

**COLLECTIVE BARGAINING AND CONFLICT MANAGEMENT IN PUBLIC ORGANIZATIONS:
EBONYI STATE UNIVERSITY, ABAKALIKI IN PERSPECTIVE**

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Abstract

The study was aimed at determining the causes of industrial dispute in Public Organizations, examining the extent to which industrial dispute has affected the activities of Public Organizations and to ascertain the benefits of collective bargaining over other techniques of industrial dispute management in Ebonyi State University. Power Parity Theory of industrial relations propounded by Dubin, an American sociologist in 1960 was adopted. The descriptive survey design was also adopted to study the population of 2686 which was reduced to a researchable sample size of 348 using Taro Yamane's statistical formula with simple random sampling techniques. The study revealed that inability to pay workers' salary/wages by the management is a major cause of industrial dispute in the university. That industrial dispute has resulted to incessant strike actions and other conflicts between the management and staff of the university. That settlement of disputes through dialogue is a major advantage of collective bargaining over other techniques of industrial dispute management in Ebonyi State University. The study recommends among other things; that Public organizations should ensure that timely payment of workers salary/wages should be made a top priority so that workers can be motivated to put in their best efforts in the service and prevent the occurrence of industrial dispute. That Ebonyi state University should ensure that workers who are qualified for promotion be promoted to boost their morale. That Public organizations particularly Ebonyi state university should pursue with vigor the application of collective bargaining as a standard and major technique for the settlement of industrial dispute whenever it occurs in the institution.

Keywords: Collective bargaining, Conflict, Conflict Management, Ebonyi state

Introduction

All over the world, dispute has been noticed as one of the most reoccurring phenomenon in the employer and employee relations of every organization (Adekeye, 2013). This is because in every organization there is always a time of disagreement between the employers and the employees on either wages/salary issues or the general conditions of service of workers. This phenomenon is noticeable in almost every Public and Private Organizations of both developed and developing countries. Industrial dispute according to Adelibe and Ojo (2018) refers to a stage in industrial relations when a group or some members of an organization decides to express their grievances over perceived dissatisfaction on the terms and conditions of their labour agreement. When this occurs, the functional activities of the organization are usually brought to a slow pace and in most cases to an abrupt closure. Thus the parties involved may be propelled to seek resolution through any of the dispute management techniques such as

collective bargaining, litigation, arbitration, mediation, conciliation among others (Ubeku in Ama and Okafor 2012).

However, among the above mentioned industrial dispute management techniques, collective bargaining proves to be the best technique as it offers the workers the freedom to meet, harmonize and uniformly negotiate their basic rights and interests with their employers on labour terms and agreement in the organizational setting (Elele, 2008). Collective bargaining in its broadest sense involves the process of organizing employees for negotiation, administration and interpretation of collective agreements covering issues such as wages, hours of works, separation, works and its allocation between the workers or group of workers with the management (Ngu, 2014). Uvieghara (2020) opines that the term collective bargaining is applied to those arrangements under which wages and conditions of employment are settled by a bargain in the form of an agreement made between employers or association of employers and workers of the organization.

Historically, collective bargaining originated in England at the end of the 18th century through the works of a British labour historian named Sidney Webb in 1891. According to Webb, workers in Union alternatively use peaceful negotiation processes to influence management of an organization in order to obtain various benefits for their members. He developed the phrase “Collective Bargaining” as a technique to explain the benefits that can be achieved by employees of organizations in England when they concert their efforts together and send representatives to negotiate on work agreement un-behalf of the whole employees than when series of contracts are made individually with the employers of labour (Cole, 2005).

Ever since the 18th century, collective bargaining has gained prominence as a better technique of dispute management in Public Organizations both at national and international levels. For instance, the International Labour Organization (ILO) in 1960 recognized its efficacy in the management of industrial disputes and made it one of the leading techniques for negotiations about working conditions and terms of employment between an employer and employees (Akpala, 2004). In the United States of America (USA), the National Railway Act 1952 and National Labour Relations Act 1956 respectively made it illegal for any employer to deny union right to an employee. However, a bold step to reinforce this directive came in 1962 when President John. F. Kennedy issued an executive order granting federal employees the right to unionized and collectively bargain for their employment terms and conditions (Thomas, 2010).

