

ABSTRACT

The study was conducted to examine the effect of labour management on Industrial Peace in Kwara State. The study adopts a single-case study to help in studying the effect of industrial relations on the company's performance and to also analyze the inherent problem. The population of the study is 140 middle level and top-level employees of Kam Wire Company, Ilorin. The tool employed in the study for data collection includes self-administered questionnaire. The study reveals that the variable used in measuring Labour Management have significant relationship and effect on Industrial Peace in Kwara State. The study further concluded that organizations need to improve existing industrial relations and acquire novel methods and processes in order to have and sustain industrial harmony required for a competitive edge. The study recommends amongst others that there should be thorough and calculated attempt in the organization to involve employees through inclusive decision-making to achieve harmonious relationship.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

At the beginning of the 20th century, the working relationship between labour and management was that of outright conflict and open hostility and management remained uncompromisingly tough in its opposition to the unions. However, in recent decades, there have been some trends towards collective efforts, accommodation and co-operation among people of diverse background and interest towards achieving a common goal. Organizations do not exist without people with various skills, experience and specialization. Disposition and the need to make out a living, but organization exist with people, management and labour. For industrial peace to flourish, the management needs the union as much as the union needs the management so as to enhance equitable distribution of economic benefits and necessary social recognition for the dignity of labour. However, lack of acceptability of the union by management escalates the uncertainties workers face around the world (Emerson, 2003).

There is a lot of insecurity and uncertainty in the work environment across the globe. These uncertainties and insecurities underline how fundamental the achievement of social justice is to industrial stability and sustainability and to peace, and how vital access to decent work is to the advancement of human well-being. These issues exist because the employers have the advantages of the power to withhold employment, the economic strength to withstand the pressures of a particular individual, and of better knowledge of the labour market, therefore, the employer is superior to the employee, and this often leads to conflicts at the detriment of industrial sustainability (Ghosal & Ye, 2015; Ryder, 2019; Reynolds, 1994; Shearman & Burrell, 1987; Vinogradov & Isaksen, 2008; Vlad, 2011; Wales, 2013).

Every organization has some set objectives which it wants to achieve, and these objectives cannot be achieved without an effective cordial relationship between labour and management, these objectives include high productivity, large market size and increased asset base. The success of an organization is not only measured by the amount of profit it can make, but also by the degree of industrial peace and harmony that can be maintained. Therefore, employers of labour must pay more attention to the needs of labour, so as to maintain high productivity. Management having

been entrusted with the day running and administration of the organization should regard and treat employees as a vital and essential asset of the organization; employees on the other hand should try to appreciate the effort of management in trying to protect the interest of investors and shareholders.

Trade unions are the principle institution of workers in modern capitalist societies. In the work place, we have the workers and management team that engage in formal relationship, which is purely for operational purposes. The relationship between the management and workers is contractual, that is the employer-employee relations. Most of the organizations fail to promote cordial relation between the labour and management with obvious effects on industrial peace and performance. The problem of low performance in an organization occurs when there is no cordial relation between management and its workers; this brings about lack of understanding thereby preventing management and workers from achieving their goals, in such a situation there is usually low productivity, no staff morale, low pay, lack of promotion and no maintenance culture. Workers should be motivated if the best is to be expected from them, money alone does not motivate a worker, job satisfaction and secured tenure of office are equally necessary if not more important. The problem of monopolizing decision making by management disrupts peaceful co-existence of labour management relations. Nel (2002) said that industrial democracy is important to workers because it result in an increased share in the control of the organization as management should see workers participation in decision making as a way of increasing the commitment and control of workers. As a result of all these, one can easily appreciate the need for a good labour-management relation, if high productivity must be maintained.

Labour is the most important in all the factors of production. The relationship that exists between labour and management determines the kind of industrial climate that may prevail in an organisation. There is good possibility that poor labour-management relation tend to promote industrial crisis. As against this background, this study examines labour-management relations and industrial peace in Kwara State University (Malete).

1.2 Statement of the Problem

There has been growing call for a more cooperative relationship between labour and management as a means of promoting industrial peace. Despite the growing attention being paid by scholars to labour management relation, only a handful of studies have examine the impact of labour

management relationship on industrial peace especially in the academic milieu. For there to be an efficient and effective performance in an organization, there must be a mutual satisfaction and dedication of the group that constitute the human side of the organization, unfortunately most organizations fail to achieve this mutual satisfaction and peaceful co-existence that they end up producing below expectation. When the organizational goals and individual goals are not compatible, it brings about conflict and disharmony which can result to strike. Strike brings frustration to management and causes unnecessary waste that will interfere seriously with the total organizations accomplishment. The frequent occurrence of strike action, which is usually organized by Trade Union, has caused a lot of problem relation to industrial peace (Obisi, 1999). Trade Union rely on industrial conflict as a means of machinery of achieving the desired goals but industrial conflicts does not give room for industrial harmony, and this has an adverse impact on organizational growth and development.

Resolving labour management disputes as fast as desirable requires negotiation. Negotiation reduces the less desirable effects of playing damaging political games in a bid to win or to weaken the position of the opposition or even to undermine established labour laws and existing collective agreements. Negotiation where properly handled could be a modernizing or traditionalizing tool in industrial peace or if poorly handled could be a tool of destabilization and crisis-escalation to the detriment of labour, management and society.

Other forms of problems that exist between Trade Union and Management in an organization are lobby, demonstration, lock-out, slowdown of production and so on. All these industrial disputes lead to in-effective and lack of growth in the organization, which could be avoided if strike is totally averted. Thus, this study shall make attempts to find solutions to some of the problems stated in this study. The problem of the study is to determine the effect of labour management relations on industrial peace in Kwara State University (KWASU) Malete.

1.3 Research Questions

The research among other problem solving parameters examined the following areas:

1. What is the effect of negotiation on employees' satisfaction?
2. How far does accommodation affect on employees' satisfaction?
3. To what extent does negotiation influence employees' morale?
4. What is the effect of accommodation employees' morale?

1.4 Objectives of the Study

The main objective of this study is to examine labour management relations and industrial peace in Kwara State University (KWASU) Malete. The specific objectives of the study are to:

1. examine the effect of negotiation on employees' satisfaction.
2. determine the effect of accommodation on employees' satisfaction.
3. investigate the influence of negotiation on employees' morale.
4. examine the effect of accommodation on employees' morale.

1.5 Research Hypotheses

H₀₁: Negotiation has no significant effect on employees' satisfaction.

H₀₂: Accommodation has no significant effect on employees' satisfaction.

H₀₃: Negotiation has no significant influence on employees' morale.

H₀₄: Accommodation has no significant effect on employees' morale.

1.6 Scope of the Study

The study focused on the impact of labour management relations practice on organization peace with special interest in Kwara state University, Malete. The study will also cover the period of 2015 – 2020.

1.7 Significance of the Study

The study of labour management relations is becoming important in Nigeria because Nigerian economy has undergone a transformation from agrarian to industrialized and from industrialized to hi-tech industries. In this scenario, manpower management and industrial relations cannot be under estimated. Though industrial relations influence a small segment of workers, it has a far – reaching implication on the economy as a whole. Hence, there is a case for the study of industrial relations.

Since both labour and management relations are very significant to the industrial peace, this research is very crucial because it shall provide new knowledge regarding the subject matter of

this research. Therefore, there is no doubt in the fact that this research will contribute towards improving industrial harmony through recommendation and suggestion for further studies.

Also, this study is shall provide relevant information about the evaluation of the relevance of labour unionism. That is, this research will be a springboard that will enable people to know the reasons why workers form trade unions. The relevant data of this study could therefore be adopted by policy planners, Government officials and the general public for effective industrial peace in Nigeria. Thereby the study would have bridged the gap in knowledge and public policy formulation and implementation.

The study is also significant in the sense that it will serve as a further contribution towards human knowledge. It will also help to clarify the obstacles in the way of industrial peace in organizations. Furthermore, the study serves as a guide for formulating acceptable human resource policy. The study also serves as an aid in creating an organization, which places each member of staff in appropriate condition, conducive for further development.

In addition, the study will help the labour and management of an organization to know the areas they are performing well and also loopholes they need to attend to. Besides, it will help management to know what it entails to improve performance in an organization. The information contained in this study will be of immense value to students, management and the general public.

1.8 Operationalization of Variables

The independent construct of this study is labour management relations denoted by X while the dependent construct is industrial peace denoted by Y. Therefore the constructs and variables are stated as follows:

$$Y = f(X)$$

i.e Industrial peace = $F(\text{labour management relations})$

Where Y= Dependent Construct

X= independent Construct

$$Y = y_1, y_2$$

$$X = x_1, x_2$$

The independent variables are

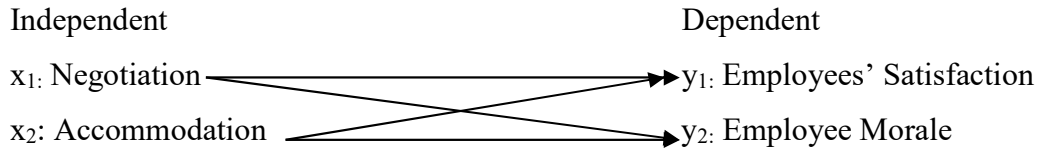
x_1 = Negotiation

x_2 = Accommodation

The dependent variables are

y_1 = Employees' Satisfaction

y_2 = Employee Morale



1.9 Outline of the Study

This research work consists of five chapters. Hence, the chapters are charted below in order of standard

Chapter one: This is the first part of the research work and it provides a Background knowledge to the study, followed by the Statements of the research problem the aim and Objectives of the research, Research questions, the Hypotheses of the Research questions, followed by the Significance of the study, Scope of the study, Operationalization of variables, Outline of chapters contain in the study and Definition of terms.

Chapter two: shall present the conceptual review, theoretical review, Empirical review and Gap in literature concerning the effect of labour management relations on industrial peace.

Chapter three: discusses the research methodology, research design, population of study, sample size determination, sample techniques/procedure, research sample frame, collection of data, research instrument, validity of research instrument, reliability of research instrument and ethical consideration.

