: There is no significant relationship between scope of collective bargaining and conflict prevention

H1: There is significant relationship between scope of collective bargaining and conflict prevention

iii. H0: There is no significant relationship between bargaining units and how industrial conflict is being managed.

H1: There is significant relationship between bargaining units and how industrial conflict is being managed.

iv. H0: There is no significant relationship between benefits and challenges of applying collective bargaining relative to occurrence of work place conflict.

H1: There is significant relationship between benefits and challenges of applying collective bargaining relative to occurrence of work place conflict.

## **1.6 Significance of the Study**

For this study not to be an effort in futility it has to be useful to a number of people and institutions among which are:

i. Organizations: The results of this research should be relevant to entrepreneurs, management, and institutions, especially in the field where it will be executed. This will certainly assist them comprehend the idea of collective bargaining and why it impacts conflict resolution. It also notifies managers and corporate officers about the significance of learning and understanding their superiors and providing proper support in their workplace.

ii. Research Institutions: This study will also be beneficial to research development institutions and agencies because the observations would really be beneficial to students and database users in undertaking more investigations related to this one.

iii. Government Agencies: This analysis is also vital as it will aid government bodies in formulating policies that will promote the sustainability, development, and advancement of business in the region by discovering ways of ensuring that conflict is adequately managed in their different organizations, hence improving overall efficiency and profitability.

## **1.7 Scope of the Study**

The study centers on collective bargaining and industrial conflict management. The area of study is Nigerian Ports Authority. This study is to aid organization on how they can plan with their workers for effective output.

## **1.8 Limitations to the Study**



The possible limitations of the research study are;

- i. **Financial constraint**; there would be a limitations to data gotten online from online libraries, and traveling to some particular areas where any data would be collected.
- ii. Time; due to the limited amount of time for this study it would be quite difficult to examine a huge amount of sample.
- iii. Access; this is another limitation due to the fact that there is a restriction to the access of documents from some firms.
- iv. **Retrieval of Questionnaires**; here the limitation is the fact that the questionnaires may not be sincerely answered and also, they might not be answered on time.

## 1.9 Definition of Key Terms

**COLLECTIVE AGREEMENT:** Collective agreement is a written contract negotiated through collective bargaining for employees by one or more trade unions with the management of a company that regulates the terms and conditions of employees at work.

**BARGAINING:** The negotiation by the employer and the employee union over the terms and conditions of employment for employees in represented bargaining units.

**STRIKE:** A concerted act by a group of employees, withholding their labor for the purpose of effecting a change in wages, hours or working conditions.

**GRIEVANCE:** An alleged violation, misinterpretation or misapplication of a provision of the collective bargaining agreement.

**ORGANIZATION:** is a social entity that has a collective goal and is linked to an external environment.

**MANAGEMENT:** it is the act of organizing people's efforts to achieve desired goals and objectives using the resources available efficiently and effectively. This includes planning, organizing, leading, controlling, hiring and overseeing an organization.

**EFFICIENCY:** is the state or quality of being competent in performance, the ability to do a job with a minimum use of time and efforts.

**DISPUTES RESOLUTION:** dispute resolution or settlement is the process of resolving disputes between parties.

**DISPUTES:** is a disagreement carried on between two or more parties. This may be people, or organizations or parties.

**TRADE UNION:** is an organization of workers who have come together to achieve many common goals through the increased bargaining power wielded by solidarity among workers.

**CHAPTER TWO**  
**LITERATURE REVIEW**

**2.1 Conceptual Review**

Collective bargaining involves a method of consultation and negotiation of terms and conditions of employment between employers and employees, typically through their representatives. It involves a scenario wherever the employees union or representatives meet with the leader or representatives of the leader in an environment of cooperation and relation to deliberate and reach agreement on the stress of employees regarding sure enhancements within the terms and conditions of employment. Consequently, 2 essential conditions for negotiation to occur embody the liberty to associate and therefore the negotiation of an organization by employers. this suggests that employees should be at liberty to associate and be part of or type of organization to be able to cut prices jointly

International Labour Organization(ILO) (1960) views “collective dialogue as negotiations of operating conditions and terms of employment between employers, a gaggle of employers or one or a lot of employers’ organizations on one hand; and one or a lot of representatives of employees’ organizations on the opposite with a read of reaching agreement on operating conditions and terms of employment and or control relations between employers and workers, and or control relations between employers or their organizations and a workers’ organization or workers’ organizations”. As so much because the International Labour Organizations (ILO) is bothered negotiation is that the core price that's coupled to the liberty of association and therefore the right to strike. Reaching AN agreement is maybe what makes negotiation capable of dialogue (Fajana, 2006). Parties concerned in a negotiation usually discuss the results of the negotiation as a negotiation agreement (CBA) or as a collective contract (CEA).

By its terrible nature, negotiation is democratic and in and of itself introduces industrial democracy within the workplace. Through nonappetitive representatives, employees build direct and important count within the functioning of the organization, so reducing employers’ unilateral actions and at similar time management still allowed its legitimate rights and privileges to regulate the organization. negotiation could suggest that of breakdown geographical point

conflict between labor and management in addition because of the determination of terms and conditions of employment. Davey (1972) views {collective dialogue|negotiation|dialogue|talks} as ‘‘a continued institutional relationship between AN leader entity (government or private) and labor organization (union or association) representing completely an outlined cluster of staff of same leader (appropriate bargaining unit) involved with the negotiation, administration, interpretation and social control of official document covering joint understanding on wages, salaries, rate of pay, hours of labor and different conditions of employment’’

Collective bargaining performs a variety of functions within the geographical point. it's a mechanism for breakdown conflict between management and labor because of the assessment of conditions and terms of employment (Ayim, Elegbede, and Gbamujo-Sheriff, 2011). Collective bargaining is meant to be an effective yardstick for breakdown conflicts in a company. proof accessible, however, indicates that this has not perpetually been the position in step with Nwadiaro (2011), that states that in some case, the difficulty that results in contract aborning relation between employees(union) and employers aren't perpetually with success resolved.

### **2.1.2 LEVELS OF COLLECTIVE BARGAINING**

The levels of negotiation vary from business to business and union to union. This makes the study of negotiation a lot of sophisticated and attention-grabbing at an equivalent time. once negotiation takes place at a completely different level, it additionally speaks of the culture and attitudes of the management also of the unions.

a) National level bargaining: Collective bargaining at the national level typically takes place between employers’ organizations and national unions. The representatives from each side move to cut prices on vital and basic problems like wages, allowances. once talks take place at the national level, problems are accepted by all industries and everyone staff.

b) Industry-level bargaining: Once Collective bargaining takes place at the business level, the employers’ organizations of 1 business put together talks with unions in this business. These unions are organized. The negotiations and talks embrace problems like basic wages, allowances, operating conditions associated with that of the business.

c) Craft level bargaining: Collective bargaining at the craft level is feasible once the Associate in Nursing enterprise has several craft unions. negotiation at the craft level takes place between the representatives of the management and representatives of the trade’s union

### **2.1.3 STRUCTURE OF COLLECTIVE BARGAINING**

Collective bargaining features a range of levels and a structure. the selection of levels and structure depends on the strength of the parties, their organizations, the economic state of affairs. wherever the workers' and also the employers' organizations are sturdy at the national level there would tend to develop a national level of bargaining. And wherever these organizations are on an industrial basis, bargaining might tend to develop around the trade. Thus, the structure kind of the union, says craft, industry-wide, general union, etc. determines the structure of bargaining. However, the extent that most bargaining take place is that the level of organization at that the ability center rests. If in associate vertical union the ability center rests with the native units, bargaining would gravitate towards the lower level. And bargaining at the trade level would be weak if it exists.