Furthermore, the right to collectively bargain is also recognized through the International Human Right Convention. For instance, Article 23 of the Universal Declaration of human Rights identifies the ability to organize trade unions as a fundamental human right and better means to collectively bargain (Elele, 2008). Item 2(a) of the International Labour Organization on Fundamental Principles and Rights at Work also upheld the freedom of association and the effective recognition of the right to collectively bargain as an essential right of workers (Flanders and Ojo, 2008).

In 2007, the Supreme Court of Canada extensively reviewed the rationale for regarding collective bargaining as human rights through the case of Facilities Subsector Bargaining Association Vs British Columbia, in the end the court observed thus:

The right to collectively bargain with an employer enhances the human dignity, liberty and autonomy of workers by giving them the opportunity to influence the establishment of the work place rules and thereby gain some control over a major aspect of their lives namely their work...collective bargaining is not simply an instrument for pursuing external ends... rather it

is intrinsically valuable as an experience in self government (Supreme Court of Canada, 2007:22).

In Nigeria the need for collective bargaining is recognized as a reasonable technique for industrial dispute management when it first got enshrined in the Nigerian Trade Disputes Acts of 1974 and was eventually amended in 1978 (Abah, 2020). Consequently, to ensure that its practice is further encouraged in the country, it was equally included in the Nigerian Labour Act 2004 (Uvieghara, 2020). The implication of this is that whenever there is a breach in the collective agreement reached by the employers and the employees of different establishments in Nigeria that collective bargaining should be quickly resorted to in the management of the dispute that arises.

Ebonyi State University being the study of this research is one of the Public Organizations in Nigeria that pursues management of industrial disputes through Collective Bargaining. As a Public organization, it has experienced different industrial disputes which usually manifest when the goals of the management are incompatible with that of the staff, especially whenever the management of the university fails to fulfill the terms of labour agreement with the staff which could bother on salary / wages, delay in promotion, safety needs of the workers among others issues or other better conditions of service. Other source of dispute also occurs when the government fails to implement the terms of labour agreement with the staff of University.

In Ebonyi State University, industrial disputes have occurred in different occasions which have resulted from the inability of the University Management to fulfill terms of labour agreement with their employees. First among these is the inability of the State Government to pay a reasonable subvention to augment the funds raised within the University to pay workers salary and funding of some infrastructures in the University. Secondly, the defective Consolidated University Academic Salary Structure (CONUASS) and the Consolidated Tertiary Institutions Salary Structure (CONTISS) structure for Non-Academic Staff of Universities operated in the university. Again, the downsizing of workers salary and the indiscriminate laying off of many staff without their prior information, bad leadership style among others have seriously resulted into industrial disputes which at all times degenerates into strike actions. It is against this backdrop that this paper is prompted to investigate the need for the university to always resort to collective bargaining to enable settle establish a good relationship with her employees.

The objectives of the study are to: (i). determine the causes of industrial dispute in the Ebonyi State University, and (ii). ascertain the benefits of Collective Bargaining over other techniques of Industrial Dispute Management in Ebonyi State University.

Hypotheses

H₀₁: Inability to pay workers' salary by the management is not the cause of industrial disputes in Ebonyi State University.

H₀₂: Settlement of disputes through dialogue is not one of the advantages of collective bargaining over other techniques of industrial dispute management.

Theoretical Framework

This research is anchored on Power Parity Theory of industrial relations propounded by an American sociologist called Dubin in 1960. The theory upholds that industrial dispute in an organization presents a

situation of power parity, i.e power equality between the employers and the employees of the organization in which any perceived grievance or threat to embark on strike actions in the organizations is usually neutralized or quickly brought to an end through collective bargaining process since both parties are aware that muscle flexing will damage the economy or destabilize the society of which they may be blamed for it.

This theory is considered relevant to the study because it tends to emphasize on the reason why many employers and employees of different organizations desires to adopt collective bargaining in the management of their industrial dispute instead of using other techniques. The reason is simply because both parties believe that collective bargaining gives them the freedom and right to negotiate on the terms and conditions of labour agreement on a round table platform than taking other actions such as strike, lockout or closure of the organization that can cause harm to the economy.

