

**INDUSTRIAL DISPUTE AND PERFORMANCE OF OIL AND GAS COMPANIES IN
SOUTH-SOUTH, NIGERIA**

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OCTOBER, 2018

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**A DISSERTATION SUBMITTED TO THE DEPARTMENT OF BUSINESS
ADMINISTRATION, FACULTY OF MANAGEMENT SCIENCES, NNAMDI AZIKIWE
UNIVERSITY AWKA, IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR
THE AWARD OF DOCTOR OF PHILOSOPHY (Ph.D) DEGREE IN BUSINESS
ADMINISTRATION**

OCTOBER, 2018

DECLARATION

I, Felix Ossai Ike do hereby declare that the work embodied herein titled: Industrial Dispute and Performance of Oil and Gas Companies in South-South, Nigeria. Was carried out by me and is original. It has not been submitted in part or full for any other degree or diploma of this or any other university

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APPROVAL

This research titled “Industrial Dispute and Performance of Oil and Gas Companies in South-South, Nigeria.” has been assessed and approved by the Departmental Postgraduate Committee.

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DEDICATION

To my Darling wife Mrs. Clementina N. Ike-Felix for her Love, support, understanding and encouragement throughout the duration of this program

ACKNOWLEDGMENT

This Dissertation wouldn't have been successful without the support of many people. First and foremost is my supervisor, Prof. Catherine. N. Ikezue whose Motherly love, contribution and advice helped in pushing me to the Finish-Line, I say thank you. My Special thanks go to my Child-Hood Friend Dr. Chinedu U. Onyeizugbe for his immense contribution in numerous ways through every stage of this program. To the Head of Department, Dr. Lillian. O. Orogbu who has put much effort to ensure that we graduate on time, I say thank you Madam HOD.

To Dr. Mary. O. Chiekezie, who as the former HOD was so kind in giving me the choice of a supervisor when the need arose after my admission into the program and gave us the flexibility of class attendance for course work, I say thank you for your understanding and care. I appreciate our PG Coordinators Dr. Mike. A. Ikom and Dr. Purity. Ndubuisi-Okolo for their untiring effort in seeing to the success of this program.

To Dr. Titus. C. Okeke and Dr. Clementina. U. Agbionu who helped in reading through my Research work and making it better, may the Almighty reward you. To my wonderful lecturers in the Department Prof. Patrick. L. Akpan, Prof. Hilda. E. Osisoma, Prof. Ezinna. K. Nnabuiife, Dr. Hope. N. Nzewi and Dr. Ebele. M. Onwuka, I appreciate you all and may the Almighty reward you greatly.

My appreciation goes to the following staff of the school for their contribution towards the success of this program; Emmanuella Ekezie, Clement Anumoka, Chioma and Chidinma of the Department and Ogochukwu V. Okparanta of the PG School for contributing greatly to the success of this program.

To the following men of Good-Will who made it possible for me to leave the office and go to School even at a short notice for this program, I owe a great thank; Dominic Dung, Asaye Barango-Tariah, Solace Akade, and Curtis Alex-Hart,

To those that brightens my life and suffer the pain of my absence even when they are home for Holidays, my wonderful family, The Ike-Felix family: Clementina, Favour, Success, Happy and Grace, I love you all and thank you for being there for me and allowing me do this program.

Finally, to Yahweh, Elohim the Most High, to whom all Powers belong, I say thank you for your guidance and protection, for seeing me through this program, Halleluyah.

ABSTRACT

The Nigeria oil and gas industry is besieged by controversies, resulting from poor execution of collective bargaining, poor implementation of promotion policy and general employees' welfare with resultant effect on industrial disharmony and poor performance of the industry. This study was designed to examine industrial dispute and performance of Oil and Gas companies in South-South, Nigeria. Four research questions and four hypotheses were formulated for the study. The study adopted a survey research design. The target population of the study comprise of 33101 respondents who are staff in 102 Oil and Gas companies in South-South, Nigeria. The study is underpinned by Unitary and Conflict theories. Taro Yamane formula was used to derive a sample of 395 respondents. Three hundred and seventy four (94.68%) out of 395 copies of instruments distributed were duly returned. Data was collected from respondents using structured questionnaire and presented using descriptive statistics. The instrument for data collection was duly subjected to face and content validity while Cronbach Alpha statistics was used to determine the reliability of the instrument and coefficient of 0.713 was obtained which made instrument suitable for the study. Pearson Product Moment Correlations was used to test the hypotheses. The results of the analysis revealed that collective bargaining about employees' rights and protection was achieved by union leaders and management of the companies but they failed to fully carry out the agreement especially from the management. Management of the oil and gas companies did not fully carryout promotion policy that should prevent workers grievances. Union leaders (PENGASSAN and NUPENG) carry out their duties towards their member but sometimes compromise on critical issues that affects employees' welfare which may be reasons of some industrial disputes in oil and gas companies. The level of implementation of agreement between union leaders and management of oil and gas companies did not prevent strike action of worker. The study recommended among others that there should be strict implementations of collective agreements reached between management and union leaders of oil and gas companies in South-South Nigeria. The management of the companies should adhere to the promotion policy of their companies to avoid incessant cases of workers strike action which may in turn negatively affect productivity of the organisations.

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CHAPTER ONE INTRODUCTION

1.1 Background of the Study

The issue of the relationship that exist among parties in industries has for long attracted the attention of many stakeholders. The reason being that since industries are made of human beings and that human beings are crucial to the achievement of industrial goals, coupled with the fact that human existence can never be devoid of conflicts, there exist a very strong justification to ensure peace in industries at all costs.

Industrial dispute is the presence of disharmony when interests, goals or values of different individuals or groups are not compatible, thus frustrating each other's' attempt to achieve objectives in an organisation (Kazimoto, 2013). Good industrial relations may be necessary to ensure industrial peace in the workplace as good relations are maintained in the interest of all parties (Verma, 2005). Medok and Goowalla (2015) argue that industrial disputes are rooted in political, historical and socio-economic variables and behavioural factors. The authors divided the causes of industrial disputes into economic and noneconomic. Economic causes are wages, employee dismissal and retrenchment, bonus, working conditions and hours of work. Further causes of industrial dispute may include medical, educational facilities, housing facilities for the workers.

Adu-Poku (2006) also added that lack of meagre opportunities for workers to express their grievances as a result of lack of industrial harmony is another variable that may cause industrial disputes, noting that the differences in goals and the lack of transparency in administration resulting from lack of internal workplace democracy has created serious

tension, misunderstanding and hostility among the employees and their employers. Dauda (2006) posit that dispute management styles are one of the causal factors that have been attributed to the spate of persistent industrial crisis in Nigeria.

Industrial or trade dispute has both costs and benefits to all and sundry and draw it attention to the interactional relationship between government, labour and management. To a large extent it has a great bearing on the smooth and orderly development of the economy and maintenance of law and order in the society. It sometimes arouses public resentment because it may hurt the public more than the parties involved in the dispute. The proper functioning of industrial relations and collective bargaining depends on the existence of a legal framework provided by the state. The legal framework determines the type of industrial atmosphere the nation desires and the unit of disruption allowed in the process of industrialisation between labour and management (Fajana, 2000). Iwuji (1987) sees the provisions on disputes resolution as a child of necessity and also an attempt at peaceful settlement of trade disputes which are intended to avoid a situation where unions and employers both seeking to, further their interest by coercion and violence, threatening the maintenance of law and order or even destroy the system.

The issue of permanent casualisation of workers without promotion and looking for the welfare of workers is another problem facing the industry. Oil and gas workers and unions have now ventured up endeavour and support for the authorisation of laws on unpredictable promotion of workers' casualisation and contracting. They have likewise turned out to be more forceful in sorting out casual labourers. Since numerous temporary workers in oil and gas industry work by union associates, like: NUPENG and PENGASSAN, they have started observing their job terms. Implementation of promotion

policy by employers to ensure that all administration positions are kept an eye on by work force having the imperative capabilities, introduction and ability, incorporate the desires for development and improvement of Officers with the present and future necessities of the Corporation; and guarantee value, reasonableness and objectivity in matters identifying with advancement; achieving the goals have been a mirage for most management of oil and gas companies in Nigeria.

The rapid growth of industrial and commercial activities in Nigeria has led to an enormous increase in the industrial workforce with their attendant industrial relations challenges. More often than not, there are conflicts and disagreements between employers and employees either on wages or on the general condition of service of the workers. In a bid to check these conflicts, workers come together and form unions (Trade Union) realising the amount of influence they can wield as a group for effective industrial relations (Hannel, 2007).

As one of the important social partners in the industrial relations system, labour unions through their leadership have helped to collectivise, project and protect the views, yearnings, interests and aspirations of workers in a bid to improve their terms and conditions of employment within the industrial relations system. Apart from the traditional role of securing better “deals” for its members, Labour Unions have also had to expand their industrial relations role to include looking out for the welfare of workers and citizens within the larger society (Alalade, 2004).

As Iyayi (2008) contends, Trade Union leadership has evolved into a robust, intellectual, vibrant, militant and national liberator in the country, taking on successive

military and civilian regimes on issues such as minimum wage, electoral reforms, political parties issues, education-related issues, fuel price hikes, negotiated conditions of service of workers, external debt, cost of living, corruption, globalisation, jobs and industrial capacity utilisation (Anyanwo 1992; Asiodu, 1980). Thus, union leaders are seen as agitators who encourage employees to be sensitive to their environment and to find fault. To some union members, “a great” union leader is one who finds it difficult to accept management viewpoint. Many union leaders have been elected because of these qualities- being vocal, uncompromising and belligerent.

Interestingly, trade unions through their leadership activities and constant defence of workers and members of society, have forced sit-tight dictatorial and fascist regimes to accede to the demands of Labour (Caruth, 1978). This paves way for the general increase in wage earnings, improvement policies, election of popular politicians and installation of popular mandates and the adjustment of harsh economic policies, thus making such policies more humane and supportive of the lives and economic interests of the generality of the citizens. Although this has brought labour unions and their leaders into ugly confrontations with the political and ruling classes, most times, it leads to convulsive repressions and strangulation of labour leaders and the proscription and de-proscription of labour movement activities (Akiri, 2002).

The oil and gas sector have experienced incessant industrial crises over the years arising from interests and rights disputes as well as the crises in the littoral states, that is; the Niger Delta area instigated by the agitations of host communities where oil and gas are produced and exploited. The upstream and downstream oil and gas industry is characterised by expatriate quota abuse, delay and non-implementation of collective

agreements, bad faith bargaining and all shades of unfair labour practices like casualisation, outsourcing, contract staffing and various forms of labour flexibility (Ogbeifun, 2008). These key employment issues are the brainchild of globalisation and have always attracted the attention and condemnation of the unions in the sector. Some of these issues have fuelled dramatic and recurrent industrial action in the upstream oil and gas industry in Nigeria.

Owing to the strategic importance of this sector to national economic development, the two trade unions in this sector namely National Union of Petroleum and Natural Gas Workers (NUPENG) and Petroleum and Natural Gas Senior Staff Association of Nigeria (PENGASSAN) which are the bargaining agents for workers in this industry have gained considerable bargaining power and they have repeatedly exploited this to their advantage in the cause of championing the demands of their members. This is evident in the quantum of pecuniary and non-pecuniary benefits that the unions in this sector have secured for their members in the past and in recent times.

The National Union of Petroleum and Natural Gas Workers (NUPENG), one of the 29 industrial unions currently affiliated to the United Labour Congress of Nigeria (ULC) organises and represents the interests of the junior workers (blue-collar workers) in the oil and gas industry and the Petroleum and Natural Gas Senior Staff Association of Nigeria (PENGASSAN) organises and represents the interests of senior workers (white-collar workers) and is affiliated to the Trade Union Congress (TUC). NUPENG emerged as a result of the restructuring of Nigerian industrial unions between 1976 and 1977. It began with seven oil and gas companies of the time, including: Shell D'Arcy Workers' Union, BP Workers Union, Consolidated Petroleum Workers Union, Texaco African Workers

Union, Esso Workers Union, Union of Shell Operations, and Petroleum Tanker Drivers Union.

PENGASSAN, with current membership strength of 20,604 in 123 branches (PENGASSAN, National Delegate Conference (NDC) 2017) and NUPENG are the only two unions to which all the represented employees in the industry belong. There are Branches of the umbrella unions at the company levels and these Branches are the vehicles for collective bargaining with the management of the respective companies. Almost all the upstream companies run a two-year cycle on collective agreement tenures. Typically, there are wage re-openers (i. e. collective bargaining strictly focused on the cash items of the collective agreements) one year into the two-year agreements

(PENGASSAN CBA). The Collective Bargaining Agreement process in the upstream oil and gas industry transcends the traditional compensation, benefits and working conditions of union members; the unions have been very strident in stretching discussions and negotiations to issues like expatriate quota utilisation, promotions, performance management, forms of employment relationships and others (Imafidon, 2009, Fajana, 2009). This is a unique feature of the oil and gas sector. Unions in the other sectors stay closer to the traditional content of collective bargaining than the oil and gas.

For example, in 2015, a single strike action by tanker drivers who deliver fuel and diesel oil from the ports and the refinery at Port Harcourt to all parts of the country virtually paralysed the whole nation. Passenger transport was grounded and industries could not function". The strategic position occupied by the oil and gas industry in Nigeria has given the unions in the upstream and downstream sectors enormous advantages and as

such could bring economic activities to a total halt whenever their demands are delayed or are not met. Wages and conditions of employment in the Nigerian upstream oil and gas sector have been determined over time more by the bargaining power of the unions than the traditional market-oriented supply-and-demand determinants. This is true for both the international and the indigenous oil companies (Imafidon, 2009). The unions' enormous bargaining power and steadfastness in protecting the interests of their members are likely to be sustained into the future.

Recently, in December 2017, the Petroleum and Natural Gas Senior Staff Association of Nigeria (PENGASSAN), whose members main work in the upstream oil industry, is clashing with the companies over the laying off of union members. The strike hit Nigeria's oil production and exports, as they did in 2016 during a PENGASSAN action against ExxonMobil.

It is important to note that clashes and conflicts or grievances between oil companies and members of the NUPENG have become frequent in recent times. Grievances are disquiets, challenges or complaints brought forward by an employee concerning issues at the workplace such as the nature of work, the workload and issues relating to work mates (Randolph and Edjeta, 2011). Grievances of members of petroleum unions lead to attendant economic woes and hardship. For instance, in the last three years, there have been cases in Rivers, Delta Edo, Oyo, Lagos and Ondo, to mention a few. In time past, conflicts between state governments and members of petroleum union were very rare. But largely due to the dislocation in the local capacity to produce refined crude oil for domestic consumption since 1991 has culminated in dependence on importation. Overtime, the dependence on imported refined petroleum products has led to multifarious consequences.

Over the years, Labour Union and Management in the oil and Gas industries have adopted various mechanism in resolving their disputes ranging from their various internal grievance settlement mechanisms as contained in their various collective Bargaining Agreements, Mediation, Conciliation, Arbitration and in rear cases Adjudication. This study looked at the relationship between industrial dispute and performance of oil and gas companies in south-south Nigeria.

1.2 Statement of the Problem

The management of Oil and Gas Companies seem to have neglected the needs of its workers as one of the greatest strategies to survive in the turbulent and dwindling competition in the global market place. Specific actions taken by the industry include among others: delays in implementation and Non-implementation of Collective Bargaining Agreements (CBA) by Management of the Oil and Gas companies in South-South Nigeria are among the major causes of Industrial disputes causing the Unions to call out their members on industrial strike from time to time, especially the NUPENG members.

Directives from the National Union bodies to the Branches of the Union on solidarity industrial actions based on unresolved dispute with a particular organisation or Government often time do not go down well with the management of other organisations that are not having issues with their in-house union.

Management practices of sometimes using threats and coercion regarding terms and conditions of employment and sometimes refusal to comply with settlements and rewards arrived at before. Management sometimes dismiss workers in arbitrary manner, discriminate and victimise workers without recourse to the Union. These actions of Management tend to pitch

them against the union leading to industrial dispute as was the case in May 2017 that the union called for the shutdown of all Exxon Mobil Corp facilities in the South-South (Niger Delta) region, in protest of the sacking of 150 of its members. And also, in November 2014, NUPENG, and PENGASSAN, threatened to shut down the economy indefinitely, if the management of Total Exploration and Production, TOTAL E&P, refused to recall sacked members of the unions within 14 days (Vanguard, 2014).

In some cases, workers / union members find it difficult to trust their Leadership due to suspicion of complicity and lack of Integrity. When the employers' representatives are not delegated sufficient authority to negotiate with the workers, they are not in a position to commit anything to workers on behalf of the management. Defective management leadership ignored the labour problems and labour leadership could not coordinate the efforts of their fellow members to get them to work due to lack of trust and integrity. These situations could lead to disputes as was the case with the Sterling Global Petroleum whose In-house Union (PENGASSAN) on 10th September 2018 went on strike (without the approval of the National body due to lack of trust) for unresolved long-standing issues which includes; management sending representatives to negotiations without mandate, regularising contract staff to regular staff and recognising contract union members as Branch members.

Outsourcing and casualization of specialist jobs to non-union members sometime lead to industrial dispute in the oil and gas companies in South-South Nigeria as was the case in December 2014 when NUPENG and PENGASSAN embarked on strike to press home their demand on the issue of Petroleum Industry Bill (PIB). The Oil and Gas companies not following the guidelines on casualization, contract staffing and outsourcing, and victimisation of NUPENG and PENGASSAN executives, non-promotion and unionisation in the industry.

Non-adherence to Promotion policies and selective promotions by Management sometimes pitch them against the Union leading to industrial dispute. It is against these problems that, this study seeks to identify the extent to which industrial dispute relates to performance of oil and gas companies in South-South, Nigeria.

1.3 Objectives of the Study

The broad objective of the study is to determine the extent of relationship that exists between industrial dispute and performance of Oil and Gas Companies in South-South, Nigeria. Specifically, the study seeks to:

1. Ascertain the extent to which collective bargaining relates to industrial harmony in Oil and Gas Companies in South-South, Nigeria
2. Determine the extent of relationship that exists between promotion policy and grievances frequency in Oil and Gas Companies in South-South, Nigeria
3. Identify the extent to which integrity of trade union leaders relates to employees welfare in Oil and Gas Companies in South-South, Nigeria
4. Ascertain the extent of correlation that exists between non-implementation of agreement and incidence of strike actions in Oil and Gas Companies in South-South, Nigeria

1.4 Research Questions

The following research questions guided the study:

1. To what extent does collective bargaining relate to industrial harmony in Oil and Gas Companies in South-South, Nigeria?
2. What extent of relationship exists between promotion policy and grievances frequency in Oil and Gas Companies in South-South, Nigeria?

3. To what extent does integrity of trade union leaders relate to employees welfare in Oil and Gas Companies in South-South, Nigeria?
4. What extent of relationship exists between non-implementation of agreement and incidence of strike actions in Oil and Gas Companies in South-South, Nigeria?

1.5 Research Hypotheses

The following hypotheses were formulated to guide the study:

1. H_A: There is a significant relationship between collective bargaining and industrial harmony in Oil and Gas Companies in South-South, Nigeria
2. H_A: There is a significant relationship between promotion policy and grievances frequency in Oil and Gas Companies in South-South, Nigeria
3. H_A: There is a significant relationship between integrity of trade union leaders and employees welfare in Oil and Gas Companies in South-South, Nigeria
4. H_A: There is a significant relationship between non-implementation of agreement and incidence of strike actions in Oil and Gas Companies in South-South, Nigeria

1.6 Significance of the Study

The study will be beneficial to oil companies, NUPENG, PENGASSAN and future researchers. The study will expose the level of implementation of agreement, promotion policy, collective bargaining between management of Oil and Gas Companies and their workers. The influence of these variables on performance of the workers will expose the strength / weaknesses of the management and how it affects productivity or performance of the companies.

The study will be beneficial to union leaders as it will expose the level of trust placed on them by their union members and assess their performance and perception of the members in

fighting for their rights or welfare. The recommendations may help to adjust where necessary. The study will be beneficial to employers as it will serve as a pointer on how to bring industrial disputes to the barest minimum in their organisation.

The findings of the study will help the government to understand the kind of relationship that exists between management of Oil and Gas Companies and union members (workers). The finding might help government to ensure that management of the companies keep to agreement between them and their workers as it has an indirect consequence on the economy of the nation and protecting citizens' rights. It will also provide theoretical and empirical information for future researchers to refer to during their researches.

1.7 Scope of the Study

The study is restricted to industrial dispute and performance of Oil and Gas Companies in South-South, Nigeria. The specific areas covered include: collective bargaining and industrial harmony; promotion policy and governance frequency, integrity of trade union leaders and employee welfare, non-implementation of agreement and incidence of strike action. This study therefore relied on data collected from employees of Oil and Gas firms in South-South Nigeria. The list of the Oil and Gas Companies and their staff strength is attached as appendix in the study.

1.8 Limitations of The Study

The hindrances encountered in the course of the study were refusal of the respondents to fill in the questionnaire due to the fear of negative consequences from Union Leaders and Management but these were mitigated after assurances were given to the respondents and convincing them on the purpose of the study.

CHAPTER TWO REVIEW OF RELATED LITERATURE

2.1 Conceptual Review

The relevant and basic concepts were reviewed and various authors' views highlighted in an attempt to give meaning to the study. The review is done under the following subheadings:

2.1.1 Industrial Dispute

Industrial disputes are disagreements that arise between an employer or an employer's organisation on one side and the workmen or trade unions of workmen on the other, on matters relating to employer-employee relationship, i.e., on the formulation and enforcement of standards of wages and other conditions of employment (Medok & Goowalla, 2015). Disputes are characteristic of society and more so in an industrial society. The conflict between Capital and labour is inherent in an industrial organisation. The disputes that arise from this basic conflict of interests, it is commonly agreed, can only be adjusted temporarily but cannot altogether be eliminated. The inherent inequality of employment relationship which places more power in the hands of employers, the question of distribution of the social product, which is the outcome of the common effort of employers and workmen, the issue of job security which is vital to an employee, the constant urge of the workmen who are generally on the lower ladders of society to improve their standards of living, the employers natural inclination to retain a larger portion of the surplus and the growth of the trade union movement which articulate the demands of the workmen are some of the important factors that give rise to disputes in any industrial organisation.

This no doubt makes the involvement of experts and scholars in both sides of the divide important as it would help in creating a balance and make it healthy as well as constructive rather than being destructive. Fajana (1999) sees industrial dispute as total range of behaviours and

attitudes that expresses opposition and divergent orientations between individuals' owners and managers on one hand, and working people and their organisation on the other hand. He added that industrial conflict is the exchange of relationships between two major actors, employers and employees, as well as the state in which inability of these parties (either between groups) to reach agreement on any issue related to the object of employers employees interactions, whether or not this inability results in strikes or lockouts or other forms of protestations. Fajana (1999) categorised the sources of conflict in the industrial sector into two namely: internal and external.

The internal sources: deal with conflict orientations within work setting which focus fundamentally on the opposed nature of the interests of the employers and employees. It involves both grievances and collective grievances of the employees.

The external sources: have to do with industrial and economic policies of government, national economic management, distribution of wealth and power in the society, the nature of labour legislation and the behavioural orientations and patterns of the economic and political classes. Fajana (1999) however, emphasizes that external sources of industrial conflict may not directly lead to conflict although; they do sometimes influence the psyche of the workers which often ends up in industrial unrest.

Shafin (2015) categorised other causes of an industrial dispute to include industrial factors and management factors. These are stated below-

Industrial factors- These mainly include different forms of protests. Strikes, gheraos, etc. are the protest from the workers side where strikes, are a form of protest where employees with same interests come together and stop working in order to get their demands fulfilled by the employer and gheraos is a form of industrial action wherein employees imprison or surround

their employers in a premise until their demands are met or until they get satisfactory answers. Retrenchments, lockouts, dismissals, etc. are also a form of protest but from the employers' side. One of the main reasons as to why an employers' union or an employees' union have to take such adverse steps can be accounted from many reasons. One of the reasons could be low wage rate. The wage rate that an employee gets does not rise in proportion to the rise in prices of goods. Employees were now desperate to earn more money and were ready to work extra to earn bonuses. Employers acted greedily and did not fulfil the demands of workers, which created disputes between workers and employers. Apart from low wages, working hours, employee privileges, bonuses, security in jobs, safety measures in factories, canteen, leave and holidays with pay, etc. were some other measures that lead to ugly disputes between the employers and the workers.

Management's attitude-Due to lack of proper communication between management and workers even a small dispute would take longer time to arrive at a settlement. Employees, thus, felt alienated from the industry and led to increased number of disputes. Managements were unwilling to recognise any groups or associations formed by the employees like the trade unions due to which such unions tend to take major steps in order to get noticed and so that their grievances are heard by the higher authorities, which harmed the management, the employees and in turn the nation adversely. These sometimes also lead to conflict between the unions as well. The management was quite adamant about the recruitment, promotions, etc. and insisted on the fact that these decisions are to be made by the management only without the consultation or assistance from any of the employees, not even the leaders appointed in the unions. Once again, these unions were left unheard. Management debarred the employees from services and benefits which they deserve, like bonuses for good work, extra wage for overtime, promotions for

constantly performing well, because of which the employees were less motivated to work. Their only motive left to work was to gain enough money to keep their ends meet as they knew that whatever amount of efforts they will put in, their work will never be appreciated for. This used to affect the quality and quantity of production.

2.1.2 Performance

Performance is the accomplishment of a given task measured against pre-set known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfilment of an obligation, in a manner that releases the performer from all liabilities under the contract. While organisational performance is an analysis of a company's performance as compared to goals and objectives. Within corporate organisations, there are three primary outcomes analysed: financial performance, market performance and shareholder value performance (in some cases, production capacity performance may be analysed).

