

Effects of Collective Bargaining on Conflict Resolution in Organizations (A Study of Juhel Pharmaceutical Company Enugu, Enugu State, Nigeria).

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Abstract

The study examined the effect of collective bargaining on conflict resolution in organizations (A Study of Juhel Pharmaceutical Company, Enugu, Enugu State) Sixty (60) questionnaire were distributed to management and staff of Juhel Pharmaceutical Company, descriptive survey approach was adopted and analyzed using regressions, The findings indicated that (i) There was significant and positive relationship between collective bargaining and conflict resolution between management and workers in the Company. (ii) There was significant and positive relationship between sex and conflict resolution in the Company. (iii) There was positive and significant relationship between age and conflict resolution in Juhel Pharmaceutical Company. The study thus concluded that collective bargaining was a means of regulating relations between management and employees and for settling disputes between them. The study recommended among others that; Organizations or groups of employees should seek to reconcile their conflicting goals through mutual accommodation thereby reaching a collective agreement that regulates terms and conditions of employment.

Key Words: *Collective Bargaining, Organization, Profitability, Performance.*

Introduction

1.1 Background of the Study

Collective bargaining is a means of institutionalizing and containing conflict. It is the process by which employers and organizational groups of employees seek to reconcile their conflicting goals through mutual accommodation thereby reaching a collective agreement that regulates terms and conditions of employment (Owoseni, 2014). Cornell Law School, define collective bargaining as the negotiation process between an employer and a union comprised of workers to create an agreement that will govern the terms and conditions of the workers' employment. Conflict is an unpleasant fact in any organization as long as people compete for jobs, resources, power, recognition and security. Organizational conflict can be regarded as a dispute that occurs when interests, goals or values of different individuals or groups are incompatible with each other. Hotepo, Asokere, Abdul-Azeez1 and Ajemunigbohun, (2010), conflict is a part of organizational life and may occur between individuals, between the individual and the group, and between groups. While conflict is generally perceived as dysfunctional, it can also be beneficial because it may cause an issue to be presented in different perspectives. Conflict has both positive and negative effects. It can be positive when it encourages creativity, new looks at old conditions, the clarification of points of view, and the development of human capabilities to handle interpersonal differences. Conflict can be negative when it creates resistance to change, establishes turmoil in organization or interpersonal relations, fosters distrust, builds a feeling of defeat, or widens the chasm of misunderstanding Adomi and Anie, (2015).

Conflict resolution is conceptualized as the methods and processes involved in facilitating the peaceful ending of conflict and retribution. Committed group members attempt to resolve group conflicts by actively communicating information about their conflicting motives or ideologies to the rest of the group (e.g., intentions; reasons for holding certain beliefs), and by engaging in collective negotiation (Wikipedia.html, 2018). The term conflict resolution may also be used interchangeably with dispute resolution, where arbitration and litigation processes are critically involved. Furthermore, the concept of conflict resolution can be thought to encompass the use of nonviolent resistance measures by conflicted parties in an attempt to promote effective resolution (George, 2016).

Effective collective bargaining in an organization has been an important role for the human resources department to effectively plan, control, design, discharge responsibilities and authorities to various employees in order to reach or meet the organizational goals and objectives Owoseni, and Omosolape, (2014). In doing this, the human resources department in any organization is expected to use the utmost human resources skills and techniques to avert conflict in task, duties, responsibilities and authorities. As organization will like to leave its original purpose of the organization, every aspect or sphere in the human resource department, the line staff, the subordinate staff or the clerks must be put into consideration. More so, it has been lately proven by a statistician that in both private public organization in Nigeria 70% of them have human conflict Ifado, (2014). This comes by mobility, mismanagement of the resources department and this endemic virus is eating into the economic system.

Furthermore, organizational development and productivity is concerned with attempt to improve the overall performance, effectiveness, relation and brotherliness. Especially, it is applied behavioural science to plan, change and development that could organizational conflict. In fact, sound manpower organization to conflict and checkmate the organizational goals and objectives from the human resources department.

