

**IMPACT OF MANAGEMENT RELATIONS
PRACTICES ON EMPLOYEE SATISFACTION
(A CASE STUDY OF KWARA STATE UNIVERSITY, MALETE).**

By

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CERTIFICATION

This project work has been read and approved as meeting requirement for the Award of Higher National Diploma (HND) in Business Administration and Management, Institute of Finance and Management Studies (IFMS), Kwara State Polytechnic, Ilorin.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

At the turn of the 20th century, labor and management were characterized by intense conflict and hostility, with management staunchly opposing unions. However, in recent decades, there has been a shift towards collective efforts, accommodation, and cooperation among individuals from diverse backgrounds and interests, all working towards a common goal. Organizations rely on people with various skills, experiences, and specializations. The existence of organizations is contingent upon the collaboration between management and labor. In order for industrial peace to thrive, management requires the support of unions as much as unions need management to ensure the equitable distribution of economic benefits and the necessary social recognition for the dignity of labor. Failure to recognize and accept the importance of unions by management exacerbates the uncertainties faced by workers worldwide (Emerson, 2003).

Insecurity and uncertainty prevail in work environments globally. These issues underscore the fundamental importance of achieving social justice for industrial stability, sustainability, and peace, as well as the crucial role of decent work in advancing human well-being. Employers possess the power to withhold employment, the economic strength to withstand individual pressures, and better knowledge of the labor market, thus holding superiority over employees. This power imbalance often leads to conflicts that jeopardize industrial sustainability (Ghosal & Ye, 2015; Ryder, 2019; Reynolds, 1994; Shearman & Burrell, 1987; Vinogradov & Isaksen, 2008; Vlad, 2011; Wales, 2013).

Every organization has specific objectives that it aims to achieve, and these objectives cannot be realized without an effective and harmonious relationship between labor and management. These objectives include high productivity, a large market share, and an expanded asset base. The success of an organization is not solely measured by its profit generation but also by the extent of industrial peace and harmony it maintains. Hence, employers must pay attention to the needs of labor to ensure high productivity. Management, entrusted with the day-to-day operations and administration of the organization, should view and treat employees as vital and indispensable

assets. Conversely, employees should acknowledge management's efforts in safeguarding the interests of investors and shareholders.

Trade unions serve as the principal institutions representing workers in modern capitalist societies. Within the workplace, the management team and workers engage in a formal relationship solely for operational purposes. The management-worker relationship is contractual, constituting the employer-employee relationship. Unfortunately, many organizations fail to foster cordial relations between labor and management, resulting in adverse effects on industrial peace and performance. Poor relations between management and workers lead to misunderstandings, hindering the achievement of shared goals, and giving rise to low productivity, diminished staff morale, low wages, limited opportunities for promotion, and a lack of maintenance culture. To maximize worker performance, motivation is essential. Monetary incentives alone do not suffice; job satisfaction and job security are equally important, if not more so. Monopolizing decision-making by management disrupts the peaceful coexistence of labor-management relations.

Nel (2002) argues that industrial democracy is important to workers as it increases their control and involvement in organizational decision-making, thereby enhancing their commitment and engagement. Given these considerations, it is evident that fostering a good labor-management relationship is crucial for maintaining high productivity.

Labor is the most critical factor of production. The relationship between labor and management determines the prevailing industrial climate in an organization. Poor labor-management relations tend to breed industrial crises. Against this backdrop, this study aims to examine labor-management relations and industrial peace at Kwara State University (Malete) (Nel, 2002).

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.

In addition to the aforementioned issues, there are various other challenges that arise between trade unions and management within an organization, such as lobbying, demonstrations, lock-outs, and production slowdowns. These industrial disputes result in inefficiency and hinder organizational growth, which could be mitigated if strikes are completely avoided. Therefore, this study aims to propose solutions to address some of the problems identified. The problem statement of this study is to assess the impact of labor management relations on industrial peace at Kwara State University in Malete.

1.3 Research Questions

The research explored various aspects to address the following problem-solving parameters:

- i. What is the impact of negotiation on employees' satisfaction?
- ii. How does accommodation affect employees' satisfaction?
- iii. To what extent does negotiation influence employees' morale?
- vi. What is the effect of accommodation on employees' morale?