Organisational performance and its resultant efficiency and effectiveness can only be achieved when individuals are continuously appraised and evaluated. The inability of organisation to install an effective performance appraisal strategy has hindered them from achieving competitive advantage which they require more now than ever before. Appraisal processes are not systematic and regular and often characterised by personal influences occasioned by organisations preoccupation to use confidential appraisal system which hinders objectivity and fairness.

Aguinis (2009) described that “the definition of performance does not include the results of an employee’s behaviour, but only the behaviours themselves. Performance is about behaviour or what employees do, not about what employees produce or the outcomes of their work”. Perceived employee performance represents the general belief of the employee about his

behaviour and contributions in the success of organisation. Employee performance may be taken in the perspective of three factors which makes it possible to perform better than others, determinants of performance may be such as “declarative knowledge”, “procedural knowledge” and “motivation” (McCloy, Campel&Cudeck,1994).

Performance in business organisations is usually pegged on their profitability, this means that by cutting down on the costs of production, a business organisation is able to increase its productivity (Schulz & MacMillan, 2013). However, cutting down operational costs in most cases involves maintaining low wages and salaries. This in turn leads to demands for wage increases by employees through trade unions. Where the business gives in to union pressure and increases the wages, it must recover by demanding more output from the employees.

Organisational performance which is also related to productivity does not occur on its own or in a vacuum, in fact, there can never be organisational productivity without people. Seen through this lens, organisational productivity can therefore be considered the cumulative productivity of the individual members of that organisation (Amah & Ahiauzu, 2013). Of particular importance is the role that the top organisational leadership plays in leading the rank and file in productivity (Williams, 2004). Top managers must give direction and guidance on how the organisation can attain its aims more efficiently. Members in an organisation work collaboratively to achieve the goals of the organisation, this means that human capital play a primary role in organisational productivity (Schulz et al., 2013). If the personnel in the firm do not work productively, the general productivity of the organisation will be affected negatively. On the other hand, if the members of the organisation are motivated and work productively, the general productivity of the organisation will improve

2.1.3 Collective Bargaining

Collective bargaining is process of joint decision making and basically represents a democratic way of life in industry. It is the process of negotiation between firms and workers representatives for the purpose of establishing mutually agreeable conditions of employment. It is a technique adopted by two parties to reach an understanding acceptable to both through the process of discussion and negotiation. ILO defined collective bargaining as, negotiation about working conditions and terms of employment between an employer and a group of employees or one or more employee organisation with a view to reaching an agreement wherein the terms serve as a code of defining the rights and obligations of each party in their employment/industrial relations with one another. Collective bargaining involves discussions and negotiations between two groups as to the terms and conditions of employment. It is called collective because both the employer and the employee act as a group rather than as individuals. It is known as bargaining because the cogrygmhuvnk. Yjlh method of reaching an agreement involves proposals and counter proposals, offers and counter offers and other negotiations.

Collective bargaining is essentially an autonomous system of making job rules between employers and trade unions. It is a process of a party in industrial relations making proposals and demands to the other, of discussing, criticising, explaining, exploring the meaning and the effects of the proposals and seeking to secure their acceptance. It includes making counter proposals or modifications for similar evaluation. Akpala (1982) stated that the essence of collective bargaining is to reach agreement. He defined collective bargaining as the process of negotiation between workers and employers through their organisations of contract of employment for the best possible working conditions and terms of employment. The rationale of collective bargaining is agreement, but if an agreement was not reached, the action, which took place, is not

less collective bargaining than if the process had ended in an agreement. Bacci (1990) noted that collective bargaining takes place when one collective action is involved, whether or not agreement is reached, so long as the parties have made genuine efforts to reach agreement.

Fashoyin (1986) defined collective bargaining as a machinery for discussion and negotiation, whether formal or informal between employers and workers representatives, aimed at reaching mutual agreement or understanding the general employment relations between employers and workers. The conclusion of an agreement, he further argued, is not a necessary determinant of collective bargaining. He drew reference from labour Act of 1974 which defined it as the process of arriving at or attempting to arrive at a collective agreement. According to labour Act the aims are to accommodate, reconcile and often time compromise the conflicting interests of the parties and while it does not remove conflict, it facilitates the accommodation, to enable the two sides work together harmoniously. Collective bargaining is therefore standard setting machinery which constitutes an important source of regulation governing wages, salaries and other employment conditions mutually agreed between labour and management and in conformity with public policy (Yesufu, 1984).

Since 1978, the structure of collective bargaining in the Nigerian private sector has been predominantly multi-employer (sectoral) bargaining, i.e. at the industry level as a result of the birth of industrial unionism through legislation. Company level bargaining exists as well, but sectoral or industry-wide bargaining is dominant. Company level bargaining is what obtains in the Nigerian oil and gas sector. This appears to be a general trend in oil and gas companies in some other countries. "Collective bargaining may be organised at the national, sectoral, enterprise or at factory level or at a combination of these levels. In the oil and gas industries, there is a clear trend towards decentralisation by emphasising enterprise-level bargaining.

Negotiations at the enterprise level, which can mean at the company division level or even at the plant level have been reported to the ILO by Argentina, China, Finland, Japan, Malaysia, Philippines, Poland, Romania, Singapore, Thailand and Turkey” (International Labour Organisation, 2002).

In the upstream oil and gas industry in Nigeria, collective bargaining at the company level occupies a pride of place in the determination of employment terms and conditions. This is so because, in the Nigerian oil and gas sector there is no serious singular employers’ body for regulating terms and conditions of employment and as such, enterprise/company bargaining has flourished. In the private sector, with the exception of the oil and gas industry and print media industries, there exists an industry-wide national joint negotiating council for each sector. The national joint negotiating councils have functioned relatively well except that collective agreements freely entered into are subject to ministerial approval by the Minister of Labour and Productivity. Collective bargaining in the upstream oil and gas companies is done at the company level. It is the only industry in Nigeria where collective bargaining is done solely at the company level (Imafidon, 2009).

Collective agreements are of two parts; the substantive and procedural agreements. The substantive agreement relates to wages/salaries, hours of work and terms and conditions of employment whilst the procedural agreement pertains to procedures to be followed in the event of dispute resolution, periodicity of meetings, and duration of agreement inter alia. Most labour-management tensions are recurrent in their nature because contracts are regularly renegotiated. In the oil and gas sector this is embarked upon every two years. According to Sloane and Witney (2004), no contractual issue can ever be said to have been permanently resolved. In most cases the unions present a bloated list of demands which is greeted with management’s counter offers

that are usually lower than the union's demands. In many negotiations, parties exhibit adversarial behaviour leading to a climate of distrust, animosity and suspicion which often lead to conflict. According to Dubin (1954) as cited in Rose (2008), collective bargaining is the great social invention that has institutionalised industrial conflict. This implies that without collective bargaining, industrial conflict would threaten not only the industrial order but also social stability. But owing to the varied interests of the parties and their bargaining powers a consensus is usually arrived at and in most cases is in favour of the unions especially in the oil and gas sector because of the volatile nature of this sector.

Since the employers in the upstream oil and gas industry dread to shut down production for a minute many strike ultimata by the unions are averted by management by urgently meeting the demands of the unions even when such demands are exorbitant and unrealistic because of the catastrophic effects of industrial action in the oil and gas industry be it the upstream or downstream sector. Ubeku (1983) has this to say regarding the impacts of strikes on the state/society. "Strikes, especially major ones, in a developing country like Nigeria always have a dramatic effect on the public. This is particularly so in the case of certain essential industries. In 1975, a single strike action by tanker drivers who deliver fuel and diesel oil from the ports and the only refinery at Port Harcourt to all parts of the country virtually paralyzed the whole nation. Passenger transport was grounded and industries could not function". The strategic position occupied by the oil and gas industry in Nigeria has given the unions in the upstream and downstream sectors enormous advantages and as such could bring economic activities to a total halt whenever their demands are delayed or are not met.

Wages and conditions of employment in the Nigerian upstream oil and gas sector have been determined over time more by the bargaining power of the unions than the traditional

market-oriented supply-and-demand determinants. This is true for both the international and the indigenous oil companies (Imafidon, 2009). The unions' enormous bargaining power and steadfastness in protecting the interests of their members are likely to be sustained into the future.

2.1.4 Industrial Harmony

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 organisation'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 organisational/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 organisations/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 organisation/institution observes agreements and agreed upon procedures;
9. The organisation/institution maintains a communication system, which secures the interchange of information and views between different levels in the organisation/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 agreement in its optimal structure, presupposes an industry in a state of relative balance where relationship amongst people as well as gatherings are heartfelt and profitable. Sayles and Strauss (1981) noticed that with the unavoidable contrasts among gatherings inside an organisation, struggle and varying destinations saturate cutting edge organisations. This kind of contention keeps the presence of industrial agreement which mirrors a condition of authoritative shakiness (Sayles and Strauss, 1981). Furthermore, as Hanson (1972) noted, industrial agreement

speaks to nonappearance of conflict by industrial unions which will undoubtedly bring about viable and proficient organisation.

2.1.5 Promotion Policy

Promotion Policy is based on the recognition that in the course of meeting organisational objectives, the duties and functions of an employee may change in complexity and responsibility. Promotions therefore, are based on status changes that involve increasing responsibility levels. The added benefits of promotion serve as an incentive for better work performance, enhance morale and create a sense of individual achievement and recognition. While good past performance enhances the validity of the promotion, it should not, of itself, be the primary nor sole reason for recommending a candidate for promotion. Consistent with prior practice, all positions will be filled through search and screen procedures. Exceptions may be requested through the appropriate Authority; the business, organisational, fiscal and legal implications of the request must be fully explained and justified.

Employment opportunities at a company may occur because an incumbent has been given expanded duties, responsibilities and authority, progressing, for example, through a recognised family of titles (e.g., Clerk III, Clerk II, Clerk I), or has moved to a different position vacated as a result of another incumbent having been promoted, transferred, discharged, or retired. The promotion of a staff person at a company does not typically involve an additional budget line being added to the promotion department's budget. Along with the increased responsibilities, the promoted person will receive an increase in salary, sufficient direction to begin the new position, and a new job description.

To adapt to the changing circumstances, an organisation makes modification in the current workforce through advancement. Promotion is an adjustment in status, upward coming about because of task to a position relegated a higher pay grade. Promotion is the progression of employees' position in an authoritative pecking order.

Promotion could be seen as employees' prize for good execution or positive action. Management in an organisation elevates an employee to a specific position, it guarantees that the individual can deal with the additional duties by screening the worker with meetings and tests, and giving them preparing or at work experience. Promotion can include progression regarding assignment, compensation and advantages (Mirza, 2003).

The aim of promotion policy will include the following: To guarantee that all administrative positions are kept an eye on by work force having the imperative capabilities, introduction and ability. To incorporate the desire for development and improvement of Officers, with the present and future necessities of the Corporation. To guarantee value, reasonableness and objectivity in matters identified with advancement.

Oil and gas workers and unions have now ventured up endeavours to support for the authorisation of laws on unpredictable promotion of workers' casualisation and contracting. They have likewise turned out to be more forceful in sorting out casual labourers. Since numerous temporary workers in oil and gas industry work close by union associates, like: NUPENG and PENGASSAN, they have started observing their job terms. In relation to the labour law, when there is 50 percent or more of non-union workers requests to join NUPENG or PENGASSAN, the unions can proceed the arrangement of a board of trustees to start preparations with the business. Shockingly, the procedure regularly gets impeded in lawful subtle

elements, as oil businesses shift dealing obligation starting with one subcontractor then onto the next, deferral arrangements, and attempt to set unions against each other, or even turn to physical assaults

2.1.6 Grievances Frequency

Bohlander and White (2008) defines grievance as a clear statement by an employee of a work-related problem, concern or complaint, including those involving:

- The interpretation and application of people management policies including allocation of work, job design, performance management;
- A workplace communication or interpersonal conflict;
- An occupational health and safety issue;
- An allegation of discrimination; or
- A question, dispute or difficulty concerning the interpretation, application, or operation of an award/enterprise agreement or other agreement

Holley and Jennings (1988) defined grievance as dissatisfaction regarding an official act or omission by the employer that adversely affects an employee in the employment relationship, excluding unfair dismissal. Both of these definitions are wide and give employees the right to process virtually all objections, complaints, controversies, disputes and misunderstanding (Bohlander, & White, 2008) in the workplace. In contrast the other definition refers to grievance as an employee concern over a perceived violation of the labour agreement that is submitted to the grievance procedure for eventual resolution (Holley & Jennings, 2008; Bohlander& White, 2008). This definition clearly prevents employees from presenting grievances on broader job-related or personal concerns, and from presenting objections or imagined complaints.

Employee work-related concerns and grievances which are not promptly and effectively resolved (<http://www.eeo.nsw.gov.au/employee/grievance.htm>) result in:

- Lost productivity and lower quality work, products and customer services;
- Distraction from corporate goals and loss of confidence and communication between employees, managers and supervisors;
- Low morale and job satisfaction which can lead to industrial problems, increased absenteeism and increased staff turnover; and
- Loss of reputation to the employee and lost working time of everyone involved.

Aggrieved people are not provided with the kind of leadership that matches their needs, they are under or over supervised. Whereas over- supervised employees can get very stressed at the work place the under supervised ones may not be optimally utilised. There are also numerous other potential causes: lack of feedback, lack of recognition, lack of clear performances expectation, unfair standards, being shouted at or blamed, reneging on commitments, being overworked or stressed out (Randolph & Blanchard, 2007).

There are three types of grievances, individual, groups and policy, according to Canada Employment and Immigration Union and the Western University Grievance Procedure (2010). They differ in their intent and in their processes:

I. Individual Grievance: This is a complaint brought forward by a single employee in which a decision made affects that specific employee. Such cases can deal with issues related to the collective agreement, discipline and human rights, as well as other matters affecting the employee concerned. For example, an employee who has been overlooked for promotion within an organisation may complain about this fact. The employee may feel that he/she has performed

adequately and he is the most senior in the directorate, as per the rules. The onus will be on his immediate supervisor to present the facts.

II. Group Grievance: This is a complaint brought forward by more than one employee grieving the same alleged violation with the same facts. Therefore, a group grievance involves the “effect of management action on two or more employees under same collective agreement or regulation. Grievances of this type are used in situations where a group of employees in the same department or agency face the same problem. The problem must relate to the interpretation or application of the collective agreement.

III. Policy Grievance: This is a dispute of general application or interpretation of any section or paragraph of the collective agreement or rule rather than the direct management action involving a particular employee. These types of grievances are normally, initiated at the final step of the procedure

2.1.7 Integrity of Union Leaders (NUPENG and PENGASSAN)

Integrity is behaving in an honest, fair, and ethical manner. That is showing consistency in words and actions. This is important especially within a group or an association. For a leader of group to have integrity He must treats others fairly and with respect, takes responsibility for own work, including problems and issues, uses applicable professional standards and established procedures and policies when taking action and making decisions, identifies ethical dilemmas and conflict of interest situations and takes action to avoid and prevent them, and anticipates and prevents breaches in confidentiality and/or security.

All over the world, trade unions had always represented the vanguard of the working class’ interests against capitalist exploitations. In the contemporary times however, especially in the developing countries, trade unions have come to assume roles that transcend the traditional

role of protection of workers' welfare and class liberation. For over a century and a half, trade unions have fought for the right to decent pay and conditions for men and women at their place of work and for improved social welfare through, for example, health care, education and social security. In Nigeria, trade unions fought against colonial rule and exploitation of the Nigerian State during the colonial period. The activities of trade unions, under the umbrella of the Nigeria Labour Congress (NLC) during the military dictatorship of the late 1980s and the 1990s hastened the return to democratic rule in the country. Thus, trade unions are one of the most important social movements underpinning democracy. Workers' right to freedom of association and thus to take collective action lies at the core of all human rights because it creates the means by which all other rights are asserted and defended. It is a well-known fact that the growth and development of any nation depends on the structures it has carved out for itself. In Nigeria, amidst the various arms of the government which has been working tirelessly to ensure the growth and sustenance of the Nigerian state is the emergence of trade unions.

The Nigeria Labour Congress, NLC was the umbrella movement with the sole mandate of protecting workers from exploitation in the hands of employers until some years ago when the Trade Union Congress, TUC was formed to protect the interests of senior workers with the NLC left to manage the interests of junior workers. The NLC was founded by the late Pa Michael Imoudu, who led the union from inception till he handed over to another veteran; Alhaji Hassan Sunmonu. These two men led a virile and healthy union in between them and after their exit, so many others came around but none can be compared to the indefatigable Comrade Adams Oshiomhole as an executive comrade. He piloted the affairs with knowledgeable mien, belligerent stance and diplomatic posture. He knew when to advance and when to retreat. He was indeed, a general of the congress, the workers' worker and the employers' nightmare. Small

wonder most employers of labour prefer to avoid a collision with him. He has since taken his talents into politics which made him a two-time executive governor of Edo State, South-South Nigeria, and at present the Chairman of one of the political parties, the ‘All Progressives Congress (APC)’

Ever since the Comrade left, it has been one issue or the other from administrative flip flops to internal power squabbles that culminated in the election of two presidents for one office and eventual formation of a parallel Labour Union ULC (United Labour Congress) in 2017. This column hopes they have been able to settle their differences and put their various houses in order down to the respective Branches, for a lot of employers will rather they have their houses in chaos.

It is the season of unjust and premature disengagement without reasonable pay-offs and also attracting picketing of companies for one labour issue or the other, examples being SAPETROL and CHEVRON. More are likely to follow in these ugly times of bad business. Most employers do not want their workers to be unionised to enable them hire and fire as they wish. It is the inalienable right of every employer to hire and fire but it is not the right of employers to abuse human beings in the name of slave labour with little or no benefits attached. Several cases of unresolved labour issues are pending in the National Industrial Court, NIC for upwards of two years. It is on record that a greater number of workers in the industry are not unionised because their employers either don't want them to or they themselves are not interested. This is where all unions, the TUC, ULC and the NLC comes into play through relevant affiliates like the Petroleum, Energy and Natural Gas Senior Staff Association of Nigeria, PENGASSAN and the Nigerian Union of Petroleum, Energy and Natural Gas workers, NUPENG respectively.

The labour unions derive their financial strength from check-off dues paid by every member through their company Branches to the National body. A lower membership therefore, weakens the unions in contrast to a higher membership that strengthens them. This is why branches with larger memberships are treated more with all the support, solidarity and arsenal the unions can muster than Branches with lesser memberships. It is therefore not a surprise, that the challenges that faced members in ExxonMobil were fought by the unions with clinical precision to the best interest of members than those facing members in Sterling Global Oil Company for instance. PENGASSAN and NUPENG unions exist to protect the workers; particularly their members and members exist to protect the unions. Apart from the administrative issues the unions are grappling with, in-fighting among their executives makes nonsense of their spirit of solidarity.

2.1.8 Employee Welfare

Employee welfare means “the efforts to make life worth living for workmen.” According to Todd (2012), he posited that employee welfare means anything done for the comfort and improvement, intellectual or social, of the employees over and above the wages paid which is not a necessity of the industry. Employee welfare is a comprehensive term including various services, facilities and amenities provided to employees for their betterment. It generally includes those items of welfare that is provided by statutory provisions or required by the customs of the industry or the expectations of employees from the contract of service from the employers.

The basic purpose is to improve the life of the working class. The purpose of providing welfare amenities is to bring about the development of the whole personality of the worker, his social, psychological, economical, moral, cultural and intellectual development to make him a good worker, a good citizen and a good member of the family. Employee welfare is a dynamic

concept. These facilities may be provided voluntarily by progressive and enlightened entrepreneurs from their own side, out of their realisation of social responsibility towards labour, or statutory provisions may compel them to make these facilities available; or these may be undertaken by the government or trade unions, if they have the necessary funds for the purpose.

Worker's right is a very broad issue; however, it can be brought down to the protection and respects of human life in the work place and the right to work itself (Seidman, 2007). Some components of workers' rights are the right to job safety, collective bargaining and equal pay for equal work and employee's welfare (Laura et al. 1996). However, the focus of this work is on the employee's welfare, such as Medicals and Medical Compensation, Annual and Maternity Leave, Compassionate and Sick Leave. Staff welfare is a major issue in industrial relations because welfare programmes and services enhance profitability but with bottom-line employees and high level of unemployment, employers have more room to dodge welfare services (Solow, 2009).

Employee's welfare has two aspects, negative and positive (Osterman, 2000). On the negative side, the employee's welfare is concerned with counteracting the beneficial effects of the large-scale industrial system of production (Henkel & von Hippel, 2005). On the positive side, it deals with the provision of opportunities for the worker and his/her family for a good life as understood in its most comprehensive sense (Gaikwad, 2013). A further argument in favour of employee's welfare is that it gives a reputation that shows care and concern on the part of the employee and helps improve the local image of the Company as a good employer (Cohen & Prusak, 2001). Good reputation assists the organisation's recruitment processes and productivity in the long run. Welfare may not directly increase productivity, (Armstrong, 2003) but it may add to the general feelings of satisfaction with the company, improves the self-worth of the employee and cut down on employee turnover (GGrigore&Stancu, 2011).

A combination of factors, internal and external including conspirator's indifferences of a consuming public that is quick to condemn any collective action of workers because of possible inconveniences without being commensurately bothered about the plight of the employees. For instance, the industrial action (strike) of organised labour of June 2007 against some governmental policies was effectively organised and implemented but less than one week of the industrial action, there was enough public out-cry against the action with appeals to labour to consider the plight of the people and call of the strike. Before proceeding further, one pertinent question to ask is whether the unions are in a position to make a difference and the answer is Yes, the unions can. The unions sometimes are in a position to make a difference through collective platform offered by the unions' presents a good avenue for workers to press for, and demand for other rights (Kabeer, 2004). This is not to say that unions are not without their own problems which should be addressed to ensure a better deal (Obama, 2008). These problems include weak organisation, inadequate resources; human and materials, lack of inclusiveness in organisation and representation of union organs, membership apathy and lack of commitment on the part of union officials (Adewumi & Adenugba, 2010). Of course, the unions are operating in a very hostile environment dominated by powerful people trans-national corporations, whose examples indigenous employers follow (Adewumi & Adenugba, 2010).

Citing a critical sector, the Nigeria, Adewumi and Adenugba (2010), pointed out that "in the oil and gas sector, employers in the Nigeria's oil and gas sector have not been particularly well disposed towards unionism for a long time." Onyishi et al. (2012) also, vehemently subscribed to this view. Adewumi and Adenugba (2010) asserted that "this is reflected in their refusal to recognise and negotiate with the union executives on victimisation and dismissal of active workers, the use of threats, bribery and the infiltration of unions," which in the words of

Ihonvbere (1994) are “definitely aimed at controlling workers.” This trend is entrenched and seems to continue in perpetuity without any sign of it being nipped in the bud. This is contrary to the position of the ILO that states that “there should be no barriers to the free association of employers and workers for the purpose of regulating their employment relationship” (ILO, 1997). Even where unions are recognised, there is a reluctance to enter into negotiations with them and when agreements are reached and in particular regarding the issues of workers welfare and well-beings (Coulby, 2009). Employers have lackadaisical attitudes toward workers and unions when it comes to fulfilling what had been agreed on (Chandratilleke, 2003). This is why there are always tensions and conflicts in the workplace.

2.1.9 Non-Implementation of Agreement

Agreement is dependably a trade-off between the underlying cases and the option recommendations by the employers. Where management and trade union are not prepared to achieve a trade-off, strike will definitely occur. To reach an understanding ground, the last substance of the trade-off will rely on how negotiation is done, whether both sides are prepared to make some concession, to re-examine and change their underlying positions. Consequently, bargaining ought not to happen in the open place, or in the presence of cameras, amplifiers or media, but just in a discrete situation between properly commanded agents of management and workers’ association (Olakitan, 2007).

The last content of collective understanding and agreement could be composed by an agent of either negotiating partners, or by a government worker, exceptionally named by the service of work, or through an outside agent chosen by the partners, notwithstanding his or her character, the agent will need to work under the supervision of the arranging accomplices. The content of understanding must incorporate every points of interest which had been talked about

and settled upon by the accomplices. Execution of an understanding should lead to shared increases, bargains that join the enthusiasm of both sides (Barret&Dowd, 2005). For example, casual work has turned into a social marvel and a cankerworm in labour relations in different industries crosswise over creating nations of the world, Nigeria comprehensive. This is as an aftereffect of the planned arrangement of the multi-nationals in gainful and management organisations, which made casual workers set up of lasting work business. That is, the position of labourers as brief employees on employments that is normal, argumentative and perpetual in nature. This non-standard work course of action is a type of work plan occasioned by the impacts of globalisation and exchange liberalisation. This advancement was encouraged by innovative change in correspondence and data innovation (Okafor, 2010). Researchers have contended that the movement from perpetual work to casual work course of action is as an aftereffect of managers utilising it to stay away from the commands and expenses connected with work laws which are intended to ensure lasting employees in standard job (Onyeonoru, 2008; Okafor, 2011).

In Nigeria, the scourge of casualisation of employment is picking up grounds in an extraordinary extent. The expansion in the spread and steady acknowledgment of this work practice in the Nigerian work market has turned into an issue of incredible worry to stakeholders. Employers of work are progressively filling positions in their associations that should be perpetual with casual employees (Fapohunda, 2012). The issue of casualization is normal in Nigeria. Be that as it may, it has been a long extraordinary issue in the oil/gas, banking industries and multinational organisations. In a few organisations in Nigeria, it is feasible for one to get labourers upwards of 2000 in an industry, out of which around 1500 might be casual workers

(Okafor, 2010). In some local industries, in the informal sector, it is conceivable to get circumstances whereby essentially every one of the representatives is casual staff (Okafor, 2010).

