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Industrial Disputes And Workers Performance

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ABSTRACT
This study aimed at analyzing the relationship between industrial disputes and organizational and performance. Simple random sampling techniques were employed to sample 130 respondents but 115 were retrieved for analysis. Three (3) companies were selected purposively from the Port Harcourt metropolis. Due to the empirical nature of the study, the study was based on both primary and secondary data collected from the field. These data were acquired through questionnaire and in depth Interview. The 130 questionnaires were delivered by hand to the respondents by the researcher. Despite the time constraints, the researcher was patient to ensure adequate data were gathered from the sampled companies. Descriptive (simple percentages and charts) and inferential statistics (Chi-square) were employed to analyze the data. The study results indicated that there exists a significant relationship between industrial disputes and organizational performance. The study further recommends amongst others, that there should be efficient and effective communication between and among all categories of the employees in the organization as this will reduce situations of conflict in the organization.
Keywords: Industrial disputes, organizational performance, resolution

INTRODUCTION

Industrial dispute is a canker worn that has eaten deep into most of the organizations both government and private. For effective working of an organization, productivity, growth and profitability in any organization, the management must ensure that workers are in their right frame of mind in other to give their best to the firm or organization. Previously, scholars have actually observed a striking relationship between employees' and measures of productive capacity. If work is to be satisfactorily achieved, then workers' employees have to be provided with the best possible condition to give their and ensure that productivity is achieved. In achieving organizational aim and objectives, every worker input should constitute over 75 percent to achieving profitability (Ojo & Abolade, 2010).

According to Dwivedi (2001), industrial disputes in organization are inevitable because they have incompatible interest. For an employee to perform their crucial roles effectively and efficiently there must be an existing coordinal relationship between the employee and employers in the organization. Misunderstandings are not prevented but the way it is handled in an organization or government establishment goes a long way of determining the success of such organization. Dwivedi (2001) further noted that in an organization where a person from different background exists, industrial dispute is not bound to occur. It is a professional and ethnical ways of ensuring that industrial dispute do not occur or when they do occur can be effectively managed so that it doesn't have a negative stamp on the organization.

Industrial crises can be as a result of several factors such as poor working condition, selective punishment, no increment in salary or wages etc. For example, the Nigeria Labour Congress warning strike which commenced on Thursday September 26th, 2018 and called off on Sunday September 30,

2018, was as a result of the failure of the federal government to meet the 14 day ultimatum set to review the minimum wage, from the current 18,000 a month to 65,000. From September, NLC met earlier with the federal government team but it was dead locked and led to the decision if embracing on the warning strike, during thus strike government offices at the federal, state and local government level were shutdown school, banks, and other key institutions.

Also according to Igbaji (2009), industrial dispute has become a focal concept in industrial relations system. While threats of strike cannot be absolutely prevented, conflict or misunderstanding that often emanate from it can be well managed. Tertiary institutions which include universities, polytechnics and colleges of education had been locked up indefinitely and many students dropped out in the process as a result of unresolved industrial dispute bothering on the part of government to implement an agreement between it and unions.

Arikewuyo (2006) stated that the relationship between authorities of higher institutions and staff unions, especially the academic unions, has also not been all that rosy, Furthermore, Azamosa (2004), observed that dispute involve the total range of behavior's and attitudes that is in opposition between owner/managers on one hand and working people on the other hand. It is a state of disagreement over issues of substance or emotional antagonism and may arise due to anger, mistrust or personality clashes.

Two types of dispute at work place have been distinguished. These are: Organized & unorganized dispute, Otobo (2000) expressed that organized dispute forms part of a conscious strategy to change the situation which is identified as source of discontent, thus type of dispute is thus a group activity, involving deliberate decision taken at a mass meeting or by selected representative of affected staff. In unorganized dispute, the workers respond to the situation in the only way open to them of discontent, or in reaction engaging in sabotage and rudeness. Davis (2001) argued that this is why most people may not ordinarily associate acts of rudeness with being in a state of dispute. Such rude behavior may be attributed to "bad mood" and similar psychological state of mood, dispute in organization, whether organized individual or group, need to be managed effectively because of their effect on the organization.

Dispute is part of every job even the most competent intelligent ethical, people will disagree on issue from time to time. For peace and harmony to reign supreme in any organization, it is very important that-employers and employee give their best in organizational matter. The employee should be able to receive the employer from his/her heart likewise the employers too.