Chapter four: This chapter discusses the data presentation and analysis of the research work which includes the empirical result and interpretation of result, test of questionnaires, test of hypothesis and discussion of results which shall be made available in chapter four.

Chapter five: This is the final chapter of this research work and it shall reflect the summary of the work, discusses the findings in the study, give conclusions, it shall outline the researcher's recommendations based on the findings of the study and suggests for further study.

1.10 Definition of Operational Terms

Accommodation: reflects a mirror image of competition, entirely giving in to someone else's concerns without making any effort to achieve one's own ends. The accommodating style means surrendering one's own needs and wishes to please the other person.

Employee morale: The capacity of people to maintain belief in an organization or a goal, or even in oneself and others.

CHAPTER TWO

LITERATURE REVIEW

2.1 Preamble

This chapter presents a review of literature that relates to the impact of entrepreneurial innovation on the performance of informal sector. The chapter explores the theoretical and empirical literature on the research topic and gives details on other studies conducted in the same area.

2.2 Conceptual Review

2.2.1 Concept of Labour Management Relation

The term labour–management relation refers to industry and relations, ‘industry’ means ‘any productive activity in which an individual is engaged’ and ‘relations’ means ‘the relations that exist in the industry between the employer and his workmen’. The concept of industrial relation is a developing and dynamic concept and does not limit itself merely to the complex of relations between the unions and management but also refers to the general web of relationship normally obtaining between employees. A web is much more complex than the simple concept of labour capital conflict.

Labour management can be used as a substitute for the following terms namely: union-employer relation, worker-employer relation or employee relation. According to Akpala (1982) labour management relations is concerned with the internal arrangement between employers and trade union in a bipartite relationship within an industry or across industries or within an enterprise to regulate their relations affecting employment and its compensation, according to him labour management relation connotes a relationship between workers, not as individuals but in their identity as the employer.

Okenwa (2000) define management labour relation as a relationship between workers not as an individual but in their collective entity with the employer. Management must relate with labour if the organization must survive the absence of this relation will robe the organization of the workers loyalty and high performance. Herman called it human relation and he defined it as the working together of management and employees in the spirit of mutual understanding and team work, with

the definitions above, we can now understand that when management and labour are integrated into group, they will work harmoniously and productively for economic benefit and social satisfaction of all.

Labour management relations is part of industrial relations, but industrial relations is broader, whenever an intervention by government as third party occurs the relationship becomes more involved and is known as industrial relations (Akpala, 1982). Ukoha (1989) said that industrial relations is the relationship that exists between workers, employers and the government for the purpose of determining the conditions under which work is done, therefore we can state that industrial relations is the regulation of the employers relationship by the workers or labour union, the employers or management and the government or its agencies, the propose of which is the establishment of job rules which specify the rights, duties and responsibilities of each other.

Armstrong (2004) suggests that labour management relations processes consist of the approaches and methods adopted by management to deal with employees either collectively through their trade unions or individually. This is often based on the organization's articulated or implied labour policies as well as the prevailing industrial relations processes that guide them. A major technique in the process is negotiation. Negotiation takes place when two parties to a dispute meet to reach an agreement. Negotiation is characterized by divergent views and become a war game in the sense that both parties try to win. The role of good labour management relations becomes to promote collaboration and harmonious spirit to achieve a win-win outcome in the heat of the battle. Labour management relations aims at collaborative arrangements which are almost always the result of employer's initiatives, but both employers and unions seem satisfied with them. They facilitate greater flexibility, more multi-skilling, removal of demarcations and improvements in quality (Guest, 2001).

In an organization with dispersed power, good negotiation must recognize that the key figure is the one who can manage coalitions effectively because each player has a different level of power determined by his or her information base, organizational position and personal capacity and credibility (Quinn, 1993). Regardless of the leadership approach in an organization, management always depends on an ability to read developing situations. Therefore, management tries to analyze interests, understand conflict and explore power relations so that situations can be brought under a measure of control. According to Morgan (1993) disputes leading to head-on clashes between

management and unions require a keen ability to discourage a winner takes all or fight-to-the death attitude and make compromise to avoid painful outcomes such as unemployment or bankruptcy of the organization. Milkovich and Boudreau (1997) opine that although labour disputes such as strikes and demonstrations are common, a more positive approach to contain them is collaboration in which management attempts to improve labour management relations through joint unions/management committees, employee involvements and giving union leaders input into strategic business decisions. In the last dozen of years it is recognized that the union is the other focal organization in effective collective bargaining relationships.

Therefore, where union and management interact at the right time, union and management attitude toward each other can positively affect the degree of peace and effectiveness that can exist in labour management relations (Ivancevich, 2001). Noe *et al.* (2004) stated that labour unions represent workers' interests and the collective bargaining processes provide a way to manage the conflict. In other words, through systems for hearing complaints and negotiating labour contracts, unions and management resolve conflicts between employers and employees. Successful business does not survive in a vacuum rather they depend and maneuver through many environmental factors, including industrial unions. According to Torrington *et al.* (2005) management always needs the collective consent of its employees; it also needs a mandate to manage. They explain that the most sustainable organizations will be the ones that avoid deterioration in labour management relations. For example, according to Njoku (2017) one of the major objectives of industrial relations is to reduce, control or avoid conflict or dispute, if possible in an organization, because it does not help the production of goods and service delivery (Eccles *et al.*, 2011; Blaga, 2013). According to Razi *et al.* (2012) labour management relations are the interacting relationship between labour and management. They see management of labour management relations as a complex phenomenon since it involves the human element, and therefore requires collaboration.

2.2.2 Key Actors in Labour Management Relations

Classically, three actors have been identified as parties to the labour relations system: the state, employers and workers' representatives. To this picture must now be added the forces that transcend these categories: regional and other multilateral economic integration arrangements among states and multinational corporations as employers which do not have a national identity but which also can be seen as labour market institutions. Since the impact of these phenomena on

labour relations remains unclear in many respects, however, discussion will focus on the more classic actors despite this caveat of the limitation of such an analysis in an increasingly global community. In addition, greater emphasis is needed on analysing the role of the individual employment relationship in labour relations systems and on the impact of the emerging alternative forms of work. Three main parties are directly involved in industrial relations: Employers: Employers possess certain rights vis-à-vis labours. They have the right to hire and fire them. Management can also affect workers' interests by exercising their right to relocate, close or merge the factory or to introduce technological changes. Employers—that is, providers of work—are usually differentiated in industrial relations systems depending upon whether they are in the private or the public sector. Historically, trade unionism and collective bargaining developed first in the private sector, but in recent years these phenomena have spread to many public sector settings as well.

Employees: Workers seek to improve the terms and conditions of their employment. They exchange views with management and voice their grievances. They also want to share decision making powers of management. Workers generally unite to form unions against the management and get support from these unions.

Government: The central and state government influences and regulates industrial relations through laws, rules, agreements, awards of court and the like. It also includes third parties and labor and tribunal courts. The diagram below depicts the industrial relations system. Industrial conflicts are the results of several socio-economic, psychological and political factors. Various lines of thoughts have been expressed and approaches used to explain this complex phenomenon. One observer has stated, "An economist tries to interpret industrial conflict in terms of impersonal markets forces and laws of supply demand. To a politician, industrial conflict is a war of different ideologies - perhaps a class-war. To a psychologist, industrial conflict means the conflicting interests, aspirations, goals, motives and perceptions of different groups of individuals, operating within and reacting to a given socio-economic and political environment".

In many countries, the state has a direct role to play in labour relations. In countries that do not respect freedom of association principles, this may involve outright control of employers' and workers' organizations or interference with their activities. The state may attempt to invalidate collective bargaining agreements that it perceives as interfering with its economic policy goals.

Generally speaking, however, the role of the state in industrialized countries has tended to promote orderly industrial relations by providing the necessary legislative framework, including minimum levels of worker protection and offering parties' information, advice and dispute settlement services. This could take the form of mere toleration of labour relations institutions and the actors in them; it could move beyond to actively encourage such institutions. In a few countries, the state is a more active participant in the industrial relations system, which includes national level tripartite negotiations. For decades in Belgium and more recently in Ireland, for instance, government representatives have been sitting down alongside those from employer and trade union circles to hammer out a national level agreement or pact on a wide range of labour and social issues. Tripartite machinery to fix minimum wages has long been a feature of labour relations in Argentina and Mexico, for example. The interest of the state in doing so derives from its desires to move the national economy in a certain direction and to maintain social peace for the duration of the pact; such bipartite or tripartite arrangements create what has been called a "social dialogue", as it has developed in Australia (until 1994), Austria, Belgium, Ireland and the Netherlands, for instance. The pros and cons of what have been termed "corporatist" or "neo-corporatist" approaches to labour relations have been extensively debated over the years. With its tripartite structure, the International Labour Organization has long been a proponent of strong tripartite cooperation in which the "social partners" play a significant role in shaping government policy on a wide range of issues.

In some countries, the very idea of the state becoming involved as a negotiator in private sector bargaining is unthinkable, as in Germany or the United States. In such systems, the role of the state is, aside from its legislative function, generally restricted to providing assistance to the parties in reaching an agreement, such as in offering voluntary mediation services. Whether active or passive, however, the state is a constant partner in any labour relations system. In addition, where the state is itself the employer or an enterprise is publicly owned, it is of course directly involved in labour relations with the employees and their representatives. In this context, the state is motivated by its role as provider of public services and/or as an economic actor.

2.2.3 Historical Background of Labour–Management Relations in Nigeria

Nigerian labour policies and legislations have tried to respond to international trends in industrial relations. The development of industrial relations was highly influenced by the British tradition. In fact, the establishment of the first labour law in 1938 was at the instance of the colonial office in London. Not just that. Indeed, the bulk of the extant labour laws in Nigeria, were enacted before independence in 1960. They have constantly been reviewed and updated for better or worse (worse, particularly with regard to industrial relations under successive military regimes) over the years. Most of the pre-independence legislation derived from International Labour Conventions ratified on behalf of Nigeria by the colonial government (subsequently confirmed by Nigeria at independence) and, enforced by means of Acts and military decrees (Yesufu, 2000).