Collective bargaining processes are seen to be in need of reform so that they are less adversarial and more “interest based” in character Lutchter and Gersherfield, (2013). More intensive information and consultation arrangements as well as other innovation such as brain storming and proactive communication management are seen as necessary to encourage a more consensual atmosphere at the workplace Rowe and Bendersky, (2013).

Solving Nigeria Labour Congress conflict is usually seen as involving a number of formalized procedures Lewin, (2011). The assumption is that the interest of managers and staffs, employer and employee are in competition, which encourages the employee to go head to head in an instrumental bargaining contest. In other words, negotiation need not be seen as a zero-sum situation where the gains of one party in the negotiation occur at the expense of the other party. Instead, negotiation can lead to mutual gains, deal that incorporates the interest of both parties Barret and O Dowd, (2015). Typically, unionized organizations are considered to possess wide spread and formalized disciplinary and grievance procedure to reduce problem at the organization.

In conclusion, matters relating to collective bargaining and conflict resolution are often seen as very crucial because this organization comprises of various groups of people who come together under this umbrella but have diverse interest and needs to satisfy. Therefore, this work seeks to examine the effect of collective bargaining on conflict resolution in the organization. In relation to Nigeria Labour Congress Abia state chapter

1.2 Statement of the Problem

Recently, organizations are facing stiff competition and struggling with the need to manage conflict, restructure their organization and remuneration. These problems are compounded by other difficulties, such as the determination of the subject for negotiation and their distribution between the various levels within the complex territorial and operational structure of the organisation.

Igemgie (2012) opines that 81% organizational conflicts were from the mismanagement of human resources. This could be as a result of the human resources personnel, by employing the wrong hands, misallocation of duties, responsibilities and authorities. This simple problems has eaten deep into the fabric of most organizational development and productivity. Hence, measures have to be taken by turning the raging situation. To provide solution to the problems stated above motivated the researcher to carry out this study

1.3 Objective of the Study

The main objectives of this study is to examine effect of collective bargaining on conflict resolution in the organization (A Study of Juhel Pharmaceutical Company, Enugu, Enugu State, Nigeria. Other specific objectives were to;

- i. Ascertain the relationship between collective bargaining and conflict resolution between management and workers.
- ii. Determine the impact of sex on conflict resolution in organization.

1.4 Research Questions

The researcher formulated the following questions for the study.

- (i) To what extent does collective bargaining impact on conflict resolution between management and workers in the organization?.
- (ii) Is there any relationship between sex and conflict resolution in the organization?

1.5 Research Hypotheses

The hypotheses were formulated in null forms as follows;

H₀₁: There is no significant and positive difference between collective bargaining and conflict resolution between management and workers in the organization.

H₀₂: There is no significant and positive between sex and conflict resolution in the organization.

Review of Related Literature

2.1 Conceptual Framework

There are various works that has been done on collective bargaining by different researchers to determine conflict resolution. Bendersky (2013) found that dispute between employers can be the source of the problem, such as discrimination, bulging, or violation of health and safety. According to Berdersky (2013), it is also widely accepted that human resource managers should have the main responsibility for the effective operation of conflict management practices or with line managers and supervisors.

Collective bargaining processes are seen to be in need of reform so that they are less adversarial and more “interest based” in character (Lutcher and Gersherfeld, 2013). More intensive information and consultation arrangements as well as other innovation such as brain storming and proactive communication management are seen as necessary to encourage a more consensual atmosphere at the workplace. Solving workplace conflict is usually seen as involving a number of formalized procedures (Lewin, 2011).