### **2.1.4 RELEVANCE OF COLLECTIVE BARGAINING IN WORK ORGANIZATION**

Collective bargaining ensures that employee rights are genuinely recognized and guarded. Again, by its nature, it acknowledges the desirability for joint decoding, joint drawback resolution, and joint responsibility in conducting relations between employers and workers. negotiation encompasses a nice potential for minimizing conflict, and redressing resistance attitudes and bitterness inherently related to the utilization relationship, thereby promoting industrial peace and ultimately economic process. On its own, it will function as a mechanism for labor dispute resolution by coming out with procedures for resolution of labor disputes in negotiation agreements. one among the virtues of negotiation is that dispute is solved at once.

### **2.1.5 CONCEPT OF INDUSTRIAL DISPUTE**

Organizational conflict will be thought to be a dispute that happens once the interests, goals, or values of various people or teams are incompatible with one another. Hotepo, Asokere, Abdul-Azeel and Ajemunigbohun, (2010), conflict could be a part of the structure of life and should occur between people, between the people, and therefore the cluster, and between teams. whereas conflict is mostly perceived as dysfunctional, it may be useful as a result of it's going to

cause a problem to be conferred in several views. The conflict has both positive and negative effects. It will be positive once it encourages power, the clarification of the purpose of views, and therefore the development of human capabilities to handle social variations. Conflict will be negative once it creates resistance to vary, establishes turmoil in an organization or social relations fosters distrust, and in addition widens the gap of bewilderment. Human society is choked with conflicts. Such conflict arises as a result of the disagreement between 2 antagonizing parties. Industrial conflict is that the inability of parties to associate employment relations (employers and staff drawn by their unions) to achieve agreement on any issue connected with the article on employer-employee interactions (Fajana 2000)

The industrial dispute may even be seen as a breakdown of the cordial relationship between labor and management. It is therefore the results of associate unpalatable, unbalanced, and antagonistic relationships and interaction between parties concerned in industrial relations. Several discussions on industrial conflicts ask strike action. Strikes are the foremost bald style of industrial conflicts. Thus, Fajana (2000) defines a strike as a short-lived surcease of labor efforts by staff within the pursuance of a grievance or demand. Strikes became a big approach toward expressing work grievances. Adeogun (1980) remarked that strike is all regarding grievances, whether or not actual or fanciful, arising from industrial life. The strike has bit by bit become the sole weapon to use by an employee to compel a recalcitrant leader to acknowledge and cut-price with an organization to fits terms and conditions of employment (Okene, 2008). Most conflict between management and employees typically begin as mere grievances and once it cannot be handled, it results in strike action, slow work, work sabotage, high labor turnover, low morale, absence, shriveled job satisfaction, low productivity, work in, sit in. With an increase in diversity, conflict within the work cannot be dominated out, even with the presence of the organization.

Fajana (2002) separated industrial conflict from alternative types of conflict to ask the impotence of the employers and staff to reach a standard agreement on any issue connected with employers' employees' interactions. Additionally, Ogunbameru and Oribabor (2000) formed that industrial conflicts surface whenever there's a conflict of interests and objectives in labor-management relations. Also, Alebiosu and Akintayo (2007) noted that industrial conflict emerges as a result of employers not taking into thought the wants or requests of their employees. The industrial conflict has been a characteristic of business societies since the economic revolution era. Conflict

is an associated inevitable part of structured life since the goals of stakeholders in a company typically take issue and are incompatible. whereas industrial conflict is absolute to exit, its prevalence associated re-occurrence specific the existence of an unhealthy relationship between key actors in an industrial setting (Ogunbameru and Oribabor, 2000).

### **2.1.6 REASONS AND CAUSES OF INDUSTRIAL CONFLICTS**

- a) Breach of labor contract: One major explanation for conflict is that the breach of collective agreement that has being reached. Ideally, once choices area unit reached via the method of labor contract every party is meant to stick strictly to the terms and conditions. Employers have in most cases been guilty of this thanks to their apparently stronger force.
- b) Lack of communication: Ugwu (2000) contends that lack of communication over problems and absence of effective structure frameworks to handle grievance and build staff feel heartsick and aggrieved. This could bring mistrust, info and crisis.
- c) Bringing the plight of staff to bear: this is often maybe, the foremost singular reason why labor embarks on strike actions. Unconducive operating surroundings, inadequate pay packages, poor welfare services, etc. area unit some plights of the staff that spurs them to strike
- d) Failure of collective bargaining: this is often another major reason for industrial conflicts. Okene (2008) states that the most justification for industrial action is that the failure of talks once staff and employers interact in talks there's no guarantee that it'll achieve success. Even once sure-fire there's no guarantee that it'll be honored. Consequently, unsuccessful negotiation and failure to stick to united terms naturally cause industrial conflicts and dislocation of business harmony and peace.
- e) Unpopular and harsh public policies: Unfriendly and harsh policies by governments and employer's area unit veritable factors that have caused several severe industrial conflicts. Most public policies created by government have met stiff opposition by the labor. staff and their unions sometimes resort to strikes to specific their displeasures on such perceived anti-labor policies, choices and legislations.

### **2.1.7 COLLECTIVE BARGAINING AND INDUSTRIAL DISPUTE MANAGEMENT**

The presence of incessant industrial conflicts that have manifested in strike actions by employees in numerous aspects of the business. The link between employers and staff is inherently conflictual and intrinsically cannot be unnoted by the actors in industrial relations as a result of what is the gain to employees in terms of wages area unit seen as value by the employers, thus creating conflict between the employees and their employers inevitable in any organizations. Nwachukwu (2004) explained that the employees Associate in Nursing their employers should always reach an agreement once talks to avoid the commercial conflict particularly once the problem has got to do with hours of labor, wage and wages, annual leave, allowance, maternity leaves. the utilization of the strike weapon by employees constitutes a part of the negotiation method. To drive home the importance of strike as a negotiation strategy, Sharma and Kumur (2014) explained that the correct to strike is labors' final weapon and within the century, it's emerged because of the inherent right of each employee which it's a part, that is of the terrible essence of the principle of negotiation. The more established that this methodology I employed by labor to bring the leader to check and meet their purpose of reading over the dispute between them. The stoppage of labor whether or not by the worker or the leader is prejudicial to the assembly and economic well-being of the society as a full. Anyim, Elegbede, and Gbajumo-Sheriff, (2011) went on to argue that negotiation is that the main machinery that employees' representatives and their employers use to not solely think about the stress of workers however additionally to resolve conflict, therefore on succeed organization goals and objectives.

Anyim, Ikemefuna, and Ogunyomi (2011a), on their half, opined that all told industrial relations systems their area unit disagreements and disputes among varied competitive interests and negotiation democratic principles area unit needed to resolve the disagreement and disputes on having industrial harmony and peace. Fajana (2000) in Anyim et al (2011a), saw negotiation because of the method of breakdown industrial conflicts. To avoid industrial conflict, negotiation is employed indecisive the operating conditions and terms of employment between the employers and workers' representative. In alternative words, negotiation plays the foremost role in breakdown industrial conflicts by allowing choices on salaries, hours and dealing conditions to be created conjointly between worker and leader representatives through labor contracts. Lemay



(2002), Okanachi (2003), Bamiduro (2008), in their read saw collective bargaining because the mechanism that furthers basic union purpose on behalf of employees of protective the employees as hostile a private employee representing him or herself. For Appah and Emeh (2012), negotiation provides the methodology for subsiding grievances from time to time. Fajana (2002), explicit that through negotiation, employees gather the good weight of influence to shield their interests in organizations. varied researchers (Anyim, et al, 2011b Okeye and Chukwuemaeka, 2012, Onabanjo, 2013) viewed that negotiation could be a sort of industrial democracy as a result of its accustomed resolve geographic point conflict between labor and management and permit employees to participate within the decision-making method of the organizations. Effective negotiation system allows free flow of communication among all industrial actors and this brings regarding higher performance from them and so enhances the accomplishment of overall structure goal.

