

**COLLECTIVE BARGAINING AS A TOOL FOR IMPROVING
ORGANIZATIONAL HARMONY AND PRODUCTIVITY (A STUDY OF
UBA NIGERIA PLC)**

BY

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Dedication

This Research is dedicated to God Most High for his mercies and loving kindness, also to my late father, my siblings, parents, friends, and supervisor for being there, and serving as guides for me through my stay in Mountain Top University.

Certification

This is to certify that this research project was carried out by **AHMADU DANIEL BASORA** at the Department of Industrial Relations and Personnel Administration, and Mountain Top University Ogun State, Nigeria under my supervision.

Name of the Supervisor

Signature & Date

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Table of Contents

Dedication	ii
Certification	iii
Acknowledgements	iv
Abstract	v
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background to The Study	1
1.2 Statement of Problem	2
1.3 Research Questions	3
1.4 Objective of The Study	3
1.5 Research Hypothesis	3
1.6 Significance of The Study	4
1.7 Scope of The Study	5
1.8 Limitations to The Study	5
1.9 Definition of Terms	5
CHAPTER TWO	7
LITERATURE REVIEW	7
2.1 Conceptual Framework:	7

2.1.1	Concept and Nature of Trade Union.....	7
2.1.2	Purposes of Collective Bargaining.....	10
2.1.3	Collective Bargaining Framework in Nigerian Law.....	11
2.1.4	Collective Bargaining in the Public Sector.....	13
2.1.5	Organizational Harmony.....	14
2.1.6	Union and Management.....	17
2.2	Theoretical Framework	18
2.3	Empirical Review.....	19
CHAPTER THREE		24
RESEARCH METHODOLOGY.....		24
3.1	Research Design.....	24
3.2	Introduction	24
3.3	Population of the Study.....	25
3.4	Sampling Technique.....	25
3.5	Sample Size Determination.....	25
3.6	Method of Data Collection.....	26
3.6.1	Primary Sources of Data	26
3.6.2	Secondary Sources of Data	27
3.7	Research Instrument.....	27
3.8	Pilot Study.....	28
3.9	Method of Data Analysis.....	28
CHAPTER FOUR.....		29
DATA ANALYSIS, RESULTS AND DISCUSSION OF FINDINGS		29
4.0	Introduction	29
4.1	Data Presentation, Analysis, and Interpretation.....	29

4.1.1 Response Rate.....	29
4.1.2. Analysis of Demographic Data.....	29
4.1.3. The association between terms/conditions of employment and labour- management co-operation.....	32
4.1.4. The association between collective agreement and agreement implementation.	34
4.1.5. The association between disputes settlement and industrial democracy	36
This section presents the answer provided by the employees in response to research question one that seeks to evaluate whether there is an association between disputes settlement and industrial democracy.....	37
4.1.6. The association between rules making and industrial peace	38
4.2 Test of Hypotheses.....	40
4.2.1 Test of Hypothesis One.....	40
4.2.2 Test of Hypothesis Two	41
4.2.3. Test of Hypothesis Three	41
4.3 DISCUSSION OF THE FINDINGS.....	42
CHAPTER FIVE	47
SUMMARY, CONCLUSION AND RECOMMENDATIONS.....	47
5.0 Introduction	47
5.1 Summary of the Study.....	47
5.2 Conclusion.....	48
5.3 Recommendation.....	48
5.4 Contribution to Study.....	49
5.5 Suggestion to Study.....	50

Abstract

Work place harmony among employees and high organisational productivity are essential for expansion and profit making in any work organisation. Past studies on organisational productivity have not adequately assessed collective bargaining as it potent factor in accelerating workplace peace and high outputs. Consequently the study examined collected beginning as a tool for Organizational productivity and harmony, in UBA Nigeria plc.

Theory of collective bargaining by chamberlain provided the framework, research design was purely survey and the sample size 392 was selected. Multi-state sampling technique was used involving purposive, stratified and simple random technique. Questionnaire was the instrument used for data collection.

While 47.4% were females, 52.6% were males. More so majority of the respondents (67.59) were between 29 years and below, 28.85% were between 30 years and 39 years while 3.56% 40 years and 49 years. Additionally 49.01% of the respondents had 5 years working experience in the bank, 36.03% of the respondents were between 6-10 years working experience while 14.62% were between 10-15 years while 14.62% between 10-15 years and 2.73% were between 16-20 years working experience. In respect of salaries being paid regularly to promote labour management corporation, 43.5% of respondents strongly agreed, 21.7% disagreed, 17.4% agreed and 17.8% strongly disagreed. As to whether favourable condition existed in UBA, does the 36.4% strongly agreed, 18.6 disagreed, 26.5% agreed, 18.6% strongly disagreed. As to whether employees are satisfied with how management handled collective bargaining 33.6% strongly disagreed, 13.4% disagreed, 47.4% agreed, 5.5% strongly agreed. As to whether disputes took place between Labour and employer, 43.1% strongly disagreed, 7.9% disagreed, 37.2% agreed, 11.99% strongly agreed. Hypothesis 1 indicated that there was a positive relationship between terms and conditions of employment and labour management corporation. Hypothesis 2 also showed significant relationship between collective agreement and agreement implementation. Hypothesis 3 revealed a significant relationship between disputes settlement and industrial democracy. Hypothesis 4 indicated that there was a significant relationship between rules making and industrial peace in the workplace.

Collective bargaining is a fundamental mechanism to prevent industrial disputes and foster worker-management co-operation and consequently the trade unions.

Keywords: Collective bargaining, Organizational harmony and productivity

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

An Organization is a complex society or social system which is the meeting ground for countless interrelated variables whose activities are majorly influenced by both internal and external factors. This social system is ruled by the actors who come together to help each other achieve both customer satisfaction and profitability. Industrial relations as a study has three main principal actors namely the employer, employee, and the state. The interaction most of the times between the actors may lead to agreement and sometimes leads to disagreement and even industrial conflict. This basically because the actors all have their own divergent interest. The Webb and Webb in (1965) used negotiation as an industrial relations mechanism for industrial conflict resolution as they introduced COLLECTIVE BARGAINING. They explained that the need for negotiation and agreement will lead to industrial harmony between the employers and representatives and employees and trade unions. As one of the labour relations mechanisms, collective bargaining serves a variety of roles in the workplace; it may be used as both a form of judicial jurisprudence and a form of industrial democracy," Abel, 2014 describes it."

Tayo, Fashoyin (in his journal Collective Bargaining for the 21st Century) said that "collective bargaining serves as cornerstone institution for the democracy". Conflict is the very reason that collective bargaining exists as it is a conflict resolution mechanism and a means of attending to employee grievances. There has been growing fear about strained labour management relations in Nigeria in the recent times. This concern has arisen from the need to improve human relations and particularly collective bargaining processes in developing countries. Industrial relation is a management mechanism applied to decimate or erase industrial conflict to achieve industrial peace and harmony. This is made possible through filling the relationship gap between management and workers, and allowing workers right stand. When management establishes good industrial relations within an organization of industrial conflict and misunderstanding would be neutralized and peace is glorified. By its very nature, collective bargaining is usually a complicated time consuming and resource exhausting exercise as it could involve both parties

butting heads over issues without willingness from both sides to accommodate. Interrelationship between the people, objectives, and structure together with the efficient use of available non-human and human resources will serve as a determinant of how successful or unsuccessful the organization is in its efficiency and productivity.

1.2 Statement of the Problem

The focus of industrial relations is on the actor's interrelations and their productivity. It has been proven that what hinders the productivity of any industry is conflict related which has been a major setback as strikes, sabotage, labour turnover, absenteeism, lock-outs and a lot more have become a major means of communication for employees towards employers as their collective voice overpowers the managements and its power over organization. Collective bargaining takes into consideration the fact that all parties who are affected are not just the employment and employee but also the government and the society at large. Therefore, this paper explores the embedded problems in labour-management relations and illustrates the difficulties fundamentally emerging from the reforms of the banking sector (2004-2005). It also defines the positions that organized labour, management and government, in the light of business changes, can play in ensuring harmonious working relations in the banking sector.

According to Adegaju and Otokoyo (2008:3),' the reforms of the banking sector in Nigeria are motivated by the need to deepen the financial system and reposition the Nigerian economy for growth: to incorporate into the global financial systemic design and to build a banking sector aligned with regional and international best practices. "It also discussed concerns such as policy, risk control and organizational inefficiencies..." The analysis would fix the organization's conflict challenges by providing a better connection. The parties will be more productive and efficient. Using UBA as the focus of the entire research, where we will investigate better ways of creating communication strength by collective bargaining as old approaches will be reviewed and newer perspective will be inducted to know how to repair the industrial conflict matter and create more harmony. The addressing of the industrial conflict and dispute matter is important for improving productivity and enhancing interrelations between the management and labour.

Past studies on organisational harmony and productivity have focused on issues like Human resource management (Charles. E, 2016), organisational performance (Victoria. K and Nnamdi

S. O, 2019), employee motivation (Ajali S.N 2017), strategic management (Alex. K 2019), team work (Collins. M, 2017) etc. Although these works are impressive, however, little or nothing has been done in intellectual discourse on the influence of collective bargaining on organisational harmony and productivity. In the light of this, the study examines collective bargaining as a tool for improving organisational harmony and productivity in UBA Nigeria Plc.

Research Questions

- i. Is there any relationship between the terms/conditions of employment and labour-management co-operation?
- ii. Is there any association between collective agreement and agreement implementation?
- iii. Is there any relationship between dispute settlement and industrial democracy?
- iv. Is there any relationship between rules making and industrial peace in the workplace?

1.3 Objective of the Study

The general objective of this study is to examine the influence of collective bargaining on industrial harmony in UBA Nigeria Plc. From this general objective, the following specific objectives are put forward:

- i. To examine the link between terms/conditions of employment and labour-management co-operation.
- ii. To verify the association between collective agreement and agreement implementation.
- iii. To examine the relationship between dispute settlement and industrial democracy.
- iv. To assess the relationship between rules making and industrial peace in the workplace.

1.4 Research Hypotheses

H₀: There is no significant relationship between terms/conditions of employment and labour-management co-operation.

H₁: There is significant relationship between the terms/conditions of employment and labour-management co-operation.

H₀: There is no significant relationship between the collective agreement and agreement implementation.

H₂: There is significant relationship between the collective agreement and agreement implementation.

H₀: There is no significant relationship between the dispute's settlement and industrial democracy.

H₃: There is significant relationship between the dispute's settlement and industrial democracy.

H₀: There is no significant relationship between the rules making and industrial peace in the work place.

H₄: There is significant relationship between the rules making and the industrial peace in the workplace.

1.5 Significance of the Study

Firstly, the study will enhance cordial relationship between workers and management /employers since collective bargaining provides a platform for both parties to discuss issues related to terms and conditions of employment on regular basis that can engender industrial peace. Secondly, with industrial peace in the workplace, employees will be able to remain committed to their service and devote their time on high productivity, thereby facilitating higher profit to the organisation.