Taking the oil and gas industry as a unit of investigation, as indicated by Adenugba (2006), the extent of this issue could be seen from the way management treats their workers. In 1980, Mobil oil Nigeria Limited (Marketing Unit) had 195 perpetual junior employees. By 1991, in any case, there were just 28 of them. Mobil oil Nigeria Plc (production segment) had more than 400 lasting junior workers in 1980. This figure declined to 80 by 1991, with the vast majority of the occupations being embraced by casual labourers. In the Western Division of Shell operations in Warri Area alone, it was estimated that there were 110 work contractual workers in 1991, utilising 1,329 temporary workers. In the year 2002, no single junior staff was found who was an immediate employee of Mobil Oil plc. They were infringing upon existing work laws (Uvieghara, 2000; Okougbo, 2004; Onyeonoru, 2004; Adenugba, 2006; Okafor, 2007).

As indicated by Fapohunda (2010), the customary industrial relations framework in view of the idea of permanent employees in the venture is progressively being tested by the utilisation of Non-Standard Work of Action (NSWA) by employers. This altering work arrangement has brought another measurement with the selection of adaptable work courses of action by numerous organisations around the globe. The topic is going through huge numbers of the new ways to deal with management in today's global economy, and it is an advancement of additional adaptable work arrangement which is turned into employers' new outskirts in management of human resources (Hall, 2000). In any case, these changing examples of work (e.g. casual work, contract, impermanent, low maintenance businesses, subcontracting and so forth.) occasioned by

Structural Adjustment Programs (SAP), have made attentiveness toward labourers and exchange unions alike, particularly in Nigeria.

In Nigeria the scourge of casualization of livelihood is picking up grounds in an extraordinary extent, power and scale. The expansion in the spread and slow acknowledgment of this work rehearse in the Nigerian work market has turned into an issue of incredible worry to partners (Kolawole, 2008). Businesses of work are progressively filling positions in their associations that should be perpetual with casual employees. The pattern has been to a great extent credited to the expanding distress of managers to chop down hierarchical expenses. Casualization of business is seen as a suitable methodology for cost decrease.

2.1.10 Incidence of Strike Actions

To the industrial striker, strike speaks to the activity of his major right to pull back his administrations. Circumstances which seem to negate his own desire and yearning or which debilitates the satisfaction of the requirements of the individual are being enrolled during the time spent striking. All the more vitally, it is these individual rights that are outfit by the exchange union to set out on strike activity. The union quality in an industry, in this manner generally lay on the force of the strike. The strike is an extremely strong apparatus and can be intense if the workers on strike speak to key work or if the creation lost brought about by the business amid the strike is exceptionally huge. The strike likewise makes the administration to unite genuinely in future transaction; in that capacity, effective strikes improve the dealing position of the union for next arrangement. The strike if effective enhances the financial prosperity of the individuals from exchange union as they can pay increments as a consequence of strike activity.

Striking workers additionally stand the danger of losing considerable wage amid the time of the strike. This on account of the Nigerian business may frequently summon the no-work-no-pay law. The Nigerian Government has reliably constrained the privilege to assault in the oil business. A portion of the applicable enactment could be located in the Trade disagreement Acts of 1969, 1976, and 1996. The Trade Unions (Amendment) Decree of 1996 and the Trade Union Act of 2005 made trade union registration contingent on a "no strike" proviso all through the lifetime of an aggregate understanding. Without a doubt, it unmistakably expressed that businesses were not allowed trade union levy to the trade union concerned, unless union individuals consented to this 'no strike' statement.

As opposed to ILO statutes, assaults in the crucial management, including the oil and gas industry, are completely prohibited in Nigeria. Section 9 of the Trade Dispute (Essential Services) Act, 1976, which records the financial parts which fall inside "key management", incorporates the oil business. Subsection (b) alludes to "any administration built up, gave or kept up by the Government of the Federation or of a State, by a Local Government Councillor in any metropolitan or statutory power, or by private venture for, or regarding, the supply of power, power or water, or of fuel of any sort." The Preface to the Act additionally expresses that the Act is to "enable the President to restrict any exchange union or relationship of which falls in fundamental administrations to take part in modern distress or acts considered to disturb the smooth running of any crucial administration. The Government of Nigeria likewise proclaims any exchange union exercises unlawful in the event that they are led on politically-propelled grounds. For instance, a strike at Shell-BP and Allied Workers Union in October 1977 and a strike at the Pan Ocean Branch of the Consolidated Petroleum, Chemical and General Workers Union of Nigeria in November 1977 were both banned (Proscription Orders Nos. 2 and 3,

individually). Somewhere around 1993 and 1994, numerous strikes organised by NUPENG and PENGASSAN were pronounced unlawful based on the fact that they were politically actuated in the fallout of the Nigerian national decisions.

Relevance of Collective Bargaining in Enhancing Industrial Harmony in Workplaces in Nigeria

The history of collective bargaining as a tool for Organisational conflict mitigation has been well documented. Collective bargaining is both a tool and a methodology for dealing with some of the social problems that emerge in the course of work between labour and management. As Yoder and Staudihar (2002) put it, collective bargaining is useful for the setting of rules that govern the workplace, and so it is viewed as a means of industrial jurisprudence. What this means, is that collective bargaining represents a unique instrument for the management of conflicts in the workplace. However, it is necessary to state that as an instrument, collective bargaining is a process consisting essentially of, advancing proposals, discussion of such proposal, receiving counter proposals and resolving differences.

Like conflict, collective bargaining requires at least two socially distinct groups to make concerted effort to resolve their differences by agreeing to negotiate their terms. Perhaps, Makinde (2013) captures this scenario much better when he stated that, collective bargaining is equal to negotiation plus agreement. Otherwise, Fajana (2000) corroborates the above point of view by pointing out that endless negotiation without necessarily reaching agreements does not in any way suggest that a bargain has been reached. In this regard, it becomes easy to see that the outcome of collective bargaining is the collective agreement which must be enforced by both parties.

The origin of collective bargaining in Nigeria is traceable to the public sector, and as Fashoyin (1999) recorded, this was as a result of the near absence of a private sector at the turn of the 19th century. However, despite its long history in the country, collective bargaining has not been effectively deployed to address the many problems plaguing management and union relationships in the workplace. This is perhaps the reason why there has been incessant industrial conflicts leading to strike actions in Nigeria. Fashoyin (1999) attributes this relatively poor performance of the machinery and practice of collective bargaining in Nigeria's public sector to the uniqueness of the employer. The government of Nigeria has been described as out-rightly insensitive to the plight of labour and as such, has remained socially deaf to the need for proactive collective bargaining as a way of fostering a healthy or harmonious work environment in the country.

The literature on collective bargaining and industrial harmony converge on the notion that the former creates the necessary conditions that enable the latter especially in the Nigerian work environment. As a process, collective bargaining is known to be very dynamic in terms of providing the required pathways to conflict resolution and harmony in the workplace. Makinde (2013) for instance, views collective bargaining as a kind of industrial democracy believing that democratic processes provide the best possible window for social inclusion and harmony in any system including the industrial setting. Makinde further argued that the long-term interest of government, employers and trade unions alike would seem to rest on the process of consultation and discussion which is the foundation of democracy in industry. However, Makinde left a question unanswered which is that "If the objective of Collective bargaining is to reach agreement by bargain, why does conflict arise in work relations? The answer is not farfetched since in the Nigerian work environment especially in the public sector, collective bargaining is

not proactively deployed and, in most cases, the social discord between management and labour would have festered before its deployment making it rather otiose in terms of the expected positive result.

Undermining the power of collective bargaining in mitigating industrial conflicts continues to be a major incentive for extreme industrial actions such as strikes in Nigeria. While managements neglect for proactive collective bargaining promotes unhealthy industrial relations environment in the country, the situation has attracted a good number of academic interests. As Fashoyin (2002) has observed, collective bargaining in Nigeria has become a distinct field of study in industrial relations. The resultant effect of this is the prominence that collective bargaining as a unique industrial relations tool has assumed in the works of scholars in academic fields such as personnel management, industrial sociology, industrial relations among others.

Workers agitation for improved welfare has continued to remain a concern to management of various Organisations in different parts of the world and Nigeria is no exception. According to Makinde (2013), many Organisations (no matter the type) in Nigeria are bedevilled by a myriad of problems and ailments caused by inefficient and ineffective management style or strained relationship between management and the labour unions. There are other ailments that emanate from influence of external forces such as fiscal policy shocks, wrong government policies, environmental factors and the global economic recession (Chidi, 2014).

The ineffective use of proactive collective bargaining for industrial harmony in Nigeria has created a scenario where there is strong disharmony, instability and lingering industrial conflicts. Most of these problems have been as a result of poor understanding of the bargaining principles (Fagade, 2013). As Makinde (2013) observes, most Organisations in Nigeria have experienced a series of crises caused by poor understanding of the basic principles of collective

bargaining and especially the communication of outcomes. Similarly, Chidi (2014) highlights the fact that when the appropriate organ does not provide the required information, substitute communication develops in the form of rumours, gossips and falsehoods. These, in turn, have

The potential to generate misunderstanding of social relationships and conflict within the Organisations. Also, Odiagbe (2012), observes that conflicts between groups can be an indication of a lack of effective communication and positive interaction. Conversely, when used properly communication enhances the prompt detection of internal strain, serves as preventive factor in conflict situations, and increases worker productivity. It is thus imperative that employers realize the potential for communicating the outcomes of agreements derived from bargaining to improve industrial harmony and workers performance in our Organisations. Laden (2012) is of the opinion that maintaining harmonious relationship in Organisations require conditions that promote an aura of friendliness and cooperation between employers and employees. This type of work environment further promotes mutual benefits which some Organisational experts have referred to as a win-win situation. According to Puttapalli and Vuram (2012), Organisational harmony emerges when relationship between management and employees rests on the principle of respect for the terms and conditions of employment and the general wellbeing of the workplace.

2.1.11 Challenges and Prospects of Trade Unionism in Nigeria

One big external issue that appears to have constrained the capacity of unions is the moribund ministry of Labour, Employment and Productivity. It is moribund in terms of injecting new initiatives that have capacity of strengthening the regulatory framework for the administration of labour and employment relations in the country. Similarly, its officials, like the unions, are also

living in the Taylorian age and therefore not able to address challenges associated with the rise of modern knowledge-driven work organisations.

With the emergence of civilian government, a critical challenge facing the unions is that of adjusting to the requirement of democratic practices. This issue would appear to be quite desolate, particularly when taken in context of the internal operations of the trade unions both at national and state levels. What is very glaring is that internal union administrations are undemocratic both at the level of the NLC, affiliates, national and state levels. This may be contestable in the trade unions largely on account of instinct for self-defence. However, it needs to be appreciated that democracy is about formal recourse to structures and ensuring that decisions of structures are complied with.

Admitted, there have been some efforts, resulting in some amendments to the structures of the NLC during the 2007 and 2011 delegates' conferences. The amendments did not address the bigger challenges facing the NLC and the Nigerian trade union movement. Those who seek to engage the discussion of challenges before the NLC around personalities would ignore these vital realities. Having raised these issues, one thing that should be emphasised is that the capacity of the NLC leadership to address some or all of the challenges would be determined by how it set out to approach key organisational questions. A major determinant would be the capacity of the secretariat and its officers who are more concerned with negotiating power issues rather than focusing on developing broad strategic agenda proposals. This is because in reality the powers of the secretariat were greatly reduced both by constitutional review and on account of having limited capacity to assert itself in the face of strong and demanding political leadership since 2000. The process that produced a weak secretariat took varying forms, from formal to subtle

and even crude but informal strategies. As a result, there were distractive consequences, including usual leadership personality conflicts and time loss

One issue that might be very disadvantageous has to do with the fact that there is very little focus on the internal workings of the NLC and the trade unions, except when a national strike is looming. It will therefore be important that if truly we believe in the potency of the union movement to the process of socio-economic and political transformation of our society, we need to subject the internal workings of the NLC and the trade unions to greater national focus and in the process contribute to strengthening organisational capacity.

These are challenges that have been with the NLC and its affiliates since 2000. Given the challenges facing workers in the country, the desirability for a strong and vibrant trade union movement cannot be over emphasised. In order to have a strong and vibrant trade union movement, there is the need for selfless leadership. Looking at today's leaders of Nigerian trade unions and their conduct, selflessness is largely a gimmick. Many leaders of trade unions deploy strike as a means of self-promotion and relate with employers and government based on strategies for self-enrichment rather than improving the welfare of workers. The consequence is inability to negotiate or review workers' conditions of service. We today have a generation of leaders of Nigerian trade unions who may not have led any industry negotiations and therefore signed industry agreement.

We have some trade union leaders with poor negotiation skills. In the midst of all these is the rising profile of the Trade Union Congress (TUC). Unlike in the past when NLC was first consideration to bipartite consultations between government and Nigerian trade unions, TUC today enjoys considerable recognition by the Federal Government. This is largely influenced by relative stability in the TUC vis-à-vis leadership crisis and threats of breakaway in the NLC. If

the trade union movement is to measure up to public expectations in the country, there is the urgent need for the NLC to do the following.

Firstly, quickly restore sanity in the workings of the organisations through ensuring that the dispute over the sacking of its general secretary, John Odah, is resolved amicably and fairly. Secondly, the leadership crisis that has resulted in some NLC affiliates threatening to register a rival labour centre under the integrity group should be addressed. There is the need to provide a level playing field for all affiliates. The Omar leadership has registered some achievements with the increase in the number of NLC affiliates from 29 to 42 now. However, this achievement will be dented, if not completely cancelled, if a breakaway is allowed to happen. Thirdly, the issue of organisational culture and practice needs to be taken very seriously by the NLC. The present dominant attitude of union leaders whereby interest of union members is compromised is unacceptable. Selfless services to workers should drive the agenda of all trade unions and to that extent facilitate collective bargaining and grievance handling with employers and government. Fourthly, the challenge for capacity development, more than ever before, is becoming more apparent today. Union leaders display crude arrogance rather than superior argument and knowledge. Some easily resort to blackmailing employers and government rather than mobilising members. This is a reflection of the knowledge gap of the leadership of unions (Uviehara, 2001).

Also, there is the need to narrow the current boundary between NLC and TUC. Given the good relations that exist between the two organisations and their leadership, there is the need to start exploring unity agenda. The question will be: unity to what end? It should be unity for a stronger and democratic trade union movement; a movement in which the leadership will be subordinated to the interest of members; a movement with efficient functional structures and competent personnel; and a movement that can play leading role in our democratic struggles as a

nation. These are challenges which the current leaders of NLC and the Nigerian trade unions need

2.1.12 Trade unions and protections of employee's welfare

A combination of factors, internal and external including conspirator's indifferences of a consuming public that is quick to condemn any collective action of workers because of possible inconveniences without being commensurately bothered about the plight of the employees. For instance, the industrial action (strike) of organised labour of June 2007 against some governmental policies was effectively organised and implemented but less than one week of the industrial action, there was enough public out-cry against the action with appeals to labour to consider the plight of the people and call of the strike. Before proceeding further, one pertinent question to ask is whether the unions are in a position to make a difference and the answer is Yes, the unions can.

The unions sometimes are in a position to make a difference through collective platform offered by the unions' presents a good avenue for workers to press for, and demand for other rights (Kabeer, 2004). This is not to say that unions are not without their own problems which should be addressed to ensure a better deal (Obama, 2008). These problems include weak Organisation, inadequate resources; human and materials, lack of inclusiveness in Organisation and representation of union organs, membership apathy and lack of commitment on the part of union officials (Adewumi, and Adenugba, 2010). Of course, the unions are operating in a very hostile environment dominated by powerful people trans-national corporations, whose examples indigenous employers follow (Adewumi, and Adenugba, 2010).

Citing a critical sector in the Nigeria, Adewumi, and Adenugba (2010), pointed out that "in the oil and gas sector, employers in the Nigeria's oil and gas sector have not been particularly

well disposed towards unionism for a long time.” Onyishi et al. (2012) also, vehemently subscribed to this view. Adewumi, and Adenugba (2010) asserted that “this is reflected in their refusal to recognise and negotiate with the union executives on victimisation and dismissal of active workers, the use of threats, bribery and the infiltration of unions,” which in the words of Ihonvbere (1994) are “definitely aimed at controlling workers.” This trend is entrenched and seems to continue in perpetuity without any sign of it being nipped in the bud. This is contrary to the position of the ILO that states that “there should be no barriers to the free association of employers and workers for the purpose of regulating their employment relationship” (ILO 1997). Even where unions are recognised, there is a reluctance to enter into negotiations with them and when agreements are reached and in particular regarding the issues of workers welfare and well-beings (Coulby, 2009). Employers have lackadaisical attitudes toward workers and unions when it comes to fulfilling what had been agreed on (Chandratilleke, 2003). This is why there are always tensions and conflicts in the workplace.

2.2 Theoretical Framework

Hence, the study is hinged on the following theories:

2.2.1 Unitary Theory

The unitary frame of reference is credited to Alan Fox (1966). The unitary perspective views the organisation as pointing towards a single or unified authority and loyalty structure. Emphasis under the unitary perspective is placed on common values, interest and objectives. Those subscribing to this view see all organisational participants as a team or family thereby implicitly emphasising shared values, shared goals and common destiny. Unitarism in essence implies the absence of factionalism within the enterprise (Fajana, 2000).

Conflict is viewed as irrational and the sacking of striking workers is preferred to consultation or negotiation. Conflict is regarded as pathological or evil or bad. Trade unionism is outlawed and suppressed as it is viewed as an illegitimate intrusion or encroachment on management's right to manage. According to Rose (2008), under the unitary perspective, trade unions are regarded as an intrusion into the organisation from outside, competing with management for the loyalty of employees. The unitary theory tends towards authoritarianism and paternalism. It is pro- management biased and emphasises consensus and industrial peace. The underlying assumption of this view is that the organisation exists in perfect harmony and all conflict is unnecessary (Rose, 2008).

In relation to this study, unitary theory supports the coming together of employees or individuals of common interest and goals to form union and fight for the right when necessary. The presence of trade union like PENGASSAN and NUPENG will help to ensure that the rights of employees are given attention by the employers (oil and gas companies). The fight for their right to be met by the union will indirectly enhance performance of employees in the companies. On the other hand, the absence of unions may retard performance or production of companies.

2.2.2 Conflict Theory

Conflict theory is synonymous with the pluralist or the pluralistic frame of reference which is also credited to Alan Fox (1966). Conflict theory views the organisation as coalescence of sectional groups with different values, interests and objectives. Thus, employees have different values and aspirations from those of management, and these values and aspirations are always in conflict with those of management.

Conflict theorists argue that conflict is inevitable, rational, functional and normal situation in organisations, which is resolved through compromise and agreement or collective bargaining.

Conflict theorists view trade unions as legitimate challenges to managerial rule or prerogatives and emphasise competition and collaboration. This view recognises trade unions as legitimate representative organisations which enable groups of employees to influence management decisions (Rose, 2008). Rose further states that the pluralist perspective would seem to be much more relevant than the unitary perspective in the analysis of industrial relations in many large unionised organisations and congruent with developments in contemporary society.

In relation to this study the conflict theorists argue that conflict is inevitable, rational, functional and normal situation in organisations, which is resolved through compromise and agreement or collective bargaining with the presence of union of employers. Conflict theorist believes that the goals of employers and employees are usually different and so there will be conflict of interest. In the oil and gas industries in Nigeria the employers do not see the rights employees as to their benefit, hence they jeopardise employees interest. The presence of Unions (PENGASSAN and NUPENG) by employees ensures that their employers to adhere their agreements. Hence, as a way of putting the management of the companies back to track decides to strike. This period of strike is felt hard in the society and by the management especially in the oil and gas sector; thereby negatively affecting the performance of the companies.

2.3 Empirical Review

Scholars have made useful contributions in the study and understanding of industrial dispute and performance.

Sholokwu and Olori (2016) examined the relationship between Management Practices and Industrial Harmony in the Oil and Gas Firms in Rivers State. Sample size of 343 were derived using Taro Yamene's from the population of 2400 respondents that consist of managers and employees in twelve oil and gas firms in Rivers State. Descriptive survey method of research

was adopted and data were collected through questionnaire. The demographic data were analysed using simple percentage and Mean score were used in the analysis of items on the questionnaire. The Spearman's Rank Correlation statistical method was used to test the seven hypotheses at 0.01 level of significance which was facilitated by Statistical package for Social Sciences (SPSS) software. The results revealed a significant relationship between Management practice and Industrial harmony. It was also found that organisational culture significantly moderates the relationship between managerial practices and industrial harmony in Oil and Gas Companies in Rivers State. Therefore, the study concludes that Management practice affects Industrial harmony in Oil and Gas Companies in Rivers State. Based on the findings, the study recommended that Oil and Gas Companies should embark on good management practices by implementing collective agreement, reducing casualisation of staff and to develop a promotion policy, to fewer incidences of strike and grievances to attain industrial harmony. However, this research is not exhaustive; hence, it suggests that future research should be carried out on the effect of Staff casualisation practices on industrial harmony in manufacturing firms in Rivers state.

Atoyebi, Ogundeji, Adekunjo, Kadiri & Taofiq (2012) empirically examined the current status of collective bargaining with particular focus on subject and workers' rights and the extent to which they are complied with in oil and gas industry in Nigeria. In realisation of the above, the research employed combination of primary and secondary source of data. This included survey design and reviews of relevant literatures. Our findings suggest that the level of compliance on the part of employer is very low and this is because they are taking advantage of weak institution and legal framework due to the prevailing economy situation in the country. Also, we realised that the union are unable to compel employer to comply with relevant provisions of the

collective bargaining agreement. Based on our findings, we therefore recommend that the union need to continue to put interest of their workers first in the course of their negotiations and let the public know the right of workers. Also, the awareness on the part of workers is likely to reduce the likelihood of infringement, while it may reduce the hostility of the consuming public. We also advised that human rights groups and activist should be interested in public interest litigation such that they can take up cases on behalf of workers against employers who routinely breach provision of the relevant laws. The cost of litigation publicly generated will serve as a deterrent to the employers.

Ellis, Chigbue and Peter (2017) determined the association between dispute management style and dispute resolution; ascertain the relationship between industrial dispute settlement machinery and industrial conflict resolution; find out the relationship between industrial democracy and industrial harmony; and determine the association between employee-employer relationships on curbing conflict. This study adopts the descriptive research design. The population of study consists of 465 employees of selected Aluminium companies in Asaba Delta State. A structured questionnaire built on four-point scale was used to obtain information from the respondents. The results show that: there is a significant association between dispute management style and industrial dispute resolution; there is significant association between dispute settlement machinery and industrial conflict resolution; that there is a significant relationship between industrial democracy and industrial harmony; and there is a significant relationship between employee employer relation and curbing of industrial conflict. The study therefore recommends among other things further studies to determine the role of industrial relations in preventing industrial conflicts, as the best way of solving any problem is a proactive approach.

Onyemaechi (2014) examined the problems associated with the management of industrial conflicts in Nigeria in general and, in particular, the Nigerian oil and gas industry. The paper was aimed at researching into, and making recommendation on effective strategies for the management of industrial conflicts, collective bargaining, as well as handling of employee grievances, industrial action, and employee discipline, with special emphasis on the oil and gas industry. The methodology was purely descriptive and analytical, with major focus on effective and implementable strategies for the management of industrial conflicts. The relevant data were obtained from literature and statistics from the Federal Ministry of Labour and Productivity, as well as the Central Bank of Nigeria. Our analysis revealed that: (i) industrial conflicts began in Nigeria in 1912, with the emergence of trade unions; (ii) the economic costs of industrial conflicts in Nigeria outweighs their benefits; and, (iii) the degree to which collective bargaining principles are being applied in the resolution of conflicts appears questionable and discouraging in Nigeria. Based on these and other relevant observations the paper proposed relevant and practical strategies for the management of industrial conflicts and related issues in the Nigerian oil and gas industry.

Onwe (2014) aimed at researching into, and making recommendation on effective strategies for the management of industrial conflicts, collective bargaining, as well as handling of employee grievances, industrial action, and employee discipline, with special emphasis on the oil and gas industry. The results of the analysis revealed that: (i) industrial conflicts began in Nigeria in 1912, with the emergence of trade unions; (ii) the economic costs of industrial conflicts in Nigeria outweighs their benefits; and, (iii) the degree to which collective bargaining principles are being applied in the resolution of conflicts appears questionable and discouraging in Nigeria.

Olukayode (2015) investigated the impact of workplace conflict management on organisational performance in a Nigerian manufacturing firm. Participants comprised 250 employees selected through the use of stratified random sampling technique. The results of the empirical tests showed a significantly positive relationship between conflict management and organisational performance. Non-integrative conflict management strategies had a negative statistically determinate effect on organisational performance. Also, the result of the regression analysis indicated that collective bargaining strategy displayed the highest significant positive correlation with organisational performance.

Anyim, Chidi and Ogunyomi (2012) examined the drudgery and ineffectiveness inherent in the disputes settlement mechanisms (DSM) in Nigeria. The authors adopted a theoretical approach and advanced recommendations for the efficient and effective settlement of trade disputes in Nigeria such as alternative dispute resolution (ADR) mechanism and the use of social dialogue *inter alia*.