### **2.1.8 CONFLICT REOLUTION STRATEGIES**

Conflict resolution is conceptualized because of the strategies and processes concerned in facilitating the peaceful ending of conflict whether or not covert or unconcealed manifestations of such conflict, there exist procedures for reducing or eliminating them. These procedures may either be voluntary or statutory for the resolution of each individual and collective grievance that aims at reducing conflicts. Ubeku (1983: 167-168) shows that conflict resolution is 2 folds the interior machinery that's together negotiated and therefore the external machinery that's statutory and established by the state. He points out that it's currently a longtime follow in a trade that whenever a dispute arises, a trial should be created to settle it internally by the parties through the grievance procedure. The aim is to make sure parties themselves settle the dispute through dialogue.

## **2.2 THEORETICAL FRAMEWORK**

Conflict theory and pluralist theory will be used in discussing collective bargaining in relation to industrial conflict management.

**2.2.1 Conflict Theory:** The conflict theory is embedded within the works of revolutionaries. This theory explains that conflict is inevitable and stems from inequalities of power and economic wealth inherent in a very capitalist state or economy. Conflict is owing to a permanent power struggle between staff and their employers over the management of varied aspects of labor, and poor internal control methods breed grievances that cause conflict. Conflict is inevitable and union representatives' area unit an instantaneous response of staff to their exploitation by capitalist, since it's rather troublesome and dangerous for staff to singly categorical their grievance to management. This theory is of a lot of connation in explaining the commercial system. The leader is wielding a lot of power at the expense and exploitation of the employee. Thus, in response to such consumptive tendencies, conflict results, with regards to wages, whereas the leader endeavor to buy labor at all-time low value attainable, the worker on the opposite hand tries to sell his solely quality at the very best attainable value to make sure his existence (Fajana, 2000). During this study, the speculation is going to be accustomed assess however negotiation in Nigerian Ports Authority, the urban center contributes to industrial conflict management.

According this theory, those with wealth and power attempt to hold on to that by any means that attainable, in the main by suppressing the flooded that during this case is that the worker. Marx emphasizes the antagonistic relationship between social categories normally, the homeowners of capital and therefore the class. Conflict theory describes the link between employers and staff together of conflict, {in that during which within which} the employers which to pay as very little as attainable for the employees' labor, whereas the staff wants to maximize their wages. Another read of conflict theory states that the state would invariably with the employers in a trial to safeguard the interest of these United Nations agencies owns different factors of production except for labor. This theory acknowledges the difference in power and within the employment relationship.

**2.2.2 PLURALIST THEORY:** The pluralist industrial relations theory illustrates not solely the relations between leader and employees however conjointly the relations between employers and unions and between them and also the state. Thus, within the school of thought industrial relations theory, the main focus is a lot on the collective facet of relations. this can be a result of

elementary problems concerning labor law, dialogue, unionism. The pluralist theory is collective in its perception. the idea has relevancy within the sense that organizations have different ideologies, goals that they require to attain as a result, the organization becomes the representatives of the workers within the geographical point. Pluralist theory contends that even as the society is seen as a condition of varied interest teams command along in balance by the management agency, labor unions area unit seen as legitimate representatives of workers' interest at the geographical point with the proper to challenge management prerogatives.

However, the organization is seen as each representing the interests of the workers and in addition enjoying a necessary role in control conflict. Similarly, dialogue is recognized as being the structure avenue by that conflict is controlled and regularized. In ism, the organization is perceived as being created of powerful and divergent sub-groups, every with its legitimate interests and loyalties and with its own set of objectives. especially, the 2 predominant sub-groups area unit the management and trade unions. The pluralist perspective conjointly supports that conflict is inherent in managing industrial relations since {different totally different completely different} sub-teams have different opinions within the operations of the organizations. Consequently, the role of management would lean less towards imposing and dominant and a lot of toward persuasion and coordination. Trade unions area unit has seen because the legitimate representatives of workers, conflict is resolved through dialogue and isn't essentially seen as a foul issue.

The pluralist approach to industrial relations accepts that conflict is inherent in society. ism acknowledges the existence of overruling principle and permits for various and divergent views from each management and trade union, achieved through negotiation. This approach to industrial relations reinforces the worth and legitimacy of dialogue between management and trade unions as conflict partitioning and rule-creating processes. The pluralist assumption is that the aims and interests of each management and worker usually conflict and vie with one another and this product to tensions that need to be managed. This theory sees a conflict of interest and disagreements between management and employees over the distribution of wealth as traditional and inevitable. in keeping with the pluralist perspective, management-employee conflict is each rational and inevitable and stems from the various roles of social control and worker teams.

## 2.3 EMPIRICAL REVIEW

This section focuses on a review of some empirical studies that are conducted within the space of dialogue and industrial conflict management. Olabanji, (2016), examined the effectiveness of dialogue as a tool for industrial disputes resolution, wherever his findings explicit the many relationships between dialogue and arbitration, cooperative law, mediation and conciliation. Joy, Dumebi, and Kola,(2015), investigated the employment of dialogue as a good instrument for the management of conflict in academic establishments. The study setting was the University of Port. The study unconcealed that, effective dialogue completely affected productivity, and there existed a longtime procedure for conflict resolution within the university in which dialogue was a veritable instrument for the management of conflict within the university. Owoseni, (2014), investigated the role of dialogue in breakdown conflicts in organizations with a read to determine the present phenomena of conflicts being fully-fledged in organizations and creating them simpler, economical and contributing for the event of the organization. They suggested that dialogue ought to be allowed all told institutions to forestall industrial conflict and enhance peace and harmony. Ibietan (2013) centred o dialogue systems within the public sector. He examined the utility of dialogue in breakdown disputes arising from the utilization relationship. It was established that dialogue was an important tool to dispute resolution in numerous work setups. Block (2003) investigated the impact of dialogue on the fight of a company. The study shows that dialogue influences structure fights.

Yusuf-Habeeb and Kazeem (2017) created a study appraisal of conflict management as a tool for achieving industrial harmony. The main focus of this study was to see ways that of sustaining harmonious industrial relationships in future thereby avoiding troubling conflicts. Thence it was suggested that management ought to improve communication with employees to deal with problems which will produce conflicts before they occur. Majowa's (2015) analysis on industrial conflict and its management ways in selected producing corporations in port state is yet one more work. The study suggested the employment of collaboration, dialogue and turning away in managing structure conflict to boost productive workers to manage relationships. Obasan (2011), in his study on the impact of conflict management on company productivity, acknowledged poor human relations between management and personnel, unacceptable conditions of employment,

lack of ways to forestall conflict and management opposition to unions disposition as major factors to structure conflict.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

The research methodology for this study is explained in this chapter. This includes research design, study population, sample size and sampling methodology, data collection source, data collection methods, data collection techniques, data analysis methods, instrument validity and reliability and ethical consideration.

#### **3.1 Research design**

A research design is the method, style, technique the researcher used in collecting variables during his research. This helps in easy collection of data and analysis for the researcher. The design of this study is in descriptive form which requires gathering of information through interviews or administering questionnaires to the number of individuals in the population of study.