Thirdly, the study will provide avenue for industrial democracy in terms of workers participation in decision making on issues affecting their working lives. This will invariably reduce excessive use of power on the part of employer in respect of terms/conditions and employment of workers.

Fourthly with high productivity and rise in the profit of the organization, national output will rise, employment prospect will be brightened and more workers will be employed thereby reducing poverty and social vices in the society.

Lastly industrial disputes will be reduced such as strike, labour turn over, absenteeism, sabotage, picketing, exit, fraud etc. This will ultimately engender stable work relations and commitment on the part of workers coupled with job satisfaction and effective performance.

1.6 Scope of the Study

The study is focused on the investigation of collective bargaining as a tool for enhanced organizational peace and productivity. Organizations need to make sure that peace and productivity are the focus as Albert Einstein said “peace cannot be kept by force; it can only be achieved by understanding. Collective bargaining only exists to provide a more stable environment and condition for easy interaction. Though my research is majorly focused on the banking sector it provides insight on a few selected banks.

1.7 Limitations to the Study

The limitations of my study is as follows;

- i. The time range for the period of my research serves as a limitation.
- ii. Lack of good accessibility to both internet information source and the tangible materials needed for detailing.
- iii. The economic situation of the researcher and the resources at disposal of the researcher
- iv. The lack of ability to conduct interviews due to both time and resources.
- v. Lack of good documentation of the area of research.

All these mentioned reasons that limit work and serve as a hindrance to the completion.

1.8 Definition of Terms

Industrial Relations: It is defined as the means of interaction or relations between management of an organization and its employees.

Management: This is defined as the administrative body in charge of the making of decisions, policies, and planning in order to achieve a set objective. Management is placed with the responsibility of ensuring worker productivity by creating policies and guidelines to achieving set goals.

Employees and Trade Union: Employee is defined as the essential force which aids the progress of an organization. It is also called human resource or workers. Trade union is a representative body made up of workers, professionals, retired and even unemployed individuals who are aimed at ensuring that worker rights are exercised and exploitation of labour is cut

down. Employees are a major factor to productivity as the larger the organization the larger the workforce.

Industrial Conflict and Conflict Resolution: Industrial conflict is a dispute between the actors in industrial relations. Industrial conflict is necessary to enhance better working conditions and maintain interactions though it is not the case all the time. Conflict settlement is the mechanism by which a point of peaceful resolution of a conflict is achieved by two or more parties.

Collective Bargaining: Is concerned with the existence of a form of negotiation in which the employees are represented by their Trade Unions and Management serve as representatives for the employers. Collective as a word is defined as the coming together of multiple individuals for certain purpose. Bargaining is an act of negotiating or coming to terms on an indecisive matter or inconclusive issue. Bargaining is also seen as collective as there must be a coming together of representatives of opposing parties to agree on an idea. The existence of a bargaining table is essential as deliberation, persuasion, some level of influence and arguments which leads to certain degree of agreement which is recorded in the form of labour management.

CHAPTER TWO

LITERATURE REVIEW

2.1 Conceptual Framework:

Concept of Collective Bargaining

2.1.1 Concept and Nature of Trade Union

Two of the earliest writers on alternate unionism, Webb, and Webb (1920) defined a change union as “a continuous association on wage earners for the motive of keep or enhancing the circumstance of their working lives”. Webb’s definitions highlighted the permanent nature of unions, which suggests that any association that does exist on a non-stop basis, for the cause of regulating employment matters, does not qualify as alternate union. It is of the trust that unions are “associations of employees who by skill of collective bargaining, pastime to improve their working conditions as properly as their monetary and social position”. This definition suggests that unions undertake negotiations on behalf of their members, as an alternative than permit individual members bargain separately with the employers. Typically, membership consists of worker which are seeking to organise and characterise their hobbies both in the workplace and society, and, seeks to modify their employment relationship through the direct process of collective bargaining with management” (Salmon, 1992). Salmon’s definition also highlights the importance of collective bargaining as a most important tool for enhancing the nicely being of union members. The British Trade Union Act (1875) sees a change union as “an organisation, whether permanent or brief which consists totally or normally of people of one or extra descriptions and is an agency whose predominant purposes include the legislation of members of the family between employees of that description and employers or employer’s association”. This definition brings out the rule making characteristic of the unions as they take part in joint regulation of work members of the family between the employees and their employers in like manner. In Nigeria, the Nigeria Colonia Trade Union Ordinance of 1938 established the framework for the nature of exchange unionists in Nigeria. It defines a trade union as: Any combination, whether brief or permanent, the main functions of which are the

regulation of the family members between workmen and masters or between people and workmen or between masters and masters or for imposing restrictive conditions on the behaviour of any alternate or business (Law of the Federation of Nigeria 1938 Ministry of Labour 1961 p5.8). This definition implies that each the employer's affiliation and that of people can qualify as an alternate union. The Nigeria Trade Union Decree of 1973 affords this identical perspective.

2.1.1.1 Role of Trade Union

Many questions have been requested as to the position of change unions. A wide variety of such roles can be identified. First, is to improve the bargaining electricity of the people vis a vis the employer. This is doable through regular consultation with the employer and management on issues touching on to the terms of employment and general working circumstance of the workers. Secondly, is to guard people from humiliating job especially with regards to the treatment of workers by means of the management. Trade unions gain this intention through rising to the protection of the workers on every occasion administration policy tends to degrade their condition. Thirdly, the unions supply collective pick out to workers whilst at the same time representing a forum representative, change union becomes a virile strain crew in advancing the hobbies of participants both inside the work area and in the larger society. Lastly, change union function social objective in cooperating with different factors the society in promoting social and monetary development and development of the community.

Collective bargaining and industrial harmony are the main aim for any organisation who is looking accomplish effective productivity, profit, and survival. As a powerful device of organising harmonious labour relations, the meaning, reason, and relevance of collective bargaining has been difficulty of considerable dialogue since 1984 while the primary complete worldwide device in collective bargaining got here into life. The method of collective bargaining regulates commercial relations. Flanders (1970) described it as a social procedure that constantly turns disagreements into agreements in an orderly fashion. Agreed regulations and selections on topics of mutual hobby to organisation and union in addition to the techniques of regulating the situations and phrases of employment are via way of means of negotiation and discussions. It is a shape of people participation due to the fact bargaining allows personnel thru their union to persuade the wages and situations and phrases of employment.

Collective bargaining is a mechanism of making running situations, wages and different components of employments with the aid of using manner of negotiation among employers and the representatives of personnel prepared collectively (Abercrombie et al 1980, mentioned in Nwadiro (2011) it's far taken to be a weapon hired through employees to allow them take part in industries, extension of the rights of citizenship into the financial sphere and the decision of war in organizations. Collective settlement is the result of this method. It is the essential precept on which the exchange union device rests. It does now no longer require both facets to comply with thought to make concession however does create procedural suggestions on correct religion bargaining (Abel, 2014). As one of the manners of business relations, collective bargaining plays some of features in paintings place. It will be visible as a manner of commercial jurisprudence in addition to a shape of business democracy. It brings approximately business concord on the place of job primarily based totally on mutual settlement among personnel of labour union leaders and their members. It offers upward push to higher know-how which in flip allows the system of communication.

It is a mechanism for resolving battle at place of business among control and labour because the as evaluation of situations and phrases of employment (Ayim, Elegbede, &Gbamujo-Sherif, 2011). There is an atmosphere of government aversion to collective bargaining. In Nigeria for instance, it appears like in her attempt to embrace collective bargaining in Nigeria, the government often talks on both sides of her lips. A working precedent is the dispute of the Federal Government with the Academic Workers Union of Universities (ASSU) in 2009 over the negligence of the arrangement concluded with the collective bargaining mechanism to find a permanent solution to the Union's demands. A portion of the agreement reached has however been reached by the federal government in the recent past, but other important issues, especially infrastructural growth, and financial autonomy, remain issues of disagreement. In 2017, the central government set up a team to renegotiate the 2009 ASSU deal with the federal government. There is no final method of Collective Bargaining. It adapts itself to the changing societal, legal, and economic conditions. It has largely ranged from company to company both within and within unions. In the United States for example, some trade workers have successfully advocated for higher bonuses and provident fund compensation, while many construction sector unions have side-lined or weakened these aims. Bargaining in certain

businesses, though is marked by relatively regular protests, lock-outs, work-to-rule, whereas in other organisations there are lengthy records of sustained workplace harmony.

According to Diali (2007), once collective bargaining was introduced by Webb and Webb, the time span for collective bargaining was describe the mechanism by which employers' representatives (and presumably their associations) and workers representatives (and potentially their unions) negotiate on terms and conditions of work. Similarly, Diali (2007) claims that collective bargaining is the mechanism by which employer and employee members collectively decide and modify agreements within the working arrangement relating to both essential and formal items. Collective consensus is the result of this system. Collective bargaining plays a host of roles in work arrangements as one of the mechanisms of industrial family members. As well as a form of industrial democracy, it may be a possibility for industrial jurisprudence. It is an ability to overcome the market dispute between labour and administration as well as the determination of work phrases and stipulations.

Davey (1972) sees collective bargaining as a continuing institutional arrangement between a corporate body (government or private) and a labour enterprise (union or association) comprising only a given group of workers of that enterprise (appropriate bargaining unit) dealing with the negotiation, administration, understanding and compliance of written agreements" International Labour Organisation (ILO) (1960) views "collective bargaining as negotiations about working stipulations and phrases of employment between an employer, a team of employers or one or extra employers" organization, on the one hand and one or extra representative people employer on the other, with a view to achieving agreement.

2.1.2 Purposes of Collective Bargaining

The major purpose of collective bargaining is to settle and decide terms and stipulations of employment. Improvements in the terms and stipulations of people employment is the chief project of alternate unions and collective bargaining is the most important means whereby change unions can make certain that the phrases and conditions of employment given to their contributors are adequate. The main aim of employees engaging in collective bargaining has been expressed Chidi, (2008) thus:

By bargaining mutually with management, organised labour seeks to give effect to its authentic expectations that wages and other prerequisites of work ought to be such as to assure a steady and adequate form of existence and as to be like minded with the physical integrity and ethical dignity of the individual, and also that jobs be moderately impenetrable (Chidi, 2008:98). It is because of the apparent imbalance of electricity between the employees and organization that has necessitated the wish of people to come together. Workers admire that bargaining will give them close to equal relationship with their employer. They recognize that in opposition to the energy of employers, the person employee has almost no bargaining power and the chances of improving stipulations of work is slim. Workers can excellently strengthen their negotiating function by way of uniting and bargaining together with employers. Workers have resorted to collective motion due to the fact via banding together, they are capable to consolidate their energy far extra effectively than they may want to as individuals. As the Miller Commission (1947) noted: Properly conducted, collective bargaining is the most high quality potential of giving workers the proper to illustration in choices affecting their working lives, a proper which is or need to be the prerogative of every worker in a democratic society More specifically, we can identify four wide goals or features of collective bargaining to be the need for democracy in the workplace, redistribution, and the maintenance of efficiency.