Collective Bargaining

The term “Collective Bargaining” was first used in 1891 by Sidney Webb, a labour historian and an economic theorist who was one of the founders of the field of industrial relations in the United Kingdom. She and her partner Beatrice Webb described collective bargaining as a process through which workers come together and send representatives to negotiate over their terms and condition of employment. According to them, collective bargaining was seen as a collective alternative to individual bargaining or one of the techniques used by trade unions to further their basic purpose of maintaining and improving the working conditions of their members' (Webb 1920, cited in Flanders 2008). Webbs' definition of collective bargaining lays emphasis on the importance of collective action on the part of workers in establishing and negotiating formal agreements with their employers. In a related sense, Chenata (2012) opines that Collective bargaining is concerned with the relations between employers acting through their management representatives and organized labour. He went further to add that collective bargaining is not only concerned with the negotiation of a formal labour agreement but also with the day to day dealings between management and the union.

According to Salamon (2007) Collective bargaining is a method of determining terms and conditions of employment, which utilizes the process of negotiation and agreement between representatives of management and employees. It provides a formal channel through which the differing interests of management and employees are resolved on a collective basis. This definition of Salamon captures collective bargaining as a method in which a representative of either the management or that of the employees collectively negotiates on labour terms and conditions at the same time resolve other issues bothering them in the organization.

In his own view, Mulvey(2000) cited in Chenata (2012) defines collective bargaining as a system based on self determination with the contracting parties voluntarily assuming responsibility for reaching on an agreement and honouring that agreement. This definition of Mulvey recognizes one of the basic features of collective bargaining which is voluntary interest. And this therefore implies that for collective bargaining to take place there must be voluntary agreement of both parties involved that is the employers and the employees of the organization before their disputes can be resolved.

From the perspective of the International Labour Organization (ILO) Convention(1981) No. 98, Collective bargaining is seen as a voluntary negotiation between employers and workers of an organizations with a view to regulating terms and conditions of employment through collective agreements. This definition is in line with that of Mulvey which recognizes the idea of voluntary interest

of both parties before collective bargaining can take place in an organization. To Kaufman (2007) Collective bargaining is viewed as a process which presumes a place for organizations in a process involving direct negotiations between those representatives of employees and management whose outcome seeks to constitute agreement on substantive matters relating to wages and salaries as well as terms and conditions of service. He concluded by saying that Collective bargaining is the linchpin of pluralist industrial relations. This definition attempts to be more comprehensive as it captures the fact that collective bargaining becomes imperative in an organization when the matters relating to wages/salaries and other conditions of service becomes conflictual in the organization.

Dufty and Fells (2009) also contend that collective bargaining is a term that symbolizes industrial democracy since employees in union and employers participate on the basis of equality in the determination of wages and the conditions of employment. This definition sees collective bargaining as the only technique of industrial dispute management which gives both the employees and the employers the right and freedom to negotiate on terms and conditions of labour and other welfare needs in the organization.

Other scholars like Windmuller cited in Doellgast and Benassi (2014) have equally defined collective bargaining more broadly as a process of negotiation, joint decision-making, or joint regulation between groups who represent both employer and employee interests; and which implies the 'negotiation and continuous application of an agreed set of rules to govern the substantive and procedural terms of the employment relationship'. He went further to add that collective bargaining is distinct from consultation but joint problem-solving, in that it results into a formal bargained agreements or contracts to which both parties are obliged to adhere during an agreed upon period.

Collective bargaining can be viewed as the most developed form of representative or collective voice, as it is typically carried out within a framework of rules, procedures, and rights set out in national and international law. It can involve the different stakeholders such as the state, trade unions, workers councils, employers, middle managers, and employees. However, the role played by each of these actors in the bargaining system varies considerably across countries, depending on the bargaining structure and rights accorded to them through the law and practice (Visser, 2020). Rose (2008) posits that collective bargaining is the process whereby representatives of employers and employees jointly determine and regulate decisions pertaining to both substantive and procedural matters within the employment relationship. He further maintains that the outcome of this process is the collective agreement. And also that Collective bargaining as one of the processes of industrial relations performs a variety of functions in work relations. It could be viewed as a means of industrial jurisprudence as well as a form of industrial democracy. It is a better means of resolving workplace conflict between labour and management as well as the determination of terms and conditions of employment. Davey (2012) views collective bargaining as a continuing institutional relationship between an employer entity (government or private) and labour organization (union or association) representing exclusively a defined group of employees of said employer (appropriate bargaining unit) concerned with the negotiation, administration, and interpretation.