#### **3.2 The study organization-Nigerian Ports Authority**

The Nigerian Ports Authority started operating is a federal government agency that governs and operates the ports of Nigeria. The major ports controlled by the NPA include: the Lagos port complex and Tin can island Port in Lagos; Calabar Port, Delta Port, Rivers Port at Port Harcourt, and Onne Port. Operations of the NPA are carried out in the affiliation with the Presidency of Nigeria and the Nigerian Shippers' Council. The head office of the Nigerian Ports Authority is located in Marina, Lagos. The Nigerian Ports Authority started operating in April 1955 following the implementation of the ports Act of 1954. In the beginning, the public corporation managed only the Lagos and Port Harcourt ports while some private companies managed the remaining Nigerian ports. In addition to managing cargo handling, quay and berthing facilities at the Lagos and Port Harcourt ports, the initial law also gave it the responsibility of managing harbors and approaches to all ports in the country. By 1963 the firm had grown successfully, it was operating a cargo ship from Lagos to Port Harcourt and also began dredging the Bonny terminal for oil operations. In the same year, the firm issued a £4.3 million loan stock in London. From 1962-

1968, under the Nigerian Development plan, the length of the quays was expanded and additional warehouses and cargo handling equipment were added. During the Nigerian Civil War that lasted from 1967-1969, only the Lagos port was functioning and some parts of the port in Port Harcourt was damaged. In 1969, a new decree added Burutu, Calabar and Warri ports to its jurisdiction. The firm took control of the Warri port from John Holt and Burutu from UAC. However, by the early 1970's the Lagos port was battling congestion in 1973, the corporation entered into an agreement with the World Bank to finance expansion of facilities within the ports.

### **3.3 Population of the study**

This research focused on Nigerian Ports Authority, Lagos State. The population of the study was and consisted of employees of the company obtained from the secondary data in the company records in the human resource department.

### **3.4 Sample Size**

A sample size is the representation of every element in the total population of study. Due to the large population of Nigerian Shippers Council, Lagos state, the researcher made use of survey method which requires a sample to be drawn that adequately represents the entire population of the organization.

Sample size was determined using:

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

Where n= sample size

n= Number of sample size

N= population size

e= error margin

I= constant

Therefore, n=?

N= 460

e= 5% or 0.05

n= 460

$1+460(0.0025)$

n= 460

2.15

n= 213.95

Approximately the sample size is=214

### **3.5 Sampling Technique**

It is not easy to obtain a reliable and dependable information in a research work by mere observation, but by conducting test that would be worthy of trust before such information acceptable to form a sample to be used in the research work of this nature. For choosing the above population, multi stage sampling method was used for this study.

Stage 1- there was purposive selection of Nigerian Shippers Council, due to two major reasons namely:

- a) Nigerian Shippers Council is an agency of the federal government and as such collective bargaining is ensured.
- b) It is responsible for protecting importers and exporters as well as their goods.

Stage 2: there was stratified sampling of staff into different departments namely: Administration, human resource, risk department, customer care, accounting and finance, cleaners and securities etc.

Stage 3: there was random selection of respondents using systematic method(fixed interval). This will involve getting the total population of the workers in the organization (N) and a sample size (n). The total population (N) will divided by the sample size. 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.



### **3.6 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

### **3.7 Validity and Reliability of Data**

Reliability and validity of data collection is done to reduce any form of prejudice in the research. It is used as an instrument of measurement for what is expected to be measured.

Validity can further be divided into two(2) forms:

**I. Content validity:** this explains the way in which the research instrument covers all dimensions of the topic.

**II. Construct validity:** this is the consistency in the result given by the same research instrument.

### **3.8 Method of Data Collection**

The two method of data collection are Quantitative and qualitative methods. Quantitative will involve the use of questionnaire, while involve the use of in-depth interview. For the purpose of this research work, only quantitative method involving the use of questionnaire will be employed due to the following reasons:

- a. So the respondents have time to think about their answers; they are not to reply immediately.
- b. A large sample of population can be communicated with a relatively low cost.

Questionnaires will be used in gathering information. Questionnaires will be given to the staff of Nigerian Shippers Council, Lagos. The aim is to obtain views on the issues involved on the influence of collective bargaining on industrial conflict. The question will be based on yes or no multiple choice answers.

### **3.9 Data Analysis Method**

The quantitative data collected will be analyzed through the use of percentages, frequency. The hypotheses will be tested through the use of correlation co-efficient.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

#### 4.0 Introduction

This chapter consists of analysis, presentation and interpretation of the data collected from the field using various statistical techniques discussed earlier in the methodology. 300 copies of questionnaire were carefully administered to respondents, however, 280 copies were correctly filled and returned at the stipulated time. This results in 93.1% response rate which is sufficient to provide viable inference. Thus, 280 copies of questionnaire retrieved were analyzed and presented in tables for easy understanding.

#### Preliminary Survey Details

**Table 4.1: Response Rate to Questionnaire Administered**

| S/No | Questionnaires   | Frequency | Percentage |
|------|--|-----------|------------|
| 1.   | Number of questionnaire administered                     | 300       | 100%       |
| 2    | Number of questionnaires not properly administered       | 7         | 2.3%       |
| 3.   | Number of questionnaires not retrieved                   | 13        | 4.6%       |
| 4.   | Questionnaires retrieved and used for the final analysis | 280       | 93.1%      |

**Source: Field Survey 2021**

Table 4.1 above provides the details of the survey conducted and the response rate of the audience (respondents). A total of 300 copies of questionnaire were administered. 7 copies of the questionnaire were not properly administered and 13 copies were not retrieved. The total number of questionnaires retrieved after administration was 280. At the end of the survey, 93.1% response rate was achieved.

#### 4.2 Demographic Data of the Respondents.

The table below showed the presentation and analysis of demographic information of the respondents in terms of their Gender, Age, Marital Status, Academic qualification, Work experience, Staff category and category.

**Table 4.2: Demographic Data of the Respondents.**

| <b>Variable</b>               | <b>Frequency</b> | <b>Percentage (%)</b> |
|-------------------------------|------------------|-----------------------|
| <b>GENDER</b>                 |                  |                       |
| Male                          | 80               | 28.6                  |
| Female                        | 200              | 71.4                  |
| TOTAL                         | 280              | 100.0                 |
| <b>AGE</b>                    |                  |                       |
| 21-30 years                   | 200              | 71.4                  |
| 31-50 years                   | 80               | 28.6                  |
| 51 and above                  | 0                | 0.0                   |
| TOTAL                         | 280              | 100.0                 |
| <b>MARITAL STATUS</b>         |                  |                       |
| Single                        | 160              | 57.1                  |
| Married                       | 120              | 42.9                  |
| Separated/Divorced            | 0                | 0.0                   |
| TOTAL                         | 280              | 100.0                 |
| <b>ACADEMIC QUALIFICATION</b> |                  |                       |
| SSCE                          | 20               | 7.1                   |
| OND                           | 40               | 14.3                  |

|                       |     |       |
|-----------------------|-----|-------|
| HND                   | 0   | 0.0   |
| BSc                   | 80  | 28.6  |
| Msc                   | 80  | 28.6  |
| MBA                   | 0   | 0.0   |
| PHD                   | 60  | 21.4  |
| TOTAL                 | 280 | 100.0 |
| <b>EXPERIENCE</b>     |     |       |
| Less than 5 years     | 200 | 71.4  |
| 6-10 years            | 80  | 28.6  |
| 11 years and above    | 0   | 0.0   |
| TOTAL                 | 280 | 100.0 |
| <b>STAFF CATEGORY</b> |     |       |
| Junior staff          | 120 | 42.9  |
| Senior staff          | 80  | 28.6  |
| Management staff      | 80  | 28.6  |
| TOTAL                 | 280 | 100.0 |
| <b>DEPARTMENT</b>     |     |       |
| Human resources       | 100 | 35.7  |
| Accounts              | 40  | 14.3  |
| Sales                 | 100 | 35.7  |
| Production            | 40  | 14.3  |
| Others                | 0   | 0.0   |

|       |     |       |
|-------|-----|-------|
| TOTAL | 280 | 100.0 |
|-------|-----|-------|

**Source: Field Survey 2021**

Table 4.2 presented the demographic information of the respondents. As shown above, 80(28.6%) respondents are male, while 200 representing 71.4% are female. This simply implies that most of the employees in Nigeria Port Authority that participated in this study were female.

