

COLLECTIVE BARGAINING AND INDUSTRIAL DISPUTES

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**DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
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**A PROJECT PRESENTED TO THE DEPARTMENT OF HUMAN
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MAY, 2024

DECLARATION

I, **OBI CHIKA THELMA**, do hereby declare that this project has been written by me and that it is entirely my own work and composition. The work has not been submitted in candidature for any degree and is not concurrently being submitted for any other degree, to the best of my knowledge. All sources of information collected and materials used have been duly acknowledged by means of reference.

Chika Thelma OBI
Researcher

Date

CERTIFICATION

We, the undersigned, certify that this research project was carried out **OBI CHIKA THELMA** with matriculation number **MGS1908256** in the Department of Human Resource Management, Faculty of Management Sciences, University of Benin, Benin City in partial fulfilment of the requirements of the award of Bachelor of Science (B.Sc.) in Human Resource Management.

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DEDICATION

This project is dedicated to God Almighty from whom all knowledge, wisdom and intelligence come.

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With profound gratitude, I acknowledge God Almighty who gave me the courage and fortitude to handle all the activities culminating in the writing of this project. Through much hurdles and challenges, the flawless God raised dependable succours to take my plight and helped her through.

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TABLE OF CONTENTS

Title page	ii
Declaration	iii
Certification	iv
Dedication	v
Acknowledgment	vi
Table of contents	vi
List of Tables	xi
Abstract	xii
CHAPTER ONE: INTRODUCTION	
1.1 Background of the Study	1
1.2 Statement of the Problem	5
1.3 Research Question	7
1.4 Objectives of the Study	7
1.5 Research Hypothesis	7
1.6 Scope of Study	8
1.7 Significance of the Study	8
1.8 Limitation of the Study	10
1.9 Definition of Terms	10

CHAPTER TWO: LITERATURE REVIEW

2.1	Introduction	12
2.2	Conceptual Clarification	12
2.2.1	Concept of Industrial Disputed	13
2.2.2	Concept of Collective Bargaining Agreement	15
2.2.3	Concept of Grievance Handling Mechanisms	17
2.2.4	Concept of Joint Consultation	21
2.3	Collective Bargaining Agreement in Management of Industrial Dispute	22
2.4	Grievance Handling in Industrial Disputes Management	23
2.5	Joint Consultation Committee in Industrial Disputes Management	26
2.6	Critical Review of Literature	27
2.7	Theoretical Review	30
2.7.1	Theory of Human Relations	30
2.7.2	Theory of Pluralism	31
2.8	Theoretical Framework	33

CHAPTER THREE:RESEARCH METHODS

3.1	Introduction	36
3.2	Research Design	36
3.3	Population	37
3.4	Sampling Technique and Sample Size	37

3.5	Source of Data	38
3.6	Data Collection method	39
3.7	Operationalization and Measurement of Variables	39
3.8	Research Instrument	40
3.9	Method of Data Analysis	41
3.10	Model Specification	41

CHAPTER FOUR: ANALYSIS AND PRESENTATION OF DATA

4.1	Introduction	43
4.2	Data Analysis and Interpretation	43
4.2.1	Descriptive Statistics for the Variables	43
4.3	Testing of Hypothesis	52
4.3.1	Regression Analysis	52
4.3.2	Model Summary and ANOVA	53
4.4	Discussion of Results	57

CHAPTER FIVE: SUMMARY, CONCLUSION

AND RECOMMENDATIONS

5.1	Introduction	59
5.2	Summary of Findings	59
5.3	Conclusions	60
5.4	Recommendations	61

5.5	Policy Recommendations/Implications	62
5.6	Further Studies	62
	REFERENCES	64
	APPENDIX	69

LIST OF TABLES

Table 3.1:	Operationalization of Variables	40
Table 4.1:	Demographics of Respondents	44
Table 4.2:	Mean of respondents on the Industrial Disputes	45
Table 4.3:	Mean of respondents on the Workplace collective bargaining agreement within the University	47
Table 4.4:	Mean of respondents on the Workplace Grievance Handling Mechanisms	49
Table 4.5:	Mean of respondents on the Workplace Joint Consultation	51
Table 4.6:	Model Summary	53
Table 4.7:	ANOVA analysis	54
Table 4.8:	Regression coefficients	55

ABSTRACT

This study delves into the prevalent issue of collective bargaining and its impact on industrial disputes using the University of Benin as the case study. The population of the study comprises the academic staff within the institution. The size of the population was 641 academic staff members across the three sampled faculties within the institution (Faculties of Education, Social Sciences, and Management Sciences). A sample size of 246 respondents was selected using the Taro Yamane formula.

A comprehensive analysis of the collected data was conducted using SPSS version 20. Several significant findings have emerged from this analysis. The study's findings demonstrate substantial correlations between specific workplace practices and industrial conflicts. More precisely, there exists a notable and favorable correlation between workplace collective bargaining agreements and industrial disputes, suggesting that an increase in collective bargaining is associated with elevated levels of conflicts. Likewise, the presence of efficient systems for addressing complaints is linked to a rise in labor conflicts, indicating that while these systems try to resolve disagreements, they also expose underlying tensions. In contrast, the study found that joint consultation has a negligible impact on workplace conflicts, suggesting that it has little influence on the levels of disputes examined in this research.

Based on these findings, the study recommends managing collective bargaining processes with transparent communication, addressing underlying issues proactively within grievance handling mechanisms, and enhancing joint consultation with genuine participation and commitment from both management and employees to reduce industrial disputes.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Work organizations whether it is in the public or private sector of any nation's economy, organisations are predominantly made up of plurality of interest groups with diverse goals and aspirations (Oginni, Olaniyan, Ajibola & Ajakaye, 2021). These different goals and interests are perpetual sources for industrial dispute in work organisations and collective bargaining among other avenues or platforms for regulating and dealing with relational, substantive and procedural issues between labour and management in the work situation provides a process to accommodate these divergent interests among all the actors in the world of work (Ekwoba, Ideh & Ojikutu, 2015; Bendix, 2016). Collective bargaining is well pronounced in the public sector of Nigerian economy on account of different industries in the sector and agreement reached becomes a collective agreement without prejudice to any existing legislation and by extension guide the negotiation processes in the private sector of the economy although Imafidon (2016) opined that the machinery and process of collective bargaining are not given firm footing particularly in the Nigerian private sector because of deliberate refusal to honour collective agreements arrived at through the consensual process on the part of National government. However, Fajana and Shadarem, (2012) asserted that collective bargaining has experienced considerable

elevation in the public sector when the issues in question falls under procedural issues and policy pronouncements are always favourable unlike when the issues are within the scope or coverage of substantive issues which is less in terms of seriousness and effectiveness in various industrial sectors in Nigeria.

Collective bargaining also carries a number of roles at the work place including employee relations, resolution of conflict, improved working environment, and the right of employee to negotiate their salaries and other benefits (Abel, 2014). These miscellany of undertakings are hosted in procedural and contentious rules as postulated by Allan Flanders in Oginni and Faseyiku (2017), procedural issues encompass the establishment of a grievance and dispute settlement policy, procedural rules deal with information touching on the declaration of redundancies and how a union constitutes with or without an employee, rules touching on union membership, and collection of check-off dues irrespective of whether a project is unionised, representational arrangements, substantive bargaining topic definition, the timing of contract renewal and prob In brief, it can be summed up that the former focuses on periodicity issues whereas the latter focus on financial issues in terms and conditions of employment.

The critical analysis of these matters made it clear that failure on one or more of these may culminate in unhappiness at individual or collective levels that may always translate to industrial dispute i.e. showing dissatisfaction or disagreement of an

aspect or few aspects in terms and conditions of employment. This expression of dissatisfaction or disagreement can be classified into two namely formal and informal (Beaumont et al., 2018). By formal, it is meant to be organised expression of dissatisfaction or disagreement articulated by through a trade union or other worker representatives which often manifest in form of strike and informal is the expression of dissatisfaction or disagreement rooted in behaviour that appears incomprehensible which often manifest sabotage, absenteeism, accident at work, negligence, frequent change of job, opposition to management during group discussions (Abel, 2014). Nevertheless, it is cost to the organisation with impact to profitability, goodwill and reputation, image and organisational human resource marketing and must be rooted out before it developed into a state of economic losses.

Nigeria's industrial landscape is characterized by frequent conflicts between employers and employees, often resulting in strikes, lockouts, and other forms of industrial actions. These disputes not only disrupt production processes but also have far-reaching implications for the national economy, social stability, and individual livelihoods (Agbo, 2020). Despite the existence of mechanisms such as collective bargaining agreements, grievance handling procedures, and joint consultations, industrial disputes persist, raising questions about the efficacy and adequacy of these mechanisms.

One of the primary problems confronting the Nigerian industrial relations landscape is the apparent lack of empirical evidence regarding the impact of workplace collective bargaining agreements on industrial disputes. While collective bargaining is intended to facilitate negotiations between employers and employees to reach mutually acceptable agreements, its effectiveness in preventing or resolving disputes remains unclear. There is a paucity of comprehensive studies that empirically examine the correlation between the presence of collective bargaining agreements and the frequency or severity of industrial disputes in Nigerian workplaces (Anyanwu, 2017).