2.1.3 Collective Bargaining Framework in Nigerian Law

As a former British colonial territory, Nigeria inherited positive socio-economic and political values and institutions. Nigeria's industrial members of the family gadget is one of such British colonial legacies. It used to be usual in line with the British industrial family members device whose primary function is the voluntary machinery which has grown up over an extensive location of employment from industry-wide collective bargaining and dialogue between employers' associations and alternate unions over phrases and conditions of employment (Emiola, 2008). It was this fundamental characteristic of the British industrial members of the family gadget that is, the doctrine of voluntarism that used to be entrenched in Nigeria's industrial relations. Okotie-Eboh, Nigeria's Minister of Labour in the First Republic, perhaps, puts the picture when he stated:

We have accompanied in Nigeria the voluntary precept which was once so important a component in industrial relations in United Kingdom. Compulsory strategies would possibly on occasion produce a higher financial or political result, however labour management must, I think, find greater possibilities, mutual harmony the place effects have been voluntarily arrived at by using free dialogue between two parties. We in Nigeria, at any rate, are pinning our belief on voluntary Methods (Okotie-Eboh, 1963:9).

It was against this history that the precept of free and voluntary collective bargaining was once pursued. Thus, non-interventionism and voluntary collective bargaining prevailed to a remarkable extent as the main approach of regulating labour family members in Nigeria (Bember and Shelder, 2002). However, it should be remembered that the primary aim of legislative action was to strengthen the collective bargaining process and the members of the industrial family, or to abolish non-existent or non-functioning collective bargaining (Ogunniyi, 2001). Under Nigerian Labour Law, the most important step in the collective bargaining procedure is for the organisation or the employers' association to realize the alternate union as a bargaining agent for the employees within the bargaining unit, in relation to terms and stipulations of employment. Section 24 of the Trade Unions Act specifies that all registered unions in the workplace of an employer shall constitute an electoral university for the purposes of collective bargaining to recruit contributors who will signify the organization's negotiations (Ogini, 2006).

Similarly, for the purpose of representation at Tripartite Bodies or any different physique the registered Federations of Trade Unions shall constitute an electoral college considering the measurement of every registered Federation, for the purpose of electing members who will symbolise them. Where a trade union is recognised, the subsequent step is for a consciousness settlement to be drawn up to determine how the negotiations will be conducted, the composition of the equipment and other procedural matters. Once a trade union has been recognised and a cognizance settlement is drawn up between the parties bargaining can then proceed as provided with the aid of the law (Ogini, 2006). In this regard, the Wages Board and Industrial Councils Act 1990 gives for three bargaining fora in Nigeria. The three fora have appropriate wages and stipulations of provider as their main objective. Bargaining can be affected via Industrial Wages Boards, National Wages Board and Area Minimum Wages Committees or via Joint Industrial Councils (Adeogun, 1987).

2.1.4 Collective Bargaining in the Public Sector

The exercise of industrial members of the family as a discipline and that of collective bargaining in precise emanated from the personal zone the world over. Thus, lots of the practices of public region collective bargaining are modelled after the non-public area collective bargaining. However, in Nigeria, the obverse is the case as collective bargaining gained its root in the public zone owing to the near absence of personal region at the turn of the century (Fashoyin, 1992).

The public portion, however, pays lip-service to the collective bargaining machinery in Nigeria. Despite its pledge to the ILO Convention ninety-eight to openly negotiate with workers, policymakers at all levels (Federal, State and Local) have succeeded in setting up collective bargaining and offering pay awards to determine political factors. The State or the government in the route regulating wages and employment phrases and conditions revert to the use of wage commissions. Thus, wage willpower is with the aid of fiat (Adebo, 2000). This choice for wage commissions can at first-rate be considered as a unilateral machine as collective bargaining is relegated to the background. Wage tribunals or councils provide no hope of appealing to the willpower of terms and conditions of employment for employees and may seldom be called bilateral or tripartite. Therefore, anti-collective bargaining is the choice of the state for pay commissions (Davey, 2002). Despite Nigeria's adherence to ILO conventions, with special regard to conventions such as 87 of 1948 and ninety-eight of 1949 that allow for the freedom of association and the proper organisation and good buying of individuals collectively. In the public sector, this role of the state has stifled beneficial collective bargaining.

During the colonial period, the following pay commissions or investigation committees were formed and published independence for the purposes of wage determination and various prerequisites of public sector providers. Chidi (2008) believes that in resolving workers' demands such as salary determination and other terms and conditions, the usage of adhoc committees is unilateral and undemocratic as it negates precise industrial democratic standards. It is antithetical, thus to democratic ideals. In Nigeria, the following pay commissions were used for wage calculation and for the putting in the public sector of job requirements and prerequisites.

2.1.5 Organizational Harmony

Many businesses, when dealing with rapid growth, tend to forget the importance of developing surroundings of Organizational Harmony. Through evaluation and targeted enhancements in inside communications, structured project/product management, training and pleasant controls; we assist clients create more environment friendly and relaxed businesses that have a higher basis for long-term growth.

2.1.5.1 Organizational Peace and Productivity

Barnard's (1949) concept of an organisation is a set of deliberately organized personal actions and powers of two or more entities. Musaaazi also described an organization in terms of a system which must live with, and meet the problems that arise when human beings work together to achieve a common end. Beach (1975) however defines a organization as a system having an established structure and conscious planning in which people work and deals with one another in a coordinated and cooperative manner for the accomplishment of recognized goal. Nwankwo (1981) indicates that conventionally, the term “organization” implies three things.

- i. A group of persons working together for a common purpose, e.g. companies, schools, institutions.
- ii. A network of relationships among individuals and activities. This implies that the structural/and/or strategic arrangement of persons positions and roles and
- iii. A process of executive function aimed at ensuring that resources activities and authority relationships are so coordinated to achieve specific objectives.

An organisation involves the systematic arrangement of independent and interdependent parts into a working order, unity or whole for the accomplishment of prescribe purpose. This then requires the determination of practices, duties and functions and their grouping into job practices. There are certain features that are characteristics of any organization. An organization usually establishes clear lines of responsibility and communication. Also, in an organization, there is a degree of formality involved and the members have designated role to play. People work in an organization in a coordinated and cooperative manner. Their behaviour is not undirected and random. Their activities are purposeful and goal-seeking.

The goals may be determined by consensus of involve parties both within and outside the organization. The process of organizing involves dividing all the work that must be accomplished and assigning it to individuals, groups, and departments. This includes division of activities by level of authority and responsibility and division of work across the establishment into different kinds of types. It entails the utilization of mechanism for coordinating the effort of individual and groups. Authority, responsibility, delegation, consultation, decision-making communication, and conflict resolution are all part and parcel of organization. However, organization can be either formal or informal depending on the degree of their structural pattern and coalition.

a. Formal Organization:

According to Schein (1988) a formal organisation is a planned coordination of the activities of several people for the achievement of some common explicit purpose or goal through division of labour and functions and through a hierarchy of authority and responsibility. Conversely, Cyert and March (1992) consider a formal organization as a coalition of individuals with a few sub-coalitions. Membership of the coalition will be dependent. Upon the type of organization but naturally, it could include all the stakeholder in the organization. Therefore, a formal organization according to Mullin (1996) is characterized by deliberate planning and creation, co-ordination of activities and a hierarchically structured and stated objectives, tasks, specification and a clearly defined relationships of authority and responsibility. Other inclusive elements are standing orders, policy manuals, rules and regulations and job descriptions through which the organization operates

b. Informal Organization:

On the other hand, an informal organization does exist within the formal structure and it arises from the interaction of people working in the organization. The Psychosocial and social needs and the development of groups with their own relationships and norms of behavior, irrespective of those defined within the formal structure (Mullin 1996). Distinctively, the informal organization features flexibility with varying degrees of involvement, while providing the social needs of members' satisfaction and sense of identity and social belonging. It also provides for additional channels of communication, for example through the "grapevine" and thus,

information of importance to members is communicated quickly. Moreover, the informal organization provides a means of motivation, feelings of stability and security and through informal “norms” of behavior can exercise a form of control over members. (Gray et al 1988). It has also been discovered that the informal organization enhances the means of highlighting deficiencies or weaknesses in the formal organization, for example, areas, of duties or responsibilities not covered in job descriptions or by outdated systems and procedures.

In short, an informal organization has a high degree of influence on the morale, motivation, job satisfaction and performance of staff as well as on group relationship which are vital in conflict generation within the formal organization (Gray et al 1988). The Oxford Advanced Learner Dictionary defines peace as “to be in a state of friendship or harmony” it is also a state of freedom from war, civil disorder, conflict and rioting. When peace reigns in an organization, a healthy organizational climate would be reflected by the complete harmony in working relationships, loyalty and common commitment to the goals and objectives of the organization. Peace will as well help to improve productivity and standards of work performance (creativity). Productivity is defined as the ratio between output and input. This definition applies to an enterprise, an industry, or an economy. Productivity, in a simplified form, is nothing more than the arithmetical ratio between the sum produced and the quantity of resources used during output. These resources may be land, plant machines and tools, the services of man i.e. labour or, as is generally the case, the combination of all the three resources.

A simple definition of productivity can be adopted “output per worker or per man-hour”. In any country, the growth of labour productivity is essential for a steady improvement in the standard of living of the population. The formation of appropriate policy measures to raise labour productivity requires an understanding of the basic factors responsible for increased productivity. In Nigeria, the concern for high productivity in the industrial sector stems from the widespread belief that it is a necessary condition for attaining self-sustaining growth and appreciable rise in Nigeria’s standard of living. Industrialization fostered mainly by a policy of import substitution and restrictions, has not been without costs. To offset such costs, it is felt that, productivity in the Nigerian industries should compare favourably with that of their foreign competitor the product of which it is meant to replace.

2.1.6 Union and Management

The Oxford Advance learner Dictionary defines union as “an association formed for the purpose of interchanging to mutual advantage”. A union is aimed at developing the personality and social efficiency of its members. A union helps to develop the member’s professional skills. A union helps to improve its member’s competence and the advancement of their social, economic, and cultural interests in order to become mature, wise and responsible citizens. The members will be able to play his part in the union and to assure from himself a status of dignity and respect. A union is basically set up to protect the rights and privileges of its members.

Management:

Management according to Mc Farland, (1974), is the process by which managers create, direct, control, maintain and operate purposive organizations through coordinated and cooperative human effort. By implication, this definition displays about three features namely:

- i. That management is a dynamic process, which does not consist of formulae or fixed patterns. This justifies the contingency theory of management among the system and the integrative approach.
- ii. That management activities are continuous.
- iii. That managerial action directs and controls nature, extent, and pace of activities in the organization.