The Age of the respondents is presented in Table 4.2. From the table above, it can be seen that 200 respondents representing 71.4% were between ages 21-30 years, 80 respondents representing 28.6% were between ages 31-50 years, while none of the respondents representing were 51 years and above. Majority of the employees were between 21-30 years.

With respect to marital status of the respondents; as shown in Table 4.2, 160 respondents representing 57.1% were single, 120 respondents representing 42.9% are married. Most of the respondents that participated in the study were single.

The academic qualification of the respondents as presented in the table includes, 20(7.1%) of respondents have SSCE, 40(14.3%) have OND, 80(28.6%) have earned BSc. 80(28.6%) of the employees have MSc while the remaining respondents representing 60 (21.4%) have PHD.

With respect to staff category of the respondents, 120 respondents representing 42.9% which form the majority were Junior staff; 80 respondents representing 28.6% were Senior Staff, while the remaining 80 (28.6%) were management staff.

The experience of the respondents is also presented. 200 respondents have less than 5 years of experience, 80 respondents have 6-10 years of experience while none of the respondents that participated in the study have up to 11 years' experience.

Additionally, the table presents number of respondents in each department. The result showed that 100 respondents representing 35.7% were from the Human resources department, 40(14.3%) respondents were from account department, 100 respondents representing 35.7% worked in Sales while 40(14.3%) respondents worked in production department.

**4.3 The link between structure of collective bargaining and causes of workplace conflict**

This section presents the answer provided by the Nigeria Ports Authority employees in response to research question one that examined the link between structure of collective bargaining and causes of workplace conflict.

**Table 4.3.1. One employer multi union structure promotes conflict in my workplace**

| <b>Responses</b>  | <b>Frequency</b> | <b>Percentage (%)</b> |
|-------------------|------------------|-----------------------|
| Disagree          | 0.0              | 0.0                   |
| Strongly Disagree | 40               | 14.3                  |
| Agree             | 160              | 57.1                  |
| Strongly Agree    | 80               | 28.6                  |
| <b>Total</b>      | 280              | 100.0ss               |

**Source: Field Survey 2021**

The structure of collective bargaining varies from one organization to another depending on the population of union members, diversities in their skills and jobs performed, nature of the organization’s products or services, management attitude towards unionism and the character of national economy. In respect of Table4.3.1 above, respondents were to react to the claim that one employer multi union structure promoted conflict in their workplace. While 0.0 % of the respondents disagreed, 14.3% strongly agreed, 75.1% agreed and 28.6% strongly agreed. This implies that in the work organization the existence of many unions under one employer has brought inter union rivalries, diversities in items contained in collective bargaining and stiff competition among union members that generated workplace conflict as supported by majority of the respondents 957.1%).

**Table 4.3.2: Collective Bargaining has not really addressed the causes of conflict in my work organization**

| <b>Items</b>      | <b>Frequency</b> | <b>Percentage (%)</b> |
|-------------------|------------------|-----------------------|
| Disagree          | 60               | 21.4                  |
| Strongly Disagree | 0                | 0.0                   |

|                |     |       |
|----------------|-----|-------|
| Agree          | 120 | 42.9  |
| Strongly Agree | 100 | 35.7  |
| <b>Total</b>   | 280 | 100.0 |

**Source: Field Survey 2021**

Collective bargaining serves as a mechanism for conflict management in labour-management relations. Many issues are brought to the fore during collective bargaining between unions and employer and the overall aim is to establish collective agreement for workplace peace to reign. Table 4.3.2 above showed the reaction of respondents to the view that collective bargaining had not really addressed the causes of conflict in the work organization. While 21.4% of the respondents disagreed, 0.0% strongly disagreed, 42.9% agreed which was the largest proportion, 35.7% strongly agreed. From the foregoing, it could be said that probably the management of the work organization has been falling to honour collective agreements or having negative attitude towards it and that is why major issues bordering on workers welfare are not inherent in bargaining items. This could accelerate workplace conflict from time to time

**4.4: The association between scope of collective bargaining and conflict prevention.**

This section revealed the link between scope of collective bargaining and conflict prevention.

**Table 4.4.1: Items in collective bargaining always receive collective agreement which often prevent conflict in my work organization**

| <b>Responses</b>  | <b>Frequency</b> | <b>Percent (%)</b> |
|-------------------|------------------|--------------------|
| Disagree          | 80               | 28.6               |
| Strongly Disagree | 160              | 57.1               |
| Agree             | 20               | 7.1                |
| Strongly Agree    | 20               | 7.1                |



|       |     |       |
|-------|-----|-------|
| Total | 280 | 100.0 |
|-------|-----|-------|

**Source: Field Survey 2021**

Table 4.4.1. above showed the reactions of the respondents to the claim that items in collective bargaining always receive collective agreement which prevented workplace conflict. While 28.6% of the respondents disagreed, the largest proportion (57.1%) strongly disagreed, 7.1% agreed, while 7.1% strongly agreed. It could be said from this that not all items put forward by union members received approval of the management as supported by largest proportion of the respondents (57.1%). There is no doubt that conflict would always occur in this work organization because labour interests were not given much attention and managing such conflict would be difficult.

**4.4.2: Various issues discussed under collective bargaining receive the interest of union members and this allows peace reign in my workplace**

| Responses         | Frequency | Percent |
|-------------------|-----------|---------|
| Disagree          | 180       | 64.3    |
| Strongly Disagree | 0         | 0.0     |
| Agree             | 40        | 16.3    |
| Strongly Agree    | 60        | 21.4    |
| Total             | 280       | 100.0   |

**Source: Field Survey 2021**

As to whether various issues discussed under collective bargaining received the support of union members that paved way for peace in Table 4.4.2. Above, 64.3% of the respondents disagreed, 0.0% strongly disagreed, 16.3% agreed, while 21.4% strongly agreed. It could be said from the above analysis that certain issues were put forward by the management that did not receive the support of the labour unions which could often cause conflict to be difficult to manage in the workplace.

#### **4.5: The link between bargaining units and how industrial conflict is being managed.**

This section also showed the link between bargaining units and how industrial conflict is being managed.

##### **4.5.1: Collective bargaining addressed the demands of different groups in different ways; hence, conflict is effectively handled in my workplace**

| <b>Responses</b>  | <b>Frequency</b> | <b>Percent (%)</b> |
|-------------------|------------------|--------------------|
| Disagree          | 220              | 78.6               |
| Strongly Disagree | 60               | 21.4               |
| Agree             | 60               | 21.4               |
| Strongly Agree    | 00               | 0.0                |
| Total             | 280              | 100.0              |

**Source: Field Survey 2021**

Table 4.5.1 above indicated the responses to the view that collective bargaining addressed the demands of different groups in different ways, hence, conflict was effectively handled in the workplace. As a matter of fact, 78.6% of the respondents disagreed, 21.4% strongly disagreed, 21.4% agreed, while 0.0% strongly agreed. It could be said from the foregoing that in the work organization, collective bargaining had not really taken care of the demands of diverse groups which prevented conflict from being handled properly as supported by majority of the respondents (78.6%).