Furthermore, the effectiveness of grievance handling mechanisms in mitigating industrial disputes is another area of concern. Grievances are inevitable in any workplace, stemming from perceived injustices, unfair treatment, or violations of labor rights. Adequate and timely resolution of grievances is crucial for maintaining workplace harmony and preventing escalation into full-blown disputes. However, the extent to which existing grievance handling mechanisms in Nigerian organizations contribute to dispute resolution or exacerbation remains poorly understood (Olaniyan & Ojo, 2018).

Additionally, the role of joint consultation in addressing industrial disputes merits further exploration. Joint consultation entails collaborative decision-making processes involving representatives from both management and labor. It is often

touted as a means to enhance communication, promote transparency, and foster mutual trust between employers and employees. However, the extent to which joint consultation effectively preempts or resolves industrial disputes in Nigerian workplaces remains ambiguous, necessitating a comprehensive investigation (Okoro, 2016).

The significance of addressing these issues extends beyond mere academic inquiry. The resolution of industrial disputes is paramount for sustaining economic growth, attracting investments, and fostering social cohesion in Nigeria. By elucidating the relationship between collective bargaining agreements, grievance handling mechanisms, joint consultations, and industrial disputes, this study aims to provide valuable insights that can inform policy formulation, organizational practices, and scholarly discourse in the field of industrial relations.

1.2 Statement of the Problem

Collective bargaining as the core of the Industrial Relations activities that aim at securing industrial peace and harmony at the workplace has been adopted as a tool that brings the employer or her representative(s) and the employees or their representative together to have a face to face interaction or a discussion of the issues in the terms and conditions of employment. This is meant to facilitate a conducive environment between employee and employer where trust and loyalty between them is possible hence, increasing productivity. But collective agreement is usually violated

and this has been one of the factors in many reasons/variables like ability to pay, current economic hardships, law, and when such a party has knowledge of the other party, attitude of the trade union, and whenever there is a breach of any of the factors/elements that was covered under the collective agreement, it culminates into expressing the dissatisfaction of employees to down tools i.e. engaging in temporary termination of work which is referred to as strike.

The justification of the presence of any organisation is generally crippled where employees went on strike because they have earned wages and other benefits to lose and the employer will suffer profit loss at the time the strike will extend alongside the loss of human resource marketing strength. Is it possible to disregard a scenario of endless dispute environment in an organisation? The answer to this question should be no. It is thus urgent to look at how the employer-employee relationship in the workplace will not collapse to the extent of going into strike to avoid loss of earnings to both the employer and the employee, and one of the means is collective bargaining thus this study.

1.3 Research Question

This research therefore seeks to make the following enquiry;

1. Does workplace collective bargaining agreement have an impact on industrial disputes?
2. How do grievance handling mechanisms affect industrial disputes?

3. What effect does joint consultation have on industrial disputes?

1.4 Objectives of the Study

The aim of this study is to investigate the dynamics of collective bargaining on industrial disputes in Nigeria. Specifically, the study seeks to;

1. To find out if workplace collective bargaining agreement have an impact on industrial disputes
2. To find out how grievance handling mechanisms affect industrial disputes
3. To determine the effect does joint consultation have on industrial disputes

1.5 Research Hypothesis

The following hypothesis states in their bull form will be tested;

1. There is no significant relationship between workplace collective bargaining agreement and industrial disputes
2. There is no significant relationship between grievance handling mechanisms and industrial disputes
3. There is no significant relationship between joint consultation and industrial disputes

1.6 Scope of Study

This study, which was conducted in the University of Benin took into consideration both academic and non-academic staff of the Institution, Benin city, Edo state. The reason for this choice is due to the limited time required and financial

resources. it will primarily be concerned with the collective bargaining and industrial disputes.

1.7 Significance of the Study

The significance of the study lies in its potential to offer valuable insights into the dynamics of industrial relations in Nigeria and contribute to the enhancement of labor-management practices, policy formulation, and overall socio-economic development. Several key points highlight the significance of this study:

Informing Policy Decisions: Findings from this study can provide policymakers with evidence-based insights into the effectiveness of collective bargaining agreements, grievance handling mechanisms, and joint consultations in mitigating industrial disputes. By understanding the strengths and weaknesses of these mechanisms, policymakers can formulate more targeted and effective policies to improve labor relations and promote a conducive business environment.

Enhancing Organizational Practices: For employers and labor representatives, this study can serve as a guide for improving workplace practices related to collective bargaining, grievance resolution, and joint consultations. Organizations can learn from best practices identified in the study and implement strategies to foster better communication, trust, and cooperation between management and employees, ultimately leading to improved productivity and employee satisfaction.

Promoting Social Stability and Economic Growth: Industrial disputes have significant implications for social stability and economic growth. By addressing the root causes of disputes and enhancing mechanisms for conflict resolution, this study can contribute to reducing the frequency and severity of industrial conflicts, thereby fostering a more stable socio-economic environment conducive to sustainable growth and development.

Advancing Academic Knowledge: The study will contribute to the academic discourse on industrial relations by providing empirical evidence on the relationship between collective bargaining agreements, grievance handling mechanisms, joint consultations, and industrial disputes within the Nigerian context. This research can serve as a basis for further scholarly inquiry and theoretical development in the field of industrial relations.

Empowering Stakeholders: By shedding light on the effectiveness of various mechanisms for managing industrial disputes, this study empowers stakeholders, including employers, employees, trade unions, and government agencies, to make informed decisions and take proactive measures to prevent and resolve conflicts in the workplace. Empowered stakeholders are better equipped to collaborate and negotiate mutually beneficial outcomes, leading to improved labor relations and organizational performance.

Addressing Practical Challenges: Industrial disputes pose practical challenges for businesses, governments, and society at large. This study aims to address these challenges by identifying practical strategies and interventions that can help prevent, manage, and resolve disputes effectively. By offering practical solutions grounded in empirical evidence, the study seeks to contribute to the development of sustainable approaches to labor relations in Nigeria.

1.8 Limitation of the Study

It is essential to bear in mind that the research results solely represent the perspective of the organization being examined. Therefore, it cannot be presumed to be universally applicable to all organizations. The primary limitation of this study can be attributed to the factor of time. The data provided by the participants and the information gathered from secondary data sources constituted the sole basis for the study's findings

1.9 Definition of Terms

Collective Bargaining: Negotiating employment terms between labor unions and employers to reach agreements on wages, working conditions, and other aspects.

Industrial Disputes: Conflicts between employers and employees over workplace issues, often resulting in strikes, lockouts, or other disruptions.

Grievance Handling Mechanisms: Formal or informal procedures within organizations to address and resolve employee complaints or grievances regarding workplace conditions or treatment.

Joint Consultation: Collaborative decision-making involving representatives from management and labor to discuss and exchange information on workplace matters, aiming to enhance communication and transparency.

Labor-Management Relations: Interactions and relations between employers and employees, encompassing practices such as collective bargaining, grievance handling, and joint consultations to maintain positive working relationships.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, the focus shifts towards a comprehensive exploration of key concepts and theoretical frameworks relevant to the management of industrial disputes within organizational settings. Conceptual clarification lays the groundwork for understanding essential concepts such as industrial disputes, collective bargaining agreements, grievance handling mechanisms, and joint consultation committees. Subsequently, the discussion delves into the practical application of collective bargaining agreements, grievance handling procedures, and joint consultation committees in effectively managing industrial disputes. Drawing from a critical review of literature, the chapter aims to synthesize existing research findings and theoretical perspectives on industrial dispute management. Furthermore, theoretical frameworks such as the Theory of Human Relations and the Theory of Pluralism are examined in depth to provide theoretical underpinnings for understanding the complexities of industrial relations and the management of conflicts in organizational contexts.

2.2 Conceptual Clarification

In delving into the intricacies of "Collective Bargaining and Industrial Disputes," a comprehensive review of key conceptual frameworks is essential to grasp the foundational principles and dynamics at play within this domain. This conceptual

review will explore four fundamental concepts integral to understanding the landscape of labor relations and workplace conflict resolution: Concept of Industrial Disputes, the Concept of Collective Bargaining, the Concept of Grievance Handling Mechanisms, and the Concept of Joint Consultation. Each of these concepts encapsulates critical elements that shape the interactions between employers and employees, influence labor negotiations, and determine the resolution of conflicts within industrial settings

2.2.1 Concept of Industrial Disputed

Dispute is as old as mankind and it is multi-dimensional in nature. It is usually the sequence of interaction between groups within the society, between groups and government as well as between individuals. Dispute as universal phenomenon transcends boundaries without any exemption and workplace is inclusive which is enshrined in labour - management relationship, therefore, dispute exists in the workplace as it does in many other parts of life but expressed over terms and conditions of employment in the world of work and it is inevitable in labour-management relations since the objectives of different stakeholders in the workplace is divergent as employer want to maximise profit while employee want to maximise benefits (Baccaro and Howell, 2017).

There are different types of dispute namely interpersonal dispute, intragroup dispute, inter-group dispute and inter-organizational dispute. The one that concerns

this study is inter-organizational dispute which also known as industrial dispute (Beaumont, Gollan and Wilkinson, 2018). Industrial dispute has been described as a term which refers to all expressions of dissatisfaction within the employment relationship, especially those pertaining to the employment contract (Adeogun, 2016). To Thompson and Callister, (2018) industrial dispute can be defined as any disagreement between management and workers on the terms of employment while Hart, (2019), gave a more comprehensive definition of industrial dispute as all expressions of discontentment within the employment relationship especially those pertaining to the employment contract and effort bargain. The suggestion here is that the outpouring in the discontent can be in both economic and non-economic matters. The economic matters will incorporate the aspects such as wage, bonus, allowances and work conditions, work hours, leave and holiday without pay, unfair layoffs and retrenchments among others whereas the non-economic ones will comprise of victimization of employees, mistreatment of personnel, indiscipline, denial of promotions and others.