Osabuohien and Ogunrinola (2010) established that unions' intensity, inflation rate and unemployment rate had direct influence on industrial crisis, while wage and measure of trade liberalisation had inverse impact on it. The results of the econometric analysis revealed that industrial crisis exerts negative effects on the level of economic activities in Nigeria. They recommended improvement of minimum wage policy of the government, reduction in inflation and unemployment rates that will help ameliorate the level of industrial crisis, were suggested

Premalatha (2012) research was to understand the industrial relations and to examine the different machinery for the settlement of industrial disputes if any and thereby focusing on workers participation in the management. Industrial undertakings in Thane district of Mumbai were also covered for the study. Major finding was cordial and harmonious with industrial

relations leading to increase in productivity and profitability. Education, training and development of employees are necessary as a part of effective participation while making decisions.

Nanda and Panda (2013) studied the industrial relation operation and satisfaction level of the employees, to observe the different welfare schemes provided by the industry. The authors argued that the success of any organisation depends upon the performance of their Human Resource. The greatest challenge before every organisation is to recruit right people in right place. HR is the factors. Employee and Employer both are important. They are the two sides of the same coin. One cannot operate without the services of the other.

Bello and Kinge (2013) examined the role of collective bargaining in the management of the industrial conflicts that took place between 2007 and 2011 in Taraba state public service. The study adopted the primary and secondary sources of data. The study revealed that collective bargaining plays active role in the management the state-w industrial conflicts management in Taraba state and its role led to the resolution of the 2009 and 2011 state-wide strikes.

Akinwale (2011) examined labour reform and industrial conflicts mismanagement in Nigeria using documentary analysis. According to the author, the state power has been used arbitrarily whereas the Nigerian Labour Congress has remained adamant in its struggle for workplace justice. This development marked a new phase in the Nigerian industrial relations. However, the new phase has thrown up challenges and hindrances to effective management of industrial conflicts.

Odhong and Omolo (2014) sought to analyse factors affecting employee relations in organisations in Kenya. Their study adopted descriptive research design and a target population of 420. They concluded that free communication and information flow is important in promoting

employee relations. Collective bargaining provides the structure for clear job description and work performance. Overall, employee relation concepts such as employee trust, the manner in which employee complaints are dealt with, commitment to the organisation, genuine social dialogue and existence of team spirit are fundamental in promoting good employee relations.

Akhaukwa, Maru and Byaruhang (2013) established the effect of collective bargaining process on industrial relations environment in public universities in Kenya. Their study found that academic staff felt that union and management did not cooperate well neither did they have mutual regard of each other nor were they willing to confer. Also, collective bargaining made a significant (and positive) contribution to industrial relations environment. This implies that a flawed process that is perceived to be unfair is likely to result in poor industrial relations environment and vice versa.

Aremu (2015) examined performance appraisal and worker's performance. The study adopted the survey research design. A total of 150 research subjects were drawn from the target population using the stratified and the simple random sampling technique. However, 120 copies of questionnaire were returned upon which the data analysis was based. This represents 85percent response rate. Chi Square method was used for testing the hypothesis. Some of the findings show that: there is a significant relationship between performance appraisal and worker's performance; there is a significant relationship between performance appraisal and promotion exercise, and there is a significant relationship between performance appraisal and employees commitment to goals and objectives of the Organisation. The study recommends that for appraisals to yield the desired outcomes the Management should ensure that performance appraisal is carried out continuously, not only when it is time for promotion. The study also recommends that performance expectations and actual performance must be discussed often and

regularly and ratters must be adequately trained with modern techniques of rating periodically through organized workshops, debate and seminars

Adefolaju (2013) examines the level of adherence to the tenets of democracy in the internal workings of five trade unions across south west Nigeria. A total of six hundred and forty workers in wage employment were selected for this study, using a multi-stage random sampling technique. In-depth interviews were held to compliment the use of the questionnaire administered. The research reviewed some literature and is hedged on the pluralist perspective. The findings revealed that these unions are yet to imbibe the tenets of democracy in their internal administration as, for example, female participation in their activities is only about 23 percent. The study therefore recommends appropriate measures to ameliorate the situation.

Chukwunenye (2011) examined trade unionism in the protection of workers' rights, using Power Holding Company of Nigeria (PHCN), Port Harcourt (Port Harcourt Electricity Distribution Company) as a reference. A partly-coded questionnaire was administered on a randomly selected 384 PHCN workers whose selection was without consideration of place of residence, ethno/tribal and religious background. There is a general awareness (99.5%) of existence of workers' union; a quarter (20%) of the workers is unsatisfied with the quality of welfare facilities in PHCN. The unions are not effective (statistic below 73.16 on a general mean of the mean) in protecting PHCN workers against discriminatory management practices and against unwholesome company policy, due greatly to insufficient fund, corruption and ineffective union leadership. Infringement on workers' rights is perceived (statistic greater than 76.35 mean of the mean) to retard efficiency in workers' job performance and to result to friction between union and management. In recommendation, union leadership should embrace best

practices in collective bargaining. Also, character and possession of leadership qualities should be considered in the appointment of union leaders.

Oleribe, Ezieme, Oladipo, Akinola, Udofia and Taylor-Robinson (2016) identified the root cause(s) of strikes by healthcare workers, their effects on the health system and possible solutions to prevent, or at least reduce, industrial action. A cross-sectional descriptive survey was used to execute this study between February and March 2015. A self-administered questionnaire with both closed- and open-ended questions was used for this study. Data were analysed using EpiData™ and SPSS 21. Simple frequencies and chi-square analysis were carried out. A total of 150 healthcare workers participated in the study. Sixty-two (41.3 %) participants were males, 86(57.3 %) married, 90 (60.0 %) Christians and 119 (79.3 %) graduates, and about half of the participants earn less than N129 000.00 (US\$ 737.00) per month. Less than half of the participants (43.6 %) supported industrial actions. Poor healthcare leadership and management were cited as the most common (92 %), as well as the most important (43.3 %), cause of healthcare worker strikes in Nigeria. Other causes cited were a demand for higher salaries and wages (82 %), infrastructural issues (63.3 %) and inter-personal issues (61.3 %). Only 2.0 % rated current health care management as excellent, while 24.0 % rated it as very good. Several strategies were cited towards improving healthcare management. The findings of this study differ from previous studies that identified demand for increased salaries and wages as the most common cause of healthcare workers' strikes in Nigeria. Identified causes of these continued strikes, especially inadequate healthcare leadership/management, must be tackled in order to eliminate industrial action by healthcare workers. Training doctors in health management and leadership towards building skilled physician leaders is a strategy that is long overdue in Nigeria.

Nwinyokpugi (2014) sought to unravel the immediate causes of this workplace social distance. In an effort to provide the antidote for workplace cooperation, selected manufacturing firms in Port Harcourt Nigeria were studied. The study revealed that there is a high prevalence of tall structured Organisation which creates a gap between labour and management, thus mutual cooperation seemed not to be existing. Qualitative and quantitative methods were used in gathering and analysing the data and recommendations were obvious that some mutual conditions among which due process, voting and collective bargaining are palliative agents capable of reducing the evident relationship strain between labour and management which have frequently resulted in strikes as the extremes.

Bello and Kinge (2014) examined the role of collective bargaining in the management of the industrial conflicts that took place between 2007 and 2011 in Taraba State public service. The study adopted the primary and secondary sources of data. Simple descriptive analysis and percentages were used for the purpose of data analysis and chi-square was used to test hypothesis. The study revealed that collective bargaining plays active role in the management the state-w industrial conflicts management in Taraba state and its role led to the resolution of the 2009 and 2011 state-wide strikes. Recommendations were made on how to improve the role of the state government should cooperate with the chapter in order to improve the contribution of the union in conflicts resolution and management in the state, Taraba State chapter of Nigerian Labour Congress should always prepare and endeavour to mobilize, sensitize or enlighten its members on matters affecting the unions as well as to use such medium to counter most of government propaganda in order to improve their role in collective bargaining and both the state government and Nigerian Labour Congress (NLC) should embrace conflicts as their mutual problem and collective bargaining as the most acceptable way of settling any of such conflicts.

Nwadiaro (2010) attempted to find out the efficient and effective use of collective bargaining as a mechanism for conflict resolution in Industries in Nigeria, using the Federal Government of Nigeria and the Nigerian Labour Congress impasse during the past Military and present Civilian Governments as a case study. The objective of the study is to show that employers/management often neglect collective agreements reached between parties in industrial conflicts; as well as determine the role the State plays in Industrial Relations in Nigeria. Using data collected from both primary and secondary sources, it finds out that (a) collective bargaining is not always an effective mechanism for conflict resolution in industries in Nigeria (b) that successful bargaining between management and workers depend on the relative ability of the parties to abide by the agreements reached; and (c) that the nature of the state affects collective bargaining. Following the findings, the study therefore recommends that employers/management of labour should always endeavour to honour every agreement it enters into in order to instil confidence in workers and make collective bargaining effective. It also suggests that government should re-examine its position with regard to compulsory arbitration and income guidelines.

Akhaukwa, Maru & Byaruhanga (2013) investigated the effect of collective bargaining process on industrial relations environment in public universities in Kenya. The data used in analysis is based on stratified probability sample of 322 respondents interviewed in 2012 in the three public universities in Kenya. Expert judgment was used to determine the validity while Cronbach alpha coefficient was used to determine reliability of research instruments. Qualitative and quantitative data was analysed using both descriptive and inferential statistics. Exploratory factor analysis was performed to reduce large number of variables for further analysis. Linear regression analysis was employed to determine the effect of collective bargaining process on

industrial relations. The result show that collective bargaining process has a significant effect on industrial relations environment ($\beta=0.495$, $p<0.05$). It is recommended that parties to collective bargaining should reconsider their strategies' for engagement in order to enhance their relationship.

Uwaebuka (2011) focused on achieving Organisational effectiveness through effective industrial relations. The objectives of the study are: to identify the industrial relations process of the Nigerian public sector; to determine how to improve on the industrial relation's process of the public sector; to identify the benefits derived from effective industrial relations; and to identify the strategies that could be used to manage industrial relation's conflicts. The research methodology is descriptive; data were generated through primary and secondary sources. The study approach is based on research questions which have influenced the data generated and pattern of descriptive analysis presented. The researcher analysed the data collected based on the responses from the distributed questionnaire. The chi-square test and T-test was used to test the hypotheses. The findings from this study revealed that industrial relations process of the Nigerian public sector includes collective bargaining, negotiations, mediation and arbitration; decentralizing collective bargaining and practicing true federalism will improve industrial relations process of the public sector; industrial harmony and Organisational effectiveness are attributed to effective industrial relations; and collaboration and compromise can be used to manage industrial relations conflicts. Based on the findings, the study recommends that the federal legislators should institutionalize a decentralized collective bargaining as a bid to solving the conflicts arising from the national minimum wage; efforts should be made by federal legislators to compel the government to regularly publish its accounts publicly; more industrial courts should be established; the labour laws in Nigeria should be reviewed and updated.

Adewole and Adebola (2010) investigated the strength of collective bargaining as a strategy for Industrial conflict management and Industrial harmony among 5 manufacturing Industries randomly sampled in Ibadan, Oyo State, Nigeria. With the use of a questionnaire administered to 100 respondents, an empirical study of a descriptive type was carried out on the selected manufacturing industries to determine the role played by collective bargaining in the resolution of industrial conflicts and promotion of industrial harmony at the workplace. Techniques of data analysis were mainly by the use of non-parametric statistics which included simple frequency distributions and percentage values from opinion information derived on the Likert 5- point scale. The major finding of the study revealed that the frequent eruption of industrial conflicts between employers and employees in Nigeria generally, can be effectively managed through collective negotiation and consultation with the workers' representatives. The paper therefore recommends that both public and private Organisations and all stakeholders in Industrial relations should encourage regular review of labour agreement and effective employer-employee consultation and negotiation so as to reduce conflicts at the workplace and thereby promote industrial harmony and enhance productivity.

Turkson (2015) determined the extent to which collective bargaining can effectively minimise industrial conflicts in Ghana, with particular reference to the brewery industry in Ghana. It is a means of helping to foster cordial management-labour relationships towards industrial harmony. The study was carried out with a focus on Ghana Breweries Ltd. The results of the study show that collective bargaining is a powerful and effective tool that can be used to minimise industrial conflicts and disagreements in industrial establishments. It is therefore recommended that employers should encourage the formation of trade unions to promote collective bargaining. It is further recommended that both management and labour should

recognise collective bargaining as an effective tool for resolving conflicts and disagreements at the workplace.

Chepkwony and Loko (2014) determined the effects of promotion policies, benefits, pay structures and employee recognition towards job satisfaction at Teachers Service Commission Headquarters. This is because reward and job satisfaction are core factor in which managers should be keen in order to meet the targets of the Organisation Data will be collected by use of questionnaire; it will be given to different levels of the employees in the Organisation. It approached from sample of 55 employees that was drawn from a stratified sampling method from a population of 237 employees of TSC Headquarters. The researcher intends to use descriptive study design. The expected outcome is aimed at unearthing the need to motivate employees in Teachers Service Commission so as to improve their job satisfaction.

Jepkorir (2014) established the effect of trade unions on Organisational productivity in cement manufacturing companies in Nairobi. This interest was stirred by the deficiency of literature on the relationship between the activities of trade unions and their impact on employees' productivity. The researcher, thus mapped out the structure of the study to address a number of objectives: establishing the various activities of trade unions in cement manufacturing industry within Nairobi; establishing the challenges of trade union activities in cement manufacturing industry; and determining the effect of trade unions on Organisational productivity in cement manufacturing industry in Nairobi. Research questions were used to guide the researcher in her endeavour to achieve these objectives. A review of the existing literature has revealed that trade unions have many activities that they exercise on behalf of their members. For instance, they bargain for wages and good working condition terms; lead strikes if negotiations fail; represent workers in disciplinary case hearings; among other activities.

Similarly, the literature contains the benefits of trade unions to members. These include: better remuneration negotiation; protection from exploitation by employer; access to educational facilities; among others. Using a sample of three unionized cement companies, the study choose questionnaire as the suitable research instrument to be filled out by three respondents, each from one company. The results obtained indicated that trade unions play an important role in the work-life of their members. The activities discharged such as collective bargaining, striking actions, employee representation, embolden workers and eventually make them confident and productive thus spurring Organisational productivity. Accordingly, there were recommendations to the effect of allowing workers to form trade. Finally, the study identifies a need for a comparative study on unionized and non-unionized workers in the fast-moving consumer goods sector to be further pursued to establish whether similar results can be obtained.

Adeyeye, Adeniji, Osinbanjo and Oludayo (2015) examined the effects of etiquette and unethical behaviour on employee commitment and productivity in Nigeria. A descriptive survey research method was adopted for the study using one hundred and eleven valid questionnaires, which were administered on Employees in Government Establishments, Organised Private Sector, Indigenous, Asian and Lebanese Companies operating in Ikeja, Oshodi, Ikorodu, Isolo and Iganmu Industrial Estates of Lagos State, Nigeria. Secondary data as well as documented evidence were also reviewed and used for the study. The sampling procedure was carried out randomly. The data collected were analysed through Structural Equation Modelling and supported by descriptive statistics. Each item was based on a 5-Point-Likert scale. AMOS 22 was adopted in testing the study hypotheses; the data was presented with the use of SPSS while Structural Equation Modelling (SEM) was utilized due to its generality and flexibility to evaluate the validity of regression and correlation between the observed variables. The results show that

significant relationship exists between ethical standards and organisational productivity, in Nigeria and that integrity cum discipline have negative impact on improved productivity level of the Organisation, which could be attributed to the nature of these virtues being abstract and could only be seen or observed overtime. The study suggests that all government agencies such as National Pension Commission (PENCOM), Nigerian Investment Promotion Commission (NIPC), Economic & Financial Crimes Commission & Independent Corrupt Practices, etc. saddled with the duty of ensuring etiquette in workplaces, should discharge their responsibilities more diligently and sanction organisations found guilty of unethical conducts in business concern and employment relationships.

Mubezi (2013) assessed employee grievance handling in Tanzania with a specific focus on two higher learning institutions namely, the University of Dar es Salaam and Muhimbili University of Health and Allied Sciences. To achieve this objective, the study identified the styles used at the higher learning institutions to in handling employee grievances, explored employees' perceptions about the way their grievances are handled, discovered factors which hinder effective management of employees' grievances, and found out what should be done to effectively manage employees' grievances. In terms of research design and methodology, this study used an exploratory research design whereby interviews, questionnaires and documentary review were used as data collection techniques. The population of the study included 68 staff out of which 22 were administrative, while 46 were teaching staff. Among these 10 administrative staff were from the UDSM, while 12 administrative staff were from MUHAS. Also, 27 teaching staff were from MUHAS, whereas 19 were from the UDSM. Data were collected from were coded and analysed using Statistical Package for the Social Science (SPSS) computer software. The study found that majority of supervisors used integrating approach in trying to solve their

employees' grievances, whereas few supervisors used intimidating style of managing employee grievances. This study found that lack of human resources management skills, bureaucratic procedures, selfishness, and unequal relationship between supervisors and employees were the major hindrances to effective management of employee grievance at the UDSM and MUHAS., The study concluded that majority of supervisors at both the UDSM and MUHAS use integrating style in handling employee's grievances, whereas few uses dominating style.

McGrane (2005) accomplished a study on one-to-one dispute resolution. The target population for the study included individual employees in the British Isles who worked in small office contexts. A total of 31 male and 57 female employees of managerial and non-managerial levels were recruited as respondents to this study. In terms of methodology the study used exploratory research design in collecting data for the study. In establishing one-to-one dispute resolution, McGrane and his colleagues have found that three methods of dispute management that were often used by managers and their employees. The methods were fight, flight and intervention. According to the study, fighting style focused on identifying a winner and a loser. This often took the form of an employee invoking an Organisation's formal grievance procedure in which a dispute was investigated with high costs to all involved. Flight was another method of dispute resolution that was commonly used. This occurred by avoiding an issue or transferring away from a problem. Intervention was the third method of dispute management that is typically used. In this method, employees requested that their line manager intervened directly and managed their dispute for them. However, the involvement of a third person in the management of the dispute could add to the problem

A study carried out Karambayya and Brett (1989) on managing disputes between employees and managers. In terms of methodology, the study used descriptive research design in

collecting data for the study. The study discovered that by using the varimax-rotated seven-factor solution, four different roles were determined as manager's behaviours in managing disputes. The first role was named inquisitorial role. Managers who took an inquisitorial role retained both process and outcome control for them. In this role managers imposed their own idea, made final decision and proposed their own idea. The second role, according to the study, involved the mediational role. Mediational role enabled managers to ask their employee questions concerning conflicts, requested proposals from employees and tried to incorporate their ideas into their employees' proposals. The third role represented the role known as procedural marshal. Managers taking this role described the dispute-handling procedures to be followed and strictly enforced those rules. The fourth role was the motivational role. In this role, managers always rely on motivational control by using threats and incentives. If the issue of dispute could not be settled at the meeting, managers will predict probable outcomes and exerted pressure to encourage a timely settlement. Despite the fact that the study did not recommend the suitable approach of managing employees' grievances, it is linked to this study because it has clearly discussed an unlimited number of approaches used to manage employee grievances in different circumstances.

Asewe (2016) examined the perceived effectiveness of grievance handling practices in the banking sector in Kenya where 270 questionnaires were administered to employees in 9 commercial banks (3 banks per tier) to generate the primary data. The employees were expected to indicate the degree to which they felt that the grievance practices were effective. Descriptive analysis technique using frequency tables, percentages, means and standard deviation were used to analyse the data. While it was noted amongst others that union representation is adequate and very effective, it is important that a research should be carried out to find out and address reasons

why Kenyan banking sector employees feel that some aspects of grievance handling practices are not effective in addressing grievances.

Addison (2015) investigated the determinants of industrial conflict in companies, using a multi-country workplace inquiry for 2009 and 2013 and various measures of strike activity. The principal goal is to address the effect of formal workplace representation on strikes, distinguishing in the first instance between works councils on the one hand and broadly equivalent trade union-based entities on the other. The role of unionism is also central to this inquiry, not only with respect to the degree to which workplace representation is union dominated but also and more familiarly perhaps through workplace union density and the level at which collective bargaining is conducted. Attention is also paid to the quality of industrial relations, as reflected in dissonance, namely *divergent* assessments of managers and employee workplace representatives as to the state of industrial relations. Although country effects do matter, it is reported that works councils are associated with reduced strike activity. However, any such effect is sensitive in particular to the union status of work councillors and *time*. There is also some indication that collective bargaining at levels higher than the company can exacerbate strike activity but this effect does not persist, possibly because of decentralisation and the development of hybrid bargaining structures. For its part, good industrial relations appear key to strike reduction, independent of workplace representation.

Hillary (2011) examined the effects arising from use of short-term contractual employees by employers / Organisations. The study used Kenya Forest Service, which had considerable large numbers of employees on short term contracts, as a case. The main objective of this study was to determine the effects of hiring staff on short term employment to an Organisation. On research methodology, the research was descriptive and utilized a case study approach to achieve

the research objectives. The target population was permanent and temporary staff working in Kenya Forest Service. A sample of 51 temporary and permanent staff, representing 30% of all staff working in KFS Head Office was picked for the study. The research utilized both primary and secondary data. Primary data was collected through administration of questionnaire while secondary data was collected from in house text books, reports, journals, newspapers and company's website and publications. The data collected was analysed using the spread sheets Windows 2007 and Statistical Package for Social Sciences (SPSS). The data was presented in tables, figures, charts, pie charts and graphs. The study found out that short term employment results to: unscheduled turnover in an Organisation, low staff morale and low productivity. Short-term employment affected productivity of staff in the Organisation since a lot of time and effort was used in training new employees as their turnover was high. The research also noted that the very nature of temporary employment increases feelings of divided allegiance on the part of temporary workers. This reduces their level of commitment and hence their productivity. To cope with the challenges of short term employment, the study found that Kenya Forest Service was implementing the following measures: gradually absorbing the temporary employees to permanent employment whenever suitable openings arose, provided on job trainings to short-term employees to equip them with skills so that they could be more productive and frequently reviewed the compensation and benefits terms for staff under short term contracts. Further recommendations were made for adaptation of short term employment contracts in times of economic difficulties; Organisations implement proper human asset management practices by integrating temporary workers into the firms and that Companies offer induction and investment in skills by training in order to increase productivity and enhance employees' commitment to work

Engellandt and Riphahn (2005) examined why employers use short term agency and contract company workers and the implications of these practices for the wages, benefits, and working conditions of workers in low-skilled labour markets. Through intensive case studies in manufacturing (automotive supply), services (hospitals), and public sector (primary and secondary schools) industries, they defined the circumstances under which these workers are likely to be adversely affected, minimally affected, or even benefitted by such outsourcing. Adverse effects on compensation are clearest when companies substitute agency temporaries or contract company workers for regular employees on a long-term basis because low-skilled workers within the Organisation receive relatively high compensation and employment and labour law or workers and their unions do not block companies from such substitution.

Fapohunda (2012) examined in multiple perspectives, casualization and degradation of work drawing issues and arguments from a practical dimension and implied theoretical frameworks. It summarizes the implications on three major actors in industry. It selected five companies each in three sectors where casualization is predominant. The study adds to the existing empirical literature on casualization and work degradation. It was facilitated by working with trade union partners. The study found that remuneration for contract staff is not fair or comparable to that of permanent workers. They are denied the right to organise and benefit from collective agreements. They are mostly not protected from exploitation by their employers. Casualization of labour is against the campaign of full employment. Casualization is detrimental to employees and has grave consequences on the employer and the national economy. It recommends that casualization be seriously checked and if possible expunged completely from being practiced in the employment system.

Amobi (2015) examined remuneration challenges and industrial conflicts in the Anambra State Civil Service system: A mitigation strategy". The study was motivated by the frequent complaints made by the civil servants over their remuneration and the insensitivity of the Anambra State government in addressing the problem especially against the backdrop of severe economic hardship the country is experiencing. These complaints often snowball into industrial conflicts in the state. Arising from these complaints, the researcher among other issues investigated the relationship between the mode of determining remuneration and industrial conflicts in the Anambra State Civil Service. Survey research design was adopted in carrying out the research. Data for the study were collected from primary and secondary sources. Five Ministries were chosen out of the existing seventeen Ministries in the state from where a sample size of 163 respondents was drawn. The data generated were analysed using descriptive and inferential statistics. The descriptive statistics used were mean and standard deviation for the research questions. The hypotheses were tested using chi-square contingency test which is an inferential statistical tool. The findings show that industrial conflicts in the Anambra State Civil Service are consequences of the unilateral mode of determining the remuneration of the workers by the state government. The study further revealed that delays or outright renegeing by the state government to implement negotiated remuneration agreements exacerbate industrial conflicts in the Anambra State Civil Service. The researcher therefore recommended a proactive approach to the problem which includes that the State government should embrace collective bargaining as a strategy for determining the wages of the civil servants. Secondly, that the Labour union, of necessity, should push for legislation making it binding for the government to honour negotiated agreement with labour.

Macaulay (2017) x-rayed the fate of employees in Nigeria against the backdrop of incessant renege and socioeconomic setbacks associated with the dearth of implementation of duly concluded and perfected collective agreements in Nigeria. The paper examined the decision in *Osoh and Ors Vs. Unity Bank Plc.* which distilled common law principle on collective agreement vis-à-vis the extant provisions of the said Trade Disputes Act 1990 and finds that in the said Osoh's case, the trial, lower and Supreme Courts failed to address the extant requirements for enforcement at law of a collective agreement but rather relied heavily on common law principle which regards collective agreement as a gentleman agreement. The paper also finds that both under statutory and common laws, the employees in Nigeria are usually treated unfairly due to dearth of political will, absence of governance structure and timely budgetary provisions with which to implement collective agreements timeously or at all. Therefore, the paper recommends, among other things, that inherent implementation challenges of collective agreements could be corrected if the government, employers, employees' unions and the courts subject themselves to the rule of law and due process driven by the interests of both the employer and employees.