1.4 Study Objectives:

The primary objective of this study is to investigate labor management relations and industrial peace at Kwara State University (KWASU) in Malete. The specific objectives of the study are as follows:

- i. Examine the influence of negotiation on employees' satisfaction.
- ii. Determine the impact of accommodation on employees' satisfaction.
- iii. Investigate the relationship between negotiation and employees' morale.
- iv. Assess the effect of accommodation on employees' morale.

1.5 Research Hypotheses:

- i. HO1: There is no significant effect of negotiation on employees' satisfaction.
- ii. HO2: Accommodation does not have a significant effect on employees' satisfaction.
- iii. HO3: Negotiation has no significant impact on employees' morale.
- iv. HO4: Accommodation does not have a significant effect on employees' morale.

1.6 Scope of the Study

This study specifically investigated the influence of labor management relations practices on organizational peace, with a particular focus on Kwara State University in Malete. The study encompassed the period from 2015 to 2020.

1.7 Significance of the Study

The study of labor management relations holds significant importance in Nigeria, considering the country's transition from an agrarian to industrialized and hi-tech industries. The management of manpower and industrial relations cannot be underestimated in this context. While industrial relations may directly impact a specific segment of workers, its implications extend far beyond and have a profound effect on the overall economy. Therefore, there is a compelling case for studying industrial relations (Anugwom, 2012; Fajana, 2002).

Given the critical role that both labor and management relations play in fostering industrial peace, this research is of utmost importance as it contributes new knowledge to the subject matter. It is undeniable that this research will aid in improving industrial harmony through recommendations and suggestions for future studies (Adigun, 2014; Onanuga & David, 2012).

Furthermore, this study aims to provide relevant information on the evaluation of the significance of labor unionism. It serves as a platform for understanding the reasons behind the formation of trade unions by workers. The data generated from this study can be adopted by policy planners, government officials, and the general public to facilitate effective industrial peace in Nigeria. Thus, the study fills a gap in knowledge and aids in the formulation and implementation of public policies (Adigun, 2014; Ogueri & Nwankwo, 2016).

Additionally, this study holds significance as it contributes to the advancement of human knowledge. It helps shed light on obstacles that hinder industrial peace within organizations. Moreover, it serves as a guide for formulating sound human resource policies and creating an organizational environment conducive to further development (Anugwom, 2012; Fajana, 2002).

Furthermore, the study assists labor and management in recognizing their areas of strength and areas that require attention. It provides insights for management on how to improve organizational performance. The information derived from this study holds immense value for students, management professionals, and the general public (Adigun, 2014; Onanuga & David, 2012).

1.9 Definition of Operational Terms

Accommodation: Accommodation can be seen as a complete surrender of one's own objectives and concerns, mirroring a competitive situation. It involves willingly giving in to someone else's demands without making an effort to pursue one's own interests. The accommodating style entails setting aside personal needs and desires in order to please the other person.

Employee morale: Employee morale refers to the ability of individuals to maintain their belief and confidence in an organization, its goals, and even in themselves and their colleagues. It encompasses the level of enthusiasm, satisfaction, and motivation that employees have towards their work and the overall work environment.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a comprehensive review of the existing literature concerning the influence of entrepreneurial innovation on the performance of the informal sector. It delves into both theoretical and empirical studies on the subject matter, examining previous research conducted in this field.

2.2 Conceptual Review

2.2.1 Concept of Labour Management Relations

The term labor–management relations encompasses the interactions within industry, where 'industry' is defined as any productive activity engaged in by individuals, and 'relations' denote the interactions between employers and their workers. This concept of industrial relations is dynamic, extending beyond the complexities of relationships solely between unions and management to encompass the broader network of connections among employees. This intricate web of relationships goes beyond the traditional understanding of labor-capital conflict.

Labor management, often interchangeable with terms such as union-employer relations, worker-employer relations, or employee relations, involves the internal arrangements between employers and trade unions in a bipartite relationship within or across industries. Akpala (1982) emphasizes that this relationship is geared towards regulating aspects affecting employment and compensation, viewing labor management relations as a connection between workers in their collective identity and employers.

Okenwa (2000) similarly defines management-labor relations as the collective interaction between workers and employers, stressing the necessity for this relationship for an organization's survival. The absence of this relationship, according to Okenwa, can result in the loss of workers' loyalty and high performance. Herman terms this relationship as human relations, emphasizing mutual understanding and teamwork between management and employees.