The employer should be able to provide job for the employees provide safe and good working tools pay the wages of workers on time. On the other hand employee must be loyal and faithful, obey reasonable instruction and be ready to do the job for which he/she is called or 'employed for he when both parties play their roles perfectly, their relationship will be out of crisis in the work environment. This sincere and mutual respect sometimes suffer breakdown. It is not unusual to learn that a particular union called out its member on a dispute action as a result of failure or negative part of the management of an organization both private and government. This study intend to find out the effect of industrial dispute on this for the purpose of revealing the relevance and benefit of well manage dispute in an organization in consideration for the provision of good working tools. Problems of The study is to find out what is the industrial relationship practice in the organization and factors responsible for the industrial dispute in the organization.

The following are the research question

- What are the factors responsible for industrial disputes in an organization?
- What are the effects of industrial disputes on organizational productivity?

The following are the objective of this study:

- To determine the factors responsible for industrial disputes in an organization.
- To examine the effect of industrial disputes on organizational productivity.

H_1 Industrial disputes affect worker performance.

Theoretical Framework

Conflict theory is synonymous with the pluralist frame of reference which is also credited to Alan Fox (1966) but propounded by Karl Marxs . Conflict theory views the organization as coalescence of sectional groups with differences, values, interest and objectives (Nmom, 2011). Thus, employee has different value, interest and objective and they also have different values and aspirations from those of management and these values and aspirations are sometimes conflicting with those of management (Donar, 2014). Conflict theory argues that conflict is an evitable, rational, functional and normal situation in organizations, which is resolved through compromise and agreement or collective bargaining. Conflict theorist views trade unions as legitimate challenges to managerial rule or prerogative and emphasis competition and collaboration.

According to Akani (2007), conflict theory focuses on competition between groups within society over limited resources. The theory views social and economic institution as tools of struggle between group and classes, used to maintain inequality and the dominance of the ruling class. It sees the society as divided along line of economic class between the proletarian working class and the bourgeois ruling classes. Conflict theory also look at other dimensions of conflict among capitalist factions and between various social, religious and other types of group furthermore the wide range of social phenomena, including wars and revolutions, wealth and poverty, discrimination and domestic violence. It ascribe most of the fundamental development in human history, such as democracy and civil rights, to capitalistic attempts to control the masses rather than to a desire for social order.

Review of Related Literature

Industrial dispute may be defined as a conflict or difference of opinion between management and workers on the terms of employment. It is a disagreement between an employer and employee representative, usually a trade union, over pay and other working condition and can result in industrial actions. When an industrial dispute occurs, both the parties, that is the management and the workmen, try to pressurize each other.

Industrial dispute resulting in stoppage of work in increase in the average cost of production since fixed expenses continue to be incurred. It also leads to a fall in sales and the rate of turnover, leading to a fall in profits. The employer may also be liable to compensate his customers with whom he may have contracted for regular supply. Apart from the immediate economic effect, loss of prestige and credit, alienation of the labour force, and other non-economic, psychological and social consequence may also arise.

An industrial dispute entails loss of income the regular income by way of wages and allowance ceases, and great hardship maybe caused to the worker and his family, Employees also suffer from personal injury if they indulge into strikes in picketing and the psychological and physical consequences of forced idleness, the threat of loss of employment in cases of failure to settle the dispute.

According to Dwivedi (2001), dispute is a state of serious disagreement and argument about something perceived to be important by at least one of the parties. Also, industrial disputes can be defined as situation in which people, groups involved in a serious disagreement or argument further more (Adepoju, 2001). Nielsen 2002) posited that there are four dimension of dispute:

a) Disagreement, fierce argument and quarrel
b) A clash between different aims, interesting ideas
c) A struggle, fight or battle usually on a lesser scale than war
d) Psychology in an individual.

Types of Industrial Dispute

There are two types of industrial dispute namely vertical dispute and horizontal disputes. Vertical dispute occurs in group of different hierarchical level, such as supervisors and sales may whereas horizontal dispute occurs between individual of the same level, such as manager in the same organization, in vertical dispute, difference in status and power between group are in general larger than in the horizonta1 dispute because these aspects tend to equalize in equivalent hierarchical level. When vertical dispute take place between operational worker and administration their source refers to:

i. Psychological distance: workers do not feel involved in the organization and feed that their need are not met.
ii. Power and status: worker feel powerless and alienated
iii. Differences in value and ideology: thus difference represents underlying beliefs of objectives and goals of an organization.
iv. Scare resource: disagreement regarding benefits, salary and work, condition. In verticaldisi3ufe apparently individuals in lower organization level seek to avoid dispute with higher hierarchic level.