Fapohunda, Olusegun and Olanrewaju (2016) examined strategies for the effective management and implementation of minimum wage in Nigeria. A brief literature on the nature and etymology of minimum wage and its determination criterion was highlighted. Issues and challenges to minimum wage implementation were the labour market situation, level of unemployment and poverty; the unfriendly posture of some state governors on minimum wage; some organisations have a culture of unfair labour practices; unavailability of statistics, faulty criterion in fixing minimum wages; poor enforcement capacity, the challenge of non-unionised workers, casualization and contract staff. The effective management and implementation of the

minimum wage requires the efforts, commitment and collaboration of all stakeholders. The impact and usefulness of a minimum wage policy depends on whether minimum wages are paid.

Osakede & Ijimakinwa (2014) examined the effect of public sector health workers strike on service delivery with reference to Nigeria experience. The paper observes that minimizing the incidence and effects of health care workers strike will require ethical approach from all stakeholders and re-cognition that all parties have an equal moral obligation to serve the best interest of society. It recommends that, employers should implement legitimate collective bargaining agreement and the strike employees should desist from making unrealistic wage demands which could bankrupt governments-employers relationship hamper provision of other equally important social services to the general public. However, the paper concludes that motivation for doctor and health care workers include the natural pressure to fulfil human needs and modern medical practice to managed healthcare and consumer right

Yusuf, Salako, Adedina&Ayelotan (2015) explored the implication of the incessant industrial action by academic staff unions on the students' academic performance: ex-post-facto evidence from University of Lagos, Nigeria. With the objective of carrying out relative analysis of the students' academic performances in the pre-strike semester to post strike semester capturing the academic performance by GPA. The study developed a theoretical framework and employed ex-post-facto research design. The research revealed that strike action disrupts academic calendar which bestowed on students psyche cost, disheartenment and unable to speedily regenerate themselves towards academic exercises at the resumption, resulting to poor academic performance in the post-strike semester. The Study recommends amongst others that whatever the grievances, academic union and other bodies that operate in education sector should

not resort to the strike as weapon of bargaining. Joint Consultation Committee should be set up and meet on periodic intervals to discuss impending matters that could generate dispute.

Odhong (2015) explores the scope of modern industrial relations and the paradigm shift required in industrial relations practice to promote Organisational productivity and competitiveness. Non experimental research design and evaluative techniques of analysis have been employed. The paper advocates for adoption of modern industrial relations system, which integrates employee participation and involvement in decision making. It also roots for building of trust and confidence among employees and managers, and social dialogue at enterprise, Organisational and national levels.

Onyemaechi (2014) examined the problems associated with the management of industrial conflicts in Nigeria in general and, in particular, the Nigerian oil and gas industry. The paper was aimed at researching into, and making recommendation on effective strategies for the management of industrial conflicts, collective bargaining, as well as handling of employee grievances, industrial action, and employee discipline, with special emphasis on the oil and gas industry. The methodology was purely descriptive and analytical, with major focus on effective and implementable strategies for the management of industrial conflicts. The relevant data were obtained from literature and statistics from the Federal Ministry of Labour and Productivity, as well as the Central Bank of Nigeria. Our analysis revealed that: (i) industrial conflicts began in Nigeria in 1912, with the emergence of trade unions; (ii) the economic costs of industrial conflicts in Nigeria outweighs their benefits; and, (iii) the degree to which collective bargaining principles are being applied in the resolution of conflicts appears questionable and discouraging in Nigeria. Based on these and other relevant observations the paper proposed relevant and

practical strategies for the management of industrial conflicts and related issues in the Nigerian oil and gas industry.

Fuamenya (2014) examined the role, constraints and prospects of SMEs sub-sector of the industrial sector in the South West Region of Cameroon. The paper utilizes the primary data where questionnaires were administered to some 80 randomly selected respondents. The data were later analysed using simple descriptive statistics of the chi-square test. The results show that SMEs have significantly over the years contributed to the growth and development of the South West Region. However, some constraints to sustainable industrial development in the Region were also identified; they include, inadequate existing infrastructural facilities like energy, water, good roads, corruption, lack of adequate communication, funding, lack of qualified human resource to man the enterprises, lack of adequate communication and lack of adequate incentives among others. Hence the need for government to improve on the provision of these fundamental supporting facilities to enhance the performance of the SMEs in the growth of the South West Region and possibly assuring the sustainable development of Cameroon at large.

Osakede and Ijimakinwa (2014) examined strike actions or agitations occur when employees feel their rights and welfare is been neglected, tempered with or ignored by their employer and the only viable means which their grievances can be heard and attended is by resolving to strike. Trade unions therefore provide a medium in which the employees' voice and grievance will get to the employer through a single unit and forum representing a particular profession, specialization or the whole work force having similar or same interest. The paper examines the effect of public sector health workers strike on service delivery with reference to Nigeria experience. The paper observes that minimizing the incidence and effects of health care workers strike will require ethical approach from all stakeholders and re-cognition that all parties

have an equal moral obligation to serve the best interest of society. It recommends that, employers should implement legitimate collective bargaining agreement and the strike employees should desist from making unrealistic wage demands which could bankrupt governments-employers relationship hamper provision of other equally important social services to the general public. However, the paper concludes that motivation for doctor and health care workers include the natural pressure to fulfil human needs and modern medical practice to managed healthcare and consumer right

Izidor (2015) examined the role of employers in enhancing industrial harmony in Organisations with a focus on private sector Organisations in Nigeria. The paper posits that conflict is inevitable in all Organisations and, as such, the employer who has the responsibility of making major Organisational policies to achieve corporate objectives must play a dominant role in ensuring industrial harmony. The study exposed some of the factors that undermine industrial harmony and productivity in private sector Organisations to include leadership behaviour, lack of effective communication, work environment, and non-recognition of trade union as a bargaining party. It further explicates that productivity and growth are not fully enhanced because of management practice of exclusionism, poor labour-management policies, and dehumanization of work environment. As panacea to mitigate conflict and promote a culture of harmony that will achieve Organisational goal, the study proposes that management of private sector Organisations in Nigeria should fashion out a framework of joint committee/expanded collective bargaining, create work culture that is based on collaboration and team work, initiate participatory management and develop and restructure an effective communication process. Instituting these measures will help to close conflictual loopholes that hinder industrial harmony and productivity in private sector Organisations in Nigeria

Ugbudian (2017) examined the nature of the conflict, elaborated on the institutional process for industrial conflict resolution, explored how the conflict was managed, examined the role of bad governance in the conflict, discussed the impact and implication of the conflict and offers suggestion on how to improve conflict management in this particular case and in general. The work interviewed relevant authorities and individuals in the conflict: the officials of the Lagos state ministry of transport and its agency- the Lagos state transport management authority (LASTMA) and their counterpart in NUPENG. Publications such as a newspapers, journals and books were also consulted. The collected data from the respondents and publications were analysed descriptively. The work argues that bad governance is the root of the conflict as successive government abandoned the infrastructural need of the nation in the sector which culminated in the dependency on imported refined crude oil products. This created its own problem of managing traffic as the major importation outlet is in Lagos and there is lack of parking lots to accommodate the inflows of unprecedented tanker vehicles. The work further argues that, the attitude of members of NUPENG also contributed to the conflict. Also, lack of communication which brews mistrust, lack of confidence and end up in conflict played a part.

Kormene, Seth and Ojiabo (2017) determined the relationship between reward strategy and industrial harmony was investigated using Spearman's Rank Order Correlation Coefficient in manufacturing firms in Port Harcourt. The study utilized cross-sectional research design and used questionnaire to collect the primary data. The results of the analysis revealed that there were strong correlation between the dimensions of reward strategy and the measures of industrial harmony. Consequently, the study recommends the following: (1) Employers should expand their benefit package to include items that workers value and their dependants can equally have

access to use. Items like hospital facility for employees and their dependants, accommodation, recreational facilities, pension scheme have great motivational impact on workers.

Osamwonyi and Ugiagbe (2013) aimed at studying whether harmonious industrial relations can be used as a panacea for Organisational ailments especially that relating to human resources management. The method and techniques employed in collecting data and information for this study include critical summary of some existing literature and data collection (questionnaire and oral interview). Our conclusion *inter alia* is that a harmonious industrial relation is indeed a most potent panacea for Organisation suffering from poor management, and that the support framework exists for the internalization as a management culture. The pivot is transaction theory and the theme is that collaboration will ensure positive change and team effort

Turkson (2009) examined the extent to which collective bargaining can effectively minimise industrial conflicts in Ghana, with particular reference to the brewery industry in Ghana. It is a means of helping to foster cordial management-labour relationships towards industrial harmony. The study was carried out with a focus on Ghana Breweries Ltd. The results of the study show that collective bargaining is a powerful and effective tool that can be used to minimise industrial conflicts and disagreements in industrial establishments. It is therefore recommended that employers should encourage the formation of trade unions to promote collective bargaining. It is further recommended that both management and labour should recognise collective bargaining as an effective tool for resolving conflicts and disagreements at the workplace.

Nwaeke (2017) investigated the social challenges of Industrial Relations in the Oil Producing Companies in the Niger Delta Region of Nigeria and to examine the various Industrial Relations Systems operations in most Organisations in the world. It adopted a descriptive method

of investigation and found that if proper Industrial Relations Practices are being applied by the Oil Producing companies operating in the Niger Delta Region of Nigeria they would benefit immensely by avoiding industrial and societal conflicts and discontents, ensure industrial peace and harmony, equity and fairness, achieve performance efficiency and effectiveness, encourage productivity and growth and eliminate all forms of social, economic, political and technological challenges arising from adoption of inappropriate industrial relations practices and strategies.

Munirat and Aina (2017) appraised the efficacy of conflict management in achieving industrial harmony in Etisalat Nig. Ltd. Conflict has been observed to take a dangerous trend in Nigeria thus the urgent need for its proper management and transformation as essential for peace and progress in the workplace. The problem of conflict in Organisations has not only persistently led to low productivity in the industries but also in the disruption in the growth and development of the economy as a whole. The major concern of this study was to determine ways of sustaining harmonious industrial relations in the future thereby avoiding disruptive conflicts. The study adopted the survey research design using questionnaires to collect primary data where a total of 320 respondents were randomly selected from the population as the sample size and 300 respondents returned their questionnaires representing 97% response rate. Data collected were analysed using descriptive statistics. Hypotheses were tested through chi-square method. The findings revealed that poor conflict management has devastating effects on Industrial Harmony of Etisalat Nigeria. It was also revealed that conflict is associated to performance standard targets. To this end, it was recommended that the standards set by management be specific, measurable, achievable, realistic and should have time limit. It was also recommended that management should enhance communication with staff to address issues that can produce conflicts before they break open. And also, the management should disseminate information or

give orders clearly by formally instructing employees on the use of written guidelines (e.g. memos, circular etc.) and procedures to prevent communication gap, so that staffs will have a clear understanding and correct interpretation of all information and instructions which in turn lead to industrial Harmony.

2.4 Summary of the Reviewed Literature

The review of the related literature centred on Industrial dispute and performance. Concepts such as collective bargaining, industrial harmony, promotion policy, grievance frequency, integrity of trade union leaders, employees' welfare, none implementation of agreement and incidence of strike action were explained in the context it gave meaning to the study. The theoretical framework consisted of Unitary Theory and Conflict Theory

Unitary Theory supports the coming together of employees or individuals of common interest and goals to form union and fight for the right when necessary. The presence of trade union like PENGASSAN and NUPENG will help to ensure that the rights of employees are given attention by the employers (oil and gas companies). The fight for their right to meet by the union will indirectly enhance performance of employees in the companies

Conflict Theory argued that conflict is inevitable, rational, functional and normal situation in organisations, which is resolved through compromise and agreement or collective bargaining. Conflict theorists view trade unions as legitimate challenges to managerial rule or prerogatives and emphasize competition and collaboration. The presence of Unions (PENGASSAN and NUPENG) by employees ensures that their employers adhere to their agreements. Hence, as a way of putting the management of the companies back to track decides to strike. This period of strike is felt hard in the society and by the management especially in the oil and gas sector; thereby negatively affecting the performance of the companies.

Gap of the Literature

Review on scholarly literature shows people have made useful effort in the study and understanding of industrial dispute and performance indicates that little or no study have been carried out especially on the unions (PENGASSAN and NUPENG) involvement in settling industrial dispute in oil companies in South-South of Nigeria. Most studies carried out were mainly on industrial disputes between workers and employers in manufacturing firms, union workers and governmental institutions. Also, most studies concentrated mainly on management practices and industrial harmony in oil and gas. Hence, the study seeks to close this gap

CHAPTER THREE METHODOLOGY

This chapter is concerned with the procedure used in collecting and analysing data for the study.

This chapter was organised under the following sub-headings: Research Design, Population of the Study, Sample Size and Sampling Technique, Instrument for Data Collection, Validity of Instrument; and Method of Data Analysis.

3.1 Research Design

The study adopted survey research design because the design elicits relevant data from sampled respondents that aided in analysis of data. Pearson Product Moment Correlation was employed in the analysis to establish the magnitude and directions of relationship that exists between the variables of the study.

3.2 Population of the Study

The population of this study was employees of Oil and Gas companies in South-South Nigeria who are PENGASSAN and NUPENG members. The population is 33,101 employees in 102 Oil and Gas companies in South-South Nigeria (NDC, 2017). The list of oil and gas companies is attached in appendix 11

3.3 sampling and sample size determination

Stratified random sampling technique was employed to divide the employees into two categories: senior level and junior level. Senior level represents Strata A, junior level represents Strata B. Bowleys proportional allocation formula was used to select an appropriate proportion from each of the segments. Taro Yamane formula was used to derive a sample of 395 respondents.

Respondents can easily be reached during triennial national delegates conference usually held within the country.

Taro Yamene's formula: $n = \frac{N}{1 + N(e)^2}$

Where: n = sample size required

N = number of people in the population

e = allowable error (%)

$$n = 33101 / (1 + 33101 (0.05)^2)$$

$$= 33101 / 83.75$$

$$= 395.24$$

Approx. = 395 respondents

3.4 Method of Data Collection

Structured questionnaire was used for data collection. The questionnaire was generated from the research questions. The questionnaire has two parts. Part one elicited information on the personal data of the respondents while part two elicited information based on the objectives of the study. A modified Likert scale response questionnaire was used as follows: very great extent; great extent; moderate extent; low extent; very low extent. 374 (Three hundred and seventy four) being 94.68% of 395 copies of instruments distributed were duly retrieved

3.5 Validity of the Instrument

The instrument was validated using Factor Analyses, through principal component extraction and Varimax rotation. In the process of validation, some questionnaire items loaded outside the constructs that they were intended to measure. Out of six (6) items meant to measure grievance frequency, one item (Management negligence on occupational health and safety issue) loaded differently and was dropped, thus, five (5) items were used to measure the construct. In the same vein, two items meant to measure integrity of union leaders (Union leaders takes responsibility for their work including problems and issues; there is growth and development of the unions due

to the structures kept in place by the leaders) also loaded outside the intended constructs and were dropped, thus the construct was measured with five (5) items. (See Appendix III).

3.6 Reliability of the Instrument

The study adopted Cronbach Alpha (α) technique to determine the reliability of the instrument used to collect data for the study. The reliability of the whole instrument was 0.713. Items measuring each construct were also evaluated. The result is presented in Table 1. The table shows that collective bargaining has the highest alpha coefficient score with 0.881 while integrity of union leaders has the lowest alpha coefficient of 0.573. The benchmark for establishing items reliability was 0.5. (See appendix IV).

Table 1: Reliability Test Result of Constructs

Construct	Cronbach Alpha (α)	Number of items
Collective Bargaining	.881	6
Industrial Harmony	.684	6
Promotion Policy	.766	6
Grievance Frequency	.675	5
Integrity of Union Leaders	.573	5
Employee Welfare	.842	5
Non-Implementation of Agreement	.746	4
Strike Actions	.819	4
Total Reliability of Items	.713	41

Source: SPSS, ver. 23.0

3.7 Method of Data Analysis

Data gathered from the field was presented using descriptive statistics. Factor Analysis was used for dimension reduction and items with loadings below 0.4 were removed to ensure unidimensionality and internal consistency with respect to the multiple items used to measure the

constructs (See appendix III). The hypotheses were tested using Pearson Product Moment Correlations at 0.05 level of significance to determine level of relationship among variables. Statistical Package for Social Sciences, Version 23.0 (SPSS Ver. 23) was used for the analysis (See appendix V)

Decision Rule

The hypotheses were tested using Pearson Product Moment correlation via SPSS. Therefore, the alternate hypotheses were accepted when P-value is less than 0.05, and rejected when it is greater than 0.05.

CHAPTER FOUR DATA PRESENTATION AND ANALYSIS

4.1 Data Presentation

This chapter presents the analysis of data collected for the study. The data collected for the study were presented using descriptive statistics while the test of hypotheses was carried out using correlations analysis.

Table 2 : Questionnaire Distribution/Return Rate

Questionnaire	Number	Percentage %
Retrieved and correctly filled	374	94.68
Retrieved but wrongly filled	6	1.52
Not retrieved	15	3.80
Total Distributed	395	100

Source: Field Survey, 2018

Table 2 shows the number of questionnaires distributed, number retrieved and not retrieved. The table shows that the number of questionnaires not returned was 15 which were 3.80 per cent. A total of 380 copies were retrieved, out this number, 6 was wrongly filled (1.52%), while 374 copies were correctly filled and therefore used for the analysis, and this was 94.68 per cent of the questionnaire distributed.

Table 3: Demographic information of respondents (N=374)

Category	Category	Response Rate	
		Frequency	Percentage
Membership	PENGASSAN	164	43.85
	NUPENG	210	56.15
	TOTAL	374	100
Gender	Male	265	70.86
	Female	109	29.14
	Total	374	100
Age (Years)	Below 20	--	--

	21 – 30	79	21.12
	31 – 40	162	43.31
	40 above	133	35.56
	Total	374	100
Years of Experience:	0 – 5	89	23.79
	6 – 10	109	29.14
	11 – 15	78	20.85
	16 – 20	52	13.90
	21 – 25	73	19.52
	Total	374	100

The result in Table 3 showed that most of the respondents were members of NUPENG (56.15%), while 43.85% of the respondents were members of PENGASSAN. Response on gender indicated that 70.86% of the respondents were male while 29.14% of the respondents were female. Response on workers' age indicates that 64.43% of the respondents were within the ages of 21 - 40 years while 35.56% were above 40 years. Response on years of experience showed that 52.93% of the respondents have between 0 – 10 years of experience in the job, 34.75% have between 11 – 20 years of experience while 19.52% of the workers 21- 25 years of experience in the job.

Research Question 1

To what extent does collective bargaining relate to industrial harmony in selected oil and gas companies in South-South, Nigeria?

Table 4: Mean responses of respondents on what extent does collective bargaining relates to industrial harmony in selected oil and gas companies in South-South, Nigeria (N=374)

S/N	Statement items	Mean	S.D	Remark
Collective Bargaining				
1	Resolutions of union leaders and company management accommodates the interests of both parties	3.51	0.87	High Extent
2	The management and union leaders compromise their conflicting interests	2.88	0.91	Low Extent
3	Company management and union leaders exhibit	3.21	0.82	High Extent

	adversarial behaviour leading to a climate of distrust			
4	A collective agreement that determines wages and other conditions of work is always achieved by union leaders and management	3.13	0.76	High Extent
5	The use collective by PENGASSAN/NUPENG and management bargaining has been a very useful tool in improving rights and protections, enterprises sustainability and facilitating workplace adaptation in oil companies	3.03	0.81	High Extent
6	New agreements between trade unions and company management is always signed and documented	3.31	0.86	High Extent
	Industrial Harmony			
7	The management and union leaders understand their responsibilities and what is required of their to discharge their duties efficiently	3.01	0.83	High Extent
8	The management and union leaders know their objectives and tries to keep them to improve performance in the workplace	2.72	0.76	Low Extent
9	The management take all reasonable steps to ensure the organization observes agreements and agreed upon procedures	2.78	0.83	Low Extent
10	The management encourage the establishment of effective procedures among member organizations/institutions for the settlement of grievances and disputes	2.34	0.76	Low Extent
11	The management cooperate with trade unions in establishing effective procedures for the negotiation of terms and conditions of employment and for the settlement of disputes	2.19	0.88	Low Extent
12	There is an effective link in the interchange of information and views between the management and employees in your company	3.33	0.83	High Extent

Source: Researchers computation

The result presented in Table 4 showed that the statement items had a mean range of 2.19 to 3.51. Most of the mean items were above the cut-off point of 3.00, while items 2, 8, 9, 10 and 11 were below the cut-off. This indicates that the respondents agreed that most of the statements were the extent collective bargaining relates to industrial harmony in selected oil and gas companies in the area of study. The standard deviation of the items ranged from 0.76 to 0.91. This indicated that the respondents' responses were close to one another.

Research Question 2

What extent of relationship exists between promotion policy and grievances frequency in selected oil and gas companies in South-South, Nigeria?

Table 5: Mean responses of respondents on extent of relationship exists between promotion policy and grievances frequency in selected oil and gas companies in South-South, Nigeria (N=374)

S/N	Statement items	Mean	S.D	Remark
Promotion Policy				
1	Company management promotes employees base on their performance	3.06	0.76	High Extent
2	Promotion from the management serve as an incentive to enhance morale and create a sense of individual achievement and recognition among workers	3.51	0.63	High Extent
3	Promoted person will receive an increase in salary	3.31	0.72	High Extent
4	Promotion serve as an incentive for better work performance in the company	3.56	0.74	High Extent
5	The management ensures employees' position in an authoritative pecking order after an agreed years of service	2.11	0.78	Low Extent
6	Promotion from the management ensures development and improvement of employees with the present and future necessities of the company	2.61	0.68	Low Extent
Grievances Frequency				
7	Perpetual employment as contract staff in the company	3.91	0.77	High Extent
8	Poor implementation of terms of an agreement by management	3.07	0.83	High Extent
9	Management negligence on occupational health and safety issue	2.91	0.78	Low Extent
10	Poor implementation of promotion policy by the management	3.13	0.65	Low extent
11	Management discrimination between foreign employees and local employees	3.78	0.78	High extent
12	Infringement of collective agreement by the management	3.03	0.72	High Extent

Source: Researchers computation

The result in Table 5 showed that the extent of promotion policy on grievances frequency in selected oil and gas companies in South-South. Items 1, 2, 3, 4, 7, 8, 11 and 12 were above the cut-off point of 2.50 while items 5, 6, 9 and 10 were below the bench mark. The standard deviation of the items ranged from 0.63 to 0.83. This indicated that respondents almost had same perception in their response to the items.

Research Question 3

To what extent does integrity of trade union leaders relates to employees welfare in selected oil and gas companies in South-South, Nigeria?

Table 6: Mean responses of respondents on integrity of trade union leaders relates to employees welfare in selected oil and gas companies in South-South, Nigeria (N=374)

S/N	Statement items	Mean	SD	Remark
Integrity of trade union leaders				
1	Union leaders takes responsibility for their work, including problems and issues	3.02	0.74	High Extent
2	Union leaders identifies ethical dilemmas and conflict of interest situations and takes action to avoid and prevent them	3.09	0.56	High Extent
3	Union leaders anticipates and prevents breaches in confidentiality and/or security	3.15	0.79	High Extent
4	Union leaders keeps to the agreement of their members on important issues affecting them	3.19	0.79	High Extent
5	Union leaders treats their members fairly and with respect	3.15	0.77	High Extent
6	There is growth and development of the unions due to the structures kept in place by the leaders	2.09	0.86	Low Extent
7	There is bribery and the infiltration among unions leaders	3.09	0.76	High Extent
Employees Welfare				
8	There are barriers to the free association of employees and workers	2.11	0.81	Low extent
9	Management recognize and negotiate with the union	3.71	0.75	High Extent

	executives on victimization and dismissal of active workers			
10	Management have lackadaisical attitude toward workers and unions when it comes to fulfilling what had been agreed on	3.09	0.88	High Extent
11	Medicals are provided to workers injured or affected health wise during work	3.11	0.71	High Extent

Source: Researchers computation

Table 6 showed that the extent respondents agreed to the items relating to integrity of trade union leaders and employees welfare in selected oil and gas companies in South-South. The statement items had a mean range of 2.09 to 3.19. Items 1 – 5, 7, 9, 10 and 11 had means that were above the cut-off point of 3.00 while items 6 and 8 were below the bench mark. The standard deviation of the items ranged from 0.56 to 0.88. This indicated that respondents were unanimous in their responses as they were not from each other.

Research Question 4

What extent of relationship exists between non-implementation of agreement and incidence of strike actions in selected oil and gas companies in South-South, Nigeria?

Table 7: Mean responses of respondents on the relationship exists between non-implementation of agreement and incidence of strike actions in selected oil and gas companies in South-South

S/N	Statement items	Mean	S.D	Remark
Non-implementation of Agreement				
1	Most times unions and employers re-examine and change their underlying positions about a matter	3.73	0.62	High Extent
2	There is always negotiation between both parties on a problem	3.59	0.74	High Extent
3	Both parties incorporate every points of interest to settle a problem	2.83	0.77	Low Extent
4	The government sometimes are invited into negotiations to ensure agreements are carried out fully by company management	3.68	0.68	High Extent
Strike Actions				

5	Strikes improve the dealing position of the union for next arrangement	3.78	0.81	High Extent
6	Strike enhances the financial prosperity of the individuals from exchange union as they can pay increments as a consequence of strike activity	2.67	0.75	Low Extent
7	Striking workers additionally stand the danger of losing considerable wage amid the time of the strike	3.03	0.80	High Extent
8	Striking is mostly used by oil workers to express their maltreatment by management	3.19	0.70	High Extent

Source: Researchers computation

The result in Table 7 shows that the items had a mean range of 2.67 to 3.78. Items 1, 2, 5, 7 and 8 were above the cut-off points of 3.00 while items 3 and 6 were below the benchmark. The standard deviation of the items ranged from 0.62 to 0.81. This indicated that respondents were unanimous in their responses.