The number of the country's labour legislations that were enacted by the colonial government illustrates the extent of this influence. It includes:

- i) The Trade Unions Ordinance of 1938 which formerly recognized organizations of workers and employers to represent their respective interests in labour relations matters;
- ii) The Labour Code Ordinance of 1941, which stipulated minimum standard of employment. To protect the worker against the abuses of management in the general area of employment;
- iii) The Trade Union Disputes (Arbitration and Inquiry) Ordinance of 1941 which gave the state the power to intervene in labour disputes when the joint machinery for settling disputes and grievances had failed and it thus provided for government intervening machinery processes of inquiry, conciliation and arbitration;
- iv) The Workmen's Compensation Ordinance 1941 which was a social security law that provided payment and compensation to workers who suffered injuries or occupational disease at work or in the case of death, provided for payment to the worker's dependants;
- v) The Factories Act of 1945 which was to ensure the safety, that employers provided clean and sanitary environment, good ventilation, lighting etc; and
- vi) The Wages Board Act 1957 which established the use of voluntarism between the workers and employers in establishing conditions of work or for the government to prescribe wages and other conditions of employment if, in its judgment, conditions of work were unreasonably poor.

Taken together this colonial legislation could be perceived as trying to establish a voluntary approach to industrial relations. Voluntarism is recognized as a by-product of British labour policy in Nigeria and the notion implies that the law allowed workers to associate in trade unions, and employers in employers' associations, and left the two sides to sort out their problems without any further interference from the law. The law assisted the parties to reach an agreement with various 'props' like facilities for conciliation or arbitration. If either party overstepped the boundary of what was proper, the law could intervene to ensure fair play.

The indigenous leaders that took over the rein of power from the colonial British officers also gave support to voluntary industrial relations approach. At the International Labour Office Ministerial Conference in Geneva in 1955, Nigeria's Labour Minister Okotie Eboh reported: We have followed in Nigeria the voluntary principle which was so important an element in industrial relations in United Kingdom...compulsory methods might occasionally produce a better economic or political result, but labour management must, I think, find greater possibilities, mutual harmony where results have been voluntarily arrived at by free discussion between two parties. We in Nigeria, at any rate, are pinning our faith on voluntary methods (International Labour Organization, 2017)

It is, therefore, to be understood that Nigerian labour legislations in the colonial era and first republic was based on voluntarism. However, while legislation seemed to support voluntarism, in practice colonial policies, whether starting the purpose of fostering trade unionism or promoting industrial relations, were primarily control devices to ensure that social institutions like trade unions did not threaten colonial economic interests (Fashoyin, 1992). Salaries especially for public sector workers remained the unilateral decisions of government through adhoc commissions. Between 1934 and 1966 when the military took over government in Nigeria, there was no less than thirteen (13) such adhoc commissions (Okotoni, 2004 and Ikeanyibe, 2009). It is estimated that about 90% of the work of those commissions had involved issues of review of wages, general conditions of service, the grading system and other issues that could have been resolved through collective bargaining under the provisions of existing labour laws relating to voluntary negotiation between the employer and the unions. These issues should have been negotiated but under the colonial practice they were fixed by administrative fiat. Thus, in spite of the British initiative in introducing labour laws that accorded with world trends, it would be wrong to claim that industrial

relations in Nigeria during the colonial and early independence era followed the voluntary approach. State-labour relations were interventionist paternalistic rather than voluntary, peaceful and democratic. During the period, trade unions were still at the teething stage of their development. It seemed that the colonial government was enacting labour Ordinances in tune with International Labour Conventions as a *de jure* stance to deceive the nationalists and the world that colonialism was a liberal and altruistic mission rather than an exploitative exercise. Fashoyin (1992) acknowledges that the labour laws were comprehensive but finds that the laws suffered from under-enforcement. In some cases, the enforcement was diametrically opposed to the extant laws.

The Trade Disputes (Essential Services) Decree of 1976 amended the 1968 decree by changing the ban on strikes to a ban on strikes in areas classified by the Ministry of Employment as essential services. It gave enormous responsibilities to the Minister in the resolution of labour disputes including the power to apprehend any dispute and prescribe such steps as he thought appropriate for its immediate settlement {Trade Disputes Act, 1976, Sect1 (1) and sect 3 (2)}. Even where there was settlement through collective bargaining process, a copy of the settlement reached must be deposited with the Minister who in turn might enforce any part of the agreement. So the government through decrees and commissions, singlehandedly continued to fix salaries of public servants, restructured the labour unions, creating in the process, industrial unions, senior staff associations, and employers' associations.

Trade unions on their part continued to be weak and ineffective. The military in a paternalistic and autocratic fashion chose to reorganize the over one thousand existing trade unions into bigger, stronger and manageable groups. This action embarked upon in 1977 was contrary to the Trade Union Decree No 31 of 1973 which repealed and replaced the 1938 statute on trade union and provided for free option for amalgamation among trade unions. The merging and reorganization of trade unions in 1977/78 by the government was purely unilateral.

Uvieghara (2001) has noted that the statutory provisions on amalgamation or merger of trade unions did not apply in 1978 and 1996 when there were such exercises. From the reorganization of 1977/78 emerged fifteen (15) Senior Staff Associations, nine (9) Employers Unions and twenty nine (29) Workers' Unions. Decree 22 of 1978 recognized only these as trade unions in the country (Ikeanyibe, 2009). The reorganization also encouraged formation of federations of trade unions or

central labour organizations which eventually led to the emergence of the Nigerian Labour Congress as the only central labour organization in the country (Uvieghara, 2001).

Perhaps ironically it is this umbrella labour union that has subsequently championed the onslaught against the autocratic and interventionist approach to labour relations of the state in the contemporary context and has also determined government responses to the labour issues in the contextual socio- economic and political developments in the country. The contemporary state labour relations policy in the country is geared towards crippling labour which has gained substantial power under the auspices of Nigerian Labour Congress (NLC).

2.2.4 Factors Affecting Labour Management Relations

Though industrial relations are relations between employer and employees it is also affected by various other factors. Industrial relations is a system made up of various factors. These factors not only interact with the main components of the industrial relations system but interact with the other factors and make the industrial relations system more complex and dynamic. These factors are responsible for the evolution of industrial relations and shaping up of the industrial relations system. The Industrial relations of any country is the outcome of its economic legal, political technological, educational and competitive factors or forces and they are also responsible for shaping the principles and practices of industrial relations of that country. The important factors affecting industrial relations are:

Economic factors: Economic factors have a direct impact on industrial relations. The type of economy that is socialist or capitalist economy have a direct impact on the type of trade unions, labour organisations and labour markets which are very strong factors in influencing industrial relations. The country's economic policies and its industrial policies are also influential in shaping the industrial relations of that country.

Political factors: The political system and the political philosophy does have the capacity to decide the position of industrial relations of that country. As the trade unions are affiliated to the various political parties a lot depends upon the attitude of that political party. The political parties have control over the trade unions and thereby they influence their ideas and beliefs on the trade unions. The culture and philosophy of the political situations is reflected on the behaviour of labour

and that decides the level of industrial relations. Political stability or instability also affects the industrial relations.

Legal factors: Industrial relations policy programme and strategy of an organisation is the outcome of the legal factors. Legal factors include the various acts, or laws or legislations regarding the employers, employees or Unions and the various laws showing the rights as well as duties to the employers, employees and unions. The State government as well as the central government from time to time develops or modifies the various laws to suit the situation of the economy with the main objective to bring in industrial peace and cordial relationships between the employer and the workers to protect the interest of employers and employees. The legal factors give a legal framework and guidelines to the employers and employees organisations and to take correct decisions and to frame the organisations industrial relations strategy.

Technological Factors: Technological factors have the capacity to influence the industrial relations of the company. It has direct influence on the employment pattern, working condition, wage level, training methods, collective bargaining process and capacity to negotiate in an organisation. Technology also makes a difference in the pattern of recruitment as well as the job market. Technological progress demands more education and so the mindset and attitude of employers, employees as well as the unions is totally different. Technology brings in a change in the behavioral pattern of the employees and their unions.

Educational factors: Educational factors means education in various fields like science, engineering, technical commerce and arts. The level and quality of education can have an impact on people and their organisations. Education can change the values, beliefs attitude and the culture of the people and so education does have the capacity to influence the industrial relations of a given economy.

Competitive Factors: Competitive factors include competition within the country and global markets competition. Competition influences the style of management, philosophy and value system of organisations; it influences the organizational health and the organizational climate. Competition develops the organisations adaptability to various policies and strategies relating to industrial relations. This factor is responsible to bring in different ideologies, global thoughts and

policies their culture and education. In modern times competitive factors are very much responsible in shaping the industrial relations of an economy.

2.2.5 Importance of Labour–Management Relations

The good relation between employers and employees is a basis for the development of industrial democracy. The increase in productivity and prosperity of the country is the result of industrial peace and harmony. Agarwal (1982) reported “Industrial harmony is inextricably linked with economic progress of the country. Industrial harmony brings about greater cooperation between workers and management which ultimately results in better production that leads to the economic progress and prosperity of the country.

The Report of National Commission on Labour (1995) envisaged “A quest for industrial harmony is indispensable when a country plans to make economic progress is bound up with industrial harmony inevitably leads to more cooperation between employer and employees, which result in more productivity and there by contributes in all round prosperity of the country. According to Agarwal (1982), it is an essential condition to maintain mutual trust and confidence between employer and employee to obtain the goal of rapid economic development and social justice’. Therefore, the healthy and good industrial relations are a vital necessity.

The primary objective of labour-management relations is to bring about good and healthy relation between the two partners in industry – labour and management. According to Kirdadlay “The state of industrial relations in a country is intimately connected with the form of its political government and the objectives of an industrial organization may change from economic to political ends.” He divides these objectives into four:

- (a) Improving the economic condition of workers in the existing state of industrial management and political government,
- (b) Control by the state over industries to regulate production and industrial relations,
- (c) Socialization or nationalization of industries by making the state itself an employee, and
- (d) Vesting the proprietorship of industries in the workers.