The assumption is that the interest of employers and employee are in competition, which encourages the employee to go head to head in an instrumental bargaining contest. In other

words, negotiation need not be seen as a zero-sum situation where the gains of one party in the negotiation occur at the expense of the other party. Instead, negotiation can lead to mutual gains, deal that incorporates the interest of both parties (Barret and O Dowd, 2015). Typically, unionized organizations are considered to possess wide spread and formalized disciplinary and grievance procedure to reduce problem at the workplace (Budd and Colvin, 2015).

2.1.1 Meaning and Relevance of Collective Bargaining

Collective bargaining is a means of regulating relations between management and employees and for settling disputes between them. Collective bargaining was a means of institutionalizing and containing conflict (Owoseni, 2014). Collective bargaining involves a process of consultation and negotiation of terms and conditions of employment between employers and workers, usually through their representatives. It involves a situation where the workers union or representatives meet with the employer or representatives of the employer in an atmosphere of mutual cooperation and respect to deliberate and reach agreement on the demands of workers concerning certain improvements in the terms and conditions of employment. Collective bargaining is traditionally the main function of trade union (Joy, Dumebi and Kola, 2015). It is the process by which employers and organizational groups of employees seek to reconcile their conflicting goals through mutual accommodation thereby reaching a collective agreement that regulates terms and conditions of employment (Joy, Dumebi and Kola, 2015).

Collective bargaining ensures that worker rights are genuinely recognized and protected. Again by its very nature it recognizes the desirability for joint decision making, joint problem solving and joint responsibility in conducting relations between employers and employees. It may therefore be viewed as an instrument by which democratic values are infused into the employment context (Budd and Colvin, 2015).

Collective bargaining has a great potential for minimizing conflict, and redressing confrontational attitudes and acrimony inherently associated with the employment relationship, thereby promoting industrial peace and ultimately economic growth. On its own, it can serve as a mechanism for labour dispute resolution by setting out procedures for resolution of labour disputes in collective bargaining agreements. One of the virtues of collective bargaining is that disputes are solved at source, a factor that does not leave the bitterness associated with such adversarial processes of dispute resolution as adjudication (Fumane, 2016).

Effective collective bargaining in an organization has been an important role for the human resources department to effectively plan, control, design, discharge responsibilities and authorities to various employees in order to reach or meet the organizational goals and objectives. In doing this, the human resources department in any organization is expected to use the utmost human resources skills and techniques to avert conflict in task, duties, responsibilities and authorities. As organization will like to leave its original purpose of the organization, every aspect or sphere in the human resource department, the line staff, the subordinate staff or the clerks must be put into consideration (Okereke, 2018).

2.1.2 Conflict Resolution

Conflict resolution is conceptualized as the methods and processes involved in facilitating the peaceful ending of conflict and retribution. Committed group members attempt to resolve group conflicts by actively communicating information about their conflicting motives or ideologies to the rest of the group (e.g., intentions; reasons for holding certain beliefs), and by engaging in collective negotiation (Joy, Dumebi and Kola, 2015).

Conflict arises when after long negotiations the parties cannot reach a collective agreement and the trade union decide to start industrial action instead of continuing to negotiate. At first the

aim of trade union is to show the employers that their claims or request are really supported by their members, that they have the backing of their base. They believe that the employer will review his position in this case. In order to avoid cases in which trade union actions disturb the normal activity of the company, it is important that some rules are respected before the union begins their action. The best rules are those which have been negotiated in advance, long before a conflict arises. The rules should be agreed to and accepted by both parties. This situation is much better than a case in which the government or parliament impose rules that have not been fully accepted by the parties (Owoseni, 2014).

Conflict, latent or manifest is the essence of industrial relations, but the object of industrial relations as technique is the resolution of conflict. More recently, the state has become a bargaining adversary seeking to influence the outcome of the labour transaction between unions and employers. The locus of conflict in which the adversaries operate is either the bargaining table for the negotiation of the agreement or the shop floor for further negotiation or application of the agreement. The second locus of conflict is politics, where unions and employers pursue their adversary interest and occasionally common interest in the forum provided by the public policy (Owoseni, 2014).