Table 8: Summary of Responses on Items Measuring Collective Bargaining

Categories	Frequency	Percentage
Very High Extent	946	42.16
High Extent	1,053	46.93
Moderate Extent	174	7.75
Low Extent	62	2.76
Very Low Extent	7	0.31
Total	6x374=2244	100

Field Survey, 2018

Table 8 shows the responses of respondents on items measuring collective bargaining in the selected oil and gas companies in South-South Nigeria. The table shows that 42.16% of the entire respondents agree that collective bargaining is practiced to a very high extent in the companies, 46.93% agree to a high extent, 7.75% agree to a moderate extent, 2.76% agree to a low extent while 0.31% agrees to a very low extent. From the responses, 89.53% (majority) of

the respondents belong high extent category, this suggest that collective bargaining is practiced in the industry.

Table 9: Summary of Responses on Items Measuring Industrial Harmony

Categories	Frequency	Percentage
Very High Extent	926	41.27
High Extent	1,156	51.52
Moderate Extent	122	5.44
Low Extent	31	1.38
Very Low Extent	9	0.40
Total	6x374=2244	100

Field Survey, 2018

The responses of the respondents on the items that sought to measure the level of industrial harmony existing in the industry is presented in Table 9. From the table, the respondents who agree to a very high extent is 41.266%, 51.52% agree to a high extent, 5.44% agree to moderate extent, 1.38% agree to a low extent while 0.4% agree to a very low extent. The responses suggest to a high extent, there is industrial harmony in the companies under study. This observation seems true because from the responses, 92.786% of the respondents actually agree that to a high extent, there is industrial harmony in the industry.

Table 10: Summary of Responses on Items Measuring Promotion Policy

Categories	Frequency	Percentage
Very High Extent	908	40.46
High Extent	1109	49.42
Moderate Extent	180	8.02
Low Extent	32	1.43

Very Low Extent	15	0.67
Total	6x374=2244	100

Field Survey, 2018

The summary of items measuring promotion policy or rather promotion implementation in the selected oil and gas companies in South-South Nigeria is presented in table 10. The result shows a high level of implementation of promotion policy in the industry. From the table, 40.46% and 49.42% of the respondents agree to a very high extent and to a high extent that promotion policy is implemented. 8.02%, 1.43% and 0.67% agree to a moderate extent, low extent and very low extent to promotion policy implementation. The responses suggest to a very high extent that promotion policies are implemented.

Table 11: Summary of Responses on Items Measuring Grievances Frequency

Categories	Frequency	Percentage
Very High Extent	696	37.22
High Extent	985	52.67
Moderate Extent	162	8.66
Low Extent	20	1.07
Very Low Extent	7	0.37
Total	5x374=1,870	100

Field Survey, 2018

Table 11 shows the responses of the respondents on items that sought to measure the frequencies of occurrence of grievances in the industry. The respondents agree to a high extent that issues such as poor implementation of agreement, contract staffing, and discrimination between foreign and local employees are some of the sources of grievances. From the table, 37.22% of the

respondents agree to a very high extent, 52.67% agree to a high extent, 8.66% agree to a moderate extent while 1.07% and 0.37% agree to a low extent and to a very low extent.

Table 12: Summary of Responses on Items Measuring Integrity of Union Leaders

Categories	Frequency	Percentage
Very High Extent	864	46.26
High Extent	900	48.13
Moderate Extent	91	4.87
Low Extent	13	0.70
Very Low Extent	2	0.11
Total	5x374=1,870	100

Field Survey, 2018

Table 12 is the summary of items measuring the integrity of the union leaders. From the responses, 46.26%, 48.13% agree that the union leaders have maintained their integrity to a very high extent and to a high extent respectively. 4.87%, 0.70% and 0.11% agree to a moderate extent, to a low extent and to a very low extent respectively that the union leaders maintain their integrity. The responses suggest that the union leaders maintain their integrity to a high extent.

Table 13: Summary of Responses on Items Measuring Employee Welfare

Categories	Frequency	Percentage
Very High Extent	727	38.88
High Extent	772	41.28
Moderate Extent	272	14.55
Low Extent	79	4.22

Very Low Extent	20	1.07
Total	5x374=1,870	100

Field Survey, 2018

The responses to items measuring employees' welfare in the selected oil and gas companies in South-South Nigeria is presented in table 13. From the table, respondents that agree to a very high extent that employees welfare are considered in the industry to a very high extent is 41.28%, 38.88% agree to a very high extent, 14.55% agree to a moderate extent, 4.22% agree to a low extent while 1.07% agree to a very low extent. The responses suggest that companies in the industry actually consider the welfare of their employees.

Table 14: Summary of Responses on Items Measuring Non-implementation of Agreement

Categories	Frequency	Percentage
Very High Extent	452	30.21
High Extent	790	52.81
Moderate Extent	172	11.50
Low Extent	57	3.81
Very Low Extent	25	1.67
Total	4x374=1,496	100

Field Survey, 2018

Table 14 shows the responses on the items measuring non-implementation of agreement in the industry. From the responses to the items, 30.21% of the respondents agree to high extent, 52.81% agree to high extent, 11.5% agree to a moderate extent, 3.81% agree to low extent while 1.67% agree to a very low extent. The responses suggest that high level of breach of agreement is obtainable in the industry.

Table 15: Summary of Responses on Items Measuring Strike Actions

Categories	Frequency	Percentage
Very High Extent	712	47.59
High Extent	699	46.73
Moderate Extent	34	2.27
Low Extent	40	2.67
Very Low Extent	11	0.74
Total	5x374=1,469	100

Field Survey, 2018

Table 15 is the summary of responses on items measuring strike actions in the industry. From the table, 47.59% agree to a very high extent, 46.73% agree to a high extent, 2.27% agree to a moderate extent, 2.67% agree to a low extent while 0.74% agree to a very low extent that strikes is used as a tool in the industry. From the responses, it seems incidence of strike occurs from time to time in the industry as it seems that is the means employee welfare is improved in the industry.

4.2 FACTOR ANALYSES

Multiple items were used to measure each of the constructs used in this study, some four items, some five among others and Factor analysis was used to check unidimensionality and to reduce or condense the items into their constructs before hypotheses testing. The Factor analysis were based on the individual constructs to ensure confirmation or to ensure that the items load into their respective constructs.

i) Collective Bargaining

Communalities

	Initial	Extraction

Resolutions of Union leaders and company management accommodates the interests of both parties	1.000	.693
The management and union leaders compromise their conflicting interests	1.000	.435
Company management and union leaders exhibit adversarial behaviour leading to a climate of distrust	1.000	.730
A collective agreement that determines wages and other conditions of work is always achieved b union leaders and management.	1.000	.560
The use of collective bargaining by PENGASSAN/NUPENG and management has been a very useful tool in improving rights and protections, enterprises sustainability and facilitating workplace adaptation	1.000	.625
New agreements between trade unions and company management is always signed and documented.	1.000	.751

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.794	63.230	63.230	3.794	63.230	63.230
2	.714	11.903	75.133			
3	.509	8.487	83.619			
4	.466	7.762	91.381			
5	.329	5.488	96.869			
6	.188	3.131	100.000			

Extraction Method: Principal Component Analysis.

Collective bargaining was the first variable/construct in the list of items for industrial dispute and was measured with six items. As shown in the list of communalities all the items except one loaded below the 0.5 benchmark and was dropped while the rest five items were condensed into

the construct to be used for hypothesis testing. The one component extracted explain 63.23 per cent of variance.

ii) Industrial Harmony

Communalities

	Initial	Extraction
The management and union leaders understand their responsibilities and what is required of them to discharge their duties efficiently.	1.000	.349
The management and union leaders know their objectives and tries to keep them to improve performance in the workplace	1.000	.292
The management takes all reasonable steps to ensure the organisation observes agreements and agreed upon procedures.	1.000	.465
The management encourages the establishment of effective procedures among member organisations/institutions of employment and for the settlement of disputes.	1.000	.484
The management cooperates with trade unions in establishing effective procedures for the negotiation of terms and conditions of employment and for the settlement of disputes	1.000	.448
There is an effective link in the interchange of information and views between the management and employees in your company.	1.000	.323

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.360	39.337	39.337	2.360	39.337	39.337
2	.844	14.066	53.403			
3	.784	13.061	66.465			
4	.768	12.799	79.264			
5	.656	10.930	90.194			
6	.588	9.806	100.000			

Extraction Method: Principal Component Analysis.

Industrial harmony is the next variable/construct in the list of items for industrial dispute and was measured with six items. As shown in the list of communalities all the items loaded below the 0.5 benchmark and was dropped while the rest five items were condensed into the construct to be used for hypothesis testing. The one component extracted explain 39.34 per cent of variance which is very low. Only three items that loaded close to 0.5 were retained and condensed into the construct for further analysis.

iii) **Promotion Policy**

Communalities

	Initial	Extraction
Company management promotes employees based on their performance.	1.000	.516
Promotion from the management serve as an incentive to enhance morale and create a sense of individual achievement and recognition among workers	1.000	.556
Promoted person will receive an increase in salary	1.000	.523
Promotion serve as an incentive for better work performance in the company.	1.000	.463

The management ensures employees' position in an authoritative pecking order after an agreed years of service.	1.000	.320
Promotion from the government ensures development and improvement of employees with the present and future necessities of the company.	1.000	.397

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.775	46.242	46.242	2.775	46.242	46.242
2	.797	13.288	59.530			
3	.735	12.244	71.774			
4	.637	10.611	82.385			
5	.565	9.418	91.804			
6	.492	8.196	100.000			

Extraction Method: Principal Component Analysis.

Promotion policy was measured with six items. As shown in the list of communalities only three items loaded above the 0.5 benchmark. The other three were loaded below .5 and were dropped while the rest three items were condensed into the construct to be used for hypothesis testing. The one component extracted explain 46.24 per cent of variance.

iv). Grievances Frequency

Communalities

	Initial	Extraction
Perpetual employment as contract staff in the company	1.000	.515
Poor implementation of terms of an agreement by management	1.000	.504
Management negligence on occupational health and safety issues	1.000	.956
Poor implementation of promotion policy by the management	1.000	.528

Management discrimination between foreign employees and local employees	1.000	.329
Infringement of collective agreement by the management.	1.000	.394

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.213	36.884	36.884	2.213	36.884	36.884
2	1.013	16.888	53.773	1.013	16.888	53.773
3	.817	13.623	67.396			
4	.762	12.708	80.105			
5	.648	10.796	90.900			
6	.546	9.100	100.000			

Grievances frequency was measured with six items. As shown in the list of communalities only four items loaded above the 0.5 benchmark. The other two were loaded below .5 and were dropped while the rest four items were condensed/reduced into the construct to be used for hypothesis testing. The one component extracted explain 53.77 per cent of cumulative variance.

v) Integrity of Union Leaders

Communalities

	Initial	Extraction
Union leaders take responsibility for their work, including problems and issues	1.000	.822
Union leaders identify ethical dilemmas and conflict of interest situations and takes action to avoid and prevent them	1.000	.454
Union leaders anticipate and prevents breaches in confidentiality and/or security	1.000	.379

Union leaders keep to the agreement of their members on important issues affecting them	1.000	.390
Union leaders treat their members fairly and with respect	1.000	.328
There is growth and development of the unions due to the structures kept in place by the leaders	1.000	.275
There is bribery and the infiltration among union leaders.	1.000	.399

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.007	28.665	28.665	2.007	28.665	28.665
2	1.039	14.845	43.510	1.039	14.845	43.510
3	.903	12.906	56.416			
4	.858	12.252	68.669			
5	.794	11.341	80.010			
6	.757	10.820	90.830			
7	.642	9.170	100.000			

Extraction Method: Principal Component Analysis.

Integrity of Union Leaders was measured with seven items. As shown in the list of communalities only one item which is the first loaded above the 0.5 benchmark and was used as the only variable to represent the construct. The other six were dropped as they loaded below .5.

vi). Employee Welfare

Communalities

	Initial	Extraction
There are barriers to the free association of employees and workers	1.000	.631
Management recognize and negotiate with the union executives on victimization and dismissal of active workers.	1.000	.648

Management have lackadaisical attitude towards workers and unions when it comes to fulfilling what had been agreed on.	1.000	.592
Medicals are provided to workers injured or affected health wise during work.	1.000	.634
In case of death during service, provision is made to compensate affected worker's family.	1.000	.575

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.080	61.599	61.599	3.080	61.599	61.599
2	.574	11.486	73.085			
3	.508	10.151	83.235			
4	.455	9.095	92.331			
5	.383	7.669	100.000			

Extraction Method: Principal Component Analysis.

Employee Welfare was measured with five items. As shown in the list of communalities all the five items loaded above the 0.5 benchmark and were condensed into the employee welfare construct. All the five items extracted a cumulative variance explained of 61.6 per cent which is quite high and appreciable.

vii) Non-Implementation of Agreement

Communalities

	Initial	Extraction
Most times unions and employers reexamine and change their underlying positions about a matter.	1.000	.512
There is always negotiation between both parties on a problem.	1.000	.635
Both parties incorporate every points of interest to settle a problem	1.000	.617

The government sometimes are invited into negotiations to ensure agreements are carried out fully by company management.	1.000	.551
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Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.316	57.896	57.896	2.316	57.896	57.896
2	.684	17.099	74.995			
3	.525	13.128	88.123			
4	.475	11.877	100.000			

Extraction Method: Principal Component Analysis.

Non-implementation of agreement was measured with four items. As shown in the list of communalities all the four items loaded above the 0.5 benchmark and were condensed into the employee welfare construct. All the five items extracted a cumulative variance explained of 57.9 per cent which is manageable.

viii). **Strike Actions**

Communalities

	Initial	Extraction
Strikes improve the dealing position of the union for next arrangement.	1.000	.679
Strike enhances the financial prosperity of the individuals from exchange union as they can pay increments as a consequence of strike activity.	1.000	.685
Striking workers additionally stand the danger of losing considerable wage amid the time of the strike.	1.000	.608
Striking is mostly used by oil workers to express their maltreatment by management.	1.000	.622

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.594	64.850	64.850	2.594	64.850	64.850
2	.513	12.834	77.684			
3	.498	12.440	90.124			
4	.395	9.876	100.000			

Strike actions was measured with four items. As shown in the list of communalities all the four items loaded above the 0.5 benchmark and were condensed into the strike actions construct. All the five items extracted a cumulative variance explained of 64.85 per cent which is quite high and appreciable. The reduced items were used to test the hypotheses with the Pearson Product Moment Correlations.

4.3 Hypotheses Testing

The hypotheses earlier formulated for the study in Chapter One are tested using Pearson Product Moment Correlation and the results are shown below. The tests were based on the data reduced with Factor analysis and were conducted at 5% level of significance. The Correlation formula is given thus:

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{n(\sum x^2) - (\sum x)^2} \sqrt{n(\sum y^2) - (\sum y)^2}}$$

Where:

n is the sample size;

x is the independent variable; and

y is the dependent variable proxied by performance of oil and gas companies.

Test of significance was carried out using the students' "t" test or statistics with the formula:

$$|t| = \left| \frac{r\sqrt{n-2}}{\sqrt{1-r^2}} \right|$$

Where r equals the correlation coefficient

r^2 is the coefficient of determination.

Hypothesis 1

H_A : There is a positive relationship between collective bargaining and industrial harmony in selected oil and gas companies in South-South, Nigeria.

Table 16: Correlations Collective Bargaining and Industrial Harmony

		Collective Bargaining	Industrial Harmony
Collective Bargaining	Pearson Correlation	1	.238**
	Sig. (2-tailed)		.000
	N	374	374
Industrial Harmony	Pearson Correlation	.238**	1
	Sig. (2-tailed)	.000	
	N	374	374

Source: SPSS ver 23.0, Correlation is significant at the 0.05 level (2-tailed).

The analysis result presented in Table 16 showed the relationship between collective bargaining and industrial harmony. From the Table, significant positive relationship between collective bargaining and industrial harmony was established ($P < 0.001$, $r = 0.238$). This shows that increase in level of collective bargaining between union executives and management of the selected oil and gas companies will likely increase the level of industrial harmony in the industry. We therefore, accept the alternate hypothesis which states that there is a positive

relationship between collective bargaining and industrial harmony in selected oil and gas companies in South-South, Nigeria and rejected the null hypothesis (see Appendix v)..

Hypothesis 2

H_A: There is a positive relationship between promotion policy and grievances frequency in selected oil and gas companies in South-South, Nigeria

Table 17: Correlations between Promotion Policy and Grievances Frequency

		Promotion Policy	Grievances Frequency
Promotion Policy	Pearson Correlation	1	.146**
	Sig. (2-tailed)		.005
	N	374	374
Grievances Frequency	Pearson Correlation	.146**	1
	Sig. (2-tailed)	.005	
	N	374	374

Source: SPSS ver. 23.0, Correlation is significant at the 0.05 level (2-tailed).

Table 17 highlighted the relationship between promotion policy and grievances frequency in selected oil and gas companies in South-South Nigeria. From the table, a statistical positive relationship was observed between promotion policy and grievance frequency ($P < 0.006$, $r = 0.146$). This shows that as promotion policy is increasing, external reserve is decreasing. From the analysis, the actions of the management of the selected organisation will likely affect positively or negative on the level of grievances in the industry. Increase in negative promotion policies will likely increase the level of grievance occurrence in the industry and vice versa. We therefore accept the alternate hypothesis which states that there is a positive relationship between promotion policy and grievances frequency in selected oil and gas companies in South-South, Nigeria and rejected the null (see Appendix v).

Hypothesis 3

H_A: There is a positive relationship between integrity of trade union leaders and employees welfare in selected oil and gas companies in South-South, Nigeria

Table18 : Correlations between Integrity of Union Leaders and Employees Welfare

		Integrity of Union Leaders	Employees Welfare
Integrity of Union Leaders	Pearson Correlation	1	.074
	Sig. (2-tailed)		.155
	N	374	374
Employee Welfare	Pearson Correlation	.074	1
	Sig. (2-tailed)	.155	
	N	374	374

Source: SPSS ver 23.0, Correlation is significant at the 0.05 level (2-tailed).

The information on Table 18 above shows the relationship between integrity of trade union leaders and employees welfare in selected oil and gas companies in South-South, Nigeria. The result shows a small positive relationship ($r = 0.074$) but statistically insignificant ($P > 0.05$). The result shows that significant relationship does not exist between the integrity of union leaders and the welfare of workers in the industry. We therefore fail to accept the alternate hypothesis which states that there is a positive relationship between integrity of trade union leaders and employees welfare in selected oil and gas companies in South-South, Nigeria (see Appendix v).

Hypothesis 4

H_A : There is a positive relationship between non-implementation of agreement and incidence of strike actions in selected oil and gas companies in South-South, Nigeria

Table19: Correlations between Non-implementation of Agreement and Strike Actions

		Non-implementation of Agreement	Strike Action
Non-implementation of Agreement	Pearson Correlation	1	.266**
	Sig. (2-tailed)		.000
	N	374	374
Strike Actions	Pearson Correlation	.266**	1

Sig. (2-tailed)	.000	
N	374	374

Source: SPSS ver 23.0, Correlation is significant at the 0.05 level (2-tailed).

The correlation between non-implementation of agreement and strike actions in the selected oil and gas companies is presented in table 19. The result of the analysis shows that a statistically significant positive relationship exists between non-implementation of agreement and strike actions ($P < 0.001$, $r = 0.266$). The result of the analysis shows that increase in the non-implementation of agreement will likely lead to increase in strike actions in the industry. From the analysis, we accept the alternate hypothesis which states that there is a positive relationship between non-implementation of agreement and incidence of strike actions in selected oil and gas companies in South-South, Nigeria and rejected the null hypothesis (see Appendix v).

CHAPTER FIVE DISCUSSION OF FINDINGS

5.1 Discussion of Findings

The study carried out explored the relationship between Industrial dispute and performance of Oil and Gas Companies in South-South Nigeria. It was a survey research and 395 employees were drawn from a population of 33,101 using Taro Yameni's formula. The study adopted descriptive survey design. Data was generated via close ended questionnaire designed to generate responses from the targeted respondents. To ensure the appropriateness of the instrument, it was validated through factor analysis where three (3) items were excluded from the items for analysis. The reliability of the instrument was also tested and alpha coefficient of 0.713 was obtained for the entire instrument. Data generated was presented in chapter four using descriptive statistics and test of hypotheses were carried out using correlations analysis. Further discussions on the findings are presented under different subheadings subsequently.

5.1.1 Discussion on Demographic Data

Presentation in Table 3 shows that 265 respondents or 70.86% of those who responded in the questionnaire were male while 109 persons or 29.14% were female. This shows that the industry dominated by male gender.

The age ranges of respondents show that the age ranges between 31-40 has the highest percentage of 43.31, followed by ages above 40 with 35.56%. while age 21-30 is 21.12% From the table, it shows that the respondents are truly of age. Since the study made use of people in the union of the same industry, it is also a pointer that the right people responded to the questionnaire.

From Table 3, it was observed that 43.85% of the respondents are PENGASSAN Members while 56.15% are members of NUPENG, thus, alluding to the fact that the right mix of employees provided the right answers to the questionnaire items.

Table 3 also show that employees with experience of 0-5 years representing 23.79% responded while those above 5years of experience representing a total of 76.21%. The number of years put in by the respondents is expected to impact positively on the accuracy of responses they provide in the questionnaire. Fortunately, majority of the respondents have spent above 5 years which seem enough to have understood the industry and its workings

5.2 Discussion on Test of Hypotheses

The hypotheses formulated to guide the study was restated for easy reference.

Research Hypotheses

- i. H_A: There is a significant relationship between collective bargaining and industrial harmony in Oil and Gas Companies in South-South, Nigeria
- ii. H_A: There is a significant relationship between promotion policy and grievances frequency in Oil and Gas Companies in South-South, Nigeria
- iii. H_A: There is a significant relationship between integrity of trade union leaders and employees welfare in Oil and Gas Companies in South-South, Nigeria
- iv. H_A: There is a significant relationship between non-implementation of agreement and incidence of strike actions in Oil and Gas Companies in South-South, Nigeria

5.2.1 Extent to which Collective Bargaining Relates to Industrial Harmony in Selected Oil and Gas Companies in South-South, Nigeria

The summary of the items that measure collective bargaining in the industry is presented in Table 8. The result shows that 42.16% of the respondents agree to a very high extent and 46.93% agree to high extent that collective bargaining is practiced in the industry. 7.75%, 2.76% and 0.31% of the respondents agree to a moderate extent, low extent and very low extent.

Looking at the statistics, it shows that 89.53% of the respondents agree to a high extent that collective bargaining is practiced in the industry.

Similarly, table 9 contains the responses to items measuring industrial harmony, from the table, 51.52% agree to a high extent, and 41.27% agree to a very high extent that there is relative harmony in the industry. 5.44%, of the respondents agree to moderate extent, 1.38% agree to a low extent while 0.4% agree to a very low extent. Thus, 92.79% of the respondents agree to a high extent that there is harmony in the industry. The descriptive statistics shows high practice of collective bargaining (89.53%) and high level of industrial harmony (92.79%). The result suggests a linear relationship between the two variables.

The test of hypothesis One supports the result obtained in the descriptive statistics. As presented in table 16, the result showed a significant positive relationship between collective bargaining and industrial harmony ($P < 0.001$ $r = 0.238$). We therefore accepted the alternate hypothesis which states that there is a significant relationship between collective bargaining and industrial harmony in Oil and Gas Companies in South-South, Nigeria. From the result, increase in collective bargaining between management of the companies and the unions will likely lead to higher industrial harmony.

The finding is in line with the findings of Sholokwu and Olori (2016), Olukayode (2015), Bello and Kinge (2014) ; Turkson (2015); Akhaukwa, Maru and Byaruhanga (2013) who also found in their study that collective bargaining process has a significant effect on industrial harmony.

5.2.2 Extent of Relationship that Exists Between Promotion Policy and Grievances Frequency in Selected Oil and Gas Companies in South-South, Nigeria.

The summary of the responses in respect to items measuring promotion policy is contained in table 10. The result shows that 40.46% of the respondents agree to a very high extent, while 49.42% agree to a high extent that promotion policy of the Oil and Gas companies are implemented. The items such as company management promotes employees base on their performance; promoted persons receive an increase in salary all received overwhelming support from the respondents. Those that agree to moderate extent, low extent and very low extent are 8.01%, 1.43% and 0.67% respectively.

The summary of responses measuring grievance frequency was also presented in table 11. From the responses, 37.22% and 52.67% of the respondents agree to a very high extent and to high extent that poor implementation of promotion policy, contract staff, poor implementation of agreement are some of the factors that leads to grievances in the industry. 8.66%, 1.07% and 0.37% of the respondents agree to a moderate extent, to a low extent and to very low extent. From the result, we conclude that majority of the respondents (89.91%) belong to high extent category on issues that lead to grievances in the industry.

Comparatively, 89.89% of the respondents agree to a high extent that promotion policy is implemented, 89.91% also agree to items that lead to grievances. One of the items points to the fact that poor implementation of promotion policy leads to grievances. This suggests a relationship.