The other objectives of the industrial relationship are:

- (1) To safeguard the interests of labour as well as of management by securing the highest level of mutual understanding and goodwill between all sections in industry which take part in the process of production.
- (2) To avoid industrial conflicts and develop harmonious relations, which are essential for the productive efficiency of workers and the industrial progress of the country.
- (3) To raise productivity to a higher level in an era of full employment by reducing the tendency to higher and frequent absenteeism.
- (4) To establish and maintain industrial democracy based on labour partnership, not only for the purpose of sharing the gains of organization but also participating in management decisions that the individuals' personality may be fully developed and he may grow into a civilized citizen of the country.
- (5) To bring down strikes and lockouts by providing better and reasonable wages and fringe benefits to the workers and improved living conditions.
- (6) It establishes industrial democracy: Industrial relations means settling employees' problems through collective bargaining, mutual cooperation and mutual agreement amongst the parties i.e., management and employees' unions. This helps in establishing industrial democracy in the organization which motivates them to contribute their best to the growth and prosperity of the organization.
- (7) It contributes to economic growth and development: Good industrial relations lead to increased efficiency and hence higher productivity and income. This will result in economic development of the economy.
- (8) It improves morale of the work force: Good industrial relations, built-in mutual cooperation and common agreed approach motivate one to contribute one's best, result in higher productivity and hence income, give more job satisfaction and help improve the morale of the workers.
- (9) It ensures optimum use of scarce resources: Good and harmonious industrial relations create a sense of belongingness and group-cohesiveness among workers, and also a congenial

environment resulting in less industrial unrest, grievances and disputes. This will ensure optimum use of resources, both human and materials, eliminating all types of wastage.

- (10) It discourages unfair practices on the part of both management and unions: Industrial relations involve setting up machinery to solve problems confronted by management and employees through mutual agreement to which both these parties are bound. This results in banning of the unfair practices being used by employers or trade unions.
- (11) It prompts enactment of sound labour legislation: Industrial relations necessitate passing of certain labour laws to protect and promote the welfare of labour and safeguard interests of all the parties against unfair means or practices.
- (12) It facilitates change: Good industrial relations help in improvement of cooperation, team work, performance and productivity and hence in taking full advantages of modern inventions, innovations and other scientific and technological advances. It helps the work force to adjust them to change easily and quickly.

Therefore, the maintenance of a good human relationship is the main theme of industrial relation, because in its absence the whole office of the organizational structure may crumble. Employees constitute the most valuable assets of any organization. Any neglect of the important factor is likely to result in increased cost of production in term of wage and salaries, benefits and services; working conditions, increased labour turn-over, absenteeism, indiscipline and cleavages, strikes and transfer on the ground of discontent and the like, besides deterioration in the quality of the goods produced and strained relations between labour and management.

2.2.6 Industrial Harmony/Peace Defined

Generally, peace is seen as a state of mind in concurrence with serenity: a state of harmony, tranquillity, concord and a balance of equilibrium of powers (Ikejiani-Clark & Ani, 2009). Ibeanu (2006) maintained that peace is a process that is conditioned by a state or nature, mind and society. He continues by saying that peace is a process involving activities that are directly or indirectly linked to increasing development and reducing conflict, both within specific societies and in a wider international community.

Industrial harmony refers to a friendly and cooperative agreement on working relationships between employers and employees for their mutual benefit (Otobo, 2005; Osad & Osas, 2013). According to Puttapalli and Vuram (2012), industrial harmony is concerned with the relationship between management and employees with respect to the terms and conditions of employment and the work place. In effect, it is a situation where employees and management cooperate willingly in pursuit of the organization's aims and objectives. Industrial harmony requires that:

1. All management personnel understand their responsibilities and what is required of them, and have the training and authority necessary to discharge such duties and responsibilities efficiently;
2. Duties and responsibilities for each group of employees are stated with clarity and simplicity in the organizational/institutional structure;
3. Individual employees or work-groups know their objectives and are regularly kept informed of progress made towards achieving them;
4. There is an effective link in the interchange of information and views between senior management and members of the work group;
5. Supervisors are briefed about innovation and changes before they occur so they can explain management's policies and intentions to the work-group;
6. Employers cooperate with trade unions in establishing effective procedures for the negotiation of terms and conditions of employment and for the settlement of disputes;
7. Employers encourage the establishment of effective procedures among member organizations/institutions for the settlement of grievances and disputes at the level of the establishment or undertaking;
8. Employers take all reasonable steps to ensure the organization/institution observes agreements and agreed upon procedures;
9. The organization/institution maintains a communication system, which secures the interchange of information and views between different levels in the

organization/institution and ensures that employees are systematically and regularly kept informed, factually and objectively, of changes and progress in the system.

Industrial harmony thus covers the area of responsibilities, employment policy, collective bargaining, communication and consultation (Odia & Omofonmwan, 2007). Industrial harmony enhances labour productivity and in turn improves performance in our education sector, achieving economic growth, and enhancing living standards and quality of life. It creates a peaceful working environment conducive to tolerance, dialogue and other alternative (to strike) means of resolving industrial or labour disputes in Nigeria (such as negotiation, mediation, arbitration, conciliation and litigation or court adjudication). This creates a high level of employee satisfaction.

Industrial harmony according to Ladan (2012) is imperative for a productive educational system for two (2) basic reasons: -

- a. It enhances labour productivity as one of the critical means of improving performance in the education sector, achieving economic growth, enhancing living standards and quality of life. Unfortunately, academic performance in schools has been constrained by frequent labour unrests in Nigerian educational institutions.
- b. It creates a peaceful working environment that is attractive to tolerance, dialogue and other alternative means of resolving industrial/labour disputes.

2.2.7 Meaning and Causes of Industrial Conflict

Industrial conflict is a threat to every firm, government and the public (as some industrial conflicts can easily graduate to public chaos). The text explains the reason for the growing interest of scholars and researchers in finding out the meaning, cause, effects and possible way of controlling the frequent occurrence of industrial conflict. Hyman (1992) defines industrial conflict as the resultant effect of the contradiction between social aspect of production and the individual appropriations of the surplus value. He further demonstrated that work relations are an inevitable source of disputes as he aptly put it. "The interests of employees are in large measure opposed to those of employers, hence both parties seek to wield power and mobilize resources in order to ensure the predominance of their own interest"

Fajana (1995) defines industrial as the inability of the employers and employees to reach agreement on any issue connected with the subject of employers-employees interaction, whether

or not his inability results in strike or lookout or other form of protestations. He however pointed out that many discussions on industrial conflict simply refer to strike, but that strike are the most overt and the most significant aspect of industrial conflict. Industrial conflict can be classified into four major categories. The first categories is between individuals in an industry, the second is conflict between a labour union or one of its member involving a non-union member and management, the third is the conflict and management group or the manager, the fourth is conflict between collectivities (Fajana, 1995).

From the various definitions are explanation espoused by scholars on meaning of industrial conflict between a labour union or one of its member, one comes to a conclusion that; the industrial worker is usually faced with tasks which are frequently arduous, usually monotonous and sometimes dangerous, on the job, he is nearly subjected to the direction of a high authority. His income is seldom sufficient to cover his needs. The natural state of the industrial workers therefore is one of discontent and industrial conflict its natural outcome.

Industrial conflict mostly occur as a result of the employer of labour trying to see the worker as an instrument for amassing wealth, as a result of this, conflict becomes inevitable in the industry as long as employers undermine the workers and see him a second class human being.

Fajana (1995), classified causes of industrial conflict into two major source, disagreement arising within the enterprise (internal) or outside the enterprise (external). According to him, the internal cause is brought about as a result of the opposed nature of the interest of the employer (s) and worker (s) here the employer wants the greatest possible output at all cost; as such, seeking to lower the wage rate end at the sometime to lengthen the hours of work while on the other hand, the union is seeking continuous employment for its members at the best possible condition in respect to hours of work security and continuity of work safety, opportunity for self actualization. The external sources however arise from government industrial and economic policies, the nature of labour legislation, unpatriotic and unethical behaviour of the political and economic classes, natural economic mis-management and general distribution of wealth and power in the society, these factors are responded to be both workers and management (Fajana, 1995).

From the available record of federal ministry of labour and productivity in conjunction with the federal office of statistics and work of researchers on industrial conflict, causes of conflict in Nigeria are given as conditions of service, which comprises of allowances, wages and salaries. Sonubi's (1973), funding also confirmed this, he believe that conflicts and employees always

center around the factors enumerated above. To him condition of service top the list of the causes of industrial conflict.

Sonubi enumerated issues that constitute improved working conditions of service in Nigeria to include, better treatment on the job, holding with pay, security provisions of easy and regular transport to and from work, accommodation, conversion of daily paid staff to pensionable staff, provision of contract service and retirement benefit scheme. All these he referred to as fringe benefits. The major feature of the benefits is that they are therefore preferred; no percentage of salary increase will be enough to meet all the needs which Sonubi combined to constitute improved working condition.

The general impact of industrial conflict can be considered on three main actors; the workers and his union, the employer and labour management relation and the state and society. Considering the impact on the worker and his union, it could either be positive or negative. It is negative, if at the end of the day the workers and its union could not achieve their main goal of the industrial action, while it is positive if they were able to get their positions through which invariably will improve the economic well-being of member of the union. According to Fajana, some of the strike (if successful) improves the economic well being of member of the trade union. It also make the management to take the union seriously in future negotiation position of the union for the next negotiation and may account for the development of such strategy in the future (Fajana, 1995).

In a situation where the industrial action is negative, the following are the effects; that workers before the industrial action live on pay in hand and saving. But during the industrial action they live on spouse's job, casual work, tax rebates, supplementary benefits family allowances, gifts and lapsed results and strike pay. After the industrial action, saving, borrowing, deferred housing deferred insurance provide the mains of substance.

Fashoyin, (1992), citing Imberam 1995 enumerated the following as the effect of industrial action on the employer to include:

- Pre-strike cost
- Cost during the strike
- Longer term cost, and
- Uncommon costs

Pre-strike costs are in term of productivity loss and loss of contract year. Cost during the strike involves loss profits from loss of revenue; net earnings and idle equipment while the long-term

cost of the strike to the employer is the loss of employees who may probably not return after the strike which invariably lead to recruitment cost of replace them. Some uncommon costs have been identified by Fajana 1995 to include sabotage to equipment and racketing which may prevent the supply of essential fine fighting or other suppliers.