2.1.3 Types of Organizational Conflict

Ikeda, (2013), observed that organizational conflict involves interpersonal conflicts with colleagues or supervisors, or intergroup conflicts within different sections of an organization. There are two essential types of conflict in organizations: vertical and horizontal.

Vertical conflict occurs in groups of different hierarchical levels, such as supervisors and salesmen, whereas horizontal conflict occurs between individuals of the same level, such as managers in the same organization. In the vertical conflict, differences in status and power between groups are in general larger than in the horizontal conflict because these aspects tend to equalize in equivalent hierarchical levels. When vertical conflict takes place between operational workers and administration, their sources refer to:

- (i) Psychological distance: workers don't feel involved in the organization and feel that their needs are not met;
- (ii) Power and status: workers feel powerless and alienated;
- (iii) Differences in value and ideology: this difference represents underlying beliefs on objectives and goals of an organization and;
- (iv) Scarce resources: disagreements regarding benefits, salary and work conditions.

In vertical conflict, apparently individuals in lower organizational level seek to avoid conflicts with higher hierarchical levels. Pondy, (2012), observed that it is expected that the top management peers perceive more conflict internally between their groups than those of lower position. This happens because of the following reasons:

- (i) People in higher hierarchical level, rather than the lower ones, are engaged in non-routine activities and development of politics, where orientation for the actions are less clear and chances for disagreement, bigger and;
- (ii) People in higher hierarchical level, rather than the lower ones, are probably less flexible in their points of view. Hence conflict resolution is more difficult.

Considering the vertical conflict, research examines the short-term and long-term effects of perceived fairness in organizational conflicts between employees and supervisors. The authors' concluded that employees' fairness is important in the resolution of organizational conflicts. When employees realize that there was fairness in the conflict resolution, the bond between the groups strengthens. The authors added that the perceived and distributive fairness significantly enhances job satisfaction, positive organizational commitment and satisfaction with outcome of conflicts.

2.1.4 Causes of Organizational Conflicts

In any organization, there are many causes of conflicts; however, conflicts within an individual usually arise when a person is uncertain about what task is expected to do, if not clearly defined by the supervisor or the person in charge. Furthermore, if the tasks of individuals working as a group are not clearly defined by the management they will lead to more conflicts.

Conflicts between individuals may result from role-related pressures. Conflicts would arise between individuals and groups if the goals were not specified for individuals within a group. Additionally, according to the literature, there are innumerable origins of organizational dispute and each produces its own variety of effects. In general, there are six major sources:

- (i) The interpersonal disagreements that arise when one person is experiencing individual stress;
- (ii) The problems resulting from role conflict, a condition that occurs when there is a clash over one's role in the organization;
- (iii) The power struggles that pit persons and groups against one another to achieve their own selfish objectives;
- (iv) The misunderstandings and disagreements from differentiation, i.e., the clashes that arise because people approach common problems from very different orientations;
- (v) The interdependence requirements for collaboration which, if not extensive and balanced between the parties, cause communication and interaction breakdowns which, in turn, if critical, lead to more intensive conflicts; and
- (vi) The external pressures from forces outside the enterprise that breed internal pressures as the system seeks to adapt but not to disrupt its internal order.

2.2 Theoretical Framework

2.2.1 Classical Model of Collective Bargaining

The classical model of collective bargaining as propounded by (Sidney and Beatrice Webb, 1987) over a half century ago, in their famous book, industrial democracy, was essentially an economic model. It defined the main role unions have bargaining over the price labour, although this was not the only method used by trade union in the nineteenth century in England. According to the Webb, unions alternatively use mutual insurance and legal enactments method for obtaining various benefits for their members. As for collective bargaining itself, it was exclusively a trade union method with no implicit or explicit interest on the part of employers. It substituted collective will for individual bargaining. The Webbs did not define collective bargaining but produced many examples such as the one below:

In unorganized trades the individual workmen, applying for a job, accept or refuses the terms offered by the employer without communicating with his fellow workmen and without organization consideration other than the agencies of his own position for the sale of his labour he makes, with the employer, a strictly individual bargain. But if the group of workmen concert together, and send representatives to conduct the bargaining on behalf of the whole body, the position is at once changed. Instead of employer making series of separate contracts, with isolated individuals, he meets with collective will, and settles, in a single agreement, the principles upon which, for the time being, all workmen of a particular group, or class, or grade will be engaged.