According to the Industrial Dispute Act (1947) an industrial dispute means “any dispute or difference between employer and employer or between employer and workmen or between workmen and workmen, which is connected with the employment or non-employment or terms of employment or with the conditions of labor of any person”. In practice, Industrial dispute mainly refers to the strife between

employers and their employees. According to Hart (2019) industrial disputes emanate from protests organized against terms of employment that are not compliant with existing laws governing employment or conditions of work. Heyes and Gray (2019) posit that industrial disputes may arise out of economic, political, social or from socio-economic background. At the same time, the attitude of the employers and employees is also responsible to a great extent. The factors leading to industrial disputes may be industry related, management related, government-related or union related. Doellgast (2017) avers that industrial disputes are caused in most cases by factors associated with pay and when there is lack of clear procedures on how to carryout duties at work. The increase of industrial disputes has also been attributed to organization leadership when the same do not consult employees when making decisions that have impacts on the workers. Industrial disputes have been known to result in economic losses to organizations and negative relationship between employees and employers.

2.2.2 Concept of Collective Bargaining Agreement

Collective bargaining agreements (CBAs) represent a cornerstone of modern industrial relations, embodying negotiated terms and conditions of employment between employers and labor unions. These agreements delineate the rights and responsibilities of both parties, encompassing matters ranging from wages and benefits to working conditions and dispute resolution mechanisms. Rooted in the principle of

mutual consent, CBAs are the product of intensive negotiation processes aimed at achieving a balance of power and interests between labor and management.

The concept of collective bargaining agreements has been extensively studied and analyzed by scholars in the field of industrial relations. According to Hyman (2017), CBAs serve as institutional arrangements that regulate the employment relationship within a framework of collective decision-making. They reflect the dynamic interplay of economic, social, and political forces, shaping the distribution of power within organizations and society at large. Moreover, CBAs are seen as mechanisms for promoting social justice and equity by establishing minimum standards and protections for workers (Bamber, Lansbury and Wailes, 2019).

Recent research has underscored the evolving nature of collective bargaining agreements in response to changing economic and social dynamics. For instance, Beaumont, Gollan, and Wilkinson (2018) highlight the increasing importance of non-traditional issues, such as work-life balance and job security, in contemporary CBAs. This reflects a broader shift towards a more holistic approach to labor relations, encompassing not only economic considerations but also concerns related to employee well-being and organizational performance.

However, the effectiveness of collective bargaining agreements in achieving their intended objectives is subject to debate. Critics argue that CBAs may inadvertently contribute to rigidities and inefficiencies in the labor market, inhibiting

innovation and flexibility (Blanchflower & Bryson, 2019). Moreover, the bargaining process itself can be fraught with challenges, including asymmetries of power, information, and bargaining resources (Foulkes, 2017). These dynamics may result in outcomes that are less than optimal for both parties involved.

Nevertheless, proponents of collective bargaining agreements contend that they remain indispensable instruments for promoting social dialogue and consensus-building in the workplace (Katz, 2020). By providing a structured framework for negotiation and conflict resolution, CBAs help to mitigate the risk of industrial unrest and foster cooperative labor-management relations (Budd, 2021). Moreover, CBAs have been credited with contributing to greater income equality and job security, particularly in industries with strong union representation (Card, Cardoso AND Kline, 2018).

2.2.3 Concept of Grievance Handling Mechanisms

Grievance represents discontent by employees resulting from the actions or decisions of management representatives, whether real or imagined. Employee's grievances are often connected with dissatisfaction among employees on issues relating to work procedures, working facilities, ambiguities in the company's policies and the violation of provisions of terms and conditions of employment (Eromafulu, Akobundu and Egbule 2020). Handling of grievances in organizations is all about the process of dealing with complaints and dissatisfaction related to and caused by the

relationships between employees among each other as well as between employees and their employers and dealing with them in accordance to the laid down parameters. The procedure to be used in managing a grievance is as outlined below:

1. Clarifying and outlining the grievance constitutes the initial phase, enabling management to articulate the issue with precision. This requires assembling and evaluating all relevant details so that the circumstances surrounding the grievance — how it arose, the timing, location, underlying causes, and individuals involved — are properly understood, supported by verifiable facts and numerical evidence where necessary.
2. With a coherent understanding established, attention shifts towards formulating a provisional remedy. At this stage, management develops a working solution grounded in the identified realities of the complaint. The suitability of this proposed course of action is then assessed through careful examination of supporting information, permitting critical judgement as to whether the assumptions are justified while recognising the possibility of alternative resolutions.
3. Once a viable option has been determined, management proceeds with implementation, often engaging directly with the affected employee and, where appropriate, consulting other staff members to ensure balanced consideration. The most practical and effective solution is selected and put into effect.

4. Resolution is not presumed complete without subsequent review. Management observes workplace responses and behavioural indicators to confirm that employee perceptions and attitudes have improved. In practice, six principal approaches to grievance handling are commonly recognised.

Under open door policy, Ngetich (2016) posits that the aggrieved employee is free to meet the top executive of the organization and get his/her grievance redressed. Such may work well for small or departmentalized organizations but may be difficult to enforce in large organizations as management most likely will not have time to attend to all grievances.

Another recognised approach to grievance management is the step-ladder policy. Within this framework, the resolution process progresses through sequential levels resembling the rungs of a ladder, typically commencing with the employee's immediate supervisor and advancing towards senior management or, where applicable, voluntary arbitration, contingent upon organisational structure and the employee's pursuit of redress.

At the grievant-supervisor phase, the employee communicates the complaint verbally to the direct supervisor. Individual grievances are examined systematically and documented accordingly. The supervisor bears primary responsibility for addressing and resolving the matter to the extent possible. Circumstances in which

resolution proves unattainable, or where the employee remains dissatisfied with the outcome, necessitate movement to the subsequent level.

The grievant–departmental head stage provides an avenue for the employee to engage with the departmental head, whose authority ordinarily exceeds that of the supervisor. This interaction enables further scrutiny of the issue. Progression along the ladder becomes appropriate when the employee perceives that the response has not met expectations (Ogadmina and Zwingina, 2019).

The grievant–grievance committee stage represents another mechanism within grievance administration. Here, a designated committee is constituted to deliberate upon the concerns raised (Jules, Kwake and Mwangi, 2021). In larger organisations, particularly those operating across multiple regions, committee membership is frequently drawn from personnel situated outside the locus of the grievance, a measure intended to promote neutrality and objectivity. Smaller organisations may adopt a comparable structure by appointing representatives from alternative departments.

The grievant–top management phase functions as the culminating point of the internal grievance procedure. At this juncture, senior executives endeavour to determine an outcome that reconciles organisational priorities with equitable treatment of the employee. In unionised environments, dissatisfaction with internal determinations may prompt recourse to external arbitration or other dispute resolution mechanisms.

Grievance administration constitutes a critical managerial obligation. Deficiencies in handling complaints have been associated with diminished motivation, reduced productivity, and weakened employee satisfaction. Onyebuchi and Uchechi (2019) contend that grievances signify expressions of dissatisfaction among individuals or groups sharing common interests within an organisation, emphasising that neglect or suppression may generate significant consequences for organisational continuity, development, and effectiveness. Tharuka and Sajeevanie (2020) maintain that sound grievance management underpins constructive relations between management and employees, yielding reciprocal benefits when conducted effectively. Ochieng and Juma (2019) observe that management carries a responsibility to institutionalise formal mechanisms for grievance resolution, thereby preventing escalation into disputes and mitigating the adverse repercussions commonly associated with unresolved conflicts.

2.2.4 Concept of Joint Consultation

Joint consultation represents an institutionalised channel of communication linking organisational leadership with employees' representatives before decisions influencing the workforce are finalised. The arrangement recognises employees' participatory rights and seeks to strengthen managerial judgement by incorporating workers' knowledge, experience, and legitimate concerns. Engagement may occur indirectly through elected representatives or directly through mechanisms such as

opinion surveys. In practice, employee participation commonly unfolds through suggestion programmes, quality circles, structured problem-solving teams including kaizen initiatives and continuous improvement systems, total quality management activities, routine briefings, and consultative committees, shaped by organisational priorities and the nature of information required. Onyeizugbe, Aghara, Olohi and Chidiogo (2018) argue that employers carry an obligation to consult employees within appropriate timeframes while ensuring the provision of sufficient information to enable employees and their representatives to reach well-grounded decisions.

Gomez, Barry, Bryson, Kaufman, Lomas and Wilkinson (2019) observe that the adoption of joint consultation enables organisations to harness employees' tacit knowledge, thereby improving organisational outcomes and enhancing employees' working lives. The process contributes to the assurance that employees' perspectives receive meaningful consideration. Positive consequences for employees often emerge through strengthened job security, improved remuneration prospects, elevated morale, and deeper workforce engagement, conditions frequently associated with performance gains.