On the other hand, Mary Parket Follet views management as getting things done through others. This presumes the existence of a group of people ready to cooperate and collaborate in getting a task accomplished for human good and advancement. These definitions make it imperative for us to provide the functions of management. Thus Gullike (1930) says the jobs of management include planning, organizing, staffing, directing, coordinating, reporting, and budgeting. However, today we look at management as consisting of four basic functions: planning, organizing, integrating and measuring (controlling).With the fore-going, we can objectively define management as the function of the total panning organizing directing and controlling of the rate resources of knowledge, people, information, money and technology in an organization to meet the stated goals economically, efficiency and effectively. Joel DiGirolamo (2014)

"Building a way of life that promotes harmonious family members will lead to higher job delight and employee engagement, ensuing in less turnover and extended morale".

Integrating the following concepts into your organizational subculture will signal your intention that harmony is vital to you. Respect everyone, no count their role in the organization, their role, their gender, their age. Respect for all of us is a thought to embody at many stages of notion and discussion. At the surface level, we must make certain that all individuals get a hazard to be heard. Everyone desires to be heard, no matter if it is through a first line supervisor, crew leader, or CEO. When employees work to determine fairness in your organization, one of their most effective equipment is their perception of how nicely they've been heard. While they can also not continually like your decisions or opinions, if you have absolutely listened to them and maintained a dialog, a residual experience that you respect them remain.

At a deeper level, the respect must go to an individual's depth of experience, knowledge, and skills. I know this is uncomfortable for some, but engaging in a deep dialog related to person goals, organizational goals, modern-day and future tasks, and how they may additionally all be satisfied can build rapport and supply deep meaning in the relationship. This idea of respect isn't lip provider to everyone; it's simply right enterprise sense. By attractive each employee in the discussion, you commence the technique of energizing them and constructing dedication to the organization. As you weave this notion of recognize into the fabric of your organization, you generate a greater wonderful tradition and work environment. Engaging in the deep dialog will improve mission cohesion and will create superior social bonds.

2.2 Theoretical Framework

Collective bargaining is topic with different perspectives. I will be using the Chamberlain theory as his theory sees the collective bargaining process in three parts which will in turn help me bring out the importance of my research. Chamberlin's theory is divided into three parts namely marketing theory, governmental theory, and managerial theory;

Marketing theory (the marketing concept and the agreement as a contract) is faced on the contractual aspect of collective bargaining as employee and union are contracting on the terms/conditions of employee. Due to the fact that marketing theory is a sale of workers labour in return for income/wages. The theory makes collective bargaining an economical process. The

same objective rules which apply to the construction of all commercial contracts are entreated since the union-management relationship is concerned as a commercial one.

The governmental theory (the government concept and the agreement as law) is focused on the belief that though collective bargaining is contractual, it is a means of increasing profit for labour. The theory is looking at the political perspective of the course as it introduces industrial democracy into the fold. The union shares sovereignty with management over the workers and as their representative uses that power in their interest. The solicitation of the agreement is governed by evaluating of the relation of the provisions of the agreement to the needs and ethics of the particular case.

Managerial/industrial theory (the industrial relations concept as jointly decided directive) is supported by the “principle of mutuality” which holds that, those who are integral to the conduct of an enterprise should have a say in decisions of concern to them. The managerial theory just simply sees collective bargaining as an interrelations system or a means interaction between the parties and fair hearing. When the terms of agreement fail to deliver the expected direction to the parties, it is the joint objective, not the terms, which must control.

To some extent, these approaches represent stages of development of the bargaining process itself. Early negotiations were matter of simple contracting for the later period led to the emergence of the governmental theory. The managerial/industrial theory approach can be traced to the industrial disputes act of 1947, which established a legal basis for union participation in the management.

2.3 Empirical Review

The idea of collective bargaining derives from a mixture of two words: collective bargaining and collective bargaining. Collective refers to representative collective behavior. From the point of view of administration, the term applies to the management delegates at the negotiation table from the point of view of employees; it refers to the leadership of a local company representing the Union. Bargaining is synonymous with negotiating as a definition. In lieu of a set location, there is an aspect of versatility.

Rose (2008) was initiated by Webb to explain the mechanism by which employers' representatives (and presumably their associations) and employee representatives (probably their

unions) negotiate on terms and conditions of employment. In Rose's opinion, collective bargaining (2008) is the mechanism by which union negotiators and managers decide and control actions within the work arrangement on both fundamental and procedural matters. Collective consensus is the outcome of this process. Article 2 of the Freedom to Assemble and the Collective Bargaining Conference of 1948 allows for a collective deal. Under the provisions of the Act, collective arrangement includes any agreement in writing between an employer, a group of employers or organisations representing employees, or a properly appointed representative of any individual or worker, for the resolution of disputes relating to the terms of employment and physical conditions of work entered.

Webb & Webb (1965) used the term to describe negotiation on conditions of service and terms of employment between employers and employees or between employer's association and trade unions. Collective bargaining, based on this concept, includes all arrangements under which workers do not enter into agreements on their own with their employers, rather those negotiations are carried out jointly by their representatives; comprehensive topics such as job ranking and rating, wages, working hours, promotions, changes, retirement, annual leave, etc. are covered by the framework of Negotiable problems which may contribute to labour negotiations come under the framework of collective bargaining. Socio-political matters such as the referendum tribunal are often part of collective bargaining by expansion.

Collective bargaining applies, in the field of labour relations, to the mechanism in which processes are mutually negotiated and terms of employment and salaries are decided through arbitration between the union of workers or employers and the organization's workforce. While these arrangements are not legally binding, certain aspects of power do exist.

Building on Flanders, Fashoyin (1999:126 -127) referred to substantive agreements as contractual agreements promising "wages and working hours or separate terms and conditions of employment and prerequisites in the agreement-protected employment section." Procedural arrangement "... deals with topics such as the procedure to be used and the stages to be pursued in the dispute agreement, or perhaps the services and status to be given to members of the parties to the agreement." Procedural arrangements should be timeless (not time bound) and should characteristic as the operative and recital clause of most labour relations practices of organizations.

"Studies on collective bargaining and industrial solidarity as relevant topics such as Fayoshin 1999, Ngu 1994, Uvieghara, E. E (2001:388) thought that the term 'collective bargaining' is extended to all arrangements under which a bargain in the form of an agreement between employers or employers' unions and workers' organisations settles salaries and conditions of employment. "He clarified that the long-term interest of governments, employers and trade unions alike tends to be focused on the mechanism of dialogue and debate that is the bedrock of business democracy. Why would tension occur in labour negotiations if the goal of collective bargaining is to "reach consensus by negotiation"?

Elele (2008) attempted an explanation by alluding to the differences in interest and goals of the union and employers. Chamberlain and Kuhn (1965) admitted that collective bargaining performs three main functions – as a mechanism of contracting for sale of labour (marketing concept), as a form of industrial government (governmental theory) and a method of management (industrial management concept). They further opined that collective bargaining is a means of purchasing labour in the labour market with the aid of employment contract, having rule making process that governs trade unions and management relationship particularly in the spheres of reaching decision on matters of interest to all focal partners. Collective bargaining may be a source of competitive advantage when used in the resolution of any form of industrial conflict in organizations.

Ekwoaba, Ideh & Ojikutu (2008) states that an organization with well-developed industrial relations system that recognizes unions for collective bargaining as a company policy are always able to manage their employees effectively and this maintain a reasonable level of stable link with the employees. There is free flow of communication among all actors in workplace and this give rise to better performance from them and attainment of moral goals of the organization is enhanced. Long-term social change. In its broader sense, collective bargaining is not restricted solely to economic relations between management and workers.

In his statement that in fact, collective bargaining has never played a significant role in labour negotiations in Nigeria's public sector, Ojo (1998:141) was very vociferous." He stressed that the fact that the government is the dominant body of organized labour has had a detrimental effect on the exercise of collective bargaining through its job policies and activities in the non-public area. "Ojo (1998) highlights the obstacles and constraints of the Whitley Councils and the

successor National Public Negotiation Councils. This argument was reiterated by Uvieghara (2001:389) that, considering these councils, "there has not been consistent substantive bargaining in the public sector..." He corroborates that the phenomenon of the establishment of commissions to examine and advocate salaries and other conditions of employment of public servants on an almost ordinary basis is a strong manifestation of the absence of collective employment" It is pertinent to notice that the phenomenon and primacy of wage commissions that comprised in the main of top government officials reviewing and recommending wages, salaries, allowances and different fringe advantages unilaterally continued until 1942 when workers protested the practice (Fashoyin,1999:105).

Although, the dominance of wage commissions had waned in current times. Ojo (1998:141) pronounced that government "has not ceased to decide wages unilaterally". Babangida's unilateral forty five percent wage increase/approval was referred to as a case in point. Unilateral movements of this type quantity to immoderate paternalism and unnecessary autocracy. It is devoid of joint consultation and collective decision making which collective bargaining emphasizes. In circumstances like this, communication is one way, closed and devoid of feedback. Workers are left with no different potential than to generate comments through their unions by discovering a "release valve" in shape of industrial moves for pent up anger.

Selig Pernman (1936) has defined it as all techniques whereby an inferior class or group carries on a never slacking pressure for a bigger share in social sovereignty as well as for more welfare, security, and liberty for its individual members. From the class struggle of the Martians, collective bargaining as a tool for the emergence of a new class is very complicated. He's a nominalist rather than a realist. Rather than being idealistic and abstract, it is logical and realistic. It is much less concerned with the algebraic formula summarizing back economic developments than with the issues of organizational discipline creation and leadership preparation. It derives its emotional impetus not from the desire to displace or eradicate the old dominant class, but from the desire to obtain equal treatment as a class and equal respect for the member of the class from one's own class abstract to the superior class.

Onah (2008) joined numerous students in arguing that "collective bargaining mechanism is the cornerstone of industrial democracy," but it is relieving that he added that the ideal is vitiated by unilateral laws or the primacy of pay commissions that have become a norm in the Nigerian

Public Sector. Indeed, it is structural that industrial democracy does not take a strong stand in the Nigerian work/work family members, which is compounded by the fact that, amid the slogan of 'rule of law,' political experience is wobbling. The author cited collective bargaining prerequisites and given types/strategies for collective bargaining as: centralized or managed and decentralized or deregulated. The umbrella affiliation of employers negotiates jointly with labour as employees' agents in organized or controlled collective bargaining. This has the effect of defining the benchmark or minimum on which individual businesses can bargain with household or business unions. Deregulated bargaining is a technique whereby a company of labour negotiates wages and other prerequisites of carrier directly with representatives of workers (house unions) within the standard monetary condition prevailing in the country. The rationale and using force for deregulated bargaining is the potential to pay precept (Onah, 2008:385-387).