Considering the vertical dispute Imazai and Donar (2014) stated that dispute that occur between two different types of members in a channel a manufacture, an agent, a wholesalers or a retailer this authors concluded that employee fairness is -a: in the resolution of organizational dispute, when an employee realizes that there was fairness in the dispute resolution, the bond between the groups strengthens,

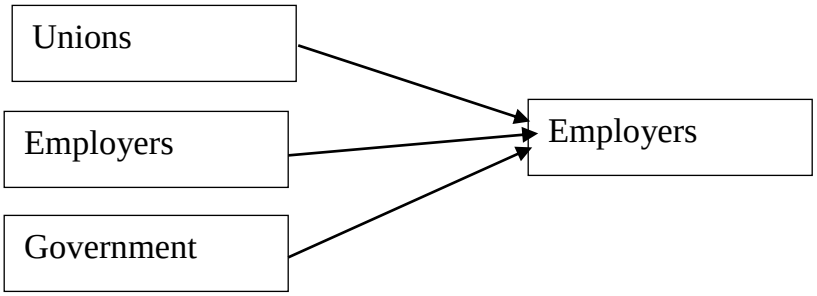
The Parties in the Industrial Relations System

Dunlop (1977). The three identified parties in industrial relation system include:

1. The workers and their organization
2. The employers and their association
3. The government and its agencies

According to ome- Egeonu (2012), these parties create the institutional platform that develops a "web of rules" which governs the industrial relation system in any country. Backer (1990) used a limited liability company background to identify the parties to industrial relations to include:

i. The owner
ii. The managers as those who determine how the resource of the organization shall be employed.
iii. The worker as those responsible for taking the required action. Introduced the tripartism in industrial relation, he sees parties in the tripartite set up has its own objective lend to guide its role in the society. He equally identified the parties to tripartite arrangement to include the unions the employers and the government.



Cases of Industrial Dispute

Industrial dispute are caused by several factors. These may encompass any of the following sometimes depending on the size and act of the organization or industry:

The following are the causes of industrial dispute:

Poor communication: Communication is the exchange of ideas, information or knowledge between individuals. Through communication, management informs the employees about decision taken on the workers welfare and the workerson the other hand, inform the management about their needs and challenges. Thus, communication enhances interpersonal relationship in an organization and fosters understanding among everybody in the organization. However Asamosa (2004) observed that when communication is ineffective, there is information gap between the management team and the employees on the one hand and within the workers on the other hand and even among the managers. Thus, such a situation is bound to create mistrust, misunderstanding and suspicion Ojo (2016).

Wages and Bonus: The most important cause for industrial dispute is the demand for higher wages. The worker and union leader feel that the money wage paid to the workers is not enough to ensure a decent living; therefore they demand more wages to meet the increase in the cost of living.

Leave and Hours of Work: Industrial dispute relating to leave and hours of work occur either for getting the number of hours of workers reduced or for getting a holiday on some special or religious occasion, sometimes, the workers go on strike because of the refusal of their leave or as a protest against keeping the factoring open on holidays.

Violence and Indiscipline: Frustrated in achieving their goal through legitimate means, the workers or their organizations may resort to acts of violence, verbal or physical. The former include raising slogans, demonstrating, and so on. The latter inc1uding through bricking and stone, murderous assault, rioting, causing demerge or loss to property and sometimes endangering human lives.

Method of Dispute Management and Resolution

Disputes in work place can be managed by avoidance. This technique is all about calming down the dispute in an industry through non-attention. Ojo (2005) argue that through staying away from management gather more information on the issue at dispute before a decision is taken. Most times it requires physical separation as to avoid violent demonstration of grievance and difference which will aggravate the situation. Moreso, this also requires making concession by one of the parties in the dispute in order to resolve the conflict.

Mostly this is described as when one party is interested in satisfying the other party is interest more than his/herself interest, collaboration in this technique discussion, consultation, negotiation between parties in dispute. Juhel (2002) expresses that when the conflicting parties openly discuss all relevant issues in an open and honest manner, tempers are could and solution found.

Employee's Performance in Dispute and Organizational Performance

The evaluation of a good organization status performance is highly dependent on the performance and attitude of the staff/employee of the organization or industry. That human resource management approach is to enhance workers performance, certainly assesses the past performance and the allocation of reward. It is evitable that workers performance improvement is something of direct interest only to management.

There are many initiatives that help to improve workers performance. It is critical that the organization select most useful measure of performance for the organization as a whole and for the individual within it single measures are unlikely to be sufficient. Robus, Kaplan & Norton (1992) argue conically that the mix of measure which an organization should use to assess its worker performance should be around from different types or perspectives:

i. Financial measures such as sales growth profit cash flow and increased market share.
ii. Customer quality this look at customer perspective, which looks at delivery time, service and quality of product, as well as cost of sales etc.
iii Internal business measure: cincture, productively. Productively employee skills labour turnover.