The test of hypothesis Two supports to an extent the descriptive statistics result. As presented in table 17, a statistically significant positive relationship was observed between promotion policy implementation and occurrences of grievances in the industry ($P < 0.006$, $r = 0.146$). Thus hypothesis two which states that there is a positive relationship between promotion

policy and grievances frequency in selected oil and gas companies in South-South, Nigeria was accepted. The result suggest that promotion policy implementation is part of factors that leads to grievances in the industry. However, proper examination of coefficient of determination ($r^2 = 0.021$ Or 2.13%) shows that percentage contribution of promotion policy implementation to grievances in the industry is relatively small. This also may not be unconnected to the fact that from the responses presented in table 10, majority of the respondents seems satisfied with the promotion policy implementation.

5.2.3 Extent to Which Integrity of Trade Union Leaders Relates to Employees Welfare in Selected Oil and Gas Companies in South-South, Nigeria

Table 12 contains summary of items measuring the integrity of union leaders. The result shows that union leaders have maintained their integrity to an extent. The conclusion is arrived given that 46.26% and 48.13% agree to a very high extent and high extent respectively. Whereas, 4.87%, 0.70% and 0.11% agree to a moderate, low and very low extent. Thus, majority of the respondents (94.39%) are of the opinion that union leaders maintain their integrity to a high extent.

The responses to items measuring employee welfare in the oil and gas industry in South-South Nigeria is presented in table 13. From the table, 41.28% and 38.88% of the respondents agree to a very high extent and to high extent that the employees welfare are given consideration. 14.55%, 4.22% and 1.07% agree to a moderate extent, low extent and very low extent respectively. Those who say to a moderate and low extent are significant in number but majority of the respondents (80.16%) are of the opinion that their welfare is considered to a high extent.

Comparatively, 94.39% of the respondents are of the view that the union leaders maintain their integrity to a high extent and 80.16% of the respondents also say their welfare are given high considerations. This ordinarily suggests a linear relationship.

However, the test of hypothesis Three shows otherwise. The correlation analysis presented in table 18 shows a non-statistical and insignificant positive relationship between integrity of union leaders and employees welfare in the industry ($P > 0.05$; $r = 0.074$). The coefficient of determination (r^2) is 0.05 or 0.5% which seems too small to make any significant impact. Thus, we fail to accept hypothesis three which states that there is a positive relationship between integrity of trade union leaders and employees welfare in selected oil and gas companies in South-South Nigeria.

This finding is in line with that of Moeti-lyson and Ongori (2011). They found that teacher in Botswana found very low satisfaction from the services rendered by their union leaders. It was observed in the study that union leaders abandoned their responsibility and were more concerned with dues. In the same manner, the study of Muya and Simotwo (2013) made it clear that trade union leaders are compromised by management through monetary inducement and other privileges like promotion thereby making them keep silent in issues affecting workers and their welfare.

5.2.4 Extent of Relationship that Exists Between Non-Implementation of Agreement and Incidence of Strike Actions in Selected Oil and Gas Companies in South-South, Nigeria

Table 14 contains the summary of the responses of the respondents on non-implementation of agreement. The table shows that 30.21% and 52.81% of the respondents agree to a very high extent and high extent that agreement reached between management and unions

are rarely implemented without adjustment. 11.5%, 3.81% and 1.67% agree to a moderate, low and very low extent. From the table, overwhelming majority of the respondents (83.02%) agree to a high extent that agreement is rarely implemented the way it was made.

Similarly, the summary of measures of strike actions in the industry is presented in table 15. From the table 47.59% and 46.713% of the respondents agree that strikes in the industry contribute to improve their financial wellbeing and also used to reduce maltreatment from the management. 2.27%, 2.67% and 0.74% agree to a moderate extent, low and very low extent respectively. Majority of the respondents belong to high extent category (94.30%). From the responses, a linear is suggested between non-implementation of agreement and strike actions in the industry (83.02%; 94.30%).

The test of hypothesis Four corroborates the descriptive statistics. As presented in table 19, a statistically significant positive relationship was observed between non-implementation of agreement and strike actions in the selected oil and gas companies in South-South Nigeria ($P < 0.001$, $r = 0.266$). The coefficient of determination ($r^2 = 0.07$ Or 7%) shows that seven percent of strike actions in the industry can be explained by non-implementation of agreement. Therefore, we accepted the alternate hypothesis four which states that there is a positive relationship between non-implementation of agreement and incidence of strike actions in Oil and Gas Companies in South-South, Nigeria.

The finding is in line with that of Hillary (2011) who found that contract employment leads to strike. It is also in line with the findings of Fapohunda (2012); Macaulay (2017); Nwadiaro (2010) and Fuamenya (2014) who found that non-implementation of agreements leads to strike.

CHAPTER SIX

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

6.1 Summary of Findings

The main purpose of this study was to determine the relationship that exists between industrial dispute and performance of oil and gas companies in South-South, Nigeria. Dispute in the industry is the absence of harmony, this sometimes is caused by different interests, goals or values of different groups in the organisation involved. Industrial dispute can frustrate the achievement of organisational goals and objectives (Kazimoto, 2013). The study focused on determining the relationship between collective bargaining and industrial harmony; promotional policies and grievance frequencies, the relationship between union integrity and employees welfare; and the relationship between non-implementation of agreement and strike actions in selected oil and gas companies in South-South Nigeria.

Chapter one of this dissertation contains the background of the study, statement of the problem, objectives of the study, research questions and hypotheses, significance of the study, scope and limitations of the study. Oil and Gas industry is the mainstay of Nigerian economy. Proper management of this all-important sector is necessary for the growth of both the industry and the country at large. Unfortunately, this can be hardly achieved in absence of industrial harmony since human being that are involved in the operations of the industry remain the most valuable assets. Dispute management style is one of the causal factors that have been attributed to the spate of persistent industrial crisis in Nigeria (Dauda, 2006), oil and gas industries inclusive. Thus, the problem that led to this study stems from incessant industrial dispute in the industry which hitherto seem to have had adverse effects on their productivities.

In chapter two relevant literatures were reviewed, both conceptual and empirical. From the review, gap in literature were identified. The research methodology was presented in chapter three, survey research design was adopted, and hence structured questionnaire was used to elicit responses from respondents. The instrument was validated using factor analysis and reliability was assessed using Cronbach alpha which showed satisfactory coefficient as they were all above 0.5. In chapter four, data generated was presented and analysed, hypotheses were tested using Pearson Product Moment Correlations and the following findings were made:

1. The study found that collective bargaining is a norm in the selected Oil and Gas companies in South-South Nigeria. The test of hypothesis One showed that collective bargaining has a statistically positive relationship with industrial harmony ($P < 0.001$, $r = 0.238$). This shows that industrial harmony can be improved if the management of the companies and the union can follow the principles of collective bargaining and abide by the agreement reached.
2. The study observed statistical significant relationship between promotion policy implementation and grievance occurrence ($P < 0.006$, $r = 0.146$). From the descriptive statistics, it was observed that there is promotion policy in place in the organisations under study. Therefore, the findings show that some grievances that arise in the industry are as a result of poor implementation of the promotion policy that exists in the industry. Thus, the higher the failure to implement the promotion policies, the likely higher the grievance occurrence in the selected oil and gas companies in South-South Nigeria.
3. The study found no statistical significant positive relationship between integrity of the union leaders and welfare of the employees in the selected oil and gas companies in

South-South Nigeria ($P > 0.05$, $r = 0.074$). This shows that increase in the integrity of the union leaders may not likely increase the welfare of the employees.

4. The study also found a significant positive relationship between non-implementation of agreement and strike actions ($P < 0.001$, $r = 0.266$). The result implies that the failure to implement agreement reached between management and union, the higher the strike actions from the unions

6.2 Conclusion

The study concludes that there is a significant positive relationship between industrial dispute and performance of selected oil and gas companies in South-South Nigeria. Since performance was seen in terms of the level of industrial harmony, ability to reduce grievances, improved employee welfare and ability to reduce strike actions in the industry, the implications of the study therefore, is that oil firms will likely reduce conflict if they engage union leaders in collective bargaining, implement promotional policies that are fair to all and implement agreements reached with the unions. The ability of the companies to reduce industrial dispute to its barest minimum since it cannot be eliminated will go a long way in creating harmonious industrial work environment which will facilitate the achievement of organisational goals and objectives.

6.3 Recommendations

Based on the findings of the study, the following recommendations were made:

1. Oil and Gas Companies in South-South Nigeria should sincerely engage workers through their unions in collective bargaining sincerely. This will enable workers understand both their challenges and constraints in implementing their request. Ensuring harmonious industrial harmony rests more on understanding between the unions and management of the companies

rather than satisfaction of the yearnings of both parties which may not be met completely at any given time.

2. Promotion policies should be fair to all and also the implementation. Selective promotion based on where one is coming from seems detrimental to healthy working environment devoid of grievances. Fair implementation of promotion based on performance and predetermined conditions will help in reducing grievances in the industry.
3. Interference in union activities by management should be minimized, this will enable workers elect leaders they feel can represent them and as a result improve on the trust level the union members have on them.
4. The study also recommends strict implementations of agreements reached between management and union leaders as this seems to be one of the major causes of strike actions in the industry.

6.4 Contribution to Knowledge

1. The study revealed some sources and causes of industrial dispute in oil and gas firms in South-South Nigeria. It has therefore; put the oil companies in better position to resolve some disputes proactively if adopted.
2. It has contributed to available literature that seeks to proffer solutions to problems bedevilling the oil and gas industry in Nigeria.

6.5 Suggestions for Further Study

1. The effect of unethical practices on the level of productivity of the Oil and Gas firms in South-South, Nigeria
2. Impact of government intrusion on workers welfare and productivity of Oil and Gas firms in South-South, Nigeria

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APPENDIX I- QUESTIONNAIRE

Sample of Research Questionnaire Letter to Respondents

Department of Business
Administration, Faculty of
Management Sciences,
Nnamdi Azikiwe University, Awka
Anambra State
14-03-2017

Sir/Madam,

REQUEST TO RESPOND TO QUESTIONNAIRE

I am a postgraduate student in the Department of Business Administration, Nnamdi Azikiwe University, Awka. I am currently undertaking a research on “The extent of relationship that exists between industrial dispute and performance of oil and gas companies in South-South, Nigeria”. The attached questionnaire is to elicit the necessary information for the study. You are please, requested to respond to the items as objectively as possible. Information supplied will be treated as confidential and will be used strictly for the research.

Yours faithfully,

IKE FELIX OSSAI

Part One

Demographic Information

Please tick (√) to the response option that best represents your option:

Membership: PENGASSAN [], NUPENG []

Gender: Male [], Female []

Age: 10-20 years [] 21-30 years [] 31 - 40 years [] Above 40 []

Years of working experience: 0 – 5 [], 6 – 10 [], 11 – 15 [], 16 – 20 [], Above 20 []

Part Two

Instruction: Please tick (√) to the response option that best represents your opinion: Very high extent (VHE); High Extent (HE); Moderate Extent (ME); Low Extent (LE) and very low extent (VLE).

Section A: To what extent does collective bargaining relates industrial harmony in selected oil and gas companies in South-South, Nigeria?

S/N	Collective Bargaining	VHE	HE	ME	LE	VLE
1	Resolutions of union leaders and company management accommodates the interests of both parties					
2	The management and union leaders compromise their conflicting interests					
3	Company management and union leaders exhibit adversarial behaviour leading to a climate of distrust					
4	A collective agreement that determines wages and other conditions of work is always achieved by union leaders and management					
5	The use collective by PENGASSAN/NUPENG and management bargaining has been a very useful tool in improving rights and protections, enterprises sustainability and facilitating workplace adaptation in oil companies					
6	New agreements between trade unions and company management is always signed and documented					
	Industrial Harmony	VHE	HE	ME	LE	VLE

7	The management and union leaders understand their responsibilities and what is required of their to discharge their duties efficiently					
8	The management and union leaders know their objectives and tries to keep them to improve performance in the workplace					
9	The management take all reasonable steps to ensure the Organisation observes agreements and agreed upon procedures					
10	The management encourage the establishment of effective procedures among member Organisations/institutions for the settlement of grievances and disputes					
11	The management cooperate with trade unions in establishing effective procedures for the negotiation of terms and conditions of employment and for the settlement of disputes					
12	There is an effective link in the interchange of information and views between the management and employees in your company					

Section B: What extent of relationship exists between promotion policy and grievances frequency in selected oil and gas companies in South-South, Nigeria?

S/N	Promotion Policy	VHE	HE	ME	LE	VLE
1	Company management promotes employees base on their performance					
2	Promotion from the management serve as an incentive to enhance morale and create a sense of individual achievement and recognition among workers					
3	Promoted person will receive an increase in salary					
4	Promotion serve as an incentive for better work performance in the company					
5	The management ensures employees' position in an authoritative pecking order after an agreed years of service					

6	Promotion from the government ensures development and improvement of employees with the present and future necessities of the company					
	Grievances Frequency	VHE	HE	ME	LE	VLE
7	Perpetual employment as contract staff in the company					
8	Poor implementation of terms of an agreement by management					
9	Management negligence on occupational health and safety issue					
10	Poor implementation of promotion policy by the management					
11	Management discrimination between foreign employees and local employees					
12	Infringement of collective agreement by the management					

Section C: To what extent does integrity of trade union leaders relates to employees welfare in selected oil and gas companies in South-South, Nigeria?

S/N	Integrity of Union Leaders	VHE	HE	ME	LE	VLE
1	Union leaders takes responsibility for their work, including problems and issues					
2	Union leaders identifies ethical dilemmas and conflict of interest situations and takes action to avoid and prevent them					
3	Union leaders anticipates and prevents breaches in confidentiality and/or security					
4	Union leaders keeps to the agreement of their members on important issues affecting them					
5	Union leaders treats their members fairly and with respect					
6	There is growth and development of the unions due to the structures kept in place by the leaders					
7	There is bribery and the infiltration among unions leaders					
	Employees Welfare					
8	There are barriers to the free association of employees and workers					
9	Management recognise and negotiate with the union executives on victimisation and dismissal of active workers					

10	Management have lackadaisical attitude toward workers and unions when it comes to fulfilling what had been agreed on					
11	Medicals are provided to workers injured or affected health wise during work					
12	In case of death during service, provision is made to compensate affected worker's family					

Section D: What extent of relationship exists between non-implementation of agreement and incidence of strike actions in selected oil and gas companies in South-South, Nigeria?

S/N	Non-implementation of Agreement	VHE	HE	ME	LE	VLE
1	Most times unions and employers reexamine and change their underlying positions about a matter					
2	There is always negotiation between both parties on a problem					
3	Both parties incorporate every points of interest to settle a problem					
4	The government sometimes are invited into negotiations to ensure agreements are carried out fully by company management					
	Strike Actions					
1	Strikes improve the dealing position of the union for next arrangement					
2	Strike enhances the financial prosperity of the individuals from exchange union as they can pay increments as a consequence of strike activity					
3	Striking workers additionally stand the danger of losing considerable wage amid the time of the strike					
4	Striking is mostly used by oil workers to express their maltreatment by management					

APPENDIX II- PENGASSAN MEMBERS

<u>PENGASSAN MEMBERS AND THEIR POPULATION IN SOUTH SOUTH NIGERIA</u>		
	REGISTERED BRANCHES	STRENGTH
1	ABNL	21
2	ADDAX PET.	60
3	AFR.OILFIELD-/ ORWELL	44
4	AFRICAN DRILLING	66
5	AGIP ENERGY	44
6	AGIP EXPLORATION	38
7	AMBER RESOURCES	1
8	ARCO PETROCHEMICALS	61
9	ARIOSH	7
10	BAKER HUGHES	256
11	BAKLANGCONSTRUCTN	9
12	BENEPROJECTI	11
13	BELL OIL	9
14	BENKLINE	37
15	CAMERON ONESUBSEA	80
16	CETCO OILFIELD	17
17	CHEVRON	1,380
18	CORP. CHQ. - NNPC	300
19	CKS ENV.	8
20	CHESROC	37
21	CISCON	211
22	D.P.R.	280
23	DBN	27
24	DEC OIL	2
25	DOVER ENGINEERING	30
26	DOWELL SCHLUMBERGER	11
27	DRILLING DYNAMICS	27
28	DEEP DRILL OFFSHORE	10
29	DELTATEK ENGINEERING	10
30	DSV ENGINEERING	61
31	EDISON CHOUEST	44
32	ELPER	22
33	EXPROTECH	23

34	EXTERRAN	46
35	FRANKS INT'NL	4
36	FREDRIKOV	14
37	FUGRO NIG.	58
38	FRONTIER	33
39	GEOSERVICES	50
40	GLOBESTAR	18
41	HALLIBURTON ENERGY	190
42	HYPROPS NIGERIA LTD	9
43	IDSL - NNPC	127
44	INDORAMA EPCL	298
45	INSPECTORATE MARINE	12
46	INTERTEK OIL CHEM.	21
47	INVENSYS SYS(SCHNEIDER)	32
48	KOP SURFACE PRODUCTS	17
49	LINKSO	20
50	M .I SWACO	11
51	MPN - CONTRACT STAFF	360
52	MPNU	755
53	NAE	35
54	NAOC. CONT	366
55	NAOC	822
56	NALCO ENERGY (KEEDAK)	47
57	NAPIMS -NNPC	113
58	NCDMB	154
59	NETCODIETSMANN	194
60	NECONDE	20
61	NEWCROSS E & P	210
62	NIGER DELTA	127
63	NLNG	689
64	NGC - NNPC	279
65	NPDC - NNPC	353
66	OBAX	15
67	ORION ENGINEERING	10
68	P.H.R.C.- NNPC	482
69	PACIFIC	5
70	PANOCEAN	81
71	PLANTGERIA	47
72	PERFECT FACILITIES LTD	9

73	PIPE COATERS	33
74	PIVOT GIS	9
75	PPMC - NNPC	327
76	PROFIELD	5
77	PTI	402
78	Q&Q CONTROL	30
79	RELENTECH SPECIALIST	11
80	SOLAR TURBINES	19
81	SAYBOLT	5
82	SCHLUMBERGER NIG	74
83	SHELF DRILLING	28
84	SHELL	1264
85	SERVICO LTD	10
86	SEADRILL	7
87	SIGMUND ENGINEERING	10
88	SIRAMEX	7
89	SDF	27
90	STERLING PETROLEUM	98
91	TECON OIL	25
92	TEMILE & SONS	27
93	TENARIES (HYDRIL)	29
94	TOTAL E & P. NIG LTD	351
95	TOTAL E & P CONTRACT	311
96	UNIVERSAL ENERGY	12
97	WEAFRIWELL	66
98	WEATHERFORD	9
99	W/A OFFSHORE	64
100	WTS ENERGY (GAC MANNI	43
101	WOPAT	37
102	WRPC -NNPC	384
	TOTAL	<u>13101</u>

Source: PENGASSAN

APPENDIX III - FACTOR ANALYSES

FACTOR

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/MISSING LISTWISE
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/PRINT INITIAL EXTRACTION
/CRITERIA MINEIGEN(1) ITERATE(25)
/EXTRACTION PC
/ROTATION NOROTATE
/METHOD=CORRELATION.

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Factor Analysis

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	Cases Used	LISTWISE: Statistics are based on cases with no missing values for any variable used.

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Communalities

	Initial	Extraction
Resolutions of Union leaders and company management accommodates the interests of both parties	1.000	.693
The management and union leaders compromise their conflicting interests	1.000	.435
Company management and union leaders exhibit adversarial behaviour leading to a climate of distrust	1.000	.730
A collective agreement that determines wages and other conditions of work is always achieved b union leaders and management.	1.000	.560

The use of collective bargaining by PENGASSAN/NUPENG and management has been a very useful tool in improving rights and protections, enterprises sustainability and facilitating workplace adaptation	1.000	.625
New agreements between trade unions and company management is always signed and documented.	1.000	.751

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.794	63.230	63.230	3.794	63.230	63.230
2	.714	11.903	75.133			
3	.509	8.487	83.619			
4	.466	7.762	91.381			
5	.329	5.488	96.869			
6	.188	3.131	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
Resolutions of Union leaders and company management accommodates the interests of both parties	.833

The management and union leaders compromise their conflicting interests	.659
Company management and union leaders exhibit adversarial behaviour leading to a climate of distrust	.854
A collective agreement that determines wages and other conditions of work is always achieved b union leaders and management.	.748
The use of collective bargaining by PENGASSAN/NUPENG and management has been a very useful tool in improving rights and protections, enterprises sustainability and facilitating workplace adaptation	.791
New agreements between trade unions and company management is always signed and documented.	.866

Extraction Method: Principal Component Analysis.^a

a. 1 components extracted.

FACTOR

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/VARIABLES IH01 IH02 IH03 IH04 IH05 IH06
/MISSING LISTWISE
/ANALYSIS IH01 IH02 IH03 IH04 IH05 IH06
/PRINT INITIAL EXTRACTION
/CRITERIA MINEIGEN(1) ITERATE(25)
/EXTRACTION PC
/ROTATION NOROTATE
/METHOD=CORRELATION.

```

Factor Analysis

Notes

Output Created		16-AUG-2018 05:50:05
Comments		
Input	Data	C:\Users\Lucky\Desktop\Felix Work\2ND.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	374
	File	
Missing Value Handling	Definition of Missing	MISSING=EXCLUDE: User-defined missing values are treated as missing.
	Cases Used	LISTWISE: Statistics are based on cases with no missing values for any variable used.
Syntax		FACTOR /VARIABLES IH01 IH02 IH03 IH04 IH05 IH06 /MISSING LISTWISE /ANALYSIS IH01 IH02 IH03 IH04 IH05 IH06 /PRINT INITIAL EXTRACTION /CRITERIA MINEIGEN(1) ITERATE(25) /EXTRACTION PC /ROTATION NOROTATE /METHOD=CORRELATION.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.02
	Maximum Memory Required	5544 (5.414K) bytes

Communalities

	Initial	Extraction
--	---------	------------

The management and union leaders understand their responsibilities and what is required of them to discharge their duties efficiently.	1.000	.349
The management and union leaders know their objectives and tries to keep them to improve performance in the workplace	1.000	.292
The management takes all reasonable steps to ensure the organisation observes agreements and agreed upon procedures.	1.000	.465
The management encourages the establishment of effective procedures among member organisations/institutions of employment and for the settlement of disputes.	1.000	.484
The management cooperates with trade unions in establishing effective procedures for the negotiation of terms and conditions of employment and for the settlement of disputes	1.000	.448
There is an effective link in the interchange of information and views between the management and employees in your company.	1.000	.323

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.360	39.337	39.337	2.360	39.337	39.337
2	.844	14.066	53.403			
3	.784	13.061	66.465			
4	.768	12.799	79.264			
5	.656	10.930	90.194			
6	.588	9.806	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
The management and union leaders understand their responsibilities and what is required of them to discharge their duties efficiently.	.590
The management and union leaders know their objectives and tries to keep them to improve performance in the workplace	.540
The management takes all reasonable steps to ensure the organisation observes agreements and agreed upon procedures.	.682
The management encourages the establishment of effective procedures among member organisations/institutions of employment and for the settlement of disputes.	.696

The management cooperates with trade unions in establishing effective procedures for the negotiation of terms and conditions of employment and for the settlement of disputes	.670
There is an effective link in the interchange of information and views between the management and employees in your company.	.568

Extraction Method: Principal Component Analysis.^a

a. 1 components extracted.