Fashoyin, (2020) defines collective bargaining as machinery for discussion and negotiation, whether formal or informal between employer(s) and worker's representatives aimed at reaching mutual agreement or understanding on the general employment relationship between employer(s) and workers. Abudu, (2007) opines that collective bargaining describes the process whereby trade unions deal with employers to negotiate, administer and interpret agreement governing the conditions of employment. To Abudu, the process of collective bargaining is a pioneering process since it sets the pace for labour

policies. In the view of Falade, (2014) collective bargaining is a process of decision making and its function has been recognized as a rule- making process. It also seeks to regulate economic behaviour in the labour market. Decisions are made through regular collective agreement which also serves as an effective method of industrial conflict resolutions. Collective bargaining serves as rule-making process because its central aim is to achieve a set of procedural rules or norms governing the terms of employment and conditions of service.

Adegun (2010) viewed collective bargaining as a form of job regulation with the representative of employers and employees jointly sharing the responsibility for the content of the rule and their observance thereof. According to him, any agreement resulting from collective bargaining process is termed legally as collective agreement .This covers many issues affecting employees such as rates of wages, hours of work, holiday sick pay, overtime conditions, and employment of apprentices, redundancy and procedure for settlement of grievance.

From the foregoing, it can be understand that a lot of definitions have been offered on the concept of collective bargaining. However despite the differing views of the scholars, it is believable that all of their definitions point to the fact that collective bargaining is a better technique of industrial dispute management than others since it gives the employers and employees the freedom and ability to negotiate on terms and conditions of labour in the organization.

Nature and Characteristics of Collective Bargaining

According to Harrison (2004), Collective bargaining by its nature can be described as negotiations about conditions and terms of employment between the employers and employees through their representatives with a view of reaching an agreement. It is a process which usually occur either when an existing agreement terminates and the management-union relationship must be reviewed, or when conflicts of interest arise and existing agreements are rejected, or when the need for an agreement arises because of a dispute or grievance (Nel, 2002:135). From this understanding we can simply say that Collective bargaining by its nature is a process since it involves interaction. And this interaction involves more than one person or group and these persons or groups have a common effect on one another because the behaviour of one person or group affects the behaviour of the other.

Dyakala (2009) distinguished an essential nature of collective bargaining from other techniques of industrial dispute management when he asserts that employees of an organization do not negotiate individually and on their own behalf, but do so collectively through representatives. This clearly therefore shows that collective bargaining can exist and function only if the employees themselves are prepared to identify a commonality of purpose, organize and act in concert and Management is prepared to recognize their organizations and accept a change in the employment relationship, which removes or at least constrains its ability to deal with employees on an individual basis. In fact the term “collective bargaining” as first used by Webb, was seen as an economic association which had trade unionism acting as an interest group and controlled by entry into the trade. On the other hand, Flanders (2008) argues that collective bargaining is a political process in the sense that the value of a union to its members is in its ability to protect their dignity and not economic achievement. Nevertheless, the Marxists scholars on their own have argued that collective bargaining is a means of social control within a trade and the class struggle between capital and labour.

Drawing from the perspective of other scholars, Nel and Rooyen cited in Harrison, 2004) opines that collective bargaining by its nature is made up of various parts which can be identified as communication

process, economic process, negotiation process, conflict control mechanism, and a management style technique. Collective bargaining is considered as a communication process essentially because it displays all the problems usually associated with communication, added to the other inherent problems surrounding an organization. However, during the collective bargaining process, the parties inform each other of their needs, wants and attitudes. As a communication process, collective bargaining depends on effective verbal language. Thus in the case of nonverbal communications, culture plays an important role because it has a direct influence on how the language is interpreted.