METHODOLOGY

In this study, descriptive survey research design was used. Data were collected from sampled employees of selected organizations which include: Saipem Contracting Nig. Ltd, Monier Construction Company Ltd, and Eleme Indorama Petrochemical Company Ltd, for the study in order to determine the relationship between workers performance (dependent variable) industrial disputes independent variable). Simple random sampling method was used in selecting our respondents. This method gives every employee of the selected organisations equal chance of being selected as part of the sample elements. The sample size selected is 130 employees selected from three (3) companies in Port Harcourt Metropolis. Out of which 115 respondents filled and returned the questionnaire for the analysis. This means that we have 87% response rate.

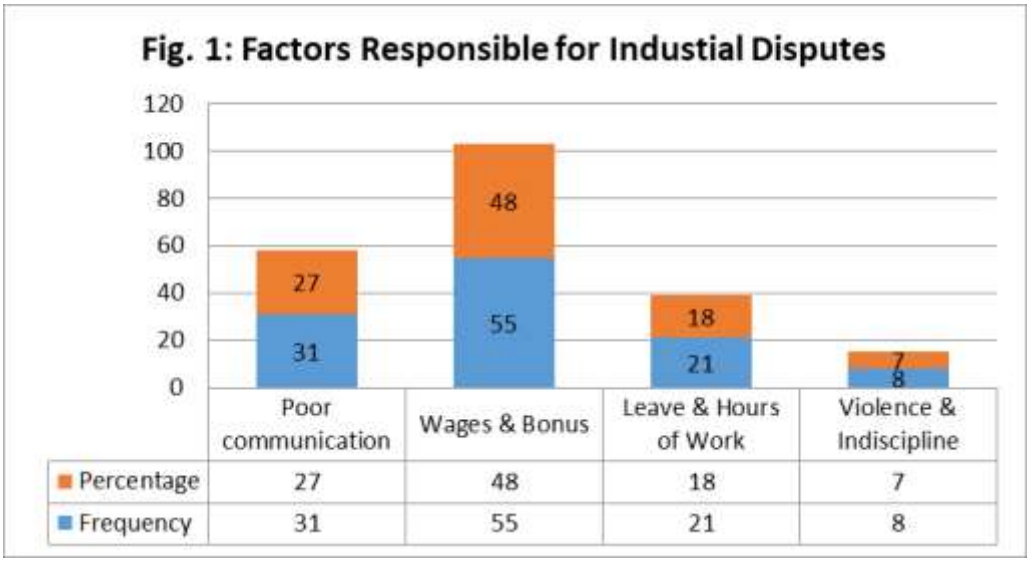
To ensure the validity of the research instrument for this study, content validity which deals with item validity and sampling validity is used to ensure adequate and reliable data. In addition, experts in the field also helped in the evaluation of the question items of the instrument and adequacy of the sampled elements. Also, this study employed the test-retest reliability to check the degree of consistency of the instrument. This was done by distributing questionnaires on two different occasions to determine the level

of consistency. The results obtained were not the same but highly correlated which implies that the research instrument. This reliable for the research work. Data collected through the questionnaire were analysed using descriptive statistics while Chi-square was employed to test the hypotheses and establish the relationship between industrial disputes and its implications on workers performance.