Cole (2005:415) progressed with the aid of typologising settlement into procedural and substantive. Procedural agreements “are formal, written tactics that act as a voluntary code of behaviour for the events concerned...” The parties worried are managers and personnel collectively with their union representatives. Substantive agreements “are formal, written agreements containing the terms under which, for the time being, personnel are to be employed”. Such agreements run for restrained or specified duration of time. Collective bargaining manifests itself equally in legislation, court litigation, politics, education, government administration and propaganda. When collective bargaining is as a social change, it encompasses more than the direct clash between management and trade unions. It refers to the rise in politics and social power attained by employees and their organization. Hence, in a marked sense, collective bargaining is not an abstract class struggle, but it is rather down-to-earth and tangible. The inferior class is not interested in abolishing the old ruling class but, merely to become equal with it. Its purpose is to acquire large measure of political and economic control over important matters in the field of its most drastic interest and to be respected in other spheres of decision-making.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

The research design which this study employed is the survey research design. Survey research design was considered appropriate for the current study because the study involved the collection of primary data from employees of the selected UBA branches in Lagos State through the administration of structured questionnaire.

3.2 The Study Organisation: History of Organisation

The bank was established in 1949, as the British and French Bank limited (BFB). BFB was the subsidiary of Banque Nationale de Credit (BNCI) Paris, which transformed its London branch into a separate subsidiary called the British and French Bank, with shares held by Banque Nationale de Credit and two British investment firms: S.G. Warburg and Company and Robert Benson and Company. On 23 February 1961, UBA was incorporated as a limited liability company under the Compliance Ordinance (Cap 37) 1922, also due to the independence of Nigeria from Britain. UBA took over the assets and liabilities of BFB. In 1970 UBA listed its shares in the Nigerian Stock Exchange (NSE) in the IPO, being the first Nigerian bank to make an initial public offering. In 2005 UBA merged with Standard Trust Bank (STB) Plc, a Nigerian institution which had a subsidiary in Ghana. The merged bank maintained the name United Bank for Africa. It also subsequently acquired Trade Bank in 2006 which was under liquidation by the Central Bank of Nigeria (CBN). UBA in 2007 also made further acquisitions of three liquidated banks namely City Express Bank, Metropolitan Bank and Africa Express Bank, the bank also acquired Afrinvest UK, rebranding its UBA capital, UK. Its quest to build a strong domestic and African brand intensified in 2008 when UBA made further acquisitions of two liquidated banks, Gulf Bank and Liberty Bank. UBA has been intensifying its African footprint with the establishment of UBA Cameroon, UBA Cote d'Ivoire, UBA Uganda, UBA Sierra Leone and

UBA Liberia as well as acquisition of a 51% interest of Banque Internationale du Burkina Faso, which was the largest bank in the country with 40% market share. Currently UBA has its hands expanded around with 20 sub-Sahara countries as well as offices in UK, France and the United States.

3.3 Population of the Study

Odoh and Chinedum (2014), described target population of a study as the point of focus from which a generalization is made regarding the research findings. The population size of this case study consisted of all employees in UBA Nigeria including the management and non-management staff. According to the UBA Nigeria Human Resource/Manpower Statistic, as at January 2020, the population of the members of staff is 20,000.

3.4 Sampling Technique

A multi-state sampling technique was used

Stage I: there was purposive selection of UBA Nigerian PLC Lagos of all banks in Nigeria due to

- 1) . Decline in the profit volume of the organisation recently.
- 2) Inability to have well established collective bargaining between management and staff

Stage II: there was stratified sampling in working the division of staff into- top management, middle management, low management and junior workers.

Stage III: there was simple random selection of respondents through balloting method from each stratum in stage II above.

3.5 Sample Size

The sample size was selected using a simple random sampling technique. A total of 392 respondents was selected.

Sample Size Determination

The sample size was determined by using the Taro Yamane's formula below;

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

Where :

n= sample size required

N = number of people in the population

e = allowable error (%)

$$n = \frac{13,355}{1 + 13,355(0.05)^2}$$

$$n = \frac{13,355}{1 + 13,355 \times 0.0025}$$

$$n = \frac{13,355}{1 + 33}$$

$$n = \frac{13,355}{34}$$

$$n = 392$$

$$n = 392$$

$$n = 392$$

$$n = 392$$

$$n = 392$$

Thus, a sample size of 392 participants is considered representative of the total population. However, the questionnaires were equally distributed to 10 selected UBA branches on the Lagos Island including the Headquarters. The reason for selecting these branches was due to limitation of time, resources, and distance to travel to other parts of the state.

3.6 Method of Data Collection

In carrying out this research, the necessary information will be obtained via two sources, namely primary and secondary data sources;

3.6.1 Primary Sources of Data

Primary source of data was from the field work which is referred to as the original first-hand data or information collected by the researcher using structured questionnaire, personal interview, and observations (Asika, 2004). Primary data are representation of facts, observations, and occurrences in which the researcher is the original collector. This is in line with Kothari (2004) characterization that primary data are those which are collected afresh and for the first time, and thus happen to be original in character.

It is data that has not been used by another researcher (Chukwu, 2008). The primary data collected were from systematically planned questionnaire administered to the sampled staff of the organizations under study. Added to this was oral interview which involved going to the respondents to solicit answers to some crucial questions; as well as events of interest observed by the researcher during the study.

3.6.2 Secondary Sources of Data

Secondary data are the data that have been already collected by and readily available from other sources. They are second hand data which were considered valid for the study (Mills and Waiter, 2000). It is available in such sources like the internet, books, journals, technical magazines, annual reports, and other publications. Because the researcher is not the original collector, all the biases, mistakes and all the other exaggerations are inherited. However, the researcher evaluated any secondary data that was used in this research to make for internal consistency.

3.7 Research Instrument

The principal method of primary data gathering was from questionnaires directed to staff members of the selected UBA branches. The structured questionnaire was designed to comprise of issues related to the objectives of the study. The researcher will directly distribute questionnaires to allow further investigating and interpretation of unclear issues. Some of the questionnaire items were adopted from existing studies (Sokoh, 2018; and Kumi, 2013) as they had been shown to be reliable. Nevertheless, additional questions were developed to be suitable to the study. The questionnaires were used to elicit responses in respect to the variables under

investigation. All the study variables were measured by means of a four-point Likert rating scale; SA-4 (strongly agree), A-3 (agree), D-2 (disagree) and SD-1 (strongly disagree). The questionnaire consisted of sections A, B, C, D, and E. Section A contains information on demographic data, Section B consists of statements on collective agreement, section C comprises statements on terms/conditions of employment, section D contains statements on trade union and E captures information on industrial harmony. Based on the sample figure obtained during the survey, a total of two hundred and twenty-one (392) copies of the questionnaire were distributed to the selected UBA branches.

3.8 Pilot Study

A pre-test of the questionnaire was conducted to evaluate the relevance and proper understanding of the research personnel management. The pilot study is considered necessary in order to have a foresight of the responses of the respondents and to determine the reliability of the questionnaire when used in the population of the study. This would allow corrections to be done before the questionnaires are distributed to the larger sample.

3.9 Method of Data Analysis

The data was analysed with the use of both descriptive and inferential statistical method after running the data collected through the Statistical Package for Social Sciences (SPSS) version 22. Descriptive statistics analysis was used to present demographic data which were used mainly to summarize the data. This included percentages and frequencies. Inferential statistics included correlation analysis. Correlation Analysis was used to test the research hypothesis. The probability level was set up at 0.05 (5%) significance.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents analysis and findings of the study as set out in the research methodology. The results of the study are presented to investigate the effects of collective bargaining on the industrial peace of Nigeria's deposit money banks. As a research instrument, the information was obtained solely from the questionnaire. In order to gain insight into the form of respondents who participated in the sample, the socio-demographic data of the respondents was analyzed. In accordance with the study priorities, other parts of the data review were carried out.

4.1 Data Presentation, Analysis, and Interpretation

4.1.1 Response Rate

The study targeted 392 respondents in collecting data regarding the effect of collective bargaining on the industrial harmony of deposit money banks in Nigeria. From the study, 253 out of the 392 sample respondents filled-in the questionnaires making a response rate of 64.54%.

The summary of the response rate is presented in the table 4.1 below.

Table 4.1: Analysis of Response Rate

S/N	Administered Questionnaire	Frequency	Percentage (%)
1.	Filled	253	64.54
2.	Not filled	139	35.46
	Total	392	100

Source: Researcher's Analysis, 2020

4.1.2 Analysis of Demographic Data

The study sought to determine the demographic profile of the respondents by establishing the gender of the respondents, age, marital status, educational level, current position in the organization, and tenure in the organization. These were discussed in the subsequent findings below;

Table 4.2: Socio-Economic Bio- data of the Respondents.

Variable	Frequency	Percentage (%)
GENDER		
Male	133	52.57
Female	120	47.43
TOTAL	253	100.0
AGE RANGE		
29 years and below	171	67.59
30-39 years	73	28.85
40-49 years	9	3.56
50-59 years	0	0
TOTAL	253	100.0
EXPERIENCE		
0-5 years	125	49.41
6-10 years	85	33.60
11- 15 years	37	14.62
16- 20 years	6	2.37
Total	253	100.0
EDUCATIONAL QUALIFICATION		
Certificate	2	0.79
Diploma	60	23.72
Bachelors' Degree	169	66.79
Masters' Degree	22	8.69
Total	253	100.0
MARITAL STATUS		
Single	178	70.36
Married	64	25.29
Divorced	11	4.35
Widowed	0	0
Total	253	100
CURRENT POSITION		

Senior management	25	9.88
Middle management	35	13.83
Supervisory	77	30.44
General Staff	116	45.85
Total	253	100.0

Source: Researcher's Analysis, 2020

From table 4.2, demographic and personal data of the respondents as shown by gender revealed that 133 (52.57%) of respondents were male, while 120 (47.43%) were female. This shows that male respondents participated more in the study than female respondents did. This also means that the representation of the respondents in this survey was unbiased.

From table 4.2, demographic data for age shows that 171 (67.59%) of the respondents were 29 years and below, 73 (28.85%) were in the age group of 30-39 years, 9 (3.56%) were between the ages of 40-49 years, 0 (0%) were 50-59 years, and 0 (0%) were above 59 years. Therefore, according to this result, majority of the respondents were 29 years and below, which represented 67.59% of the sample.

Results from this study indicated that 125 (49.41%) had worked in the organization between 5 years and below, 85 (33.60%) had worked in the organization between 6-10 years, 37 (14.62%) had worked in the organization between 11-15 years, 6 (2.37%) had worked in the organization between 16-20 years, and 0 (0%) had worked in the organization between 21 years and above. Thus, majority of the respondents has worked in the organization for less than five years. Consequently, this meant that most of the participants had not worked in the organization for a long time, implying that they are still careful in their job and paying rapid attention to every detail, making them very careful and educated.

From table 4.2, demographic and personal data of the respondents for educational level shows that 2 (0.79%) of respondents possessed Certificates, 60 (23.72%) had Diploma, 169 (66.79%) possessed Bachelors' degree, 22 (8.69%) were Master degree holders, and 0 (0%) of respondents possessed Doctorate degree. Therefore, it could be inferred that majority of the respondents that participated in this research possessed Bachelor's degree

From table 4.2, the profile of respondents by marital status shows that 178 (70.36%) of the respondent surveyed were single, while 64 (25.29%) surveyed were married, 11 (4.35%)

surveyed were divorced, and 0 (0%) were widowed. Therefore, majority of the respondents were single.