On the impact of the state and society the industrial action will disrupt the objectives of maximizing social benefits and the minimization of social costs. This will eventually lead to the loss of national output as a result of the loss of output in the industry affected. However, there is a need to emphasize here that what constitute a cost to an employment serve to increase the standard of living of workers concerned, and which of course in it is a goal of a responsible government. Fashoyin (1992) therefore summarized the effects of industrial conflict as follows:

- Loss of many working days of work
- Involuntary idleness of people
- Reduction in overall output and low gross domestic product
- Enmity between workers and management
- Termination of workers appointment
- Legal tussle between the parties involved
- Denial of output of such industry as an input to industries depending on it for her raw
- The success of an organization is not only measured by the amount of profit the company can make, but also by the degree of industrial peace and harmony that can be maintained, therefore employers of labour must pay more attention to the needs of labour, so as to maintain high performance. Management having been entrusted with the day running and administration of the organization should regard and treat employees as a vital and essential asset of the organization; employees on the other hand should try to appreciate the effort of management in trying to protect the interest of investors and shareholders.

The problem of low performance in an organization occurs when there is no cordial relation between management and its workers; this brings about lack of understanding thereby preventing management and workers from achieving their goals, in such a situation there is usually low productivity, no staff morale, low pay, lack of promotion and no maintenance culture. Workers should be motivated if the best is to be expected from them, money alone does not motivate a worker, job satisfaction and secured tenure of office are equally necessary if not more important. The problem of monopolizing decision making by management disrupts peaceful co-existence of

labour management relations. Nel (2002) said that industrial democracy is important to workers because it result in an increased share in the control of the organization, management should see workers participation in decision making as a way of increasing the commitment and control of workers. As a result of these entire one can easily appreciate the need for a good labour-management relation, if high productivity must be maintained.

Labour is the most important in all the factors of production. The relationship that exists between labour and management determines the kind of industrial climate that may prevail in an organization. Cordial labour management relation helps to promote harmonious relations between the employers and employees and is critical to productivity in an organization. An administrator best achieve these objectives by adopting the inverted triangular system of communication which brings management closer to the workers thus smoothing the relationship between the two and easing the decision-making process. Unachukwu (1997) goes further and argues for upward, downward, and lateral communication channels between the managers and subordinates. Unachukwu (1997) maintains that effective communication facilitates meaningful interaction and exchange of information or ideas among group members. Communication should be open and administrative functions coordinated harmoniously.

The free flow of information, according to Olagunju (1999), is an important factor in creating understanding in an organization. In his view, managers have a responsibility to ensure not only that they are understood but that they in turn understand other members of the organization. School managers can be well understood if they maintain a commitment to openness. Management should ensure that staff members are kept well informed about issues such as salary structure, conflict and dispute resolution procedures, safety, staff development and training, and so on. To prevent duplication of instructions, management should also ensure that all unit heads are fully aware of their areas of responsibility.

Management must avoid denying access to information. Fashoyin (1999) maintains that many cases that lead to employee grievances are associated with poor communication in the labour-management relationship. This creates acrimony and distrust. Workers should not be denied information and management should not show lukewarm attitude towards information dissemination. Managers and/or administrators must be well versed in communication theory and

practice if they are to enable employee access and understanding thereby promoting harmonious relationships between management and staff and among the staff themselves.

2.2.9 Negotiation

According to Neale and Fragale (2006), negotiation is a process by which two parties, each with its own viewpoint and objectives, attempt to reach a mutually satisfactory result on a matter of common concern. Negotiation can also be defined as the interaction between two or more parties with divergent interests in order to reach an agreement. (DeDreu & Weingart, 2003). Negotiation is used to minimize conflict affecting individuals so as to maximize cooperation and keep conflict to acceptable levels. This in turn drives performance (Rahim, 2002)

This section looked into the influence of negotiation as a conflict management strategy on organizational performance. According to Petkovic (2008) there are several negotiation tactics that can be applied. These include Face-to-face tactic whereby a mutual confidence as a foundation for negotiation can be established, Persuading tactic which assumes using different methods and manners to win over partners and to reach a better negotiating position, Deceitfulness tactic which assumes presenting false data and arguments, Threat tactic based on deterrence from the side which holds a better position, or has more power. Promise tactic based on having a better position and more power, with the stronger side persuading the weaker that it will keep its promises and Concession tactic which is the most important tactic in the negotiation strategy. All actors in the conflict count on both sides making a concession. Since negotiation increasingly gains importance as a popular and constructive way to manage conflict (De Dreu & Weingart, 2003) assert that negotiators can help adversaries communicate with each other in many ways (Sebanius, 2004).

2.2.10 Accommodation

Accommodating style, the accommodating style means surrendering one's own needs and wishes to please the other person. In explaining the accommodating approach, Gross (2000), indicates that this style involves a behaviour that is cooperative but not assertive and which may mean an unselfish and a long term strategy to encourage others to cooperate or submit to the wishes of others. They describe that accommodators are usually favourably evaluated by others but are also perceived as weak and submissive. The accommodating style is low assertiveness and high cooperation. The manager is relaxed and willing to subjugate his interest or opinion to the desire

of the other party. The other party's interest or position reigns supreme over the conflict manager's own. That is the manager is willing to accept the results of settlement of the conflict as wished by the other party irrespective of whether that trembles on his interest.

Times when the accommodating mode is appropriate are to show reasonableness, develop performance, create good will, or keep peace. Some people use the accommodating style when the issue or outcome is of low importance to them. Accommodating skills forgetting your desires, selflessness ability to yield and obeying orders.

2.2.11 Ethical/moral objectives: Workplaces are not only a source of employment and income, but also have an impact on the health, wellbeing, security, happiness, and self-esteem of employees. Therefore, the participation of employees in decision making is an ethical and moral imperative (Kalleberg, Nesheim & Olsen, 2009). It seems employee participation can boost the morale and wellbeing of employees in the workplace.

2.2.12 Job Satisfaction: Job satisfaction is a positive feeling about a job resulting from an evaluation of its characteristic (Judge & Robins, 2009). According to Venter (2013), employee participation in decision making may increase levels of job satisfaction and, consequently, motivation. Motivation refers to processes that account for an individual's strength, direction, and persistence of effort towards attaining organizational goals (Judge & Robbins, 2009). Meyer, Stanley, Herscovitch and Topolnytsky (2002) explained that job satisfaction is an approach originated from worker sensitivities of their works or job environment and mentions to the degree to which an individual enjoys his or her work. It is an attitude very delicate to the features of the setting in which its learning.

2.3 Theoretical Review

2.3.1 The Unitary perspective

The Unitary perspective conceives every work organization as an integrative harmonious whole, which exists for a common goal. It sees the role of labour as complementary to that of capital. The manager has the responsibility of giving order and exercising authority, while the worker has to comply in order to achieve the common goal of increased productivity of the industry. More so,

employees are not expected to challenge managerial decisions or the right to manage, while trade unionism is viewed as an illegitimate intrusion into the unified and co-operative structure of the work place. This perspective is pro-management biased and cannot adequately account for the sources of conflict as well as change in industrial relations structure.

2.3.2 The Systems approach

The Systems approach which was developed by John Dunlop explains labour management relations as a system of its own that comprises of certain actors, certain contents, an ideology which binds the industrial relation together, and a body of rules created to govern the actors at the workplace and work community (Dunlop, 1958). The actors are: the workers and their organizations, the employers and their association, and the governmental agencies concerned with the workplace and work community. Of the actors in the system, the government agencies in some systems may have such a broad and decisive role that they can override the hierarchies of managers and workers on almost all matters.

Yet in other systems, the role of the agencies may be so minor and constricted as to permit consideration of the direct relationships between the two hierarchies without reference to governmental agencies, while in other systems still the workers' hierarchy or even the managerial hierarchy may be assigned a relatively narrow role. "However in every system, these three actors together create the web of roles to govern the work place and work community. These rules are made within the constraint imposed by the context and their ideology, and take a variety of forms in different system: agreement, statutes, decrees, regulations, awards, policies and practices and customs" (Ubeku, 1983).

This approach is concentrating on the structural or static features of industrial relations, omitted to provide a framework for analyzing the process or dynamics of industrial relation decision-making. Also, in the modern capitalist system, the three actors in industrial relations do not all together create the rules that govern the work place. The employers and governmental agencies dominate decision-making process. More so, it emphasizes on industrial harmony without adequately accounting for the sources of conflict, as well as, change in the industrial relations structure.

2.3.3 The Industrial Conflict perspective

The Industrial Conflict perspective is based on the pluralistic conception of society. This perspective holds that in modern capitalist societies, political and industrial conflicts have become institutionally separated. Farnham and Pilmot (1983) opines that “industrial conflict has become less violent because its’ existence has been accepted and its’ manifestations have been regulated”. Yet, it accepts that conflict between managers and their subordinate is an endemic feature of work relations. This theory does not illuminate the realities of industrial conflict in the society. Industrial conflict in the society cannot be separated institutionally because to a very large extent, decisions and policies of the state affect what happen in the industry.

2.3.4 The Marxist perspective

The Marxist perspective posits that in any capitalist society, the state is not neutral, but on the side of the employer so as to protect the interest of the bourgeoisie. It sees the executive of the modern state as a committee for managing the common affairs of the whole bourgeoisie (Marx and Engels 1958). The state constitutes a number of institutions which together constitute its’ reality, including the government, the judiciary, the military, the police and other statutory bodies that are constantly used to harass and repress the trade unions. The state is therefore seen as a coercive instrument of the ruling capitalist class. Hyman shows that in the area of wage claims, the government under its income and deflationary policies interferes with the collective bargaining position of wage earners. Thus, the state encourages employers to restrain workers, intensify work pressure and work discipline and re-enforces managerial control at the point of production, thereby endangering conflict. He argues that to define industrial relations exclusively in terms of rules and regulations is far too restrictive and thus rendering industrial relations only to the maintenance of stability and regularity in industry. Conflict, for him therefore, is a permanent feature of capitalist industrial relations (Hyman 1975). Furthermore, this approach argues that whenever stability exists in industrial relations, no matter the length of time, it is due to the coercive machinery of the bourgeoisie and/or the existence of false class-consciousness on the part of the proletariat. Thus, industrial relations can be explained in terms of the measure taken by the management of the industry to coerce the workers to produce surpluses for the formers appropriation on the one hand and the acceptance or rejection of the situation of the situation by the workers, on the other.