Furthermore, Collective bargaining can also be seen as an economic process since one of its major objectives is to improve salary/wages and conditions of service. And this has made many people to regard it mainly as an economic or marketing factor, but the problem with this view is that it implies a win-lose situation whereby labour will not be "sold" if the price is not right. Normally labour is withheld (by striking) only as a coercive or persuasive measure, the intention being that labour will be sold and compromise reached (Le Grange, 2006:16). Because of the economic orientation, it is suggested that collective bargaining is an economic market activity such as buying and selling a product by negotiating about the price. As a negotiation process, Collective bargaining is seen as a process of negotiation that is mainly aimed at the economic position of the employer-employee relationship. During this method, the behaviour and counter-behaviour of the parties involved in the negotiations are analyzed. It is generally accepted that dispute is generated by economic, ideological, socio-cultural and personal differences between people. According to Dubin (2007) if it is accepted that collective bargaining is an interactive process and that any human relationship has a certain conflict potential, then it is easy to understand why collective bargaining has an element of dispute. Therefore, the extent to which collective bargaining restricts dispute in an organization to a minimum level will depend on the extent to which the bargaining process serves the need and goals of the participants and on the objectives of the bargaining process itself. The negotiating activity must therefore be recognized and the contractual element admitted. It must also be recognized that these are elements or characteristics of the methods, and as such it cannot describe or define the nature of collective bargaining (Nel and Van Rooyen, 2005).

As a conflict control mechanism, collective bargaining is based on the principle of participation and the proactive regulation of the workplace relationship. Collective bargaining alleviates tension by making employers and employees participate with one another. Collective bargaining, therefore, regulates the relationships at the workplace (Doellgast and Benassi, 2014). As a trade union activity, almost from its inception collective bargaining has been intimately related to the growth and development of trade unionism (Le Grange, 2006).

As a management style or technique, collective bargaining can influence the management of an organization, without it being regarded as a management style, in various respects: Managers are compelled to follow certain rules in handling employees with regard to promotion, wages, overtime, etc. They must consider and preferably consult with their employees; and Collective bargaining introduces a prohibition on certain, normally accepted behaviour mode, such as withholding wages as a form of discipline. Since the establishment of collective bargaining, it has been related to the growth and development of trade unionism. Union representatives become the collective bargaining agent when they represent and act on behalf of the worker. Collective bargaining is seen as a method of joint decision-making that stimulates participation and consultation. Collective bargaining influences the management of an organization by compelling managers to follow certain rules relating to personnel, to act reasonably when consulting with employees and prohibits managers from carrying out certain forms of discipline (Adegun, 2010).

Characteristics of Collective Bargaining

Collective bargaining according to Harrison (2004) is made up of the following characteristics:

- **Collective Effort:** collective bargaining involves collective effort in the sense that all the workers collectively bargain for their collective interest. The reason for that is because left for different individuals workers, negotiation on terms and conditions of labour may be done arbitrarily which makes it difficult to obtain remedy for any perceived dissatisfaction. Therefore through collective effort, Workers and the management jointly arrive at an amicable solution through negotiations.
- **Bargaining Power:** In collective bargaining, the bargaining strength of both the parties across the table is equal. That is why it is often referred to as industrial democracy at work. However collective bargaining only becomes democratic when both the parties are equipped with its knowledge and skills. At the same time, the strength of the union also depends on the demand and supply of workforce. Similarly how much capital is invested upon one worker also determines the ratio of bargaining power.
- **Flexibility:** In collective bargaining both the parties should have flexible mental set up to arrive amicably at a common consensus. That is to say that collective bargaining does not require rigidity rather it provides on a platform where each party can amicably resolve their disputes.
- **Voluntary Interest:** Both the parties involved in collective bargaining must willingly come in front of each other voluntary in order to arrive at a voluntary agreement, which is mutually acceptable to both the parties. This implies that collective bargaining does not require the use of force before the parties involved can come together to resolve their disputes in an organization.
- **Continuous Process:** Collective bargaining does not only commence with negotiation and ends in argument, but it's a continuous process that includes implementation of the agreement and also further negotiations.
- **Dynamic Process:** collective bargaining is a dynamic process because it involves different stages that must be followed one after the other before an agreement is reached. During the negotiation process various issues which may change and be altered from time to time equally arises. The implementation process itself is also an ongoing issue. The reasoning ability of the parties involved keeps on changing. Various strategies used by both the parties keeps on changing based on the demand of the situation.
- **Representation:** The Collective Bargaining process must be represented by those who have the capacity to take decisions. That is why Rose (2008) posits that collective bargaining is the process whereby representatives of employers and employees jointly determine and regulate decisions pertaining to both substantive and procedural matters within the employment relationship
- **Bipartite Process:** collective bargaining is a bipartite process since it usually takes place between the two parties (employer and the employees) in an organization. The employees and the employers negotiate on the issues affecting them directly across round table. And there is no third party intervention like pressure groups, litigation, arbitration among others.