From table 4.2, collated data on the current position of respondents revealed that 25 (9.88%) of the respondent surveyed were Senior Management staff members, 35 (13.83%) of the respondents were middle management staff members, 77 (30.44%) surveyed were Supervisory staff members, and 116 (45.85%) surveyed were General staff members. This therefore implied that a majority of the respondents were general staff members.

4.1.3 The association between terms/conditions of employment and labour- management co-operation

This section presents the answer provided by the employees in response to research question one that seeks to evaluate whether there is an association between terms/conditions of employment and labour- management co-operation.

Table 4.3 Salaries are paid regularly which promote unity between workers and employer

Items	Frequency	Percentage (%)
Strongly Disagree	109	43.1
Disagree	55	21.7
Agree	44	17.4
Strongly Agree	45	17.8
Total	253	100

Source: Researcher’s Analysis, 2020

The table indicated that by combining responses under agree and strongly agree, 89 (35.2%) of the respondents accepted that salaries are paid regularly which promote unity between workers and employer while combining responses for disagree and strongly disagree, 164 (64.8%) of the respondents disagreed that salaries are paid regularly which promote unity between workers and employer.

Table 4.4. My work organization gives other fringe benefits to workers for co-operation to exist in the workplace

Items	Frequency	Percentage (%)
Strongly Disagree	119	47.0

Disagree	53	20.9
Agree	76	30.0
Strongly Agree	5	2.0
Total	253	100

Source: Researcher's Analysis, 2020

The table indicated that by combining responses under agree and strongly agree, 81 (32%) agreed that the organization gives other fringe benefits to workers for co-operation to exist in the workplace organization while combining responses for disagree and strongly disagree, 172 (67.9%) which represents majority of the respondents disagreed that the organization gives other fringe benefits to workers for co-operation to exist in the workplace organization

Table 4.5. Workers' pay and conditions of employment will always bring harmony between employer and labour union

Items	Frequency	Percentage (%)
Strongly Disagree	78	30.8
Disagree	79	31.2
Agree	55	21.7
Strongly Agree	41	16.3
Total	253	100

Source: Researcher's Analysis, 2020

The table indicated that by combining responses under agree and strongly agree, 96 (37.9%) indicated that workers' pay and conditions of employment will always bring harmony between employer and labour union while combining responses for disagree and strongly disagree, 157 (62%) which represents majority of the respondents disagreed workers' pay and conditions of employment will always bring harmony between employer and labour union.

Table 4.6. If the current favourable conditions of service exist in my workplace, disagreement cannot emerge between labour and employer

Items	Frequency	Percentage (%)
Strongly Disagree	92	36.4
Disagree	47	18.6
Agree	67	26.5
Strongly Agree	47	18.6

Total	253	100
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Source: Researcher's Analysis, 2020

The table indicated that by combining responses under agree and strongly agree, 114 (45.1%) agreed that as long as the current favourable conditions of service exist in their workplace, disagreement cannot emerge between labour and employer while combining responses for disagree and strongly disagree, 139 (55%) which represents majority of the respondents disagreed workers' pay and conditions of employment will always bring harmony between employer and labour union.

4.1.4. The association between collective agreement and agreement implementation.

This section presents the answer provided by the employees in response to research question one that seeks to evaluate whether there is an association between collective agreement and agreement implementation.

Table 4.7 I am satisfied with how the management handles collective agreement

Items	Frequency	Percentage (%)
Strongly Disagree	85	33.6
Disagree	34	13.4
Agree	120	47.4
Strongly Agree	14	5.5
Total	253	100

Source: Researcher's Analysis, 2020

The table indicated that by combining responses under agree and strongly agree, 134 (52.9%) of the respondents accepted that they were satisfied with how the management handles collective agreement while combining responses for disagree and strongly disagree, 119 (47.1%) of the respondents disagreed that they were satisfied with how the management handles collective agreement

Items	Frequency	Percentage (%)
	34	

Strongly Disagree	81	32.1
Disagree	76	30.0
Agree	61	24.1
Strongly Agree	35	13.8
Total	253	100

Table 4.8.

All collective agreements are honoured by the management of my work organization

Source: Researcher’s Analysis, 2020

The table indicated that by combining responses under agree and strongly agree, 96 (37.9%) agreed that all collective agreements are honoured by the management of their organization while combining responses for disagree and strongly disagree, 157 (62.1%) which represents majority of the respondents disagreed that all collective agreements are honoured by the management of their organization

Table 4.9. No issue of conflict with the management at all since all agreements are treated with respect and honour

Items	Frequency	Percentage (%)
Strongly Disagree	110	43.5
Disagree	60	23.7
Agree	42	16.6
Strongly Agree	41	16.2
Total	253	100

Source: Researcher’s Analysis, 2020

The table indicated that by combining responses under agree and strongly agree, 83 (32.8%) indicated that no issue of conflict with the management at all since all agreements are treated with respect and honour while combining responses for disagree and strongly disagree, 170 (67.2%) which represents majority of the respondents disagreed that no issue of conflict with the management at all since all agreements are treated with respect and honour

Table 4.10. Misunderstanding can never erupt between management and union because collective bargaining is regular in my workplace and collective agreement is taken with utmost seriousness.

Items	Frequency	Percentage (%)
Strongly Disagree	118	46.6
Disagree	59	23.3
Agree	48	18.9
Strongly Agree	28	11.2
Total	253	100

Source: Researcher's Analysis, 2020

The table indicated that by combining responses under agree and strongly agree, 76 (30.1%) accepted that misunderstanding can never erupt between management and union because collective bargaining is regular in my workplace and collective agreement is taken with utmost seriousness. 177 (69.9%) which represents majority of the respondents disagreed that misunderstanding can never erupt between management and union because collective bargaining is regular in my workplace and collective agreement is taken with utmost seriousness.

4.1.5. The association between disputes settlement and industrial democracy

This section presents the answer provided by the employees in response to research question one that seeks to evaluate whether there is an association between disputes settlement and industrial democracy

Table 4.11 Disputes rarely take place between labour and employer in my workplace

Items	Frequency	Percentage (%)
Strongly Disagree	109	43.1
Disagree	20	7.9
Agree	94	37.2
Strongly Agree	30	11.9
Total	253	100

Source: Researcher's Analysis, 2020

The table indicated that by combining responses under agree and strongly agree, 124 (49.1%) of the respondents accepted that disputes rarely take place between labour and employer in their workplace, 129 (51%) of the respondents disagreed that disputes rarely take place between labour and employer in their workplace

Table 4.12. Channels for disputes resolution in my workplace is standard, hence, industrial peace is inevitable

Items	Frequency	Percentage (%)
Strongly Disagree	110	53.5
Disagree	41	16.2
Agree	53	20.9
Strongly Agree	49	19.4
Total	253	100

Source: Researcher's Analysis, 2020

The table indicated that by combining responses under agree and strongly agree, 102 (40.3%) agreed that channels for disputes resolution in their workplace is standard, hence, industrial peace is inevitable, 151 (69.7%) which represents majority of the respondents disagreed that channels for disputes resolution in their workplace is standard, hence, industrial peace is inevitable

Table 4.13 Due to an acceptable procedure for conflict resolution that involves labour leaders' participation, I have not experienced industrial conflict in my work organization

Items	Frequency	Percentage (%)
Strongly Disagree	90	35.6
Disagree	86	34.0
Agree	60	23.7
Strongly Agree	17	6.7
Total	253	100

Source: Researcher's Analysis, 2020

The table indicated that by combining responses under agree and strongly agree, 77 (30.4%) accepted that due to an acceptable procedure for conflict resolution that involves labour leaders' participation, they have not experienced industrial conflict in their work organization, 176 (69.6%) which represents majority of the respondents disagreed that due to an acceptable procedure for conflict resolution that involves labour leaders' participation, they have not experienced industrial conflict in their work organization.

Table 4.14. I foresee a long-time industrial peace in my work organization due to the current workers’ participation in decision making and dispute resolution mechanism put in place

Items	Frequency	Percentage (%)
Strongly Disagree	121	47.8
Disagree	16	6.3
Agree	89	35.2
Strongly Agree	27	10.7
Total	253	100

Source: Researcher’s Analysis, 2020

The table indicated that by combining responses under agree and strongly agree, 116 (45.9%) agrees that they foresee a long-time industrial peace in their work organization due to the current workers’ participation in decision making and dispute resolution mechanism put in place. 206.6 (54.1%) which represents majority of the respondents disagreed that that they foresee a long time industrial peace in their work organization due to the current workers’ participation in decision making and dispute resolution mechanism put in place

4.1.6. The association between rules making and industrial peace

This section presents the answer provided by the employees in response to research question one that seeks to evaluate whether there is an association between rules making and industrial peace

Table 4.15 Rules on terms and conditions of employment such as wages and salaries payment are well obeyed by the management which brings about co-operation.

Items	Frequency	Percentage (%)
Strongly Disagree	65	25.7
Disagree	81	32.0
Agree	60	23.7
Strongly Agree	47	18.6
Total	253	100

Source: Researcher’s Analysis, 2020

The table indicated that by combining responses under agree and strongly agree, 107 (42.3%) of the respondents accepted that rules on terms and conditions of employment such as wages and

salaries payment are well obeyed by the management which brings about co-operation, 146 (55.7%) of the respondents disagreed that that rules on terms and conditions of employment such as wages and salaries payment are well obeyed by the management which brings about co-operation

Table 4.16. Procedural rules are equally complied with by both management and labour that often guarantee workplace peace

Items	Frequency	Percentage (%)
Strongly Disagree	116	45.8
Disagree	57	22.5
Agree	50	19.8
Strongly Agree	50	11.9
Total	253	100

Source: Researcher's Analysis, 2020

The table indicated that by combining responses under agree and strongly agree, 100 (31.7%) agreed that procedural rules are equally complied with by both management and labour that often guarantee workplace peace, 173 (68.3%) which represents majority of the respondents disagreed that procedural rules are equally complied with by both management and labour that often guarantee workplace peace

Table 4.17 Existence of standard rules followed by employees prevents lawlessness in my workplace

Items	Frequency	Percentage (%)
Strongly Disagree	98	38.7
Disagree	44	17.4
Agree	80	31.6
Strongly Agree	31	12.3
Total	253	100

Source: Researcher's Analysis, 2020

The table indicated that by combining responses under agree and strongly agree, 111 (43.9%) indicates that existence of standard rules followed by employees prevents lawlessness in their

workplace, 142 (56.1%) which represents majority of the respondents disagreed that existence of standard rules followed by employees prevents lawlessness in their workplace

Table 4.18. Basic rules and regulations in my workplace will continue to facilitate industrial harmony for a long time.