ANALYSIS AND DISCUSSION OF RESULTS

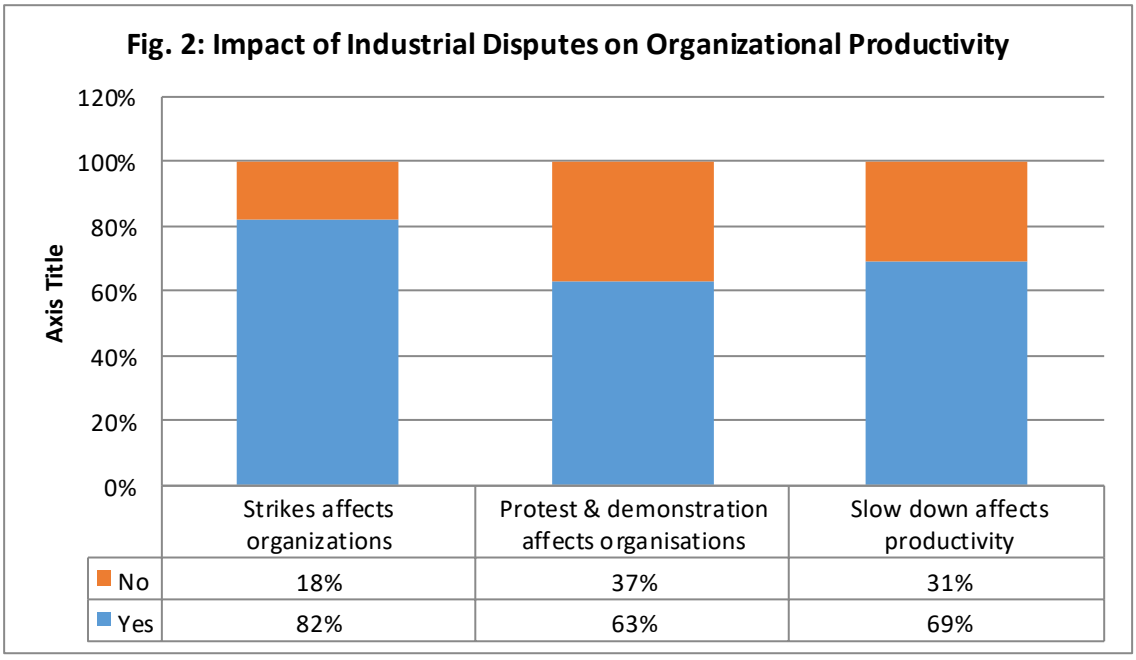
This section of the study presents the major results that emanated from the test of hypotheses. Relevant data gotten from the field through the questionnaire that deals with the objectives of the study were analysed and interpreted accordingly. The research hypotheses were also tested in order to determine their validity or otherwise. Each hypothesis was, however, tested separately to determine its relevance in the light of the available evidence from data gathered and analyzed in this study. The two hypotheses were tested with the aid of Chi-square.

Research Question 1: *What are the factors responsible for industrial disputes in an organization?*



According to the chart above, 31 (21%) of the respondents believed that poor communication is responsible for industrial disputes between workers and their employers. 55(48%) asserts that issues bordering with wages and bonuses are responsible for industrial disputes. While 21(18%) stated that unfavorable hours of work and absence of leave for the workers is one of the factors responsible for the disputes, 8(7%) supported the view that violence and indiscipline is the major problem causing the disagreement between the workers.

Research Question 2: *What are the effects of industrial disputes on organizational productivity?*



The above figure 2 shows that 94(82%) indicated that strikes affect organizational productivity to a large extent while 21(18%) disagreed to the view. Also, 73(63%) had the opinion that protest and demonstration affects organizational productivity while 42(37%) disagreed to the view. On the impact of slow down, majority of the respondents noted that the act of slowdown of production affects productivity of organizations. For example, 79(69%) of the respondents supported the view that down affects growth in companies while 36(31%) disagreed.

Test of Hypothesis

Table 1: H_1 Industrial disputes affect organizational productivity.

S/N	**Yes**		**No**		**Df**	**X^2**	**Decision**
	Obs.	Exp.	Obs.	Exp.	2.0	9.6	Significant
1	94	82	21	33			
2	73	82	42	33			
3	79	82	36	33			

Source: Fieldwork Survey, 2019

Since the calculated value of $x^2 = 9.6 > \varkappa_a^2 (0.05, 4) = 2.0$

CONCLUSION

For an organisation to grow effectively and efficiently, it depends on the way it manages the conflict within its organisation. Having studied the opinions of the respondents and various stakeholders as far as this research is concerned, it should be noted that the employees should be flexible and should direct their energy towards the achievement of organisational goals and objectives. It should be more than a target, against which performance is routinely assessed, in viable and vibrant plan for success of the organisation.

This research work has effectively addressed the effect of industrial disputes on employee performance and the implication on organizational productivity. It further discovered that the existence of organisations could be threatened by conflict among the different level of management in the organisation. In view of this, the researchers rightly conclude that if the organisation can effectively and

efficiently manage conflict within its operation, this will lead to high level of organizational performance which will result into achievement of the organisational goals and objectives. Successfully managing conflict has a domino effect, allowing managers to create a workplace where employees can thrive.

RECOMMENDATIONS

Based on the findings of this research, the researcher makes the following recommendations:

1. Since conflict is indispensable in an organization, management should not take it kids' glove as it can influence the employee performance, and this can either mar or make the organisation in achieving its stipulated objectives from time to time.
2. The organisation should embark on training and retraining of its employees in of conflict management so as to create a conductive working environment for the employees.
3. There should be efficient and effective communication between and among all categories of the employees the organisation. This will reduce conflictful situations in the organisation.
4. Problems of shared resources among the employees by the management should be dealt with before it affects the performance of the organisation.
5. Management should formulate policies that will ensure that conflicts that may occur within the organisation are quickly resolved.

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