##### **4.5.2: Due to diverse categories of workers present in my workplace, collective bargaining cannot cater for the interest of all workers thereby making conflict management difficult**

| <b>Responses</b> | <b>Frequency</b> | <b>Percent</b> |
|------------------|------------------|----------------|
|------------------|------------------|----------------|

|                   |     |       |
|-------------------|-----|-------|
| Disagree          | 20  | 7.1   |
| Strongly Disagree | 40  | 14.3  |
| Agree             | 140 | 50.0  |
| Strongly Agree    | 80  | 28.6  |
| Total             | 280 | 100.0 |

**Source: Field Survey 2021**

Table 4.5.2 above revealed respondents’ opinion to the claim that due to the presence of many workers in the work organization, collective bargaining could not address completely the interests of all workers thereby making conflict management difficult. In reacting to this claim, 7.1% of the respondents disagreed, 14.3% strongly disagreed, 50.0% which was the highest proportion agreed, 28.6% strongly agreed. By implication, the highest proportion (50.0%) of the respondents had agreed with the claim that due to many categories of workers, their interest could not be fully catered for by collective bargaining, hence, conflict management became problematic. Obviously, where one employer multi union structure exists in any workplace, one of the negative effects is what is being experienced here. There is no way workers demands can be similar and taking care of such demands could be hectic especially if management team is devoid of people who are well grounded in collective bargaining tactics and principles.

**4.6: The association between benefits and challenges of applying collective bargaining relative to managing work place conflict.**

This section is intended to show you the link between benefits and challenges of applying collective bargaining relative to managing work place conflict

**4.6.1: Collective bargaining is beneficial because it has promoted industrial democracy which promotes cordial labor-management relations in my workplace.**

| Reponses | Frequency | Percent (%) |
|----------|-----------|-------------|
|----------|-----------|-------------|

|                   |     |       |
|-------------------|-----|-------|
| Disagree          | 100 | 45.5  |
| Strongly Disagree | 40  | 18.2  |
| Agree             | 80  | 36.4  |
| Strongly Agree    | 00  | 0.0   |
| Total             | 220 | 100.0 |

**Source: Field Survey 2021**

Table 4.6.1 above showed the benefit of collective bargaining in promoting industrial democracy in the work organization relative to the reactions of the respondents. While the highest proportion of the respondents (45.5%) disagreed with this claim, 18.2% strongly disagreed, 36.4% agreed, while 0.0% of the respondents strongly agreed. It could be inferred from this analysis that in the work organization, collective bargaining had not been properly used or respected by the management and that was why it has not brought much benefit. Every work organization that engages in collective bargaining effectively would experience conflict reduction and industrial harmony between management and union members that could facilitate higher productivity.

**4.6.2: There is a problem of failure to implement collective agreement by the management thereby making conflict difficult to manage.**

| Responses         | Frequency | Percent |
|-------------------|-----------|---------|
| Disagree          | 0.0       | 0.0     |
| Strongly Disagree | 12        | 12.4    |
| Agree             | 60        | 21.4    |
| Strongly Agree    | 160       | 57.1    |

|       |     |       |
|-------|-----|-------|
| Total | 280 | 100.0 |
|-------|-----|-------|

**Source: Field Survey 2021**

Table 4.6.2. above indicated the reaction of the respondents to the challenge posed by collective bargaining that failure to implement collective agreement by the management made conflict to be difficult to manage. In reacting to this view, 0.0% of the respondents disagreed, 12.4% strongly disagreed, 60% agreed, while the highest proportion of the respondents (57.1%) strongly agreed. This implies that what could make conflict difficult to be well managed in the work organization came from the management and that was their failure to honor collective agreement. This is common in Nigerian labour-management relations and it does not promote good industrial relations practices. It makes crisis to be escalating in the workplace, hence, the management would continue to experience labour unrest and workplace crisis as long as collective agreements are not given respect.

#### **4.7 HYPOTHESES TESTING**

##### **Table 4.7.1: Hypothesis One**

**H<sub>0</sub>:** There is no significant relationship between structure of collective bargaining and causes of workplace conflict

**H<sub>1</sub>:** There is significant relationship between structure of collective bargaining and causes of workplace conflict

##### **Correlations**

|            |              |             |                                    |                    |
|------------|--------------|-------------|------------------------------------|--------------------|
|            |              |             | Structure of collective bargaining | Workplace conflict |
| Spearman's | Structure of | Correlation | 1.000                              | .494**             |

|     |                       |                         |        |       |
|-----|-----------------------|-------------------------|--------|-------|
| rho | collective bargaining | coefficient             |        |       |
|     |                       | Sig (2-tailed)          | .      | .000  |
|     | Workplace conflict    | Correlation coefficient | .494** | 1.000 |
|     |                       | Sig (2-tailed)          | .000   | .     |
|     |                       | N                       | 280    | 280   |

**Source: Field Survey 2021**

The result above indicated that there is a weak positive correlation between the structure of collective bargaining and workplace conflict with correlation coefficient “r” being 0.494. In other words, the association between structure of collective bargaining and workplace conflict is relatively low. Also, the significant value (sig 2- tailed) “0.00” is lower than the p-value (p-value = 0.05). This implies that the relationship observed between the two variables is significant. Hence, null hypothesis is rejected, while alternative hypothesis is accepted. Hence, there is significant relationship between structure of collective bargaining and causes of workplace conflict.

#### **4.7.2: Hypothesis Two**

**H<sub>0</sub>:** There is no significant relationship between scope of collective bargaining and conflict prevention

**H<sub>1</sub>:** There is significant relationship between scope of collective bargaining and conflict prevention

## Correlations

|                |                                |                         | Scope of collective bargaining | Conflict prevention |
|----------------|--------------------------------|-------------------------|--------------------------------|---------------------|
| Spearman's rho | Scope of collective bargaining | Correlation coefficient | 1.000                          | .655**              |
|                |                                | Sig (2-tailed)          | .                              | .000                |
|                | Conflict prevention            | Correlation coefficient | .655**                         | 1.000               |
|                |                                | Sig (2-tailed)          | .000                           | .                   |
|                |                                | N                       | 280                            | 280                 |

**Source: Field Survey 2021**

The result above indicated that there is a strong positive correlation between scope of collective bargaining and conflict prevention with correlation coefficient “r” being 0.655. Therefore, the scope of collective bargaining will contribute to conflict prevention. Also, the significant value (sig 2- tailed) “0.000” is lower than the p-value (p-value = 0.05). This implies that the strong relationship observed between the two variables is significant. To this effect, null hypothesis is rejected, while alternative hypothesis is accepted, which indicated that there is significant relationship between scope of collective bargaining and conflict prevention.

### 4.7.3: Hypothesis three:

**H<sub>0</sub>:** There is no significant relationship between bargaining units and how industrial conflict is being managed

**H<sub>1</sub>:** There is significant relationship between bargaining units and how industrial conflict is being managed

## Correlations

|                   |                         |                            | Bargaining<br>Units | Conflict<br>managements |
|-------------------|-------------------------|----------------------------|---------------------|-------------------------|
| Spearman's<br>rho | Bargaining Units        | Correlation<br>coefficient | 1.000               | .436 <sup>**</sup>      |
|                   |                         | Sig (2-tailed)             | .                   | .000                    |
|                   | Conflict<br>managements | Correlation<br>coefficient | .436 <sup>**</sup>  | 1.000                   |
|                   |                         | Sig (2-tailed)             | .000                | .                       |
|                   |                         | N                          | 280                 | 280                     |

**Source: Field Survey 2021**

The result above indicated a weak but positive correlation between bargaining units and conflict managements with correlation coefficient “r” being 0.436. This implies that bargaining units have little to no contribution to conflict managements. Also, the significant value (sig 2-tailed) 0.00 indicated that there is significant but low relationship between bargaining units and conflict management. Hence, Null hypothesis is rejected while alternate hypothesis is accepted. The results showed that There is significant relationship between bargaining units and how industrial conflict is being managed.