Items	Frequency	Percentage (%)
Strongly Disagree	70	27.7
Disagree	42	16.6
Agree	84	33.2
Strongly Agree	57	22.5
Total	253	100

Source: Researcher’s Analysis, 2020

The table indicated that by combining responses under agree and strongly agree, 141 (55.7%) agrees that basic rules and regulations in their workplace will continue to facilitate industrial harmony for a long time. 112 (44.3%) which represents majority of the respondents disagreed that basic rules and regulations in their workplace will continue to facilitate industrial harmony for a long time.

4.2 Test of Hypotheses

Table 4.11: Correlation Analysis

		Terms of Employment	Collective Agreement	Disputes Settlement	Rules Making
Terms of Employment	Pearson Correlation	1	.706**	.769**	.639**
	Sig. (2-tailed)		.000	.000	.000
	N	253	253	253	253
Collective Agreement	Pearson Correlation	.706**	1	.886**	.716**
	Sig. (2-tailed)	.000		.000	.000
	N	253	253	253	253
Disputes Settlement	Pearson Correlation	.769**	.886**	1	.873**
	Sig. (2-tailed)	.000	.000		.000
	N	253	253	253	253
Rules Making	Pearson Correlation	.639**	.716**	.873**	1
	Sig. (2-tailed)	.000	.000	.000	

N	253	253	253	253
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Source: Researcher's Analysis, 2020

4.2.1 Test of Hypothesis One

H0: There is no significant relationship between terms/conditions of employment and labour-management co-operation.

H1: There is a significant relationship between the terms/conditions of employment and labour-management co-operation.

A Pearson correlation was run to determine the relationship between terms/conditions of employment and labour-management co-operation. From the correlation analysis result, there exists a significance level of 0.000 ($p < 0.05$). This finding hence accepts the alternate hypothesis H_1 that there is a significant relationship between the terms/conditions of employment and labour-management co-operation and rejects the null hypothesis H_0 that there is no significant relationship between terms/conditions of employment and labour-management co-operation.

4.2.2 Test of Hypothesis Two

H0: There is no significant relationship between the collective agreement and agreement implementation.

H1: There is significant relationship between the collective agreement and agreement implementation.

A Pearson correlation was run to determine the relationship between collective agreement and agreement implementation. From the correlation analysis result, there exists a significance level of 0.000 ($p < 0.05$). This finding hence accepts the alternate hypothesis H_1 that there is a significant relationship between collective agreement and agreement implementation and rejects the null hypothesis H_0 that there is no significant relationship between collective agreement and agreement implementation.

4.2.3 Test of Hypothesis Three

H₀: There is no significant relationship between disputes settlement and industrial democracy.

H₁: There is significant relationship between disputes settlement and industrial democracy.

A Pearson correlation was run to determine the relationship between disputes settlement and industrial democracy. From the correlation analysis result, there exists a significance level of 0.000 ($p < 0.05$). This finding hence accepts the alternate hypothesis H₁ that there is a significant relationship between disputes settlement and industrial democracy and rejects the null hypothesis H₀ that there is no significant relationship between disputes settlement and industrial democracy.

4.2.4 Test of Hypothesis Four

H₀: There is no significant relationship between rules making and industrial peace in the workplace.

H₁: There is significant relationship between rules making and industrial peace in the workplace.

A Pearson correlation was run to determine the relationship between rules making and the industrial peace in the workplace. From the correlation analysis result, there exists a significance level of 0.000 ($p < 0.05$). This finding hence accepts the alternate hypothesis H₁ that there is a significant relationship between rules making and the industrial peace in the workplace and reject the null hypothesis H₀ that there is no significant relationship between rules making and industrial peace in the workplace.

4.3 DISCUSSION OF THE FINDINGS

This study investigated the “Collective Bargaining as a tool for Improving Organisational Harmony and Productivity”. The data generated were subjected to both descriptive and inferential statistics. The descriptive statistics revealed the individual characteristics of the variables used in this study while the inferential statistics tested the hypotheses using the Correlation Analysis.

The test of hypothesis one was to ascertain whether a significant relationship exists between terms/conditions of employment and labour-management co-operation. The findings reveal that there is a significant relationship between terms/conditions of employment and labour-management co-operation with a significance level of 0.000 ($p < 0.05$). Therefore, the null hypothesis H_0 is rejected and the alternate hypothesis H_1 is accepted. This result is in line with the work of Fajana (2012) “Industrial Relations and Collective Bargaining Trends in Nigeria”. He found that in most cases collective bargaining has not been adequately used for settling conflicts between labour and management and that it has been one-sided affairs of the management exercising their power. Ibietan (2013) however disagrees to this; he stated that there is a narrow view of collective bargaining in consent and practice especially on the part of management.

The test of hypothesis two was to ascertain whether a significant relationship exists between the collective agreement and agreement implementation. The findings reveal that there is a significant relationship between collective agreement and agreement implementation with a significance level of 0.000 ($p < 0.05$). Therefore, the null hypothesis H_0 is rejected and the alternate hypothesis H_1 is accepted. This result is in also in line with that of Peter (2008) who stresses that when a group of Employers and the Enhancement of Industrial Harmony in Private Sector Organizations in Nigeria diverse people from different background and experience come together to solve problems and share ideas, the result is creativity, innovation and rewarding, and team members are satisfied. This is because they expressed their self-worth and identification.

The test of hypothesis three was to ascertain whether a significant relationship exists between the dispute’s settlement and industrial democracy. The findings revealed that there is a significant relationship between disputes settlement and industrial democracy with a significance level of 0.000 ($p < 0.05$). Therefore, the null hypothesis H_0 is rejected and the alternate hypothesis H_1 is accepted. This is in line with the work of Fejoh (2015), Industrial Democracy, among employees of public health institutions in Ogun State, Nigeria, as the determinant of job satisfaction. His results found that the influences of knowledge participation, consultative participation, associative participation, managerial participation, and definitive participation in industrial democracy have important positive associations with job satisfaction among workers. This finding is also in line with the analysis carried out in Nigeria by Nkiinebari (2014), who

published a report on workplace democracy and industrial peace. He noticed that there is a high prevalence of highly organized organisations that establish a divide between labour and management, but there appeared to be little reciprocal cooperation.

The test of hypothesis four was to ascertain whether a significant relationship exists between rules making and industrial peace in the work place. The findings reveal that there is a significant relationship between rules making and industrial peace in the work place with a significance level of 0.000 ($p < 0.05$). Therefore, the null hypothesis H_0 is rejected and the alternate hypothesis H_1 is accepted. The result of this study agrees to that Iheriohanma (2006) mirrored this assertion, that it is the burning desire of workers in organizations to know the rules guiding their workplace behaviour and how they are formulated and wish to lend their voice to the formulation. Thus, the deprivation of workers voice in organization often threatens industrial peace with the resultant effect on the enhancement of productivity and growth in organization.

Table 4.7 gives a detailed assessment on the link between terms/conditions of employment and labour-management co-operation. In Table 4.7, strongly disagree, disagree, agree and strongly agree are represented by SD, D, A, SA respectively. The table indicated that by combining responses under agree and strongly agree, 89 (35.2%) of the respondents accepted that salaries are paid regularly which promote unity between workers and employer with a mean of 2.0988 and standard deviation of 1.14526, 81 (32%) agreed that the organization gives other fringe benefits to workers for co-operation to exist in the work place organizations with a mean of 1.8696 and standard deviation of 0.91438 the, 96 (37.9%) indicated that workers' pay and conditions of employment will always bring harmony between employer and labour union with a mean of 2.2332 and standard deviation of 1.06018, 114 (45.1%) accepted that as long as the current favourable conditions of service exist in their workplace, disagreement cannot emerge between labour and employer with a mean of 2.2727 and standard deviation of 1.14119.

The overall mean can be approximated to 2.12 which indicate the link between terms/conditions of employment and labour-management co-operation. The highest mean (2.2727) indicates that majority of respondents agreed that disagreement cannot emerge between labour and employer if the current favourable conditions of service exist in their workplace. Conversely, the lowest score (1.8696) reflects the weakest argument regarding whether the organization gives other fringe benefits to workers for co-operation to exist in the workplace.

Table 4.8 gives a detailed assessment on the association between collective agreement and agreement implementation. In table 4.8, strongly disagree, disagree, agree and strongly agree are represented by SD, D, A, SA respectively. The table indicated that by combining responses under agree and strongly agree, 134 (52.9%) of the respondents accepted that they were satisfied with how the management handles collective agreement with a mean of 2.2490 and standard deviation of 0.98664,96 (37.9%) agreed that all collective agreements are honoured by the management of their organization with a mean of 2.1976 and standard deviation of 1.03915,83 (32.8%) indicated that no issue of conflict with the management at all since all agreements are treated with respect and honour with a mean of 2.0553 and standard deviation of 1.11843,85 (33.6%) agree that collective agreements cover all areas of terms and conditions of employment of workers with a mean of 2.0514 and standard deviation of 1.19578,76 (30.1%) accepted that misunderstanding can never erupt between management and union because collective bargaining is regular in my work place and collective agreement is taken with utmost seriousness.

The overall mean can be approximated to 2.14 which indicates the association between collective agreement and agreement implementation. The highest mean (2.2490) indicates that majority of respondents agreed that they were satisfied with how the management handles collective agreement. Conversely, the lowest score (1.9881) reflects the weakest argument that misunderstanding can never erupt between management and union because collective bargaining is regular in their workplace and collective agreement is taken with utmost seriousness.

Table 4.9 gives a detailed assessment on the relationship between disputes settlement and industrial democracy. In table 4.9, strongly disagree, disagree, agree and strongly agree are represented by SD, D, A, SA respectively. The table indicated that by combining responses under agree and strongly agree, 124(49.1%) of the respondents accepted that disputes rarely take place between labour and employer in their work place with a mean of 2.1779 and standard deviation of 1.11803,102 (40.3%) agreed that channels for disputes resolution in their workplace is standard, hence, industrial peace is inevitable. This has a mean of 2.1621 and standard deviation of 1.18247,86 (34%) indicated that grievances handling is taken seriously in their workplace which promotes industrial peace due to the involvement of labour representatives. This has a mean of 2.0553 and standard deviation of 0.96203,77 (30.4%) indicates that due to an acceptable procedure for conflict resolution that involves labour leaders' participation, they have

not experienced industrial conflict in their work organization. This has a mean of 2.0553 and standard deviation of 0.9300,116 (45.9%) agrees that they foresee a long time industrial peace in their work organization due to the current workers' participation in decision making and dispute resolution mechanism put in place.

The over all mean can be approximated to 2.09 which indicates the relationship between disputes settlement and industrial democracy. The highest mean (2.1779) indicates that majority of respondents agreed that disputes rarely take place between labour and employer in their workplace. Conversely, the lowest score (2.016) reflects the weakest argument that they foresee along-time industrial peace in their organization due to the current workers' participation in decision making and dispute resolution mechanism put in place.