The example given above and similar others in their books, suggested that the Webbs conceptualized the method of collective bargaining as:

A collective equivalent and alternative to individual bargaining, in which the role of employers and their association was overlooked; and the rule making character of the process was not clearly stated, recent critics of the Webb's theoretical model have argued that individual bargaining can and coexists with collective bargaining, individual bargainers may have plenty

of scope, depending upon the nature of labour market to obtain wages over and above the minimum level laid down in collective agreement.

A more serious oversight in the Webb's model is considered to be the lack of emphasis on the power relationship which exists in a collective bargaining situation. It is argued that fuzziness in the Webb's concept of collective bargaining is removed if its two essential features, rule making and power relationship, are placed in the proper perspective.

Much of this criticism about the conceptual inadequacy of the Webb's framework is unjustified as the institutional nature of collective bargaining itself has drastically changed since (1897) when they made an empirical observation of the trade union behaviour in England. A matter of greater academic concern and significance in the contemporary scene is the uni-dimensional emphasis found in the Dunlop controversy. To regard trade union behaviour vis- a vis management as primary economic or political in nature is a rather unrewarding intellectual exercise as collective bargaining relationship is essentially kaleidoscopic.

The question arises, why does a union or management negotiate, or even a student of collective bargaining needs theory? The justification for this theory per say, is not lacking. It is needed because it has an enormous explanatory power and it is predicative. Remove theoretical body from any physical science such as physics, chemistry or biology, and what remains is utterly limp and barely classificatory material. According to Professor Tripp, there exists an intellectual frustration, at least since World War 2, over the lack of theory of collective bargaining.

2.2.2 Common's Theory of the Labour Movement

Perhaps the most plausible explanation of trade union development almost universally acceptable is John R. Common's concept of expanding markets.

In his article on American Shoemakers (1648-1895) Commons has established a cause and effect relations in an integral fashion, proceeding with the extent of market expansion, advancing stages of production, dichotomy of interest, outgrowth of competitive menaces to the final creation of protective organization. It is interesting to note that Professor Tripp's theory of collective bargaining draws heavily from common's concept of expanding market.

The development and structure of trade union movement although says nothing definitive about the outcome of a negotiation or the pattern of conflict resolution.

2.3 Empirical Framework

Olabanji, (2016), examined the effectiveness of collective bargaining as a tool for industrial disputes resolution. A descriptive survey design was used for the study. A sample of four academic trade unions and 16 chapters of the unions in south west Nigeria was drawn using a proportionate stratified random sampling technique. Also, simple random sampling was used to select 65 respondents from each chapter, which amounted to 1,040 respondents all together. The study developed and used a questionnaire entitled "Collective Bargaining and Industrial Dispute Resolution Questionnaire (CBIDRQ)" with correlation coefficient (r) of 0.77 and complemented with structured interviews. The Pearson product moment correlation coefficient (r) was employed to analyse the data. While the null hypotheses developed for the study were tested at the 0.05 level of significance, the findings revealed that there is a significant relationship between collective bargaining and arbitration; collaborative law; mediation and conciliation.

Joy, Dumebi, and Kola, (2015), investigated the use of collective bargaining as an effective instrument for management of conflict in educational institutions. The study setting was the University of Lagos (UNILAG) using the Academic Staff Union of Nigerian Universities (ASUU) and Non Academic Staff Union (NASU), UNILAG Chapter. Stratified random probability sampling method was used to select 120 respondents. Data was collected via the

questionnaire, interviews, and literature search. Data were analyzed using descriptive statistics; frequencies and simple percentages with the aid of statistical package for social science (SPSS) version 15.0. The study revealed that: effective collective bargaining positively affected productivity; there existed an established procedure for conflict resolution in the universities; and that collective bargaining was a veritable instrument for the management of conflict in the universities.