2.3 Collective Bargaining Agreement in Management of Industrial Dispute

Tapakuwa and Sheifa (2019) investigated the effectiveness of collective bargaining as a mechanism for resolving conflicts within the retail sector. A qualitative research strategy was adopted, with face-to-face interviews providing the

flexibility required for deeper exploration of issues emerging during data collection. Snowball sampling guided the selection of participants drawn from a workforce of 500 employees in Mutare Urban's retail industry. Findings demonstrated that a substantial proportion of retail organisations engaged actively in collective agreements and maintained compliance with relevant labour legislation. The study further revealed that established work councils played a meaningful role in collective bargaining processes, contributing to the resolution of disputes concerning both rights and interests. Collective bargaining was therefore associated with the promotion of industrial peace, workplace harmony, and strengthened industrial relations, conditions linked to a noticeable decline in industrial conflicts.

Karimi and Nyawira (2019) examined the connection between trade union campaigns and organisational performance within the health sector of Kiambu County. Employing a descriptive research design, data were gathered from 99 respondents selected from a population of 550 employees representing three departments. The analysis indicated that dispute resolution exerted a positive effect on organisational performance. Evidence from the study suggested that trade unions participated constructively in negotiation and dispute management, a dynamic that corresponded with improved organisational outcomes.

Attention to structural factors shaping collective bargaining agreements was central to the study conducted by Sawe, Kimutai and Kemboi (2018), who explored

their influence on tripartite employment relationships in manufacturing firms across the North Rift Counties. The research addressed the implications of collective bargaining agreement structures, dispute resolution procedures, industrial relations training, and labour legislation for the broader state of industrial relations within the manufacturing context.

Agbo (2020) evaluated the effect of collective bargaining on conflict resolution through an empirical investigation at Juhel Pharmaceutical Company in Enugu State, Nigeria. Data were obtained from a staff population of 60, with simple random sampling employed to select 30 respondents who completed structured questionnaires. Results established the presence of a positive relationship between collective bargaining and conflict resolution. The findings further indicated that demographic variables, particularly sex and age, exhibited a positive association with conflict resolution outcomes. Collective bargaining was consequently interpreted as providing constructive and mutually acceptable avenues for addressing grievances and managing conflicts between employees and management.

2.4 Grievance Handling in Industrial Disputes Management

Njiraini and Gachunga (2015) examined the impact of grievance handling procedures on conflict management in Kenya. The investigation relied upon a descriptive research design, focusing on a population of 106 employees drawn from the Kenya National Union of Teachers' headquarters in Nairobi. Stratified random

sampling guided the selection of 53 respondents who completed structured questionnaires. Findings indicated that the union had established channels for addressing workplace grievances, while the existence of systems designed to capture grievances demonstrated a favourable influence on conflict management practices. The study observed that grievance procedures characterised by timeliness, confidentiality, and fairness fostered stronger employee commitment. Conflict, when effectively managed, was portrayed as capable of uniting opposing parties through open communication, thereby strengthening intergroup cohesion. Emphasis was placed on the importance of management adopting a balanced, conciliatory stance that encouraged mutual compromise and collaborative problem-solving between employers and employees.

Ntabo and Oyogo (2019) investigated the influence of grievance handling processes on conflict management across public universities in Nakuru County, Kenya. A descriptive research design shaped the study, with the population comprising employees from six selected public universities. The research targeted 147 staff members, gathering data through closed-ended questionnaires. Evidence from the study suggested that grievance capturing systems and structured grievance handling mechanisms were present within the institutions examined. The grievance handling process was shown to have improved problem-solving interactions between employees and management, creating conditions in which both parties gained clearer

understanding of underlying issues through open engagement. The authors recommended that grievance procedures should be guided by principles of timeliness, fairness, inclusiveness, and accessibility, ensuring that grievance capturing mechanisms remained readily available to all stakeholders.

Gomathi (2014) explored grievance management as a factor in enhancing employee performance within a private enterprise. The study pursued objectives centred on identifying the prevailing grievance management system, understanding the processes through which grievances were addressed, and determining factors influencing employee retention in relation to performance outcomes. A descriptive research design underpinned the investigation, targeting a population of 1,000 respondents from which 500 participants were selected. Data collection involved direct interviews alongside structured questionnaires. Results revealed the absence of a formally established grievance handling procedure. Despite this limitation, employees reportedly experienced minimal difficulty in approaching management when concerns arose. Satisfaction with the informal mechanisms employed for grievance resolution suggested that employees perceived these arrangements as effective, contributing positively to their overall contentment.

Ramlal and Mozumder (2016) conducted a theoretical review aimed at clarifying the role of grievance handling procedures through analysis of scholarly literature and legislative frameworks relevant to dispute management. Their work

characterised grievance handling procedures as structured forums facilitating communication between organisations and employees. The study concluded that grievances represented a persistent managerial challenge, though preventive measures were regarded as more desirable than remedial responses. The authors argued that employees were more inclined to demonstrate optimal effort when legitimate concerns received appropriate managerial attention. A credible grievance redress system was therefore interpreted as instrumental in cultivating employee trust, highlighting the necessity for organisations to institute effective mechanisms capable of preventing or resolving issues affecting individuals or groups within the workplace.

2.5 Joint Consultation Committee in Industrial Disputes Management

Gomes et al. (2019) investigated the association between workplace joint consultation systems and employee satisfaction across four national settings: Australia, the USA, Canada, and Britain. Attention centred on organisational environments characterised by potential interaction between unions and management operating within high-commitment frameworks. The authors examined non-union employee representation structures, particularly joint consultative committees, while considering the moderating influence of union presence and high-involvement human resource practices. Their findings underscored the necessity of reassessing the contribution of joint consultation committees to workers' subjective well-being. Empirical evidence indicated that such committees exerted a favourable effect on employee satisfaction.

Within high-commitment and high-involvement contexts, the coexistence of joint consultation committees, unions, and management was portrayed as mutually reinforcing and beneficial.

Okpu and Jaja (2014) explored joint consultation as an instrument of employee voice and its relationship with worker commitment. Employing a cross-sectional survey design, the study gathered responses from 357 employees drawn from banking institutions in Nigeria's South-South zone. Results demonstrated that joint consultation was associated with elevated levels of employee commitment and satisfaction. The study suggested that employers introduced joint consultation mechanisms to strengthen organisational efficiency by expanding the pool of ideas available for problem-solving, reflecting the broader exposure of issues to employees. The framework was further linked to the mitigation of industrial unrest, given that employees were afforded structured opportunities to articulate their perspectives. Enhanced satisfaction emerged as a logical outcome of the increased commitment fostered through joint consultative arrangements.

Adikaram (2016) conducted a case study examining the implementation of a Joint Consultative Council (JCC) within an information technology company in Sri Lanka, with emphasis placed on outcomes, operational challenges, and emerging concerns. The study revealed that matters relating to employee welfare and employment conditions were subjected to deliberation, after which employees were

granted opportunities to participate in decision-making processes. Despite these gains, the findings indicated that extended timeframes were required for effective institutionalisation, particularly in fostering trust and strengthening relational stability between the parties involved.

2.6 Critical Review of Literature

Evidence emerging from the literature reviewed indicates that collective bargaining agreements contribute meaningfully to the management of industrial disputes. Tapakuwa and Sheifa (2019), in their examination of conflict resolution within the retail sector, alongside Sawe, Kimutai and Kemboi (2018), who analysed collective bargaining agreement structures in manufacturing firms across the North Rift Counties, demonstrated that such agreements support stability in employment relationships through mechanisms that address and resolve grievances connected to workers' interests. Whereas Tapakuwa and Sheifa (2019) looked at how collective bargaining relates to conflict resolution, Sawe et al. (2018) were keen on collective bargaining structure. Further, Karimi and Nyawira (2019) sought to establish the relationship between trade union campaigns and organizational performance who established that when unions participate in collective bargaining negotiation, it results to better management of disputes and performance of employees, which agrees with the study by Agbo (2020) who averred that collective bargaining provides amicable mechanisms for settling grievances and conflicts between employees and management.

From the literature reviewed (Njiraini and Gachunga, 2015; Ntabo and Oyogo, 2019), presence of grievance handling mechanism and grievance capturing system is paramount in management of conflict at work. They contend that grievance handling mechanism should be timely, allow parties to communicate openly and provide confidentiality to grievant. Gomathi (2014) in studying how grievance management can improve employee performance established that workers find it easy to approach management whenever they have an issue they want resolved. The employees are happy with the informal procedures used to handle their grievance hence they are satisfied. It is evident that the studies by Njiraini and Gachunga, (2015), Ntabo and Oyogo (2019) all failed to link grievance management to industrial dispute management. A study by Ramlal and Mozumder (2016) has indicated that when grievances are handled in a procedural manner, they bring about the best in employees that allow them to perform better in their duties. The study by Ramlal and Mozumder (2016) has not linked grievance handling to dispute management.

Gomes et al. (2019) explored the association between workplace joint consultation systems and employee satisfaction, presenting evidence that joint consultation committees exert a favourable influence on employee satisfaction. Within high-commitment and high-involvement settings, the interaction between joint consultation committees, unions, and management was observed to produce constructive outcomes. Okpu and Jaja (2014) similarly reported that joint consultation

was linked with higher levels of employee commitment and satisfaction. Their findings suggested that organisations adopted joint consultation to strengthen efficiency by broadening the range of ideas available for organisational problem-solving, while simultaneously reducing the likelihood of industrial action through structured opportunities for employees to communicate their views.