Concept of Industrial Dispute

Dispute is seen as a persistent factor of any organizational life as the members go about their daily round of activities (Kolb and Putnam, 2007). Whenever people must work together, there must be some degrees of dispute (Plunkett and Attner, 2019). This is because people will not always be in perfect agreement on all issues, goals, or perceptions. In fact dispute in a work environment is inevitable (Kelly, 2004). However, the concept of industrial dispute has been viewed in various ways by different scholars in various perspectives as follows: According to Mamoria and Ganker (2009), Industrial dispute means the differences in the midst of employees and employers emanating from employment and/or non employment terms. This definition of Mamoria and Ganker captures industrial dispute as any differences that emanates mainly on employment terms. This implies that this kind of dispute is directly between employers and employees and not among the employees themselves.

In a similar way, Onyeononi and Bankole (2019) view industrial dispute as a total range of behavioural and attitudinal expression of opposition and divergent orientation between employees and employer. To them, industrial dispute arises in an organization from a perceived incompatibility of actions, goals and interests between the labour force and management leading to antagonistic relationship. Akpala in Amah et-al (2012) concurs with the definition of Mamoria et-al when he asserts that industrial dispute entails disagreements between employers of labour and employees over terms of employment. According to him these Industrial disputes are caused by certain factors which could be external and internal in the industrial relations system of an organization in question. To that effect, Otobo, (2005) argues that internal factors or causes of industrial dispute in an organization include management style, nature of workplace, promotion policies, and grievance procedures among others. On the other hand External factors according to Agba (2007) include economic policies, political change, economic depression, culture, and technological change.

Consequently, Kiggundu (2010) argues that the external environmental factors pervade labour management relations. He further maintains that any attempt to focus on internal factors at the expense of external ones, will only provide a one sided view of the causes of disputes and would produce ideas that are generally found to be inadequate for organizations to relate effectively with their environment. To him Communication could also pose a challenge to industrial harmony. Communication here entails the transfer of information, ideas, understanding, and feeling either vertically or horizontally within the organization and its environment. Poor communication between labour and management impedes peaceful relationship between employees and employers (Mondy and Premeaux, 2003). Poor leadership style affects employees' intrinsic job satisfaction and could influence negatively on workers attitude to management. Therefore when workers are not satisfied with leadership style, dispute becomes inevitable. Appropriate leadership style is therefore a potent tool in ensuring harmonies of labour management relationship (Ushie and Agba 2010).

According to Stoner (2006) industrial disputes could be defined as disagreement between two or more organizational members or groups arising from the fact that they must share scarce resources or work activities and/or from the fact that they have different status, goals, values or perceptions. This definition as offered by Stoner attempts to look at industrial dispute from the angle of employee versus employee misunderstanding. But in the contest of this study, our major concern is the type of disputes that normally take place between the employers and the employees which calls for collective bargaining. To Allen (2019) "The nature of the transaction between managers and the managed which creates an enormous imbalance of economic power between the two classes, results in dispute situation. Suffice it to say that there are many sellers (workers) and relatively fewer buyers (employers) in the economy as the latter are

dominant over the former in every sphere of the activities through their ownership of the means of production in an organization. In accordance to that, Finnemore and Rensburg, (2000: 4), contends that so long as parties concerned in industrial relations namely employers and employees inevitably have divergent interests and objectives there would be at least the potential chances for dispute in the organization. This has been so because it has been observed that industrial dispute is an inherent part and nature of organizational life and work relations are an inevitable source of disputes.

From the same perspective, Farnham & Pimlott (2020) see industrial disputes as power-based between the employer and the employed. Because of the power-balance between the two sides, the stronger party, which is usually the employer, chooses to use its power differential, or the threat of it to impose its policies on the weaker employee in the industrial relations process. It is because of this debate that the model of the unitarist is based on the assumption that industrial relations is essentially cooperation, purposive and harmony of interest between management and the managed and so must see dispute as alien and pathological to an organization and must be accepted by modern scholars of industrial relations.