Owoseni, (2014), investigated the role of collective bargaining in resolving conflicts in organizations with a view to solving the current phenomena of conflicts being experienced in organizations and making them more effective, efficient and conducive for the development of the organization. The purposes of this study also ascertain the relevance of collective bargaining as an alternative approach to conflict resolution among industrial workers in an organization. Participants were selected purposively from the members of the organization. 310 subjects were used for the study which included 185 males and 125 females, with the mean age of 33.06 and a standard deviation of 7.19. Three hypotheses were tested and the findings of the study revealed that neither the male nor female exhibited more conflict resolution than the other (crit-t= 1.96, Cal.t = 0.39, df=308, P> .05) Besides, the findings of the study also revealed that there was a significant difference between collective bargaining conflict resolution. (Crit-t = 1.96, Cal, t= 24.383, df = 309, P <0.5). They recommended that collective bargaining should be allowed in all establishments in order to forestall industrial conflict and enhance peace and harmony.

Lance, (2014), opined in an overview of collective bargaining in the United States, where American history reflected a long cycle of trade union decline and growth. Analysts routinely predicted the death of the labour movement. (Yeselson 2012). Heralds of labour's demise often argue that unions were needed in the past, but modern, enlightened management and the need for economic competitiveness made them obsolete. (Troy 1999). But then, workers were fed up with employers' exploitation decided to find new ways to defend themselves. The study postulated that history does not repeat itself, and conditions now were not the same as those spurring the great organizing drives of the 1930s and '40s. Still, American workers had shown deep resourcefulness over long cycles of trade union growth, decline and regeneration.

Methodology

3.1 Research Design

The researcher adopted the survey design.

3.2 Sources of data.

Both primary and secondary source of data were utilized in gathering the information relevant for this work.

Primary data: Primary data consists of the use of questionnaire.

Secondary data: Secondary data were also adopted in this research work. Some of the secondary sources utilized included textbooks, seminar paper and related articles in academic journals and from the internet.

3.3 Population of the Study

The population of this study comprised sixty (60) staff of Juhel Pharmaceutical Company, Enugu, Enugu State, Nigeria.

3.4 Sample Size Determination

The researcher used the exact population of sixty 60 staff of the company.

3.5 Sampling Technique

The researcher adopted simple random sampling technique which made it possible for all the workers to have equal opportunity of being selected.

3.6 Description of the Instrument

The instrument used for collection of data for was questionnaire The extent of existence for all variables in the research area were measured on a five-point Likert scale ranging from Strongly Agree to Undecided,

Where:

Strongly Agree (SA) = 5;

Agree (A) = 4;

Disagreed (D) = 3;

Strongly Disagreed (SD) = 2; and

Undecided (UD) = 1.

3.7 Reliability of the Instrument

The researcher used Test-Retest reliability to test the consistency of different administrations and also to determine the coefficient reliability of this research. Thirty (30) questionnaire were given to a set of respondents and obtained result. At interval of two weeks and 30 questionnaire was administered to another set of respondents were the results obtained was the same as that of the first groups, hence the reliability of the research instrument.

3.8 Method of data Analyses

Data for the study were analysed using frequency distribution table, and percentages while simple regression and correlation with the use of SPSS were used to analyse the hypotheses.

3.9 Data Presentation/ Results and Discussion

A total number of sixty (60) questionnaire were distributed by the researcher to the staff of Juhel Pharmaceutical Company, Enugu, Enugu State. The table below presented the distribution of the questionnaire to the sampled respondents. The generated data was presented and analysed in the subsequent sub-heading below.