Labor management relations, while part of industrial relations, represents a narrower focus. When government intervention as a third party occurs, the relationship becomes more complex and is

termed industrial relations (Akpala, 1982). Ukoha (1989) defines industrial relations as the relationship between workers, employers, and the government, determining the conditions under which work is done. It involves the regulation of employer-employee relationships by labor unions, management, and government agencies.

Armstrong (2004) suggests that labor management relations processes involve approaches adopted by management to deal with employees collectively through trade unions or individually. Negotiation, a key technique in this process, aims to achieve a win-win outcome and promote collaboration and harmony amidst divergent views. Guest (2001) notes that collaborative arrangements, often initiated by employers, contribute to greater flexibility, multi-skilling, removal of demarcations, and improvements in quality.

In managing labor disputes, effective negotiation recognizes the importance of managing coalitions in an organization with dispersed power. Quinn (1993) emphasizes the key figure's ability to manage coalitions effectively. Management's ability to analyze interests, understand conflict, and explore power relations is crucial for bringing situations under control.

Disputes leading to head-on clashes between management and unions require a willingness to compromise to avoid detrimental outcomes. Milkovich and Boudreau (1997) propose collaboration as a positive approach, involving joint unions/management committees, employee involvement, and union leaders' input into strategic decisions. Recognizing the union as a focal organization in collective bargaining relationships is essential for effective labor management relations.

The interaction between union and management significantly influences the degree of peace and effectiveness in labor management relations (Ivancevich, 2001). Labor unions, representing workers' interests, play a crucial role in managing conflicts through collective bargaining processes (Noe et al., 2004). Organizations, to be sustainable, must maintain healthy labor management relations to avoid deterioration (Torrington et al., 2005). The objectives of industrial relations, as highlighted by Njoku (2017), include reducing, controlling, or avoiding conflicts in organizations, emphasizing the detrimental impact of conflicts on production and service delivery.

Razi et al. (2012) view labor management relations as a complex phenomenon involving the human element, requiring collaboration due to its interacting relationship between labor and management. Overall, a harmonious labor management relationship is crucial for organizational success and the well-being of both employers and employees.

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 market forces and laws of supply and 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.

2.2.4 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 edifice 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 Concept and Causes of Industrial Conflict

Industrial conflict poses a threat to every organization, government, and the public, as it has the potential to escalate into public chaos. The significance of this issue has led scholars and researchers to explore the meaning, causes, effects, and strategies for controlling the frequent occurrences of industrial conflict. According to Hyman (1992), industrial conflict arises from the contradiction between the social aspect of production and individual appropriations of surplus value. He emphasizes that work relations inherently lead to disputes due to the opposing interests of employees and employers, who both strive to wield power in favor of their own interests.

Fajana (1995) defines industrial conflict as the inability of employers and employees to reach an agreement on any issue related to their interaction, which may result in strikes, lockouts, or other forms of protest. He highlights that while discussions often focus on strikes, they represent the

most overt and significant aspect of industrial conflict. Fajana categorizes industrial conflict into four main types: conflicts between individuals in an industry, conflicts involving a labor union or one of its members against a non-union member and management, conflicts between management groups or managers, and conflicts between collectivities.

The natural outcome of industrial work, as deduced from various scholars' explanations, indicates that industrial workers face arduous, monotonous, and sometimes dangerous tasks. The hierarchical structure at the workplace subjects them to high authority, and their income is often insufficient to cover their needs, leading to a state of discontent and industrial conflict as a natural outcome.

Fajana (1995) classifies the causes of industrial conflict into two major sources: internal causes arising within the enterprise and external causes stemming from government policies, labor legislation, and economic factors. Internal causes result from conflicting interests between employers seeking maximum output and lower wages versus workers aiming for better conditions, job security, and opportunities for self-actualization. External sources include government policies, labor legislation, and economic mismanagement, contributing to conflicts responded to by both workers and management.