### 4.7.4: Hypothesis four:

**H<sub>0</sub>:** There is no significant relationship between benefits and challenges of applying collective bargaining relative to degree of occurrence of workplace conflict.

**H<sub>1</sub>:** There is significant relationship between benefits and challenges of applying collective bargaining relative to degree of occurrence of work place conflict



## Correlations

|                   |   |                            | Implementing<br>Collective<br>bargaining | Degree of<br>occurrence of<br>workplace<br>conflict |
|-------------------|---|----------------------------|--|---|
| Spearman's<br>rho | Implementing<br>Collective<br>bargaining                          | Correlation<br>coefficient | 1.000                                    | .122*   |
|                   |   | Sig (2-tailed)             | .  | .042  |
|                   | Degree of<br>occurrence of<br>workplace<br>conflict<br>management | Correlation<br>coefficient | .122*                                    | 1.000   |
|                   |   | Sig (2-tailed)             | .042                                     | .   |
|                   |   | N                          | 280                                      | 280   |

### Source: Field Survey 2021

The result above indicated that there is a very weak positive correlation between using collective bargaining and degree of occurrence of workplace conflict with correlation coefficient “r” being 0.122. This means that, with respect to the company under study, applying collective bargaining contribute less to degree of occurrence of workplace conflict. Also, the significant value (sig 2-tailed) which is “0.042” is lower than the p-value (p-value = 0.05). This implies that the weak correlation observed between the two variables is significant. On this basis, null hypothesis is rejected, while alternative hypothesis is accepted.

## DISCUSSION OF THE FINDINGS

In this section, we discussed the result from the analysis of the topic focused on **“COLLECTIVE BARGAINING AND INDUSTRIAL CONFLICT MANAGEMENT: A STUDY OF NIGERIAN PORTS AUTHORITY- LAGOS “**.

The general objective of this study is to examine collective bargaining and industrial conflict management in Nigerian Ports Authority. The general objective is further sub-divided into four specific objectives. The design of this study was in descriptive form which requires gathering of information through administering questionnaires to a sample of respondents. The resulting data collected were then analyzed using descriptive statistics which arrive at our findings. The findings from the study are presented as follows.

The research examined the link between structure of collective bargaining and causes of workplace conflict. The findings showed that, there is significant weak positive relationship between structure of collective bargaining and causes of workplace conflict. Since the relationship is weak and significant, it implies that the structure of collective bargaining does not relate to causes of workplace conflict. According to study conducted by Adodo (2005), he reported that the structure and mechanism of collective bargaining is based on the premise that employees have the right to negotiate salaries and other working conditions with their employers, and that employers respect that right, this mechanism have a lot of influence on employees' efficiency and has little association in causes of conflict in the workplace.

Researcher also verified the link between scope of collective bargaining and conflict prevention. Findings showed that there is a significant positive and strong relationship between scope of collective bargaining and conflict prevention. This means that the matters, terms and conditions stated in the scope of collective bargaining contributes significantly to conflict prevention in the organization. This is supported by Flanders (2002) statement that collective bargaining is a framework which prevents conflict by gradually transforming conflict into agreements.

In the same vein, the research examined the link between bargaining units and how industrial conflict is being managed. Essentially, a weak positive correlation was observed with correlation coefficient "r" being 0.436 which means bargaining units have low association with conflicts managements. In other words, the numerous issues affecting diverse categories of workers being addressed by collective bargaining can result in low influence of collective bargaining in managing conflicts. The findings corroborate the findings of Okere (2012) that reported that the unit of bargaining affects conflict management.

Lastly, the researcher examined the link between benefits and challenges of applying collective bargaining relative to managing work place conflict. There was a significant, weak, positive

relationship between implementing collective bargaining and workplace conflict management. Collective bargaining is also limited by factors such as lack of respect for collective agreement, negative attitude of workers which may results in its low contribution to workplace conflict management

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATION

#### 5.1 Summary

The study focused on “Collective Bargaining and Industrial Conflict Management: A study of Nigerian Ports Authority- Lagos”. The specific objectives of the study were:

1. To investigate the link between collective bargaining and causes of conflict in the workplace
2. To ascertain the relationship between association between scope of collective bargaining and conflict prevention
3. To verify the connection between bargaining units and industrial conflict management
4. To examine the relationship between benefits and challenges of applying collective bargaining and occurrence of workplace conflict.

Conflict theory by Karl Marx was employed as framework and the research design was survey with questionnaire as method of data collection. Multistage sampling technique was used and data analysis involved the use of percentages, frequencies and Spearman correlation co-efficient.

As to whether one employer multi union structure promoted conflict in the workplace, 57.1% of the respondents agreed with the view. On whether collective bargaining had really addressed the causes of conflict in the work organization, 42.9% of the respondents agreed with the claim. As to whether items collective bargaining received collective agreement that prevented conflict in the workplace, 57.1% of the respondents strongly disagreed. In respect of various issues discussed under collective bargaining receiving the interest of union members that allowed peace to reign in the workplace, 64.3% of the respondents disagreed with this view. As to whether collective bargaining had been able to address the demands of different groups in diverse ways that brought proper handling of conflict, 78.6% of the respondents disagreed with this idea. In the work organization, the claim that collective bargaining was beneficial because it promoted industrial democracy thereby enhancing cordial labour management relation was disagreed by 45.5% of the respondents. Failure to honor collective agreement between labour and management as a major weakness of collective bargaining which made conflict problematic to be managed was strongly agreed by 57.1% of the respondents.

Hypothesis 1 indicated significant relationship between structure of collective bargaining and workplace conflict with significant value (sig.2-tailed) “0.00” less than p-value (p-value=0.05), hence, alternative hypothesis was accepted.

Hypothesis 2 also revealed a significant relationship between scope of collective bargaining and conflict prevention with significant value (sig.2-tailed) “0.000” less than p-value (p-value=0.05), therefore, alternative hypothesis was accepted.

Hypothesis 3 showed significant relationship between bargaining units and conflict management with significant value (sig. 2-tailed) “0.00” less than p-value(p-value=0.05), consequently, alternative hypothesis was accepted.

Hypothesis 4 showed significant relationship between using collective bargaining and degree of occurrence of conflict with significant value (sig.2-tailed) “0.042” less than p-value(p-value=0.05), therefore, alternative hypothesis was accepted.

## **5.2 CONCLUSION**

On note of conclusion, conflict management is used to prevent conflict from becoming volatile and destructive in work organization. One of the effective tools for the management of such conflict is collective bargaining as a platform used by labour and management to tackle issues related to terms and conditions of employment of workers which often serve as genesis of workplace conflict. The structure of collective bargaining being used in the study organization did not promote industrial peace. In addition, not all issues bothering on workers’ welfare were being addressed by collective bargaining in the work organization. The demands of workers were diverse in view of differences in their skills, education, experiences and abilities. It is therefore imperative to assert that if peace is to reign supreme in the study organization, it is essential to maintain the use of collective bargaining with different structure that will accommodate the interests of all workers in the same way. By and large, the management of the work organization must endeavor to always honor collective agreement in order to enjoy the support of workers and promote co-operation in the work place.