The foregoing expositions are the four main perspectives into which Farnham and Pilmot (1983) have categorized industrial relation theories. They represent in broad terms however, the various

ways some scholars conceptualize the reality and practices of industrial relations. Ubeku (1983) argues that though they have major differences, there are some common characteristics amongst them. These include: The trade unions, employers' associations, government and its' agencies; all these make up the key actors. The interaction of the actors and the conflict thus generated:

1. The rules and regulations established through the collective bargaining process, to regulate relationships including conflict resolution; and
2. The role each actor plays or should play in an industrial relation system.

Each of the perspective however, has its' own advantages and disadvantages; but as Dahrendorf (1959) had posited, what we should concern ourselves with is whether and how a particular theory illuminates its' proper area of reality and whether the empirical processes refute the hypothesis derived from the theory. All phenomena and social process have two sides: thesis and anti-thesis, according to (Krapivin, 1985). The reality of any given social phenomena should as a matter of fact reflect its' two dialectical sides. Therefore, any conceptual framework that implicitly or explicitly places premium on one side of a phenomenon would invariably lead to a partial view of reality in relation to the phenomenon or social process under consideration.

Marxist approach clearly shows the role of the state in conflict management in any capitalist system. It also shows the interest of the state and how it interferes with industrial resolution. The government, which is a constituent or an institution of the state, is an instrument of the ruling capitalist class. It therefore means that an understanding of the role the government has been playing in the industrial process in the country requires a dialectical approach. This study sees the Conflict Analysis/Marxist Approach as the best perspective that would illuminate the realities of the efficacy of collective bargaining process in industrial conflict. It is more comprehensive than the earlier three perspective discussed above for the purpose of this study.

2.4 Empirical Review

Wokoma (2011) carried out a study on the effects of industrial conflicts and strikes in Nigeria: a socio-economic analysis. The main thrust of the paper was to analyse and discuss the socio-economic implications of industrial conflicts, particularly strikes, in Nigeria. The paper identified that the strike incidence and propensity in Nigeria are alarming. this paper further averred that

while industrial conflicts, strikes and work stoppages affect tremendously the economic development of Nigeria through low national productivity, it also has serious sociological consequences such as the dislocation and severance of the socialisation function of work. The paper therefore, recommended that all stakeholders involved in industrial relations should adopt systematic and sustainable mechanisms – including collective bargaining in addition to political solutions toward arresting the embarrassing, incessant and recurring spate of strikes.

Dau-Schmidt (2000) conducted a study on Labor Law and Industrial Peace: A Comparative Analysis of the United States, the United Kingdom, Germany, and Japan under the Bargaining Model. To identify which characteristics of a country's law are likely to encourage industrial peace, Professor Dau-Schmidt presents game theory arguments based on his analysis of unions and collective bargaining. Dau-Schmidt then provides a simple empirical test as to the relative success of different countries' laws in advancing industrial peace by comparing data on the number of days lost per thousand organized workers for each of the examined countries. Dau-Schmidt finds that countries, such as Germany and Japan, that encourage the sharing of information between employers and employees and effectively prohibit certain strategic behaviors by the parties, enjoy the most success in promoting industrial peace. In contrast, the United Kingdom, which has historically left collective bargaining unregulated even to the point of not enforcing voluntary agreements to arbitrate, suffers by far the worst record of encouraging industrial peace. Somewhere in between these two extremes lies the United States with requirements for limited exchanges of information and less effective prohibitions on strategic behavior, and intermediate success in encouraging industrial peace.

In the work of Ugoani (2019), labour management relations as a framework for industrial sustainability. 200 participants took part in the study conducted through the survey research design to explain the relationship between labour management relations and industrial sustainability. Analysis through descriptive and correlation methods showed a strong positive relationship between the variables of interest. The study was not exhaustive, and further study should examine the relationship between leadership and performance. It was suggested that the accommodation principle should always be used to achieve industrial harmony and sustainability.

Pandey (2007) carried out a study on “Labour management relation: A radical deal for industrial peace”. In order to analyse the cause of labour – management relations we have to go into the various aspects related with industrial production and productivity. Hence in the present paper the researcher adopted the random sampling technique for the purpose and interviewed with the help of questionnaire. The whole universe has been classified into three groups, - viz. workers, executives and trade union leaders/office bearers of Bokaro Steel Plant. The research proposed to select nearly 160 workers, 70 executives and 70 trade union office bearers/leaders of Bokaro Steel Plant. Thus a total of 300 respondents in all were selected for study. The present study has been divided in IV parts 1st part is introductory whereas the 2nd part deals with various segments of labour management relations. The 3rd part analyses the various aspects of the industrial relations concerning to trade unions on the basis of primary data of Bokaro Steel Plant. The last part concludes the study.

Felicia (2012) carried out a study on “Effects of Labour Management Relations on Workers Performance in an Organisation: A Case Study of Power Holding Company of Nigeria”. The data collection was form both primary and secondary sources. Analysis of the data was done using tables, percentages and statistical distribution. Form the finding in the research work the researcher recommended that for an effective relation to be maintained between labour and management, the employees must be properly motivated, communication gap should be bridged, workers should participate in decision making, and salaries must be paid as and when due.

CHAPTER THREE

METHODOLOGY

3.1 Preamble

This chapter dealt with the method by which the information gathered for the research would be collected and the mode of analysis of the data collected. It also explains the sample size, sampling techniques, research instrument employed, sources of data and the choice of statistical test that would be used. This is because the extent to which the result of any research can be depended on is based on the quality, validity and reliability of the methods by the researcher in collecting and processing such data.

3.2 Research Design

For the purpose of this study, survey design was adopted, specifically the cross-sectional research design. Cross-sectional studies are descriptive studies (neither longitudinal nor experimental). It can also be used to describe some feature of the population, such as prevalence of an illness, or they may support inferences of cause and effect. This design is used because the researcher has no control over the subjects, but is rather concerned with observing the subjects in their environment. Questionnaire will be used to gather data from knowledgeable respondents.

3.3 Population of the Study

The study population comprises of the entire work force of Kwara State University, that is, teaching and non teaching staff. As at present, the university has staff strength of about nine hundred and sixty two (962) academic and non-academic staff. This figure includes the management. The usual purpose of research is to learn something about a large group of people by studying much smaller group. The large group we wish to learn about is called a population whereas the smaller group we actually studied is called sample.

Table 3.1 Population of the Study

S/N	Institutions name	Academic Staff	Non-Academic Staff	Total
1	Kwara State University, Malete	447	515	962

Source: Field Survey, 2021

3.4 Sample Size Determination

For the purpose of clarity and specification and due to the huge number of the staff of the Kwara State University, the researcher considered selecting a sample size which was determined using the Krejcie, and Morgan's Table of sample selection (1970). Hence, using the table, a sample size of two hundred and fifty four 254 were arrived at and were taken as the sample size for the study.

Table 3.2: Sample Size

S/N	Institutions name	Academic Staff	Non-Academic Staff	Total
1	Kwara State University, Malete	118	136	254

Source: Field Survey, 2021

35 Sampling Techniques

For this study, a stratified sampling technique of the probability sampling method would be adopted. This is because the study identifies different strata among the respondents, therefore making the sampling technique to be useful.

3.6 Method of Data Collection

The data for this study would be gathered using primary sources of data.

Ultimately, a well structured closed-ended questionnaire would be administered to the sample size participants.

3.7 Research Instrument

The study will use a survey questionnaire to draw responses from the identified respondents. For this study, the questionnaire would be sub-divided into two sections and designed with the use of nominal, ordinal and interval scales of measurement. Section A consists of demographical data of the respondents. Under the demographical data, questions ranging from gender, age, to higher area of discipline were asked. Both nominal and ordinal scales of measurement were used in this section as only mere classification and characteristics of the respondents' were required. Section 'B', the second section of the questionnaire was designed to generate responses on questions relating to data on relevant variables of Kwara State University, Malete. Hence, it would be based on a 5-point Likert attitude scale. Each level of the scale is represented as 5, Strongly Agree, 4, Agree, 3, Undecided, 2, Disagree and 1, Strongly Disagree.

3.8 Validity of Research Instrument

To ensure validity of this study, the researcher elicited the consensus of the experts in the field of study as well as input from the supervisor as to whether the instrument measures the concept expected of it, whether it correlates with other measures of the similar concept (a previously used questionnaire on similar study); and whether the behaviour expected from the researcher's measure or predict the actual observed behaviour. More so, the researcher's supervisor was of great

assistance in vetting the questionnaire items and commenting on the relevance of each item included. All the observations were adequately incorporated into the questionnaire.

3.9 Reliability of Research Instruments

The reliability test would be considered to determine the internal consistency of the measures using Cronbach Alpha values of more than 0.7.

3.10 Method of Data Analysis

In analyzing the data collected from the field study, the simple percentage would be adopted while the multiple linear regression statistical method would be used to test the hypotheses.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSION OF FINDINGS

4.1 Preamble

The focus of this chapter shall be analysis and interpretation of the author's field work. The data were obtained from a list of 254 workers categorically selected from Kwara State University (KWASU), Malete. At the end, two hundred and forty-five (245) copies of the questionnaire were eventually certified for analysis which represents 96.5% of the whole respondents. In the analysis of the socio-demographic variables of respondents, the simple percentage would be implored, while the multiple linear regressions would be used in analyzing the hypotheses.

4.2 Socio-Demographic Data of Respondents

The analysis of respondents' socio-economic characteristic would dominate this section. This includes sex, age, marital status, status at work, educational qualification, years in service and grade level at work.

Table 4.2.1 Distribution of Respondents by Sex

Sex	Frequency	Percentage
Male	149	60.8
Female	96	39.2
Total	245	100

Source: Researcher's field survey, 2022

The above table 4.2.1 shows that 149 (60.8%) respondents were male while 96 (39.2%) respondents were female. Thus, the male workers were numerically greater than the female workers in Kwara State University. This observed pattern can be explained by the nature of work which in this university is being described as generally demanding. Thus, this study is a representation of both male and female responses.