Causes of industrial conflict in Nigeria, as reported by the federal ministry of labor and productivity, include conditions of service, encompassing allowances, wages, and salaries (Sonubi, 1973). The effects of industrial action on employers involve pre-strike costs, costs during the strike, longer-term costs, and uncommon costs, such as sabotage and racketing (Fajana, 1995; Fashoyin, 1992). On the state and society, industrial action disrupts objectives of maximizing social benefits and minimizing social costs, leading to a loss of national output and various negative consequences (Fashoyin, 1992).

The impact of industrial conflict on workers and unions can be positive if their goals are achieved, improving economic well-being and enhancing bargaining power in future negotiations. On the contrary, negative effects include reliance on alternative sources of income during strikes and post-strike financial challenges (Fajana, 1995).

The effects on employers encompass various costs, such as pre-strike productivity loss, loss of revenue during strikes, long-term costs, and uncommon costs like equipment sabotage. Industrial conflicts can lead to enmity between workers and management, termination of workers' appointments, legal disputes, and denial of input to dependent industries (Fashoyin, 1992).

Maintaining a good labor-management relationship is crucial for organizational success and high productivity. Workers should be motivated beyond monetary incentives, and job satisfaction and secure tenure should be considered equally important. Decisions should be inclusive to prevent disruptions in labor-management relations, fostering a peaceful coexistence. Effective communication channels, both upward and downward, are vital, and administrators must be well-versed in communication theory and practice to promote understanding and harmony in the workplace (Unachukwu, 1997; Olagunju, 1999; Fashoyin, 1999).

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 (Sebanus, 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 former's 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 an 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 for this research consists of both the teaching and non-teaching staff of Kwara State University, including the management. Currently, the university has a total staff strength of approximately nine hundred and sixty-two (962) individuals. The purpose of research is typically to gain insights about a larger group of people by studying a smaller subgroup. In this context, the larger group being investigated is referred to as the population, while the smaller group actually studied is known as the 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, 2025

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, 2025

3.5 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: **Field survey, 2025**

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: Field survey, 2025

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: Field survey, 2025

Based on the frequency distribution in Table 4.2.3, it is evident that out of the total respondents, 170 individuals (69.39%) were married, 69 individuals (28.16%) were single, and 6 individuals (2.45%) were either divorced or widowed. The table indicates that the number of married individuals surpasses those who are unmarried or in other marital statuses. This suggests that the majority of employees at the University have additional responsibilities and expenses to fulfill. Consequently, employers should provide substantial support and encouragement in recognition of these obligations.

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: Field survey, 2025

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: Field survey, 2025

The data presented in Table 4.2.5 indicates that 9 respondents (3.67%) have O' Level certificates, 28 respondents (34.49%) have ND/NCE certificates, 97 respondents (39.59%) have HND or university degrees (e.g., B.Sc.), and the remaining 111 respondents (45.31%) possess M.Sc. and other postgraduate degrees. These findings suggest that a majority of the respondents have attended tertiary institutions. This implies that the commission has a substantial number of qualified individuals who, if appropriately motivated, can 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: Field survey, 2025

The table above provides information on the years of service of the respondents. Among the groups, the first category, representing those with less than two years of experience (1st class), comprises 11.42% of the research group. A significant majority, approximately 68.99%, had accumulated less than ten years of service, while 48 respondents (19.59%) reported having over 10 years of working experience.

4.3 Measurable Variables on Labour Management Relations and Industrial Peace

This section of the study focuses on the analysis of variables related to labor management relations and industrial peace in Kwara State University (Malete) Ilorin. Each table is accompanied by explanations and interpretations to enhance understanding.

Regarding negotiation, data from 245 respondents is available. The negotiation scores range from 2 to 5 points, with a mean of 3.87 and a standard deviation of 0.560. This suggests that, on average, the respondents agree with the questions pertaining to negotiation.

In terms of accommodation, information from 245 respondents is considered. The accommodation scores range from 1 to 5 points, with a mean of 3.80 and a standard deviation of 0.653. This indicates that, on average, the respondents agree with the questions related to accommodation.