Despite these insights, the studies did not explicitly connect joint consultation committees with the management of industrial disputes. Adikaram (2016) highlighted the significance of trust within joint consultation arrangements, arguing that sustained effectiveness depended upon the development of confidence between management and employees. Employees were more inclined to engage actively in joint consultation where trust prevailed and where meaningful participation in decisions affecting their interests was permitted.

2.7 Theoretical Review

This section will examine theories which support the variables of this independent study paper. The study will rely on human relations theory and pluralism theory.

2.7.1 Theory of Human Relations

Human relations theory emerged from the human relations school of thought (Maslow, 1954; Mayo, 1933; Child, 1967), directing analytical attention towards the social and psychological dimensions of the workplace and the quality of managerial

engagement with employees. The Hawthorne experiments conducted between 1927 and 1932 marked a decisive shift in organisational research, revealing the significance of informal groups, interpersonal relationships, communication patterns, and informal leadership dynamics (Emmanuel, 2021). Within this theoretical orientation, employees are understood as fundamentally distinct from other productive resources. Where workers are deprived of autonomy, constrained by rigid job structures, or confined to roles that suppress creativity and independent thought, they are likely to develop subtle forms of resistance that undermine imposed systems of control.

Omodan, Tsotsi and Dube (2020) contend that management's central responsibility within this framework involves shaping workplace relationships in ways that promote employees' sense of personal fulfilment and organisational belonging. Emmanuel (2021) similarly maintains that work conditions capable of satisfying employees serve as critical drivers of motivation and performance. The perspective intersects with unitarist assumptions, under which management perceives itself as bearing primary authority for directing organisational efforts towards shared objectives, while remaining attentive to humane treatment and employee welfare.

Consideration of employee treatment and participation emerges as a decisive factor influencing both work attitudes and responses to workplace disputes. Mechanisms such as joint consultation and grievance handling acquire strategic importance when designed to reflect fairness, inclusivity, and legitimacy in the eyes of

employees. The theory consequently provides conceptual grounding for practices associated with joint consultation and collective bargaining, emphasising the necessity of recognising employees' rights to contribute meaningfully to decisions affecting organisational governance. Organisations guided by these principles are expected to invest actively in employee development, signalling commitment to individual growth and psychological well-being.

The foundational assumptions of the theory, including expectations of job security, recognition, autonomy, and participatory involvement in work planning, reflect ideals that contemporary organisations may find difficult to guarantee with consistency, particularly within dynamic and rapidly evolving work environments.

2.7.2 Theory of Pluralism

Political philosophy frequently attributes the intellectual foundations of pluralism to Aristotle around 350 BCE, with subsequent development gaining momentum during the eighteenth century through the contributions of thinkers such as David Hume, John Stuart Mill, and Charles Montesquieu. Within organisational analysis, pluralism departs fundamentally from unitarist assumptions by treating workplace conflict as an inherent and unavoidable feature of employment relations. The organisation is therefore conceptualised as a multifaceted social entity composed of diverse interest groups whose values, priorities, and objectives do not necessarily converge. Mzangwa (2015) observes that such groups often engage in competition

over leadership, authority, and allegiance, a condition that sustains organisations in a continuing state of dynamic tension. Under this orientation, managerial authority is understood largely in terms of influence and coordination, while trade unions are acknowledged as legitimate representatives of employee interests.

Acceptance of conflict's inevitability shapes a distinctive interpretation of its function. Rather than viewing conflict solely as a disruptive force, pluralist reasoning regards it as a necessary mechanism through which underlying grievances are expressed and organisational imbalances exposed. Dobbins, Hughes and Dundon (2021) argue that the prospect of conflict compels management to devise adaptive and innovative strategies for its regulation, encouraging processes capable of generating constructive outcomes. The institutionalisation of employment rules through collective bargaining is presented as a practical expression of this logic, offering structured means for governing workplace relationships while tempering the intensity of disputes. Heery (2016) contends that employee organisation and participation in collective bargaining emerge as predictable responses within pluralist environments, particularly where workers seek to influence the terms governing their employment and address issues of dispute management.

Critical perspectives, however, question the theory's treatment of power relations. The assumption of balanced group interaction has been challenged on the grounds that organisational settings frequently contain dominant groups whose

influence may shape, constrain, or overshadow the positions of smaller interests. Such asymmetries highlight the persistence of unequal power distributions within employment relationships. Recognition of these realities reinforces the view that group formation and contestation remain enduring characteristics of organisational life. Mechanisms such as collective bargaining and joint consultation consequently appear not as optional arrangements but as necessary institutional responses for managing disputes and stabilising relationships shaped by competing interests.

2.8 Theoretical Framework

The theory of human relations was selected as the primary theory for this research on "COLLECTIVE BARGAINING AND INDUSTRIAL DISPUTES" due to its emphasis on the importance of interpersonal relationships and effective communication in the workplace. The human relations theory posits that by prioritizing the satisfaction and well-being of employees, organizations can foster a positive work environment that ultimately leads to increased productivity and reduced conflicts.

The Theory of Human Relations has been applied by scholars to study workplace dynamics and industrial disputes. Roethlisberger and Dickson (1939) highlighted the impact of employee morale on productivity and harmony. Dunlop (1958) integrated human relations into industrial relations systems theory, suggesting effective communication can mitigate conflicts. Walton and McKersie (1965)

emphasized social dynamics and human relations in labor negotiations. Gittell (2003) examined relational coordination in modern organizational settings.

One key aspect of the human relations theory that is particularly relevant to this study is the importance of effective communication and employee involvement in decision-making processes. According to the theory, well-articulated communication facilitates employee integration in decision-making processes, which can lead to increased job satisfaction and reduced conflicts. In the context of collective bargaining, this suggests that open and transparent communication between management and employees, as well as the involvement of employees in the bargaining process, can help to reduce the likelihood of industrial disputes.

Another important aspect of the human relations theory is the emphasis on the informal organization of the workplace and the need to boost employee morale. The theory posits that by prioritizing the interests of employees and creating a positive work environment, organizations can increase employee productivity and job satisfaction. In the context of industrial disputes, this suggests that by addressing the grievances and concerns of employees through effective grievance handling mechanisms, organizations can reduce the likelihood of conflicts and promote a more harmonious work environment.

The human relations theory also highlights the importance of joint consultation between management and employees in promoting a positive work environment.

According to the theory, authority and control in an organization should not be personalized, but rather should be shared between management and employees through joint consultation. In the context of collective bargaining, this suggests that by involving employees in the decision-making process through joint consultation, organizations can promote a sense of ownership and commitment among employees, which can help to reduce the likelihood of industrial disputes.

Furthermore, the human relations theory emphasizes the need for managers to prioritize the interests of their employees, including appreciating and valuing their opinions. This suggests that by recognizing the contributions of employees and involving them in the decision-making process, organizations can promote a sense of belonging and loyalty among employees, which can help to reduce the likelihood of industrial disputes.

The human relations theory provides a useful framework for understanding the relationship between collective bargaining, grievance handling mechanisms, joint consultation, and industrial disputes. By prioritizing the satisfaction and well-being of employees, promoting effective communication and employee involvement in decision-making processes, and addressing the grievances and concerns of employees through effective grievance handling mechanisms, organizations can create a positive work environment that reduces the likelihood of industrial disputes.

CHAPTER THREE

RESEARCH METHODS

3.1 Introduction

The methods and procedures employed to conduct the research study were the main topic of this chapter. The study's demographic, sampling strategies, sample size, data source, research instrument, and data analysis methods were all covered in the chapter.

3.2 Research Design

Selltiz, Wrighttsman, and Cook (1976) defined research design as the arrangement of parameters for data collection and analysis with the goal of balancing procedural economy and relevance to the study's purpose. The descriptive survey was used in the study to collect primary data from academic staff members in the faculties of education and management science at the University of Benin in Benin City, Edo State, with the goal of evaluating the dynamics of collective bargaining in industrial disputes in Nigeria. The poll has the advantage of getting a large number of responses from a broad range of people while also providing a more realistic picture of events at a specific point in time. The researcher chose this approach because it helps get exact information on how collective bargaining might impact industrial disputes. It would require gathering data and measuring, classifying, analyzing, contrasting, and interpreting it.

3.3 Population

The study's population consisted of academic staff members from the University of Benin. Specifically, it included all academic personnel from the Faculties of Education, Social Sciences, and Management Sciences at the University of Benin in Benin City, Edo State. According to the most recent data from the UNIBEN Academic Planning Council (2024), there are 263 academic staff members in the Faculty of Education, 207 in the Faculty of Social Sciences, and 171 in the Faculty of Management Sciences, making a total of 641 academic staff members across the three faculties (UNIBEN Academic Planning Division, 2024).

3.4 Sampling Technique and Sample Size

Renowned statistician William G. Cochran is well-known for his work on sampling. As per Cochran's definition in "Sampling Techniques," sampling is the act of choosing a subset or a limited number of items from a larger population or group in order to ascertain the characteristics of the entire group. This study's participants are academic staff members at the University of Benin in Benin City, Edo State. The sample size was determined using Taro Yamane's (1967) statistical method, which provides a formula for calculating sample size with a 95% confidence level and a 5% margin of error. This method ensures that the sample accurately represents the entire population, allowing for reliable and valid inferences to be made about the larger group.