Table 4.2.2 Distribution of Respondents by Age

Age	Frequency	Percentage
Below 18 years	0	-
18-27 years	32	13.06
28-37 years	81	33.06
38-47 years	70	28.57

48-57 years	51	20.81
58 years & above	11	4.49
Total	245	100

Source: Researcher's field survey, 2022

The above table reveals that about 50% of the workforce (that is, 18-37 years) falls within the youthful category. This category constitutes youthful age groups who might want to work for some time to mobilize fund for further studies. Those pursuing further studies include those already with NCE, OND, HND, B.sc and the likes.

Table 4:2.3 Distribution of Respondents by Marital Status

Marital Status	Frequency	Percentage
Married	170	69.39
Single	69	28.16
Others	6	2.45
Total	245	100

Source: Researcher's field survey, 2022

The frequency distribution in Table 4.2.3 indicates that 170 (69.39%) respondents were married, 69 (28.16%) respondents were single; while 6 (2.45%) respondents were either divorced or widowed. We can deduce from the table that married people were numerically greater than the unmarried and other classes. This simply means that the University employs mostly people with responsibilities and expenses to meet. This of course calls for great encouragement from the employers.

Table 4.2.4 Distribution of Respondents by Work Status

Work Status	Frequency	Percentage
Non-Academic	133	54.29
Academic	112	45.71
Total	245	100

Source: Researcher's field survey, 2022

The table 4.2.4 shows that 133 (54.29%) respondents were non-academic staff while the remaining 112 (45.71%) respondents were academic staff. We can then infer from the table that the non-academic staffers were numerically greater than the senior staff in the university.

Table 4.2.5 Distribution of Respondents by Educational Qualification

Educational Qualification	Frequency	Percentage
O'Level	09	3.67
ND or NCE	28	11.43
HND/B.Sc	97	39.59
Postgraduate	111	45.31
Total	245	100

Source: Researcher's field survey, 2022

The above table 4.2.5 shows 09 (3.67%) of the respondents possess O' Level certificates, 28 (34.49%) respondents claimed to have ND/NCE certificates, 97(39.59%) respondents claimed to have HND or university degree (e.g. B.Sc.) while the remaining 111 (45.31%) respondents possess either M.Sc. and other postgraduate degrees. The data presented above therefore reveal that most of the respondents interviewed on this variable attended tertiary institutions. The implication is that the commission has enough qualified manpower, which if motivated will contribute to increased productivity.

Table 4.2.6 Distribution of Respondents by Years of Service

Years of Service	Frequency	Percentage
Below 2 years	28	11.42
3-10 years	169	68.98
Over 10 years	48	19.59
Total	245	100

Source: Researcher's field survey, 2022

The above table presents the number of years respondents had spent in service. Apart from the first group, i.e. the first class (Below 2 years) which had put in only two years or below represents (11.42%), over sixty-eight percent (68.99%) of the research group had spent less than ten years (10 years) on the job while 48(19.59%) respondents have over 10years working experience.

4.3 Measurable Variables on Labour Management Relations and Industrial Peace

This section of the study is dedicated to the analysis of variables on labour management relations and industrial peace in Kwara State University (Malete) Ilorin. As usual, explanation and interpretation follow each table for better understanding.

Concerning negotiation, we have information from 245 respondents, the range of negotiation is from 2 to 5 points, with a mean of 3.87 and standard deviation of 0.560. By implication, the respondents are, on average, agreed with questions on negotiation. Concerning accommodation, we have information from 245 respondents; the range of accommodation is from 1 to 5 points, with a mean of 3.80 and standard deviation of 0.653. By implication, the respondents are, on average, agreed with questions on accommodation. Concerning employees' satisfaction, we have information from 245 respondents; the range of employees' satisfaction is from 1 to 5 points, with a mean of 3.81 and standard deviation of 0.629. By implication, the respondents are, on average, agreed with questions on employees' satisfaction. Lastly, on employees' morale, we have information from 245 respondents, the range of employees' morale is from 2 to 5 points, with a

mean of 3.81 and standard deviation of 0.619. By implication, the respondents are, on average, agreed with questions on employees' morale.

Table 4.3: Descriptive Statistics of the Respondents' Perceptions based on Variable Questions					
	N	Minimum	Maximum	Mean	Std. Deviation
Average Negotiation	245	2	5	3.87	.560
Average Accommodation	245	1	5	3.80	.653
Average Employees' Satisfaction	245	1	5	3.81	.629
Average Employees' Morale	245	2	5	3.81	.619

Source: Author's Fieldwork Computation, 2022

4.4 Result Presentation One

Multiple linear regression was used to explore the effects of perceived labour management relations (measured by negotiation and accommodation scales) on perceived industrial peace (measured by the employees' satisfaction scale). Table 4.4a presents the model summary. It shows that the correlation coefficient r is 0.745 which indicates that there exists a very strong relationship between employees' satisfaction (dependent variable i.e. the variable being predicted) and labour management relations (negotiation and accommodation- which are predictors or independent variables).

Table 4.4a Model Summary

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.745 ^a	.668	.664	1.78667

a. Predictors: (Constant), negotiation, accommodation

Source: Field Survey, 2022

Table 4.4b presents ANOVA table. The F-statistic as shown from the table is significant since the probability value of .000 is less than the alpha level of 0.05, thus the model is fit. This implies that,

labour management relations (negotiation and accommodation) have significant influence on employees' satisfaction.

Table 4.4b ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1624.413	2	812.2065	106.883	.000 ^b
Residual	1846.747	243	7.599		
Total	3471.16	245			

a. Dependent Variable: employees' satisfaction

b. Predictors: (Constant), negotiation, accommodation

Source: Field Survey, 2022

The coefficient table below shows a linear model that expresses how labour management relations affect employees' satisfaction. The coefficient of negotiation of 0.572 suggests that there exists a moderate positive relationship between negotiation and employees' satisfaction. In addition, the probability and [t-statistics] value of .000 and [8.171] further suggests that the relationship between negotiation and employees' satisfaction is significant since alpha level of 0.05 is greater than the p-value. The conclusion therefore is that modification of the negotiation is a major contributor to employees' satisfaction.

Also, the coefficient of accommodation of 0.465 suggests that there exists a positive relationship between accommodation and employees' satisfaction. In addition, the probability and [t-statistics] value of .000 and [6.118] further suggests that the relationship between accommodation and employees' satisfaction is significant since alpha level of .05 is greater than the p-value. The conclusion therefore is that modification of the accommodation is also a contributor to employees' satisfaction.

Table 4.4c Coefficients^a

Model	Unstandardized Coefficients	Df	Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	5.145	1.158		4.443	.000
Negotiation	.572	.070	.699	8.171	.000
Accommodation	.465	.076	.628	6.118	.000

a. Dependent Variable: Employees' satisfaction

Source: Field Survey, 2022

4.5 Result Presentation Two

Multiple linear regressions were used to explore the effects of perceived labour management relations (measured by negotiation and accommodation scales) on perceived industrial peace (measured by the employees' morale scale). Table 4.5a presents the model summary. It shows that the correlation coefficient r is 0.669 which indicates that there exists a very strong relationship between employees' morale (dependent variable i.e. the variable being predicted) and labour management relations (negotiation and accommodation- which are predictors or independent variables).

Table 4.5a Model Summary

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.669 ^a	.462	.457	2.34218

a. Predictors: (Constant), negotiation, accommodation

Source: Field Survey, 2022

Table 4.5b presents ANOVA table. The F-statistic as shown from the table is significant since the probability value of .000 is less than the alpha level of 0.05, thus the model is fit. This implies that,

labour management relations (negotiation and accommodation) have significant influence on employees' morale.

Table 4.4b ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1335.243	2	667.6215	94.084	.000 ^b
Residual	1724.345	243	7.096		
Total	3059.588	245			

a. Dependent Variable: Employees' morale

b. Predictors: (Constant), Negotiation, accommodation

Source: Field Survey, 2022

The coefficient table above shows a simple model that expresses how labour management relations affect employees' morale. The coefficient of negotiation of 0.656 suggest that there exists a strong positive relationship between negotiation and employees' morale. In addition, the probability and [t-statistics] value of .000 and [9.791] further suggests that the relationship between negotiation and employees' morale is significant since alpha level of 0.05 is greater than the p-value. The conclusion therefore is that modification of the negotiation is a major contributor to employees' morale.

Also, the coefficient of accommodation of 0.793 suggests that there exists a strong positive relationship between accommodation and employees' morale. In addition, the probability and [t-statistics] value of .000 and [10.434] further suggests that the relationship between accommodation and employees' morale is significant since alpha level of .05 is greater than the p-value. The conclusion therefore is that modification of the accommodation is also a contributor to employees' morale.

Table 4.4c Coefficients^a

Model	Unstandardized Coefficients	Df	Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	8.721	1.430		6.100	.000
Negotiation	.656	.067	.469	9.791	.000
Accommodation	.793	.076	.618	10.434	.000

a. Dependent Variable: Employees' morale

Source: Field Survey, 2022

4.6 Test of Hypotheses

Multiple linear regression was used to explore the effects of perceived labour management relations (measured by negotiation and accommodation scales) on perceived industrial peace (measured by employees' satisfaction and employees' morale scales). Regression Coefficients tests the four hypotheses of this study.

Hypothesis One

H₀₁: Negotiation has no significant effect on employees' satisfaction

Specifically, the result of regression as contained in Table 4.4c: Negotiation has a positive and significant effect on employees' satisfaction with coefficient value of .572 and a critical value of $t=8.171$, $p\text{-value } (0.000) < 0.05$. Every increase in this predictor increases employees' satisfaction by 57.2%. Thus, negotiation has a significant effect on employees' satisfaction. Based on the result, the null hypothesis is rejected and the alternate is accepted; thus, negotiation does have significant impact on employees' satisfaction. This finding is in line with the study of Wokoma (2011); Dau-Schmidt (2000).