From the foregoing, it can be understood that a lot of views has been submitted on the concept of industrial dispute by many scholars. However, in all these definitions, some salient points to be noted are that dispute is an inevitable phenomena or an inherent nature of organizations. Secondly that disputes usually occur between the management (employer) and the employees which usually demand for suitable resolution technique like collective bargaining to for its management.

Causes of Industrial Dispute

A lot of factors accounts for the causes of industrial dispute in different public organizations today some of which can be seen as follows:

Salary/wages and Benefits: salary/wages and fringe benefits have historically been known to be a key driver of industrial disputes in different organizational settings (Onyeonuru and Bankole 2019). The reason to account for that is because when the management of organizations were unable to pay their workers' salaries/wages as at when due dispute can occur. In the same vein when other entitlements due to the workers such as health allowances, accommodation allowances, transportation among others. Dispute is bound to occur in the organization.

Delay or Denial of promotion: Promotion in organizational setting refers to the progressive movement of a worker from a lower rank to a higher rank due to years of experience or expertise knowledge of the worker over others (Ezeali and Esiagu, 2009). Promotion is another cardinal issue that leads to industrial dispute in public organizations. The reason for that is because when the management of an organization refuses to promote or out rightly denies a particular worker or group of workers their promotion as at when due such worker or group of workers may decide to revote against it which results to dispute can occur.

Layoffs: Indiscriminate layoff of workers is also another factor that leads to industrial dispute in organizations. The reason for that is because it has been discovered that many management of organizations often layoff their workers at any slightest excuse without recourse to the terms and conditions of employment agreement. But in actual sense, the labour law and terms of agreement specifies the procedure for employment and procedure for the dissolution which should be referred to after several other disciplinary measures must have been applied on the erring worker (Allen 2019). That is to say that before layoff should be applied to any employee of an organization, due processes according to the labour law must be followed.

Safety: For Ootobo (2005), “As far as employment agreement is concerned employers of labour have the responsibility of ensuring that their workers are protected. They can do this by making provision for the health needs of their workers in the organization”. Safety of workers is very important, however the inability to recognize it becomes a serious issue that brings about industrial dispute in public organizations. The reason for that is because, when the management of an organization fails to take the responsibility of protecting their employees from environmental hazards during their work hours the employees may decide to revote against the management which leads to dispute in the organizations.

Work Hours: in an organization, this is another factor that often leads to industrial dispute. Harrison (2004) maintains that disputes do arise in an organization when workers are required by the management to work extra hours than the one stated in their terms of agreement although it is more noticeable in private organizational settings. For instance, if the labour agreement states that the workers should come to work by 8: 00 am in the morning and leave the place of work by 4:00 pm but due to nature of activities in the organization, the management may demand the workers to work overtime in most cases without extra wage/salary.

Anti-Unionism: Anti-union is also another factor that brings about industrial conflict in an organization. The reason for that is because if an organization is such type that the management does not allow workers to form a union among themselves or join other union so that they can collectively agitate for their demands whenever there is perceived dissatisfaction, it can lead dispute. Allen (2020) noted that one of the reasons why some management of organizations does not allow their workers to join informal organization is the fear of losing control over them. That is to say workers in group can easily gain freedom to confront their employers whenever there is a breach of agreement between them.

Leadership Styles: leadership styles of management in an organization often lead to industrial dispute (Ama and Okafor, 2012). The reason for that is because there are different styles of leadership that can be applied by a management of a given organization which includes leize-afair style, democratic style, autocratic style among others. In view of that it has been discovered that autocratic style is the worst type of leadership and usually bring about dispute in different organizations. According to Akpala in Ama et.al (2012) autocratic style of leadership neither gives workers the chance to freely interact with the management nor give them the chance to freely bargain on the terms and conditions of labour agreement through dialogue. Workers in such an organization do not have the freedom to associate with one another and others too numerous to mention. Therefore when it gets to a point where workers of the organization can no longer endure this kind of style of leadership they can revote against it and that results to industrial dispute.