Table 3.9.1 Distribution of questionnaire and response rate

Total copies of questionnaire	Respondents	Percentage (%)
Total distributed	60	100
Total valid returned	52	86.7
Total invalid returned	3	5
Total not returned	5	8.3
Total	60	100

Source: Field survey, 2020

Analysis One

Results and Discussion

Regression results showing the relationship between collective bargaining and conflict resolution of management and workers in the organization.

Table 3.9.2
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.849 ^a	.721	.715	.415912	.915

- a. Predictors: (Constant), Protection of interest
b. Dependent Variable: collective bargaining and conflict resolution

Table 3.9.3
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.351	1	22.351	129.209	.000 ^b
	Residual	8.649	50	.173		
	Total	31.000	51			

- a. Dependent Variable: collective bargaining and conflict resolution
b. Predictors: (Constant), Protection of interest

Table 3.9.4
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.061	.308		3.447	.001	.443	1.680
	Protection of interest	.798	.070	.849	11.367	.000	.657	.939

- a. Dependent Variable: collective bargaining and conflict resolution

Interpretation

R = .849
R-Square = .721
Adjusted R-Square = .715
F – Statistic (df1=1 & df2=50) = 129.209
T Statistics = 11.367

Table 3.9.3 above showed the regression results between collective bargaining and conflict resolution of management and workers in the company. The regression results showed that the estimated coefficient of the regression parameter have a positive sign and thus conform to our a-priori expectation. The implication of this sign was that the dependent variable conflict resolution of management and workers in the company, was affected by minimizing conflict and redressing confrontational attitudes, Protection of interest affected conflict resolution of management and workers in the company was positively affected by degree of relationship between collective bargaining and conflict resolution of management and workers in the company.. The coefficient of determination R-square of 0.721 implied that 72.1% of the sample variation in the dependent variable, degree of relationship between collective bargaining and conflict resolution of management and workers in the company, was explained or caused by the explanatory variable while 27.9% was unexplained. This remaining 27.9% could be caused

by other factors or variables not built into the model. The high value of R-square was an indication of a very good relationship between the dependent and independent variable. The value of the adjusted R^2 was 0.715. This showed that the regression line which captures 71.5% of the total variation in degree of relationship between collective bargaining and conflict resolution of management and workers in the company was caused by variation in the explanatory variable specified in the model with 27.9% accounting for the stochastic error term. The F-statistic was also used to test the overall significant of the model. The F-value of 129.209 was an indication that the model was statistically significant at 5 percent level of significant at degree of freedom $df_1 = 1$ and $df_2 = 50$.

Analysis Two (Using E-view statistical package).

Results and Discussion

Regression results showing the relationship between sex and conflict resolution of management and workers in the company.

Dependent Variable: Q1
Method: Least Squares
Date: 07/10/18 Time: 05:56
Sample: 1 52
Included observations: 52

Table 3.9.5

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.672108	0.170820	3.934590	0.0003
Q2	0.863658	0.038363	22.51284	0.0000
R-squared	0.910206			
Adjusted R-squared	0.908410			
S.E. of regression	0.242803			
Sum squared resid	2.947672			
Log likelihood	0.841128			
F-statistic	506.8280			
Prob(F-statistic)	0.000000			

Interpretation

R-squared = 0.910
Adjusted R^2 = 0.908
F-statistics = 508.828
T-statistics = 22.513