### **5.3 RECOMMENDATION**

1. Collective bargaining should continue to play significant role in labour-management relations in the study organization. However, due to diversities in skills, experience and profession of workers, there is need to adopt multilateral bargaining structure.
2. Other work organizations in Nigeria that want to experience industrial peace must integrate multi- lateral bargaining structure where issues on terms and conditions of employment of workers could be treated together at the same time.
3. Apart from collective bargaining, it is hereby suggested that conflict handling behaviors advocated by Thomas Kilman involving the use of compromising and collaborating through assertiveness and co-cooperativeness should be used by the management of the work organization in order to stem the waves of conflict.
4. The ultimate aim of collective bargaining is collective agreement. Such collective agreement must always be honored by the management in order to allow industrial peace and harmony to exist in the work organization
5. It is imperative for the government to compel the management of many work organizations to attend training in conflict management as this will go a long way to teach labour leaders and management representatives on how to manage conflict effectively since conflict is inevitable between employees and employer in any work setting.
6. The management of the work organization as well as other work organizations both in private and public sectors of the economy should not under estimate the role of workers participation in management. This is a way of giving workers recognition and sense of belonging in the place of work that can ensure enduring peace between them and the management. It is when mutual understanding exists that productivity and profit of the work organization will rise.

### **5.4 CONTRIBUTION TO KNOWLEDGE**

1. The study contributed to knowledge through the gap in knowledge created in the statement of the problem. That is, past studies in conflict management have been able to

look at it from the dimension of leadership, motivation, organizational culture, compensation management etc., however, little or nothing has been done in the area of collective bargaining relative to conflict management.

2. In terms of exposing the basic problems inherent in the implementation of collective bargaining such as lack of respect for collective agreement, the study has contributed to knowledge.
3. The theoretical analysis, research design, sampling technique and data analysis method are key areas where the study contributed to knowledge.
4. The fact that other researchers can carry out similar studies in future by using different sample size, sampling technique and data analysis method in order to find out whether similar result will emerge or not, then the study has contributed to knowledge.
5. The fact that other work organizations in the country would be able to see the need to study the kind of structure of collective bargaining to adopt in their workplace for peace to reign, the study has contributed to knowledge.

## **5.5 SUGGESTION FOR FUTURE STUDIES**

1. Future studies can look into collective bargaining relative to conflict management in service industry.
2. Future studies can focus on comparative study of collective bargaining relative conflict management in private and public work organization.
3. Further studies can examine collective bargaining and conflict management in Banking and Manufacturing company
4. Future studies can be on challenges of collective bargaining in Nigerian public sector work organization.

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DEPARTMENT OF BUSINESS ADMINISTRATION

MOUNTAIN TOP UNIVERSITY

PRAYER CITY

### QUESTIONNAIRE

#### COLLECTIVE BARGAINING AND INDUSTRIAL CONFLICT MANAGEMENT: A STUDY OF NIGERIAN PORTS AUTHORITY

Dear Respondent,

I am Edochie Ogechukwu Anne – a 400 level student of Mountain Top University. I'm writing a project on the above named topic in partial fulfilment of the requirements for the award of Bachelor of Science Degree in Industrial Relations and Personnel Management. I will appreciate it if the questionnaire is completed to the best of your knowledge with utmost sincerity so as to achieve credible results. The information provided will only be used for academic purpose, and will be treated with utmost confidentiality.

Please answer the question by picking the most appropriate among the alternatives.

Thanks.

Kindly answer the following questions by ticking(v) the option that best describes your agreement or filling the spaces provided.

#### SECTION A: DEMOGRAPHICS DATA OF THE RESPONDENTS

1. Gender: Male( ) Female( )
2. Age: 21-30yrs( ) 31-50yrs( ) 51-above( )
3. Marital status: Single( ) Married( ) Separated/Divorced( )
4. Academic Qualifications: SSCE( ) OND( ) HND( ) BSc( ) M.Sc( ) MBA( ) PHD( )

5. How long have you worked in the organization: Less than 5years ( ) 6-10 years ( ) 11years and above ( )

6. Staff category: Junior staff ( ) Senior staff ( ) Management staff ( )

7. Department where you work in the organization: Human resources ( ) Accounts ( ) Sales( ) Production ( )  
others specify.....

**SECTION B: LINK BETWEEN COLLECTIVE BARGAINING STRUCTURE AND WORKPLACE CONFLICT**

Tick the appropriate one

SA- Strongly Agree(4) A- Agree(3), SD- Strongly Disagree(2) D- Disagree(1)

| S/N | ITEMS  | SA | A | SD | D |
|-----|--|----|---|----|---|
| 1   | One employer multi union structure promotes conflict in my workplace   |    |   |    |   |
| 2   | Collective bargaining has not really addressed the causes of conflict in my work organization  |    |   |    |   |
| 3   | Workers are treated in different categories and this promotes crisis in my workplace   |    |   |    |   |
| 4   | Terms and conditions of employment are not the same for all workers which makes conflict resolution difficult                                |    |   |    |   |
| 5   | Balance of power ensured by collective bargaining between management and workers' representatives allows absence of conflict in my workplace |    |   |    |   |

**SECTION C: LINK BETWEEN SCOPE OF COLLECTIVE BARGAINING AND CONFLICT PREVENTION**

| S/N | ITEMS  | SA | A | SD | D |
|-----|--|----|---|----|---|
| 6   | Items in collective bargaining always receive collective agreement which often prevents conflict in my work organization   |    |   |    |   |
| 7   | Various issues discussed under collective bargaining receive the interest of union members and this allows peace to reign in my workplace                                  |    |   |    |   |
| 8   | All the desires and wants of employees are addressed by the scope of collective bargaining, hence, crisis cannot exist in my workplace                                     |    |   |    |   |
| 9   | Industrial peace will remain permanent in my workplace as long as the present scope of collective bargaining is not reduced by the management                              |    |   |    |   |
| 10  | Both procedural and substantive rules in my workplace receive the participation of management and unions representatives, hence, workplace conflict is drastically reduced |    |   |    |   |

**SECTION D: LINK BETWEEN BARGAINING UNITS AND HOW INDUSTRIAL CONFLICT IS BEING MANAGED**

| S/N | ITEMS   | SA | A | SD | D |
|-----|---|----|---|----|---|
| 11  | Collective bargaining address the demands of different groups in different ways ,hence ,conflict is effectively handled in my workplace                                       |    |   |    |   |
| 12  | Due to diverse categories of workers present in my workplace, collective bargaining cannot cater for the interest of all workers thereby making conflict management difficult |    |   |    |   |
| 13  | In managing conflict both management and workers representatives believe in collaboration inspite of multiple demands at bargaining table in my work organization             |    |   |    |   |
| 14  | No units of bargaining is considered superior to others and that is why conflict is properly handled in my work place   |    |   |    |   |
| 15  | Bargaining items in most cases cover the interest of all units of workers hence compromise is usually reached as a way of managing conflict                                   |    |   |    |   |

**SECTION E: BENEFITS AND CHALLENGES OF APPLYING COLLECTIVE BARGAINING RELATIVE TO MANAGING WORKPLACE CONFLICT**

| S/N | ITEMS  | SA | A | SD | D |
|-----|--|----|---|----|---|
| 16  | Collective bargaining has promoted individual democracy which promotes cordial labour management relations |    |   |    |   |

|    |  |  |  |  |  |
|----|--|--|--|--|--|
| 17 | There is reduction in the rate of industrial conflict since management and workers representatives are brought together in a round table to iron out their differences |  |  |  |  |
| 18 | Through collective bargaining, balance of power is ensured between management and workers which prevents management dictatorship that can cause industrial conflict    |  |  |  |  |
| 19 | Lack of respect for collective agreement between the employers is a setback of collective bargaining that prevents effective management conflict                       |  |  |  |  |
| 20 | Negative attitude on the part of management and employers makes collective bargaining problematic that does not allow for proper handling of workplace disputes        |  |  |  |  |

THANK YOU