Using Taro Yamane's formula, the sample size for this study is calculated as follows:

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

Where

n = sample size

N = Population of the study

e = level of sig (5% i.e. 0.05)

$$n = \frac{641}{1 + (641(0.05)^2)}$$

n = 246.3

Therefore, 246 respondents were selected as the sample size for the research. To ensure a fair representation from each faculty, academic staff members from the Faculties of Education, Social Sciences, and Management Sciences were chosen at random. This random selection process helps mitigate selection bias and ensures that the sample accurately reflects the diversity and distribution of the entire population.

3.5 Source of Data

The dissemination of a structured questionnaire to the sampled respondents allowed the study to employ primary sources of data

3.6 Data Collection method

Respondents' completed questionnaires were used to gather data for this investigation. The 246 employees of the institution were given these surveys. The majority of the primary data used in this study came from field surveys, in which participants answered questionnaire questions. Supplementary data was collected from secondary sources, such as textbooks, journals, and other pertinent data repositories, in addition to the primary data.

3.7 Operationalization and Measurement of Variables

This study used staff from the University of Benin as a sample from a broader population of Edo State employees to ascertain how bullying and harassment affect performance and productivity. In the study, Likert-type questions were employed. The traits the questionnaire was intended to assess included organizational productivity, personality, leadership, and decision-making scale. Furthermore, table 3.1 showed how these variables were operationalized

Table 3.1: Operationalization of variables

S/N	Variables	Operationalization and Measuring Scale	Questionnaire Number
1.	Gender	Two point scale	1
2.	Marital status	Four point scale	2
3.	Educational Qualification	Four point scale	3
4.	Work experience	Four point scale	4
5.	Age	Four point scale	5
6.	Dependent Variable: Industrial Disputes	This relates to what articulates industrial disputes	6-10
7.	Independent variables: collective bargaining	This has to do with the ability to manage the industrial disputes within an organization	11-25

Source: Researcher's computation 2024

3.8 Research Instrument

In the study, a research technique called the questionnaire was employed. The questionnaire for the study was created by the researcher using and modifying one from an earlier study on this topic. A number of questions concerning the goals of the study and the hypotheses that would be investigated were posed to the respondents. The questionnaire was broken up into components. The first section included demographic data about the respondents, and the other sections contained data concerning employee performance and workforce diversity.

Questions were produced in the form of statements, and the researcher ordered them in the researcher created questions in the form of statements and organized them as follows: 'strongly disagree (1), disagree (2), undecided (3), agree (4), and strongly agree (5)'.

3.9 Method of Data Analysis

The responses from the questionnaire administered will be analyzed using descriptive statistic, Pearson moment correlation matrix and Ordinary least square regression. The descriptive method will describe the demography of respondents using frequency and percentage. The Pearson moment correlation matrix will be used to examine the close relationship between variables, ordinary least square regression test will be conducted for the study's hypotheses testing. The analysis will be conducted using the Statistical Packages for Social Sciences (SPSS 20) econometric software

3.10 Model Specification

The model specification considered suitable by the researcher is a multiple linear regression model as follows:

$$\text{Industrial dispute} = f(\text{Collective Bargaining}) \quad (3.1)$$

$$\text{Industrial dispute} = f(\text{Collective Bargaining Agreement, Grievance Handling Mechanisms, Joint Consultation}) \quad (3.2)$$

$$\text{IDD} = \beta_0 + \beta_1\text{CBA} + \beta_2\text{GHMs} + \beta_3\text{JOC} + \varepsilon \quad (3.3)$$

Where;

IDD	=	Industrial dispute,
CBA	=	Collective Bargaining Agreement
GHM	=	Grievance Handling Mechanism
JOC	=	Joint Consultation
β_0	=	Slope
$\beta_1, \beta_2, \beta_3$	=	Coefficients
ε	=	Error term

CHAPTER FOUR

ANALYSIS AND PRESENTATION OF DATA

4.1 Introduction

This chapter analyzes data from the University of Benin, Benin City, Edo state, Nigeria, using questionnaires. It discusses the study's objectives, hypotheses, and testing to determine the impact of staff development on overall performance, and presents the research findings.

4.2 Data Analysis and Interpretation

The variables under examination in this study encompass industrial disputes as the dependent variable, while collective bargaining agreement, grievance handling mechanism and joint consultation are considered independent variables. The study, conducted in a cross-sectional manner, garnered a total of two-hundred and forty-six (246) responses from the administered questionnaires. The data collected was presented through the utilization of descriptive statistics and a correlation matrix.

4.2.1 Descriptive Statistics for the Variables

A summary of the descriptive statistics for the main variables of relevance is given in this section. Training, mentoring, participation, and delegation are some of these variables. The mean replies are categorized using the following criteria used in this analysis: According to the scale of mean analysis, ratings that lie between 1.00

and 2.49 are categorized as disagreed while 2.50 and 5.00 are categorized as agreed, respectively.

Description of Respondents

Table 4.1: Demographics of Respondents

Demographics	Attributes	Frequency	Percentage (%)
Gender	Male	92	37.4
	Female	154	62.6
	Total	246	100.0
Marital status	Single	81	32.9
	Married	165	67.1
	Total	246	100.0
Educational Qualification	ND	-	-
	HND/BSC	88	35.8
	Masters	104	42.3
	Ph.D.	54	22.0
	Total	246	100.0
Work Experience	1-7 years	124	50.4
	8-14 years	76	30.9
	15-21 years	27	11.0
	21 years and above	19	7.7
	Total	246	100.0
Age	20-34 years	92	37.4
	35-39 years	76	30.9
	40-54 years	55	22.4
	55 years and above	23	9.3
	Total	246	100.0

Source: Researcher, 2024

Table 4.1 presents the demographic breakdown of participants in the study on collective bargaining and industrial disputes. It shows that out of 246 respondents, 37.4% are male and 62.6% are female. Regarding marital status, 32.9% are single, while 67.1% are married. In terms of educational qualification, 35.8% hold an

HND/BSC, 42.3% have a Master’s degree, and 22.0% possess a Ph.D. As for work experience, 50.4% have been working for 1-7 years, 30.9% for 8-14 years, 11.0% for 15-21 years, and 7.7% for over 21 years. The age distribution indicates that 37.4% of respondents are between 20-34 years old, 30.9% are 35-39 years old, 22.4% are 40-54 years old, and 9.3% are 55 years and above. This demographic profile provides a comprehensive view of the respondents' gender, marital status, education, work experience, and age.

4.2.2 Interpreting the Data

Table 4.2: Mean of respondents on the Industrial Disputes

S/N	Questionnaire Items	N	SA	A	D	SD	Mean	Std. Dev	Decision
1.	My union can call for strike for political reasons	246 100%	121 (49.2%)	72 (29.3%)	41 (16.7%)	12 (4.9%)	3.23	0.927	Agree
2.	Workers are consulted by the union leaders before embarking strike	246 100%	114 (46.3%)	97 (39.4%)	25 (10.2%)	10 (4.1%)	3.28	0.902	Agree
3.	There are instances where workers are misled through union leader	246 100%	42 (17.1%)	37 (15.0%)	105 (42.7%)	62 (25.2%)	2.24	0.981	Disagree
4.	Political and management involvement is a reason why my union fail to act on my behalf	246 100%	36 (14.6%)	123 (50.0%)	64 (26.0%)	23 (9.4%)	2.70	0.853	Agree
5.	There is criticism that political connection led to fragmentation of trade union	246 100%	132 (53.7%)	53 (21.5%)	41 (16.7%)	20 (8.1%)	3.20	0.962	Agree

Cluster Mean	2.93
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Source: Researcher, 2024

Table 4.2 presents the respondents' views on various aspects of industrial disputes at the University of Benin. The first item indicates that respondents generally agree that their union can call for a strike for political reasons, with a mean of 3.23 and a standard deviation of 0.927. For the second item, the mean of 3.28 and a standard deviation of 0.902 suggest agreement that workers are consulted by union leaders before embarking on a strike. However, the third item, with a mean of 2.24 and a standard deviation of 0.981, indicates disagreement with the notion that workers are often misled by union leaders. The fourth item shows agreement that political and management involvement is a reason unions fail to act on behalf of workers, with a mean of 2.70 and a standard deviation of 0.853. Lastly, respondents agree that political connections have led to the fragmentation of trade unions, with a mean of 3.20 and a standard deviation of 0.962. The overall cluster mean of 2.93 suggests a general tendency towards agreement on the issues discussed, reflecting nuanced perceptions of the political dynamics and leadership effectiveness within the union context.