Regarding employees' satisfaction, data from 245 respondents is analyzed. The scores for employees' satisfaction range from 1 to 5 points, with a mean of 3.81 and a standard deviation of

0.629. This implies that, on average, the respondents agree with the questions concerning employees' satisfaction.

Finally, concerning employees' morale, information from 245 respondents is examined. The scores for employees' morale range from 2 to 5 points, with a mean of 3.81 and a standard deviation of 0.619. This suggests that, on average, the respondents agree with the questions regarding 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: Fieldwork survey, 2025

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, 2025

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, 2025

The table below presents a linear model that examines the impact of labor management relations on employees' satisfaction. The coefficient for negotiation is 0.572, indicating a moderate positive relationship between negotiation and employees' satisfaction. Furthermore, the probability and [t-statistics] values of .000 and [8.171], respectively, suggest that the relationship between negotiation and employees' satisfaction is statistically significant, as the p-value is smaller than the alpha level of 0.05. Therefore, it can be concluded that making adjustments to the negotiation process significantly contributes to employees' satisfaction.

Similarly, the coefficient for accommodation is 0.465, indicating a positive relationship between accommodation and employees' satisfaction. The probability and [t-statistics] values of .000 and [6.118], respectively, further support the significance of the relationship between accommodation

and employees' satisfaction, as the p-value is smaller than the alpha level of 0.05. Consequently, it can be concluded that modifying accommodation arrangements also contributes 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, 2025

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, 2025

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, 2025

The provided coefficient table presents a simple model that examines the impact of labor management relations on employees' morale. The coefficient for negotiation is 0.656, indicating a strong positive relationship between negotiation and employees' morale. Additionally, the probability and [t-statistics] values of .000 and [9.791], respectively, suggest that the relationship between negotiation and employees' morale is statistically significant, as the p-value is smaller than the alpha level of 0.05. Therefore, it can be concluded that modifying the negotiation process significantly contributes to employees' morale.

Similarly, the coefficient for accommodation is 0.793, indicating a strong positive relationship between accommodation and employees' morale. The probability and [t-statistics] values of .000 and [10.434], respectively, further support the significance of the relationship between accommodation and employees' morale, as the p-value is smaller than the alpha level of 0.05. Consequently, it can be concluded that modifying accommodation arrangements also contributes 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, 2025

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 Relations and Industrial Peace" consists of five chapters. The first chapter serves as an introduction, providing an overview of the study's focus on labour management and industrial peace. It covers various subtopics such as the statement of the research problem, research objectives, significance of the study, scope and limitations, definition of terms, and organization of the study.

The second chapter focuses on reviewing the works of past authors, which helps to build knowledge and understanding of previous research in the field.

The third chapter, titled "Theoretical Review and Research Methodology," discusses three theories employed in the study: the unitary perspective, system approach, and industrial conflict perspective. Additionally, the Marxist perspective is also considered. The chapter also covers the research methodology, including the research design, population of the study, sample size and technique, research instrument, method of data analysis, and statement of hypotheses.

The fourth chapter is dedicated to the presentation and analysis of data. Simple percentages are used for ordinary analysis, while multiple linear regression is employed to test the hypotheses. The results of the data analysis and hypothesis testing reveal the following observations:

Negotiation has a significant effect on employees' satisfaction.

Accommodation has a significant effect on employees' satisfaction.

Negotiation has a significant influence on employees' morale.

Accommodation has a 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

The findings of this research work are expected to offer valuable insights and information regarding the improvement of labor management relations and the maintenance of industrial peace and higher productivity. In order to achieve sustainable industrial peace at Kwara State University Malete, the following recommendations are suggested:

i.Enhance Communication Channels: Establish effective communication channels between management and employees to foster transparency, understanding, and trust. This can be achieved through regular meetings, feedback mechanisms, and open-door policies.

ii. Implement Conflict Resolution Mechanisms: Develop structured processes for resolving conflicts and disputes in the workplace. This can include mediation, arbitration, or a grievance procedure that ensures fair treatment and timely resolution of issues.

iii. Promote Employee Engagement: Encourage employee involvement and participation in decision-making processes. This can be achieved through employee empowerment, delegation of responsibilities, and creating opportunities for feedback and suggestions.

iv. Provide Training and Development: Invest in training and development programs to enhance employees' skills, knowledge, and competencies. This can improve their job satisfaction, productivity, and overall job performance.

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APPENDIX

Department of Business and Entrepreneurship,
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Kwara State State Polytechnic,Ilorin.

Dear Respondent,

LETTER OF INTRODUCTION

The bearer,..... with matriculation number is a student of Business and Management and Social Sciences, Kwara State Polytechnic,Ilorin. 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,

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 []