Table 4.10 gives a detailed assessment on the relationship between rules making and industrial peace. In table 4.10, strongly disagree, disagree, agree, and strongly agree are represented by SD, D, A, SA respectively. The table indicated that by combining responses under agree and strongly agree, 107 (42.3%) of the respondents accepted that rules on terms and conditions of employment such as wages and salaries payment are well obeyed by the management which brings about co-operation. This has a mean of 2.3518 and standard deviation of 1.05727,100 (31.7%) agreed that procedural rules are equally complied with by both management and labour that often guarantee work place peace. This has a mean of 1.9763 and standard deviation of 1.06506,129 (51%) indicated that the existence of rules and regulations in their workplace ensured discipline and co-operation among staff. This has a mean of 2.4229 and standard deviation of 1.23723,111 (43.9%) indicates that existence of standard rules followed by employees prevents lawlessness in their workplace. This has a mean of 2.1739 and standard deviation of 1.08076,141 (55.7%) agrees that basic rules and regulations in their workplace will continue to facilitate industrial harmony for a long time.

The overall mean can be approximated to 2.29 which indicate the relationship between rules making and industrial peace. The highest mean (2.5059) indicates that majority of respondents agreed that that basic rules and regulations in their workplace will continue to facilitate industrial harmony for a long time. Conversely, the lowest score (1.9763) reflects the weakest argument that procedural rules are equally complied with by both management and labour that often guarantee workplace peace.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

In this section of the study, the researcher provides a summary of the findings derived from the study, the conclusion of the study, and recommendation for the study.

5.1 Summary of the Study

Collective bargaining is the mechanism by which union members and managers assess and control decisions within the work agreement on both fundamental and procedural issues. Collective bargaining applies, in the field of labour relations, to the mechanism in which processes are mutually negotiated and terms of employment and salaries are decided through arbitration between the union of workers or employers and the organization's workforce. While these arrangements are not legally binding, certain aspects of power do exist.

Consequently, this study was developed to investigate the impact of collective bargaining on the industrial unity of Nigeria's deposit money banks. The results of this analysis were explored in depth and the study's goals were related to the research's current findings. In collecting data and gathering information, main and secondary data sources were used. A four-point Likert scale questionnaire is however the main tool of data collection. To obtain data from the respondents, the analysis used a survey research design.

The fundamental theoretical framework established for this study is the chamberlain theory. Chamberlin's theory is divided into three parts namely marketing theory, governmental theory and managerial theory. Marketing theory is faced on the contractual aspect of collective bargaining as employee and union are contracting on the terms/conditions of employee. The theory makes collective bargaining an economical process. The governmental theory is focused on the belief that though collective bargaining is contractual, it is a means of increasing profit for labour. The theory is looking at the political perspective of the course as it introduces industrial democracy into the fold. Managerial theory is supported by the "principle of mutuality" which holds that, those who are integral to the conduct of an enterprise should have a say in decisions

of concern to them. The managerial theory just simply sees collective bargaining as an interrelations system or a means interaction between the parties and fair hearing.

Furthermore, correlation analysis used to test the four-research hypothesis. The probability level was set up at 5% significance. The result of the analysis hence indicates that there is a significant relationship between terms/conditions of employment and labour-management co-operation with a significance level of 0.000 ($p < 0.05$), collective agreement has a significant relationship with agreement implementation with a significance level of 0.000 ($p < 0.05$), disputes settlement has a significant relationship with industrial democracy with a significance level of 0.000 ($p < 0.05$), and rules making has a significant relationship with industrial peace with a significance level of 0.000 ($p < 0.05$)

5.2 Conclusion

This study examined the effect of collective bargaining on the industrial harmony of deposit money banks in Nigeria. From the evidence gathered by this study, the study concludes that there is a significant positive relationship bargaining between collective bargaining and industrial harmony of deposit money banks in Nigeria. In particular, the study concludes that terms/conditions of employment have a significant relationship with labour-management co-operation. The study also concludes that collective agreement has a significant relationship with agreement implementation. Also, the study concludes that disputes settlement has a significant relationship with industrial democracy. And lastly, the study concludes that rules making has a significant relationship with industrial peace.

5.3 Recommendation

Sequel to the findings of this research, the following recommendations are made which will be useful to stakeholders;

- i. The trade unions should be able to negotiate on behalf of the workers or the employment terms and contracts collectively agreed through collective bargaining.
- ii. The Trade Unions and the Human Resource Management should make an effort to educate and enlighten the worker as to their rights in the workplace. This will prevent exploitation and create an atmosphere for seeking redress if their rights are crushed on in the industry.

- iii. Managers should develop various but appropriate strategies to resolve and handle conflicts as they arise before escalating to an uncontrollable level.

Management should ensure implementation of collective agreement to reduce incidence of strike and grievance frequency in deposit money banks in Nigeria.

5.4 Contributions to Knowledge

The first contribution to the knowledge in this research work was the gap created in the statement of problem. That is past studies have examined organisational harmony and productivity as it focused on issues like Human Resource management (Charles.E 2016), Organisational Performance (Victoria.K and Nnamdi S.O 2019), Employee Motivation (Ajalie S.N 2017), Strategic Management (Alex. K 2019), Teamwork (Collins. M 2017) etc. Although this works were impressive, however little to nothing has been done in intellectual discourse on the influence of collective bargaining on the organisational harmony and productivity.

Secondly significance of study, the study will enhance cordial relationship between workers and management /employers since collective bargaining provides a platform for both parties to discuss issues related to terms and conditions of employment on regular basis that can engender industrial peace.

Thirdly, with industrial peace in the workplace, employees will be able to remain committed to their service and devote their time on high productivity, thereby facilitating higher profit to the organisation.

Fourthly, the study will provide avenue for industrial democracy in terms of workers participation in decision making on issues affecting their working lives. This will invariably reduce excessive use of power on the part of employer in respect of terms/conditions and employment of workers.

Fifthly with high productivity and rise in the profit of the organization, national output will rise, employment prospect will be brightened and more workers will be employed thereby reducing poverty and social vices in the society.

Lastly industrial disputes will be reduced such as strike, labour turn over, absenteeism, sabotage, picketing, exit, fraud etc. This will ultimately engender stable work relations and commitment on the part of workers coupled with job satisfaction and effective performance.

5.5 Suggestions for Further Studies

- 1) Future studies can concentrate on collective bargaining in manufacturing industries or service oriented industry as opposed to banking sector that this study examined.
- 2) Future studies can focus on comparative analysis on collective bargaining on organisation harmony and productivity in the private and public work organisation for more comprehensive findings.
- 3) Future studies can combine questionnaire with in-depth interview as research instrument in other to elicit more elaborate data from the respondents.
- 4) The sample size of the future studies can be larger than the present study, in other to give room for fact finding information from the respondents.

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QUESTIONNAIRE

Dear Respondent,

I am Ahmadu Daniel - a final year student of Mountain Top University. I am writing a project on the above named topic in partial fulfilment of the requirements for the 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 following questions by ticking the one you consider most appropriate among the alternatives.

Thank you for your sincere co-operation.

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

SECTION A: DEMOGRAPHIC DATA

1. Gender: a. Male () b. Female ()
2. Age Group: a. 29 years and below () b. 30-39 years () c. 40-49 years () d. 50-59 years () e. Above 60 years ()
3. Marital status: a. Single () b. Married () c. Divorced () d. Widowed ()
4. Educational Level: a. Certificate () b. Diploma () c. Bachelors' degree () d. Masters' degree e. Doctorate degree () f. Others (Please specify)_____

5. What is your current position in the organization? a. Senior management () b. Middle management () c. Supervisory () d. General Staff () e. Others (Please specify)

6. How long have you worked for this organization? a. 5 years and below () b. 6-10 years ()

S/N	QUESTIONS	SD 1	D 2	A 3	SA 4
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- c. 11-15 years () d. 16-20 years () e. 21 years and above.

SECTION B: LINK BETWEEN TERMS/CONDITIONS OF EMPLOYMENT AND LABOUR-MANAGEMENT

CO-OPERATION

Please respond to the following statements by indicating the extent to which you agree or disagree with them. Use the following scale in answering; SD=1 for strongly Disagree, D=2 for Disagree, A=3 for Agree and SA=4 for Strongly Agree.

SECTION C: ASSOCIATION BETWEEN COLLECTIVE AGREEMENT AND AGREEMENT IMPLEMENTATION

7.	Salaries are paid regularly which promote unity between workers and employer				
8.	My work organisation gives other fringe benefits to workers for co-operation to exist in the workplace.				
9.	Workers' pay and conditions of employment will always bring harmony between employer and labour union				
10.	As long as the current favourable conditions of service exist in my workplace, disagreement cannot emerge between labour and employer				

Please respond to the following statements by indicating the extent to which you agree or disagree with them. Use the following scale in answering; SD=1 for strongly Disagree, D=2 for Disagree, A=3 for Agree and SA=4 for Strongly Agree.

S/N	QUESTIONS	SD	D	A	SA
		1	2	3	4
11.	I am satisfied with how the management handles collective agreement				
12.	All collective agreements are honoured by the management of my work organisation				
14.	No issue of conflict with the management at all since all agreements are treated with respect and honour				
15.	Collective agreements cover all areas of terms and conditions of employment of workers				
16.	Misunderstanding can never erupt between management and union because collective bargaining is regular in my workplace and collective agreement is taken with utmost seriousness.				

SECTION D: RELATIOSHIP BETWEEN DISPUTES SETTLEMENT AND INDUSTRIAL DEMOCRACY

Please respond to the following statements by indicating the extent to which you agree or disagree with them. Use the following scale in answering; SD=1 for strongly Disagree, D=2 for Disagree, U=3 for

S/N	QUESTIONS	SD	D	U	A
		1	2	3	4
17.	Disputes rarely take place between labour and employer in my workplace				
18.	Channels for disputes resolution in my workplace is standard, hence, industrial peace is inevitable				
19.	Grievances handling is taken seriously in my workplace that promotes industrial peace due to the involvement of labour representatives				
20.	Due to an acceptable procedure for conflict resolution that involves labour leaders' participation, I have not experienced industrial conflict in my work organisation				
21.	I foresee a long time industrial peace in my work organisation due to the current workers' participation in decision making and dispute resolution mechanism put in place				

Undecided, A=4 for Agree and SA=5 for Strongly Agree.

SECTION E: RELATIONSHIP BETWEEN RULES MAKING AND INDUSTRIAL PEACE

Please respond to the following statements by indicating the extent to which you agree or disagree with them. Use the following scale in answering; SD=1 for strongly Disagree, D=2 for Disagree, A=3 for Agree and SA=4 for Strongly Agree.

S/N	QUESTIONS	SD	D	A	SA
		1	2	4	5
22.	Rules on terms and conditions of employment such as wages and salaries payment are well obeyed by the management which brings about co-operation.				
23.	Procedural rules are equally complied with by both management and labour that often				

	guarantee workplace peace				
24.	The existence of rules and regulations in my workplace ensure discipline and co-operation among staff				
25.	Existence of standard rules followed by employees prevents lawlessness in my workplace				
26.	Basic rules and regulations in my workplace will continue to facilitate industrial harmony for a long time.				

Thanks for your co-operation.