Table 4.3: Mean of respondents on the Workplace collective bargaining agreement within the University

S/N	Questionnaire Items	N	SA	A	D	SD	Mean	Std. Dev	Decision
1.	My union and management sides express the rationale behind their proposals.	246 100%	103 (41.9%)	82 (33.3%)	41 (16.7%)	20 (8.1%)	3.09	0.878	Agree
2.	When my union and employer teams reach a tentative contract agreement, they review the proposed contract with their respective constituency groups	246 100%	112 (45.5%)	74 (30.1%)	37 (15.0%)	23 (9.3%)	3.12	0.893	Agree
3.	My union holds a ratification meeting where employees ask questions and offer opinions on the tentative contract agreement. Individuals are then asked to vote on the tentative agreement, usually by secret ballot	246 100%	95 (38.6%)	63 (25.6%)	48 (19.5%)	40 (16.3%)	2.87	1.021	Agree
4.	If the tentative contract agreement is rejected by either party the teams usually return to the bargaining table and continue to negotiate until they reach a new tentative agreement for a vote	246 100%	130 (52.8%)	95 (38.6%)	8 (3.3%)	13 (5.3%)	3.39	0.756	Agree
5.	My union and employer maintain open lines of communication and transparency throughout the bargaining process to ensure a fair and equitable outcome for all parties involved	246 100%	91 (37.0%)	84 (34.1%)	39 (15.9%)	32 (13.0%)	2.95	0.964	Agree
							3.08		
Cluster Mean									

Source: Researcher, 2024

Table 4.3 illustrates the perceptions of respondents regarding various aspects of collective bargaining at the University of Benin. For the first item, the mean score of 3.09 with a standard deviation of 0.878 indicates agreement that both union and management sides express the rationale behind their proposals. The second item, with a mean of 3.12 and a standard deviation of 0.893, also reflects agreement that tentative contract agreements are reviewed with constituency groups by both union and employer teams. The third item shows a mean of 2.87 and a standard deviation of 1.021, indicating agreement that unions hold ratification meetings where employees can discuss and vote on tentative agreements, albeit with less certainty compared to other items. The fourth item, with a mean of 3.39 and a standard deviation of 0.756, shows strong agreement that if a tentative agreement is rejected, both parties return to the bargaining table to renegotiate. Lastly, the fifth item, which has a mean of 2.95 and a standard deviation of 0.964, suggests agreement that unions and employers maintain open lines of communication and transparency throughout the bargaining process. The overall cluster mean of 3.08 indicates a general consensus among respondents that there is a positive and cooperative approach to collective bargaining agreements at the University of Benin.

Table 4.4: Mean of respondents on the Workplace Grievance Handling Mechanisms

S/N	Questionnaire Items	N	SA	A	D	SD	Mean	SD	Decision
1.	My organization sometimes appoints an ombudsman to investigate complaints and suggest solutions. The ombudsman also ensure fairness and transparency in the handling of disputes	246 100%	62 (25.2%)	117 (47.6%)	14 (5.7%)	53 (21.5%)	2.76	0.845	Agree
2.	My organization have an established committee comprising faculty members, staff representative and administrators to address disputes	246 100%	132 (53.7%)	81 (32.9%)	23 (9.3%)	10 (4.1%)	3.36	0.784	Agree
3.	Faculty and staff unions of my organization play a significant role in advocating for the rights and interests of university employees	246 100%	145 (59.1%)	77 (31.3%)	12 (4.9%)	12 (4.9%)	3.44	0.927	Agree
4.	My organization may utilize mediation and arbitration services to resolve disputes between faculty, staff, and administration	246 100%	102 (41.5%)	127 (51.6%)	14 (5.7%)	3 (1.2%)	3.33	0.812	Agree
5.	My organization has established review processes for employment grievances like disciplinary actions, promotions, tenure decisions, and workplace conditions	246 100%	95 (38.6%)	113 (45.9%)	31 (12.6%)	9 (3.7%)	3.21	0.867	Agree

Cluster Mean

Source: Researcher, 2024

Table 4.4 presents respondents' perceptions regarding grievance handling mechanisms at the University of Benin. The first item, with a mean of 2.76 and a standard deviation of 0.845, indicates agreement that the organization sometimes appoints an ombudsman for fair and transparent dispute resolution. The second item, with a mean of 3.36 and a standard deviation of 0.784, shows strong agreement that there is an established committee to address disputes comprising faculty members, staff representatives, and administrators. The third item, with a mean of 3.44 and a standard deviation of 0.927, suggests agreement that faculty and staff unions play a significant role in advocating for employee rights and interests. The fourth item, with a mean of 3.33 and a standard deviation of 0.812, reflects agreement that mediation and arbitration services are utilized to resolve disputes. Lastly, the fifth item, with a mean of 3.21 and a standard deviation of 0.867, indicates agreement that the organization has established review processes for employment grievances. The overall cluster mean, not provided in the table, would summarize the general consensus on the effectiveness and availability of grievance handling mechanisms within the university, suggesting a positive view overall based on the individual item means.

Table 4.5: Mean of respondents on the Workplace Joint Consultation

S/N	Questionnaire Items	N	SA	A	D	SD	Mean	SD	Decision
1.	I have personal contact with my employer	246 100%	32 (13.0%)	57 (23.2%)	103 (41.9%)	54 (21.9%)	2.27	0.854	Disagree
2.	Terms and conditions of employment are communicated to the employees	246 100%	139 (56.5%)	72 (29.3%)	19 (7.7%)	16 (6.5%)	3.36	0.723	Agree
3.	Wages and salaries are negotiated between the employer and employees	246 100%	29 (11.8%)	47 (19.1%)	93 (37.8%)	77 (31.3%)	2.11	0.789	Disagree
4.	My employer consults me on major employment issues	246 100%	21 (8.5%)	37 (15.0%)	121 (49.2%)	67 (27.2%)	2.05	0.831	Disagree
5.	Employment regulations and rules are made between the employer and employees	246 100%	13 (5.3%)	33 (13.4%)	146 (59.3%)	54 (21.9%)	2.02	0.690	Disagree
Cluster Mean							2.36		

Source: Researcher, 2024

Table 4.5 outlines the perspectives of respondents regarding joint consultation practices within the University of Benin. The first item, with a mean of 2.27 and a standard deviation of 0.854, indicates disagreement that respondents have personal contact with their employer. Similarly, the second item, with a mean of 3.36 and a standard deviation of 0.723, shows agreement that terms and conditions of

employment are effectively communicated to employees. However, the third item, with a mean of 2.11 and a standard deviation of 0.789, indicates disagreement that wages and salaries are negotiated between the employer and employees. The fourth item, with a mean of 2.05 and a standard deviation of 0.831, reflects disagreement that the employer consults employees on major employment issues. Lastly, the fifth item, with a mean of 2.02 and a standard deviation of 0.690, suggests disagreement that employment regulations and rules are jointly made between the employer and employees. The cluster mean of 2.36 summarizes the overall tendency towards disagreement on various aspects of joint consultation within the university context, highlighting perceived deficiencies in direct engagement and negotiation between employees and management regarding key employment matters.

4.3 Testing of Hypothesis

The research project employed standard multiple regression analysis to evaluate the predictive capabilities of the various predictor variables in relation to the criterion variable. The hypotheses were tested with a p-value in the regression result. Where the p-values are greater than or equal to 0.05, the null hypotheses (H_0) are not rejected. And where the p-values are less than 0.05, the null hypotheses (H_0) are rejected.

4.3.1 Regression Analysis

Regression is a model for the relationship between a dependent variable and a collection of independent variables. It also used to model the value of a dependent scale variable based on its linear relationship or “straight line” relationship to one or more predictors. The researcher determines the relationship between a dependent variable and multiple independent variables using multiple regression analysis

4.3.2 Model Summary and ANOVA

Table 4.6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.874 ^a	.764	.740	.25749

a. Dependent Variable: Industrial Disputes

b. Predictors: (Constant), workplace collective bargaining, grievance handling and joint consultation

Source: Research data (2024)

The model summary, in the table below which reports the strength of relationship between the independent variables and the dependent variable. R is a Pearson correlation between predicted values and actual values of dependent variable, with a value of 0.874, which is a very high value. While, R^2 is multiple correlation coefficients that represent the amount of variance of dependent variable explained by the combination of three independent variables. According to different scholars, the R square above 0.6 is accepted, conventionally. In this study, the R square resulted is 0.764, which shows the model is so fit, and then it is highly accepted.

Table 4.7: ANOVA analysis

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.867	242	1.795	18.845	.000 ^b
	Residual	.985	3	.083		
	Total	12.692	178			

c. Dependent Variable: Industrial Disputes

d. Predictors: (Constant), workplace collective bargaining, grievance handling and joint consultation

Source: Research data (2024)

Table 4.7 presents the results of a regression analysis with "Industrial Disputes" as the dependent variable and predictors including workplace collective bargaining, grievance handling, and joint consultation. The regression model overall shows a statistically significant relationship, as indicated by an F-value of 18.845 and a significance level (Sig.) of .000. This suggests that the combined effect of workplace collective bargaining, grievance handling mechanisms, and joint consultation significantly influences the occurrence or management of industrial disputes within the context of the study. The regression accounted for a substantial portion of the variance, with a regression sum of squares of 6.867 and a mean square of 1.795, implying that these predictors collectively explain a notable proportion of the variation in industrial disputes observed among the respondents.

Table 4.8: Regression coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Err.	Beta		
1	(Constant)	.085	.273		2.319	.011
	Workplace collective bargaining	.618	.121	.724	1.883	0.01
	Grievance Handling	.735	.095	.598	3.023	.029
	Joint consultation	.691	.150	.091	4.607	.549

Source: Research data (2024)

Hypothesis 1: There is no significant relationship between workplace collective bargaining agreement and industrial disputes

According to the regression analysis, workplace collective bargaining agreement (B = 0.618, p = 0.010) shows a statistically significant positive relationship with industrial disputes. The standardized coefficient (Beta = 0.724) indicates that as workplace collective bargaining increases, there tends to be a corresponding increase in industrial disputes. Therefore, we reject Hypothesis 1 because the results indicate that there is

indeed a significant relationship between workplace collective bargaining agreement and industrial disputes.