Hypothesis Two

H₀₂: Accommodation has no significant effect on employees' satisfaction

Specifically, the result of regression as contained in Table 4.4c: Negotiation has a positive and significant effect on employees' satisfaction with coefficient value of .656 and a critical value of $t=9.791$, $p\text{-value } (0.000) < 0.05$. Every increase in this predictor increases employees' satisfaction by 65.6%. Thus, negotiation has a significant effect on employees' satisfaction. Based on the result, the null hypothesis is rejected and the alternate is accepted; thus, negotiation has significant impact on employees' satisfaction. The findings align with the study of Ugoani (2019); Pandey (2007)

Hypothesis Three

H₀₃: Negotiation has no significant influence on employees' morale

Specifically, the result of regression as contained in Table 4.4c: Accommodation has a positive and significant effect on employees' morale with coefficient value of .465 and a critical value of $t=6.118$, $p\text{-value } (0.000) < 0.05$. Every increase in this predictor increases employees' morale by 46.5%. Thus, accommodation has a significant effect on employees' morale. Based on the result, the null hypothesis is rejected and the alternate is accepted; thus, accommodation does have significant effect on employees' morale. The findings align with the study of Felicia (2012).

Hypothesis Four

H₀₄: There is no significant relationship between accommodation and employees' morale

Specifically, the result of regression as contained in Table 4.4c: Accommodation has a positive and significant effect on employees' morale with coefficient value of .793 and a critical value of $t=10.434$, $p\text{-value } (0.000) < 0.05$. Every increase in this predictor increases employees' morale by 79.3%. Thus, accommodation has a significant effect on employees' morale. Based on the result, the null hypothesis is rejected and the alternate is accepted; thus, accommodation does have significant relationship with employees' morale.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Preamble

This chapter concludes the research study, and it is divided into three main parts namely, summary, conclusion and recommendations. The summary is the synopsis of the whole study, while the conclusion drew inferences from the research findings. The recommendations suggest ways and measures of improving labour-management relation and industrial peace.

5.2 Summary

The research work titled “labour management relation and industrial peace” has five chapters in all. The first and opening chapter gave an insight into the study by explaining labour management and industrial peace. These were explained under the chapter introduction. The first chapter whose main topic is “background to the study” equally had other subtopics as statement of the research problem, research aim and objectives, significance of the study, scope and limitation of the study, definition of terms as well as the organization of the study. The statement of the research problem actually emphasized the existing problem within the research setting that is researchable. The aim and objectives of the research stressed the purpose of the study which must guarantee the continuous existence of the organization. These aim and objectives must corroborate both the dependents and the independent variables. The significance of the study spelt the study’s importance, and states the reasons why we must ensure prompt implementation of the study. Scope and limitation stresses the area of coverage and reasons for that. The definition of terms define key concept as used in the study while the organization of the study delineated the five chapters of the research work.

The second chapter mainly focused on the review of the works of past authors. This actually assisted in carrying out this work because it enriches the author with the knowledge of what has been done, and what still needs to be done.

The general title of the third chapter is “theoretical review and research methodology and theoretical framework.” Three theories were used in the study. These are the unitary perspective, system approach, industrial conflict perspective and Marxist perspective. The methodology

includes sub-topics such as research design, population of study, sample size and technique, research instrument, method of data analysis, statement of hypotheses,.

The fourth chapter concentrated on the presentation and analysis of data. The simple percentage was used for the ordinary analysis, while the multiple linear regression statistical method was used in testing the hypotheses. The outcome of the data analysis as well as the hypothetical testing of the stated hypotheses revealed the following observations.

Firstly, negotiation has significant effect on employees' satisfaction.

Secondly, accommodation has significant effect on employees' satisfaction.

Thirdly, negotiation has significant influence on employees' morale.

Lastly, accommodation has significant effect on employees' morale

5.3 Conclusion

This study designed to explore the relationship between labour management relations and industrial peace was conceptualized on the basis that industrial harmony strives on the principles of accommodation and negotiation. Relevant literature provided evidence for this conceptualization and that industrial prosperity is better achieved within the context of cordial organizational climate. Two hundred and forty five respondents participated in the study conducted through the survey research design. Data collected from primary sources were analyzed through the descriptive and correlation statistical methods and the result showed a strong positive relationship between labour management relations and industrial peace. The ultimate success and survival of an organization will invariably be determined by the quality and competence of its human resources. In fact the differences in the lives of economic development of the institution are largely a reflection of differences in the quality of their Human Resources and their involvement in national building. Labour management relation is essential for the smooth running of any organization, for the maintenance of industrial peace which is the very foundation of industrial democracy, without proper labour management relation no enterprise would prosper. No doubt when work culture is good, employees are excellent.

It was concluded that the morale of Kwara State University employees, is assumed to often be at increase in the advent of effective negotiation and accommodation mechanism in the organization.

Also, it was concluded that negotiation and accommodation bring about enough employees' satisfaction to the workers of Kwara State University, Malete.

Thus, it can be concluded that labour management relations affect industrial peace.

5.4 Recommendations

It is a known fact that the finding of this research work suppose to provide useful facts and information about the enhancement of labour management relation in relation to maintenance of industrial peace and higher productivity. For a sustainable industrial peace to be actualized in Kwara State University Malete, the following recommendations are hereby suggested.

1. There should be constant review of the wage of employees to be based on the cost and standard of living within the society. Besides, the management of KWASU should ensure provision of intensive health care for employees and family. This would shape employees' job behaviour positively.
2. The accommodation principle is a veritable tool in labour management relation and should always be employed for harmonious industrial climate, employees' satisfaction and morale which bring about improved work performance. There should be mutual respect between employees and employers to encourage collaboration necessary for industrial peace and sustainability. The early Knights of Labour worked hard to preserve the dignity of labour and this spirit must be sustained to secure the future of work and industrial sustainability.
3. There is need for adequate awareness for every employee on the existence of negotiation and the need to comply with every labour agreement on the part of workers and the employers alike.
4. Effective communication must be encouraged among every stakeholder such that adequate knowledge of all that is obtained to workers and employer, and in fact constant information relationship between all stakeholders can breed better understanding and industrial peace.

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APPENDICE

APPENDIX I

Department of Business and Entrepreneurship,
College of Humanities, Management and Social
Sciences, School of Business and Governance,
Kwara State University, Malete

Dear Respondent,

LETTER OF INTRODUCTION

The bearer, Abdulkadir Muhammed Alhassan with matriculation number 21D/7HBA/00388 is a student of Business and Entrepreneurship Department, Faculty of Management and Social Sciences, Kwara State University, Malete, Nigeria.

He is currently conducting a research study titled “**Labour Relations Management Strategy and Industrial Peace in Kwara State University, Malete**”.

Hence, we request your support in helping him fill this questionnaire attached therein in order to make him carryout this research work objectively. Please note that the information supplied shall be treated with utmost confidence and use purely for academic purposes only.

Thanks for your cooperation.

Yours faithfully,

Project Supervisor

APPENDIX II

QUESTIONNAIRE

Please tick [✓] the appropriate box to indicate your responses to the following questions

Section A (Socio-Demographic Characteristics of Respondents)

1. Sex:

- (a) Male []
- (b) Female []
2. Age:
- (a) Below 18 years []
- (b) 18-27years []
- (c) 28-37years []
- (d) 38-47years []
- (e) 48-57years []
- (f) 58 years and above []
3. What is your Marital Status?
- (a) Married []
- (b) Single []
- (c) Others []
4. Status at work
- (a) Academic Staff []
- (b) Non academic Staff []
5. Educational Qualification:
- (a) O'Level []
- (b) O.N.D or N.C.E []
- (c) H.N.D or B.Sc. []
- (d) Postgraduate []
6. Years of service:
- (a) 2-3 years []
- (b) 3–10 years []
- (c) Over 10 years []

Section B: (Labour-Management Relations and Industrial Peace in Kwara State University Malete)

9. Do you believe in the existence of labour union in the institution?
- (a) Strongly agree []
- (b) Agree []
- (c) Indifference []
- (d) Disagree []
- (e) Strongly disagree []
10. Are the employees satisfied in their relations with the management?
- (a) Highly satisfied []
- (b) Satisfied []
- (c) Indifference []
- (d) Satisfied []
- (e) Highly Dissatisfied []
11. Freely comment on the response to question 10
- (a)
- (b)
- (c)
12. Would you describe the relations between the labour and management in the institution as adequate?
- (a) Very adequate []
- (b) Adequate []
- (c) Indifference []
- (d) Inadequate []
- (e) Very inadequate []
13. How would you describe the level of intention of workers to quit the institution?
- (a) High []
- (b) Low []
- (c) Indifference []
14. How would you describe the level of negotiation between labour and management of the institution?

- (a) High []
- (b) Low []
- (c) Indifference []
15. How would you describe your level of job involvement in relation to labour management relation in the institution?
- (a) Highly involved []
- (b) Involved []
- (c) Not involved []
- (d) No response []
16. What is the level of industrial conflict in the institution?
- (a) Vey high []
- (b) High []
- (c) Very low []
- (d) Neutral []
17. Do you believe that employees' relations with the management determine their productivity?
- (a) Strongly believe []
- (b) Believe []
- (c) Indifference []
- (d) Disbelieve []
- (e) Strongly disbelieve []
18. What is the level at which the co-workers intend to quit the present work?
- (a) High []
- (b) Low []
- (c) No Response []
19. How can you adjudge the level of relations between labour and management?
- (a) High []

- (b) Moderate []
- (c) Low []
- (d) Very Low []
20. Does your response to question (20) indicate the industrial peace enjoyed in the institution?
- (a) Yes []
- (b) No []
21. Do you think that positive leadership influence industrial peace in the institution?
- (a) Yes []
- (b) No []
22. Do you think that accommodation principle is necessary in the interest of industrial peace in the institution?
- (a) Yes []
- (b) No []
23. Do you think that negotiation is a good labour management relation approach in the institution?
- (a) Yes []
- (b) No []

Appendix A
KREJCIE AND MORGAN SAMPLE SIZE TABLE

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310

35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370

150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Where: S = Sample Size N = Population.

Source: Krejcie and Morgan (1970).