Table 3.9.5 above showed the regression results between sex and conflict resolution of the company. The regression results showed that the estimated coefficient of the regression parameter have a positive sign and thus conform to our a-priori expectation. The implication of this sign was that the dependent variable conflict resolution of the company, was affected

by sex differentiation and implication affected conflict resolution of management and workers in the company was positively affected by degree of relationship between sex and conflict resolution of the company. The coefficient of determination R-square of 0.910 implied that 91.0% of the sample variation in the dependent variable, degree of relationship between collective bargaining and conflict resolution of management and workers in the company, was explained or caused by the explanatory variable while 9.0% was unexplained. This remaining 9.0% could be caused by other factors or variables not built into the model. The high value of R-square was an indication of a very good relationship between the dependent and independent variable. The value of the adjusted R^2 was 0.908. This showed that the regression line which captures 90.8% of the total variation in degree of relationship between sex and conflict resolution of the company was caused by variation in the explanatory variable specified in the model with 9.0% accounting for the stochastic error term. The F-statistic was also used to test the overall significant of the model. The F-value of 508.828 was an indication that the model was statistically significant at 5% level of significant at degree of freedom $df_1 = 1$ and $df_2 = 51$.

Test of Hypotheses

Hypothesis One

H₀₁: There was no positive and significant relationship between collective bargaining and conflict resolution of management and workers in the company **H₀₁ = B₁ = 0**. Test the hypothesis that all slope coefficients were equal to zero.

H₁ ≠ B₁ ≠ 0. Test the hypothesis that not all slope coefficients were equal to zero.

With reference to table above, the calculated t-statistics of 11.367 was greater than the critical value (i.e. 2.021), the null hypothesis was rejected and the alternative accepted. This means that there was positive and significant relationship between collective bargaining and conflict resolution of management and workers in the company.

Hypothesis Two

H₀₂: There was no positive and significant relationship between sex and conflict resolution of the company

H₀₂ = B₂ = 0. Test the hypothesis that all slope coefficients were equal to zero.

H₂ ≠ B₂ ≠ 0. Test the hypothesis that not all slope coefficients were equal to zero.

With reference to table above, the calculated t-statistics of 22.513 was greater than the critical value (i.e. 2.021), the null hypothesis was rejected and the alternate accepted. This means that there was positive and significant relationship between sex and conflict resolution of the company.

Findings

. The major findings of the study can be summarized as follows;

- i. There was significant relationship between collective bargaining and conflict resolution of management and workers in the company., as shown in table 3.9.4 were the result of the analysis revealed that the calculated t-value of 8.850 was greater than the table value (2.021), therefore, the null (H₀) hypothesis was rejected, while the alternate hypothesis (H₁) accepted. This implied that there was significant relationship between collective bargaining and conflict resolution of management and workers in the company, Equally, as shown in table 3.9.5 were the result of the analysis revealed that the calculated t-value of 22.513 was greater than the p-value (2.021), therefore, the null (H₀) hypothesis was rejected, while the alternate hypothesis (H₁) accepted. This implied that there was significant relationship between sex and conflict resolution of the company.

3.10 Conclusion

Collective bargaining has been adopted by many organizations in enhancing efficiency. The empirical findings and analysis conducted in Juhel Pharmaceutical Company, Ltd. showed that Collective bargaining can directly contribute to conflict resolution in the organization. The significant correlation between different Collective bargaining and conflict resolution, measured by using conflict minimization and redressing confrontational attitudes, protection of interest and sex differentiation which were also found in the relationship between Collective bargaining and conflict resolution. There was a significant relationship found between the Collective bargaining (conflict minimization and redressing confrontational attitudes, and protection of interest) and conflict resolution. Hence, formality of Collective bargaining has been shown as the most influential and impactful in organizational efficiency.

3.12 Recommendations

- i. Firstly, the study recommended that organizations or groups of employees should seek to reconcile their conflicting goals through mutual accommodation thereby reaching a collective agreement that regulates terms and conditions of employment.
- ii. Secondly, to avoid failure or the death of an organization, the managers of the organization should seek and adopt proper methods of redressing confrontational attitudes/issues, and protection of interest between employer and employees.
- iii. There should be a negotiation process between an employer and a union comprised of workers to create an agreement that will govern the terms and conditions of the workers' employment.
- iv. The management should set standard of harmonizing differences of worker in relation to sex in other to create a conducive environment and mutual relationship between groups in achieving organizational goals.

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