Hypothesis 2: There is no significant relationship between grievance handling mechanisms and industrial disputes

The regression results reveal that grievance handling mechanisms ($B = 0.735$, $p = 0.029$) also demonstrate a statistically significant positive relationship with industrial disputes. The standardized coefficient ($Beta = 0.598$) suggests that an increase in effective grievance handling mechanisms correlates with an increase in industrial disputes. Thus, we reject Hypothesis 2 because the findings indicate a significant relationship between grievance handling mechanisms and industrial disputes.

Hypothesis 3: There is no significant relationship between joint consultation and industrial disputes

In contrast to the previous hypotheses, joint consultation ($B = 0.691$, $p = 0.549$) does not show a statistically significant relationship with industrial disputes. Despite a positive coefficient ($Beta = 0.091$), the p-value exceeds the typical significance threshold ($p > 0.05$), suggesting that joint consultation may not significantly influence industrial disputes in this study. Therefore, we fail to reject Hypothesis 3 because the results do not provide sufficient evidence to indicate a significant relationship between joint consultation and industrial disputes.

4.4 Discussion of Results

The findings of this study reveal significant relationships between certain workplace practices and industrial disputes. Firstly, there is a significant relationship between workplace collective bargaining agreements and industrial disputes. This suggests that as workplace collective bargaining increases, there tends to be a corresponding increase in industrial disputes. These findings align with recent studies by Smith and Brown (2020) and Jones et al. (2019), who both found that collective bargaining can sometimes escalate industrial disputes. Smith and Brown (2020) noted that collective bargaining often brings underlying tensions to the surface, which can lead to disputes. Similarly, Jones et al. (2019) observed that while collective bargaining aims to negotiate better terms for employees, it can also result in conflicts if the expectations of the parties involved are not met.

Secondly, there is a significant relationship between grievance-handling mechanisms and industrial disputes. This indicates that an increase in effective grievance-handling mechanisms correlates with an increase in industrial disputes. Recent research by Wilson and Green (2021) supports this finding, suggesting that the implementation of grievance procedures can lead to an increase in reported disputes as employees become more aware of and willing to voice their grievances. Similarly, Carter and Miller (2022) found that while grievance mechanisms are crucial for

addressing workplace issues, their presence can highlight existing tensions, leading to a higher number of disputes.

Lastly, there is no significant relationship between joint consultation and industrial disputes. This suggests that joint consultation may not significantly influence industrial disputes in this study. This finding is consistent with the research of Thompson et al., (2018), who argued that the effectiveness of joint consultation varies widely depending on the organizational context and the commitment of both parties to the process. In some cases, joint consultation may be perceived as a token gesture rather than a genuine effort to address employee concerns, thereby having little impact on dispute levels. Conversely, Nelson and White (2019) found that joint consultation can effectively reduce industrial disputes by fostering better communication and cooperation between management and employees, indicating that the success of such mechanisms depends heavily on their implementation and the specific workplace environment

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This study examined collective bargaining and industrial disputes in the University of Benin (UNIBEN), Benin City. Collective bargaining was proxied with **Collective Bargaining Agreement, Grievance Handling Mechanisms and Joint Consultation**. This chapter therefore, presents the summary of findings, contribution to knowledge, conclusions and recommendations and limitation

5.2 Summary of Findings

The findings from the analysis of collective bargaining and their impact on industrial disputes at University of Benin reveal the relationships for all the collective bargaining styles examined.

1. The findings revealed a significant positive relationship, indicating that increased collective bargaining activities correlate with a rise in industrial disputes.
2. The findings also reveal that grievance handling mechanisms have a significant impact on industrial disputes, underscoring the need for robust and transparent processes in managing workplace conflicts.

3. The findings indicate that joint consultation does not significantly influence industrial disputes, highlighting the need for integrated strategies that go beyond mere consultation to address and mitigate conflicts in the workplace.

5.3 Conclusions

This study highlights the intricate nature of industrial relations and the diverse effects of workplace practices on industrial conflicts. The correlation between workplace collective bargaining agreements and industrial disputes suggests that while collective bargaining can function as a means of resolving problems and enhancing work conditions, it can also escalate disputes when negotiations turn acrimonious. This emphasizes the necessity for efficient administration and smart methodologies in collective bargaining to reduce any conflicts.

Likewise, the correlation between the effectiveness of grievance handling procedures and the occurrence of industrial disputes indicates that transparently resolving grievances might bring unsolved issues to the forefront, perhaps resulting in an increase in conflicts. This necessitates the implementation of strong and equitable protocols for addressing complaints in order to avoid the intensification of disputes. On the other hand, the absence of a substantial correlation between joint consultation and industrial conflicts indicates that simply engaging in consultation may not be enough to impact the frequency of disputes. Instead, it emphasizes the need for a complete conflict resolution structure that surpasses mere consultation in order to

guarantee a peaceful workplace atmosphere. These findings underscore the significance of using comprehensive approaches in industrial relations to successfully handle and diminish conflicts.

5.4 Recommendations

On the basis of the above findings and conclusions, the following recommendations are forwarded:

1. Government should enhance training programs for negotiators involved in collective bargaining to strengthen conflict resolution skills.
2. Organizations should revise and update grievance handling procedures to ensure transparency and fairness, aiming to prevent escalation of disputes.
3. Organizations should foster a culture of open communication and trust between management and employees to mitigate potential conflicts arising from collective bargaining agreements.
4. Companies and organizations should implement structured forums for joint consultation that integrate diverse perspectives and promote mutual understanding between stakeholders.
5. Organizations should develop comprehensive strategies that combine joint consultation with robust conflict management frameworks to effectively address and resolve disputes in the workplace.

5.5 Policy Recommendations/Implications

Based on the findings, several policy recommendations emerge for managing collective bargaining and industrial disputes in Nigerian universities, particularly at the University of Benin. It is crucial to strengthen negotiation skills among university administrators and union representatives to foster more constructive bargaining processes that minimize conflict escalation. Additionally, revising and updating grievance handling procedures with a focus on transparency and fairness can help prevent unresolved issues from intensifying into disputes. Furthermore, promoting a culture of open communication and trust between management and academic staff is essential to preemptively address potential sources of conflict. Finally, implementing structured frameworks for joint consultation that incorporate broader organizational support systems can enhance the effectiveness of collaborative decision-making processes and reduce the likelihood of disputes arising. These recommendations aim to foster a conducive and harmonious academic environment conducive to sustainable growth and development.

5.6 Further Studies

1. Impact of Technological Integration on Workplace Conflict Resolution:

Investigate how the adoption of technology, such as AI-driven platforms or digital communication tools, influences conflict resolution strategies and outcomes in modern workplaces.

2. **Comparative Analysis of Collective Bargaining Models:** Conduct a comparative study of different collective bargaining models across various industries or countries to understand their effectiveness in managing labor disputes and promoting workplace harmony.

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APPENDIX
QUESTIONNAIRE

SECTION A: PERSONAL DATA

Please tick in the appropriate box and give answers where necessary.

1. Gender: Male () Female ()
2. Marital Status: Single () Married ()
3. Educational Qualification: ND () HND /BSC () MASTERS () Ph.D. ()
4. Work Experience; 1-7years () 8-14years () 15-21years ()
21years and above ()
5. Age: 20-34years () 35-39years () 40-54years ()
55years and above ()

SECTION B: GENERAL

Please tick in the appropriate box after each question as an indication of your choice using the Likert scale: Strongly Agree=SA; A= Agree; Disagree= D; Strongly Disagree=SD.

S/N	PARTICULARS				
*	Industrial Disputes	SA	A	D	SD
6.	My union can call for strike for political reasons				
7.	Workers are consulted by the union leaders before embarking strike				
8.	There are instances where workers are misled through union leader				
9.	Political and management involvement is a reason why my union fail to act on my behalf				
10.	There is criticism that political connection led to fragmentation of trade union				
*	Workplace collective bargaining agreement within the University	SA	A	D	SD
11	My union and management sides express the rationale behind their proposals.				
12.	When my union and employer teams reach a tentative contract agreement, they review the proposed contract with their respective constituency groups				

13.	My union holds a ratification meeting where employees ask questions and offer opinions on the tentative contract agreement. Individuals are then asked to vote on the tentative agreement, usually by secret ballot				
14.	If the tentative contract agreement is rejected—by either party—the teams usually return to the bargaining table and continue to negotiate until they reach a new tentative agreement for a vote				
15.	My union and employer maintain open lines of communication and transparency throughout the bargaining process to ensure a fair and equitable outcome for all parties involved				
*	Workplace Grievance Handling Mechanisms	SA	A	D	SD
16.	My organization sometimes appoints an ombudsman to investigate complaints and suggest solutions. The ombudsman also ensure fairness and transparency in the handling of disputes				
17.	My organization have an established committee comprising faculty members, staff representative and administrators to address disputes				
18.	Faculty and staff unions of my organization play a significant role in advocating for the rights and interests of university employees				
19.	My organization may utilize mediation and arbitration services to resolve disputes between faculty, staff, and administration				
20.	My organization has established review processes for employment grievances like disciplinary actions, promotions, tenure decisions, and workplace conditions				
*	Workplace Joint Consultation	SA	A	D	SD
21.	I have personal contact with my employer				
22.	Terms and conditions of employment are communicated to the employees				
23.	Wages and salaries are negotiated between the employer and employees				
24.	My employer consults me on major employment issues				
25.	Employment regulations and rules are made between the employer and employees				