```
DATASET ACTIVATE DataSet2.
DATASET ACTIVATE DataSet2.
```

```
SAVE OUTFILE='C:\Users\Lucky\Desktop\Felix Work\firstD.sav'
/COMPRESSED.
```

```
DATASET ACTIVATE DataSet1.
DATASET CLOSE DataSet2.
DATASET CLOSE DataSet3.
DATASET CLOSE DataSet4.
```

```
FACTOR
/VARIABLES PP01 PP02 PP03 PP04 PP05 PP06
/MISSING LISTWISE
/ANALYSIS PP01 PP02 PP03 PP04 PP05 PP06
/PRINT INITIAL EXTRACTION
/CRITERIA MINEIGEN(1) ITERATE(25)
/EXTRACTION PC
/ROTATION NOROTATE
/METHOD=CORRELATION.
```

Factor Analysis

Notes

Output Created		16-AUG-2018 05:52:08
Comments		
Input	Data	C:\Users\Lucky\Desktop\Felix Work\2ND.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	374
Missing Value Handling	Definition of Missing	MISSING=EXCLUDE: User-defined missing values are treated as missing.
	Cases Used	LISTWISE: Statistics are based on cases with no missing values for any variable used.
Syntax		FACTOR /VARIABLES PP01 PP02 PP03 PP04 PP05 PP06 /MISSING LISTWISE /ANALYSIS PP01 PP02 PP03 PP04 PP05 PP06 /PRINT INITIAL EXTRACTION /CRITERIA MINEIGEN(1) ITERATE(25) /EXTRACTION PC /ROTATION NOROTATE /METHOD=CORRELATION.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.02
	Maximum Memory Required	5544 (5.414K) bytes

Communalities

	Initial	Extraction
Company management promotes employees based on their performance.	1.000	.516

Promotion from the management serve as an incentive to enhance morale and create a sense of individual achievement and recognition among workers	1.000	.556
Promoted person will receive an increase in salary	1.000	.523
Promotion serve as an incentive for better work performance in the company.	1.000	.463
The management ensures employees' position in an authoritative pecking order after an agreed years of service.	1.000	.320
Promotion from the government ensures development and improvement of employees with the present and future necessities of the company.	1.000	.397

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.775	46.242	46.242	2.775	46.242	46.242
2	.797	13.288	59.530			
3	.735	12.244	71.774			
4	.637	10.611	82.385			
5	.565	9.418	91.804			
6	.492	8.196	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
Company management promotes employees based on their performance.	.718
Promotion from the management serve as an incentive to enhance morale and create a sense of individual achievement and recognition among workers	.746
Promoted person will receive an increase in salary	.723
Promotion serve as an incentive for better work performance in the company.	.680
The management ensures employees' position in an authoritative pecking order after an agreed years of service.	.566
Promotion from the government ensures development and improvement of employees with the present and future necessities of the company.	.630

Extraction Method: Principal Component Analysis.^a

a. 1 components extracted.

Notes

Output Created	16-AUG-2018 05:53:18
Comments	

Input	Data	C:\Users\Lucky\Desktop\Felix Work\2ND.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	374
Missing Value Handling	Definition of Missing	MISSING=EXCLUDE: User-defined missing values are treated as missing.
	Cases Used	LISTWISE: Statistics are based on cases with no missing values for any variable used.
Syntax		FACTOR /VARIABLES GF01 GF02 GF03 GF04 GF05 GF06 /MISSING LISTWISE /ANALYSIS GF01 GF02 GF03 GF04 GF05 GF06 /PRINT INITIAL EXTRACTION /CRITERIA MINEIGEN(1) ITERATE(25) /EXTRACTION PC /ROTATION NOROTATE /METHOD=CORRELATION.
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.02
	Maximum Memory Required	5544 (5.414K) bytes

```

FACTOR
/VARIABLES GF01 GF02 GF03 GF04 GF05 GF06
/MISSING LISTWISE
/ANALYSIS GF01 GF02 GF03 GF04 GF05 GF06
/PRINT INITIAL EXTRACTION ROTATION
/FORMAT SORT BLANK(.5)
/CRITERIA MINEIGEN(1) ITERATE(25)
/EXTRACTION PC
/CRITERIA ITERATE(25)
/ROTATION VARIMAX
/METHOD=CORRELATION.

```

Factor Analysis

Notes

Output Created		16-AUG-2018 05:54:26
Comments		
Input	Data	C:\Users\Lucky\Desktop\Felix Work\2ND.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	374
	File	
Missing Value Handling	Definition of Missing	MISSING=EXCLUDE: User-defined missing values are treated as missing.
	Cases Used	LISTWISE: Statistics are based on cases with no missing values for any variable used.
Syntax		FACTOR /VARIABLES GF01 GF02 GF03 GF04 GF05 GF06 /MISSING LISTWISE /ANALYSIS GF01 GF02 GF03 GF04 GF05 GF06 /PRINT INITIAL EXTRACTION ROTATION /FORMAT SORT BLANK(.5) /CRITERIA MINEIGEN(1) ITERATE(25) /EXTRACTION PC /CRITERIA ITERATE(25) /ROTATION VARIMAX /METHOD=CORRELATION.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.02
	Maximum Memory Required	5544 (5.414K) bytes

Communalities

	Initial	Extraction
Perpetual employment as contract staff in the company	1.000	.515
Poor implementation of terms of an agreement by management	1.000	.504
Management negligence on occupational health and safety issues	1.000	.956
Poor implementation of promotion policy by the management	1.000	.528
Management discrimination between foreign employees and local employees	1.000	.329
Infringement of collective agreement by the management.	1.000	.394

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings					
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %			
1	2.213	36.884	36.884	2.213	36.884	36.884			
2	1.013	16.888	53.773	1.013	16.888	53.773			
3	.817	13.623	67.396						
4	.762	12.708	80.105						
5	.648	10.796	90.900						
6	.546	9.100	100.000						

Total Variance Explained

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %

1	2.211	36.842	36.842
2	1.016	16.931	53.773
3			
4			
5			
6			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component	
	1	2
Poor implementation of promotion policy by the management	.720	
Poor implementation of terms of an agreement by management	.708	
Perpetual employment as contract staff in the company	.703	
Infringement of collective agreement by the management.	.628	
Management discrimination between foreign employees and local employees	.550	
Management negligence on occupational health and safety issues		.976

Extraction Method: Principal Component Analysis.^a

a. 2 components extracted.

Rotated Component Matrix^a

	Component	
	1	2

Poor implementation of promotion policy by the management	.724	
Perpetual employment as contract staff in the company	.709	
Poor implementation of terms of an agreement by management	.704	
Infringement of collective agreement by the management.	.628	
Management discrimination between foreign employees and local employees	.543	
Management negligence on occupational health and safety issues		.978

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 3 iterations.

Component Transformation Matrix

Component	1	2
1	.999	-.046
2	.046	.999

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

FACTOR

```

/VARIABLES IUL01 IUL02 IUL03 IUL04 IUL05 IUL06 IUL07
/MISSING LISTWISE
/ANALYSIS IUL01 IUL02 IUL03 IUL04 IUL05 IUL06 IUL07
/PRINT INITIAL EXTRACTION ROTATION
/FORMAT SORT BLANK(.5)
/CRITERIA MINEIGEN(1) ITERATE(25)
/EXTRACTION PC
/CRITERIA ITERATE(25)

```

/ROTATION VARIMAX
/METHOD=CORRELATION.

Factor Analysis

Notes

Output Created		16-AUG-2018 05:55:50
Comments		
Input	Data	C:\Users\Lucky\Desktop\Felix Work\2ND.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	374
	File	
Missing Value Handling	Definition of Missing	MISSING=EXCLUDE: User-defined missing values are treated as missing.
	Cases Used	LISTWISE: Statistics are based on cases with no missing values for any variable used.
Syntax		FACTOR /VARIABLES IUL01 IUL02 IUL03 IUL04 IUL05 IUL06 IUL07 /MISSING LISTWISE /ANALYSIS IUL01 IUL02 IUL03 IUL04 IUL05 IUL06 IUL07 /PRINT INITIAL EXTRACTION ROTATION /FORMAT SORT BLANK(.5) /CRITERIA MINEIGEN(1) ITERATE(25) /EXTRACTION PC /CRITERIA ITERATE(25) /ROTATION VARIMAX /METHOD=CORRELATION.
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.02

Maximum Memory Required	7204 (7.035K) bytes
-------------------------	---------------------

Communalities

	Initial	Extraction
Union leaders take responsibility for their work, including problems and issues	1.000	.822
Union leaders identify ethical dilemmas and conflict of interest situations and takes action to avoid and prevent them	1.000	.454
Union leaders anticipate and prevents breaches in confidentiality and/or security	1.000	.379
Union leaders keep to the agreement of their members on important issues affecting them	1.000	.390
Union leaders treat their members fairly and with respect	1.000	.328
There is growth and development of the unions due to the structures kept in place by the leaders	1.000	.275
There is bribery and the infiltration among union leaders.	1.000	.399

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues	Extraction Sums of Squared Loadings			

	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %			
1	2.007	28.665	28.665	2.007	28.665	28.665			
2	1.039	14.845	43.510	1.039	14.845	43.510			
3	.903	12.906	56.416						
4	.858	12.252	68.669						
5	.794	11.341	80.010						
6	.757	10.820	90.830						
7	.642	9.170	100.000						

Total Variance Explained

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	1.965	28.076	28.076
2	1.080	15.435	43.510
3			
4			
5			
6			
7			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component	
	1	2
Union leaders identify ethical dilemmas and conflict of interest situations and takes action to avoid and prevent them	.667	
There is bribery and the infiltration among union leaders.	.603	
Union leaders anticipate and prevents breaches in confidentiality and/or security	.587	

Union leaders keep to the agreement of their members on important issues affecting them	.566	
Union leaders treat their members fairly and with respect	.545	
There is growth and development of the unions due to the structures kept in place by the leaders		
Union leaders take responsibility for their work, including problems and issues		.903

Extraction Method: Principal Component Analysis.^a

a. 2 components extracted.

Rotated Component Matrix^a

	Component	
	1	2
Union leaders identify ethical dilemmas and conflict of interest situations and takes action to avoid and prevent them	.632	
Union leaders anticipate and prevents breaches in confidentiality and/or security	.612	
Union leaders keep to the agreement of their members on important issues affecting them	.608	
Union leaders treat their members fairly and with respect	.569	

There is bribery and the infiltration among union leaders.	.551	
There is growth and development of the unions due to the structures kept in place by the leaders		
Union leaders take responsibility for their work, including problems and issues		.901

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 3 iterations.

Component Transformation Matrix

Component	1	2
1	.978	.207
2	-.207	.978

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

FACTOR

```

/VARIABLES EW01 EW02 EW03 EW04 EW05
/MISSING LISTWISE
/ANALYSIS EW01 EW02 EW03 EW04 EW05
/PRINT INITIAL EXTRACTION ROTATION
/FORMAT SORT BLANK(.5)
/CRITERIA MINEIGEN(1) ITERATE(25)
/EXTRACTION PC
/CRITERIA ITERATE(25)
/ROTATION VARIMAX
/METHOD=CORRELATION.

```


Factor Analysis

Notes

Output Created		16-AUG-2018 05:56:47
Comments		
Input	Data	C:\Users\Lucky\Desktop\Felix Work\2ND.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	374
Missing Value Handling	Definition of Missing	MISSING=EXCLUDE: User-defined missing values are treated as missing.
	Cases Used	LISTWISE: Statistics are based on cases with no missing values for any variable used.
Syntax		FACTOR /VARIABLES EW01 EW02 EW03 EW04 EW05 /MISSING LISTWISE /ANALYSIS EW01 EW02 EW03 EW04 EW05 /PRINT INITIAL EXTRACTION ROTATION /FORMAT SORT BLANK(.5) /CRITERIA MINEIGEN(1) ITERATE(25) /EXTRACTION PC /CRITERIA ITERATE(25) /ROTATION VARIMAX /METHOD=CORRELATION.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.02
	Maximum Memory Required	4100 (4.004K) bytes

Communalities

	Initial	Extraction
There are barriers to the free association of employees and workers	1.000	.631
Management recognize and negotiate with the union executives on victimization and dismissal of active workers.	1.000	.648
Management have lackadaisical attitude towards workers and unions when it comes to fulfilling what had been agreed on.	1.000	.592
Medicals are provided to workers injured or affected health wise during work.	1.000	.634
In case of death during service, provision is made to compensate affected worker's family.	1.000	.575

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.080	61.599	61.599	3.080	61.599	61.599
2	.574	11.486	73.085			
3	.508	10.151	83.235			
4	.455	9.095	92.331			
5	.383	7.669	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
Management recognize and negotiate with the union executives on victimization and dismissal of active workers.	.805
Medicals are provided to workers injured or affected health wise during work.	.796
There are barriers to the free association of employees and workers	.794
Management have lackadaisical attitude towards workers and unions when it comes to fulfilling what had been agreed on.	.770
In case of death during service, provision is made to compensate affected worker's family.	.758

Extraction Method: Principal Component Analysis.^a

a. 1 components extracted.

**Rotated
Component
t Matrix^a**



a. Only one component was extracted. The solution cannot be rotated.

FACTOR

```

/VARIABLES NA01 NA02 NA03 NA04
/MISSING LISTWISE
/ANALYSIS NA01 NA02 NA03 NA04
/PRINT INITIAL EXTRACTION ROTATION
/FORMAT SORT BLANK(.5)
/CRITERIA MINEIGEN(1) ITERATE(25)
/EXTRACTION PC
/CRITERIA ITERATE(25)
/ROTATION VARIMAX
/METHOD=CORRELATION.

```

Factor Analysis

Notes

Output Created		16-AUG-2018 05:57:23
Comments		
Input	Data	C:\Users\Lucky\Desktop\Felix Work\2ND.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	374
	File	
Missing Value Handling	Definition of Missing	MISSING=EXCLUDE: User-defined missing values are treated as missing.

	Cases Used	LISTWISE: Statistics are based on cases with no missing values for any variable used.
Syntax		<p>FACTOR</p> <p>/VARIABLES NA01 NA02 NA03 NA04</p> <p>/MISSING LISTWISE</p> <p>/ANALYSIS NA01 NA02 NA03 NA04</p> <p>/PRINT INITIAL EXTRACTION</p> <p>ROTATION</p> <p>/FORMAT SORT BLANK(.5)</p> <p>/CRITERIA MINEIGEN(1)</p> <p>ITERATE(25)</p> <p>/EXTRACTION PC</p> <p>/CRITERIA ITERATE(25)</p> <p>/ROTATION VARIMAX</p> <p>/METHOD=CORRELATION.</p>
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.02
	Maximum Memory Required	2872 (2.805K) bytes

Communalities

	Initial	Extraction
Most times unions and employers reexamine and change their underlying positions about a matter.	1.000	.512
There is always negotiation between both parties on a problem.	1.000	.635
Both parties incorporate every points of interest to settle a problem	1.000	.617
The government sometimes are invited into negotiations to ensure agreements are carried out fully by company management.	1.000	.551

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.316	57.896	57.896	2.316	57.896	57.896
2	.684	17.099	74.995			
3	.525	13.128	88.123			
4	.475	11.877	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
There is always negotiation between both parties on a problem.	.797
Both parties incorporate every points of interest to settle a problem	.786
The government sometimes are invited into negotiations to ensure agreements are carried out fully by company management.	.743
Most times unions and employers reexamine and change their underlying positions about a matter.	.715

Extraction Method: Principal Component Analysis.^a

a. 1 components extracted.

**Rotated
Component
t Matrix^a**



a. Only one component was extracted. The solution cannot be rotated.

```
FACTOR
/VARIABLES SA01 SA02 SA03 SA04
/MISSING LISTWISE
/ANALYSIS SA01 SA02 SA03 SA04
/PRINT INITIAL EXTRACTION ROTATION
/FORMAT SORT BLANK(.5)
/CRITERIA MINEIGEN(1) ITERATE(25)
/EXTRACTION PC
/CRITERIA ITERATE(25)
/ROTATION VARIMAX
/METHOD=CORRELATION.
```

Factor Analysis

Notes

Output Created	16-AUG-2018 05:57:47	
Comments		
Input	Data	C:\Users\Lucky\Desktop\Felix Work\2ND.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>

	N of Rows in Working Data File	374
Missing Value Handling	Definition of Missing	MISSING=EXCLUDE: User-defined missing values are treated as missing.
	Cases Used	LISTWISE: Statistics are based on cases with no missing values for any variable used.
Syntax		FACTOR /VARIABLES SA01 SA02 SA03 SA04 /MISSING LISTWISE /ANALYSIS SA01 SA02 SA03 SA04 /PRINT INITIAL EXTRACTION ROTATION /FORMAT SORT BLANK(.5) /CRITERIA MINEIGEN(1) ITERATE(25) /EXTRACTION PC /CRITERIA ITERATE(25) /ROTATION VARIMAX /METHOD=CORRELATION.
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.02
	Maximum Memory Required	2872 (2.805K) bytes

Communalities

	Initial	Extraction
Strikes improve the dealing position of the union for next arrangement.	1.000	.679
Strike enhances the financial prosperity of the individuals from exchange union as they can pay increments as a consequence of strike activity.	1.000	.685

Striking workers additionally stand the danger of losing considerable wage amid the time of the strike.	1.000	.608
Striking is mostly used by oil workers to express their maltreatment by management.	1.000	.622

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.594	64.850	64.850	2.594	64.850	64.850
2	.513	12.834	77.684			
3	.498	12.440	90.124			
4	.395	9.876	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
Strike enhances the financial prosperity of the individuals from exchange union as they can pay increments as a consequence of strike activity.	.827
Strikes improve the dealing position of the union for next arrangement.	.824

Striking is mostly used by oil workers to express their maltreatment by management.	.789
Striking workers additionally stand the danger of losing considerable wage amid the time of the strike.	.780

Extraction Method: Principal Component Analysis.^a

a. 1 components extracted.

**Rotated
Component
Matrix^a**

--

a. Only one component was extracted. The solution cannot be rotated.

APPENDIX IV - RELIABILITY TABLE

```
RELIABILITY
/VARIABLES=CB01 CB02 CB03 CB04 CB05 CB06
/SCALE('Collective Bargaining') ALL
/MODEL=ALPHA.
```

Reliability

		Notes
Output Created		16-AUG-2018 06:09:27
Comments		
Input	Data	C:\Users\Lucky\Desktop\Felix Work\2ND.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	374
	File	
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=CB01 CB02 CB03 CB04 CB05 CB06 /SCALE('Collective Bargaining') ALL /MODEL=ALPHA.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.02

Scale: Collective Bargaining

Case Processing Summary			
		N	%
Cases	Valid	374	100.0

Excluded ^a	0	.0
Total	374	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.881	6

```
RELIABILITY
/VARIABLES=IH01 IH02 IH03 IH04 IH05 IH06
/SCALE('Industrial Harmony') ALL
/MODEL=ALPHA.
```

Reliability

Notes

Output Created		16-AUG-2018 06:10:07
Comments		
Input	Data	C:\Users\Lucky\Desktop\Felix Work\2ND.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	374
	File	
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=IH01 IH02 IH03 IH04 IH05 IH06 /SCALE('Industrial Harmony') ALL /MODEL=ALPHA.

Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.00

Scale: Industrial Harmony

Case Processing Summary

		N	%
Cases	Valid	374	100.0
	Excluded ^a	0	.0
	Total	374	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.684	6

```
RELIABILITY
/VARIABLES=PP01 PP02 PP03 PP04 PP05 PP06
/SCALE('Promotion Policy') ALL
/MODEL=ALPHA.
```

Reliability

Notes

Output Created	16-AUG-2018 06:10:41
Comments	
Input	Data
	C:\Users\Lucky\Desktop\Felix Work\2ND.sav
	Active Dataset
	DataSet1
	Filter
	<none>

	Weight	<none>	
	Split File	<none>	
	N of Rows in Working Data File		374
	Matrix Input		
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.	
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.	
Syntax		RELIABILITY /VARIABLES=PP01 PP02 PP03 PP04 PP05 PP06 /SCALE("Promotion Policy") ALL /MODEL=ALPHA.	
Resources	Processor Time		00:00:00.00
	Elapsed Time		00:00:00.00

Scale: Promotion Policy

Case Processing Summary

		N	%
Cases	Valid	374	100.0
	Excluded ^a	0	.0
	Total	374	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.766	6

RELIABILITY

```

/VARIABLES=GF01 GF02 GF04 GF05 GF06
/SCALE('Grievance Frequency') ALL
/MODEL=ALPHA.

```

Reliability**Notes**

Output Created		16-AUG-2018 06:11:31
Comments		
Input	Data	C:\Users\Lucky\Desktop\Felix Work\2ND.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	374
	File	
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=GF01 GF02 GF04 GF05 GF06 /SCALE('Grievance Frequency') ALL /MODEL=ALPHA.
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.00

Scale: Grievance Frequency**Case Processing Summary**

		N	%
Cases	Valid	374	100.0
	Excluded ^a	0	.0

Total	374	100.0
-------	-----	-------

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.675	5

```
RELIABILITY
/VARIABLES=IUL02 IUL03 IUL04 IUL05 IUL07
/SCALE('Integrity of Union Leaders') ALL
/MODEL=ALPHA.
```

Reliability

Notes

Output Created		16-AUG-2018 06:12:25
Comments		
Input	Data	C:\Users\Lucky\Desktop\Felix Work\2ND.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	374
	File	
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=IUL02 IUL03 IUL04 IUL05 IUL07 /SCALE('Integrity of Union Leaders') ALL /MODEL=ALPHA.

Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.00

Scale: Integrity of Union Leaders

Case Processing Summary

		N	%
Cases	Valid	374	100.0
	Excluded ^a	0	.0
	Total	374	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.573	5

```
RELIABILITY
/VARIABLES=EW01 EW02 EW03 EW04 EW05
/SCALE('Employees Welfare') ALL
/MODEL=ALPHA.
```

Reliability

		Notes
Output Created		16-AUG-2018 06:13:20
Comments		
Input	Data	C:\Users\Lucky\Desktop\Felix Work\2ND.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	374
	File	

	Matrix Input		
Missing Value Handling	Definition of Missing		User-defined missing values are treated as missing.
	Cases Used		Statistics are based on all cases with valid data for all variables in the procedure.
Syntax			RELIABILITY /VARIABLES=EW01 EW02 EW03 EW04 EW05 /SCALE('Employees Welfare') ALL /MODEL=ALPHA.
Resources	Processor Time		00:00:00.00
	Elapsed Time		00:00:00.00

Scale: Employees Welfare

Case Processing Summary

		N	%
Cases	Valid	374	100.0
	Excluded ^a	0	.0
	Total	374	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.842	5

```
RELIABILITY
/VARIABLES=NA01 NA02 NA03 NA04
/SCALE('Non-implemantaion of Agreement') ALL
/MODEL=ALPHA.
```

Reliability

Notes

Output Created		16-AUG-2018 06:14:08
Comments		
Input	Data	C:\Users\Lucky\Desktop\Felix Work\2ND.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	374
	File	
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=NA01 NA02 NA03 NA04 /SCALE('Non-implemantaion of Agreement') ALL /MODEL=ALPHA.
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.00

Scale: Non-implemantaion of Agreement

Case Processing Summary

	N	%

Cases	Valid	374	100.0
	Excluded ^a	0	.0
	Total	374	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.746	4

```
RELIABILITY
/VARIABLES=SA01 SA02 SA03 SA04
/SCALE('Strike Action') ALL
/MODEL=ALPHA.
```

Reliability

Notes

Output Created		16-AUG-2018 06:14:45
Comments		
Input	Data	C:\Users\Lucky\Desktop\Felix Work\2ND.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	374
	File	
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.

Syntax		RELIABILITY	
		/VARIABLES=SA01 SA02 SA03 SA04	
		/SCALE('Strike Action') ALL	
		/MODEL=ALPHA.	
Resources	Processor Time		00:00:00.00
	Elapsed Time		00:00:00.00

Scale: Strike Action

Case Processing Summary

		N	%
Cases	Valid	374	100.0
	Excluded ^a	0	.0
	Total	374	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.819	4

APPENDIX V - CORRELATIONS

CORRELATIONS

```

/VARIABLES=CollectBarg IndustHarm
/PRINT=TWOTAIL NOSIG
/MISSING=PAIRWISE.

```

Correlations

Notes		
Output Created		16-AUG-2018 06:16:33
Comments		
Input	Data	C:\Users\Lucky\Desktop\Felix Work\2ND.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	374
	File	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.
Syntax		CORRELATIONS /VARIABLES=CollectBarg IndustHarm /PRINT=TWOTAIL NOSIG /MISSING=PAIRWISE.
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.00

Correlations

		CollectBarg	IndustHarm
CollectBarg	Pearson Correlation	1	.238**
	Sig. (2-tailed)		.000
	N	374	374
IndustHarm	Pearson Correlation	.238**	1
	Sig. (2-tailed)	.000	
	N	374	374

** . Correlation is significant at the 0.01 level (2-tailed).

CORRELATIONS

```

/VARIABLES=PromoPolicy GrievanceFrequency
/PRINT=TWOTAIL NOSIG
/MISSING=PAIRWISE.

```

Correlations

Notes

Output Created		16-AUG-2018 06:17:25
Comments		
Input	Data	C:\Users\Lucky\Desktop\Felix Work\2ND.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	374
	File	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.

Syntax	CORRELATIONS /VARIABLES=PromoPolicy GrievanceFrequency /PRINT=TWOTAIL NOSIG /MISSING=PAIRWISE.		
Resources	Processor Time		00:00:00.02
	Elapsed Time		00:00:00.02

Correlations

		PromoPolicy	GrievanceFrequency
PromoPolicy	Pearson Correlation	1	.146**
	Sig. (2-tailed)		.005
	N	374	374
GrievanceFrequency	Pearson Correlation	.146**	1
	Sig. (2-tailed)	.005	
	N	374	374

** . Correlation is significant at the 0.01 level (2-tailed).

```

CORRELATIONS
/VARIABLES=Integrityofunionleaders Employeeelfare
/PRINT=TWOTAIL NOSIG
/MISSING=PAIRWISE.
    
```

Correlations

Notes

Output Created	16-AUG-2018 06:17:57	
Comments		
Input	Data	C:\Users\Lucky\Desktop\Felix Work\2ND.sav
	Active Dataset	DataSet1

	Filter	<none>	
	Weight	<none>	
	Split File	<none>	
	N of Rows in Working Data File		374
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.	
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.	
Syntax		<p>CORRELATIONS</p> <p>/VARIABLES=Integrityofunionleaders Employeeelfare</p> <p>/PRINT=TWOTAIL NOSIG</p> <p>/MISSING=PAIRWISE.</p>	
Resources	Processor Time		00:00:00.00
	Elapsed Time		00:00:00.00

Correlations

		Integrityofunionl eaders	Employeeelfar e
Integrityofunionleaders	Pearson Correlation	1	.074
	Sig. (2-tailed)		.155
	N	374	374
Employeeelfare	Pearson Correlation	.074	1
	Sig. (2-tailed)	.155	
	N	374	374

```

CORRELATIONS
/VARIABLES=Nonimplementation Strike
/PRINT=TWOTAIL NOSIG
/MISSING=PAIRWISE.
    
```

Correlations

Notes

Output Created	16-AUG-2018 06:18:41	
Comments		
Input	Data	C:\Users\Lucky\Desktop\Felix Work\2ND.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	374
	File	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.
Syntax	CORRELATIONS /VARIABLES=Nonimplementation Strike /PRINT=TWOTAIL NOSIG /MISSING=PAIRWISE.	
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.00

Correlations

		Nonimplementat ion	Strike
Nonimplementation	Pearson Correlation	1	.266**
	Sig. (2-tailed)		.000
	N	374	374
Strike	Pearson Correlation	.266**	1
	Sig. (2-tailed)	.000	
	N	374	374

** . Correlation is significant at the 0.01 level (2-tailed).