Effects of Disputes in Public Organization

Dispute as we all know is an inherent nature of an organization. Suffice it to say that no organization is immune or free from engaging in dispute. Dispute is inevitable in every organization because whenever people must work together, there must be some degrees of dispute (Plunkett and Attner, 1991). The reason to account for that is because people especially in organizational contest will not always be in perfect agreement on all issues, goals, perceptions and even leadership styles among others. However no matter what the cause of the dispute may be, the most important thing to be considered is the procedure for its resolution so that it will not degenerate into other issues that could adversely affect the organization (Ratnam, 2007). The effects of dispute in public organization are as follows:

Slow pace of functional activities: Dispute in public organization is noticed to have a serious negative effect on the functional activities of the organization. The reason is because during the period of Industrial dispute, both the management and the workers are not in good term as such they cannot come together to plan on how to carry out activities of the organization and to specify who should be responsible for carrying out what activity at a particular time. It is in recognition of this fact that Eteng, Agba, Ogaboh and Enang (2016) maintains that industrial dispute in an organization presents a situation of enmity, pointing of accusing finger on one another and a general less concern of both the management and the workers on activities of the organization.

Unhealthy rivalry between management and her employees: In the view of Dubin(1960), dispute in an organization presents an atmosphere of power parity between the management and the workers. During the period of dispute especially the one arising from breach of agreement, the workers appears to have been freed from the shackles of master-servant relationship with the management of the organization. Hence they are free to adopt any strategy to confront the management and make demand for their rights without considering any atom of loyalty.

Reduction in the productive level of the organization: According to Jaja and Umezuruike (2004), when an organization spends much of its time dealing with disputes, members take much of their time away from focusing on the core goals of the organization which they are tasked with achieving. This implies that dispute causes to an organization a huge loss as it forces members to focus less on the project at hand in the organization and focus more on gossiping about dispute or venting about frustrations. As a result, organizations can lose money, donors and access to essential resources.

Strike actions: Strike is a concerted and sustained refusal by work- men of an organization to perform some or all of the services for which they were hired (Ezeagba, 2014). Strike action indicates a breakdown of cordial relation between employees and employers. Therefore whenever employees or workers of an organization discover that the management is not willing to fulfill the terms and conditions of their labour agreement, they may decide to embark on strike action which they see as the means through which the management may be forced to pay attention to their plight.

Closure of the organization: Dispute in public organization brings about closure of the organization. The reasons for that is because when the management and the workers continuous to engage in dispute without seeking a means to resolve it, it can degenerate to a point where the organization may be closed.

Conditions Necessary for Collective Bargaining

For collective bargaining to take place in an organization, some necessary conditions must be recognized which can be seen as follows:

Freedom of Association: Flanders (2008) asserts that collective bargaining can only take place in an organization where freedom of association is guaranteed. On the other hand, in an organization where the management does not allow freedom of association it is always difficult to managed industrial dispute through collective bargaining. This therefore implies that, there will be no meaningful collective bargaining without the freedom of association accorded to both employers and workers.

Trade Union Recognition: For collective bargaining to take place in an organization there should be recognition of trade union in such organization (Dyakala, 2009). Conversely, in an organization where the management is anti-union, it is not always easy to achieve industrial dispute through collective bargaining.

Observance of Agreements: According to Adegun (2010) collective bargaining thrives more favourably in a country where labour law system provides sanctions for breaches of agreements reached through the collective bargaining process. In that case, the labour administrative authorities may be easily consulted if the negotiation process fails to end the dispute between the employers and the employees of an organization. Thus the labour authorities may decide to impose any necessary sanction against the management of the organization in question.

Good Faith: Dufty and Fells (2009) maintains that Collective bargaining is workable only if the parties involved bargain in good faith. If not, there will be only process of bargaining without a result, that is an agreement. Good faith is more likely to be achieved where certain attitudes are shared among employers, workers and their organizations for a belief and faith in the value of compromise through dialogue, in the process of collective bargaining, and in the productive nature of the relationship collective bargaining requires and develops. Strong organizations of workers and employers contribute to bargaining in good faith, because there would be some parity in the bargaining strength of the two parties.

Proper Internal Communication: The Nigerian Labour Congress Policy Document (2008) states that for collective bargaining to take place in an organization both the management and union should keep their managers and members respectively well informed, as a lack of proper communication and information can lead to misunderstandings and even to strikes. Sometimes managers and supervisors who are ill-informed may inadvertently mislead workers who work under them about the current state of negotiations, the management's objectives and so on. In fact, it is necessary to involve managers in deciding on objectives and solutions, and such participation is likely to ensure greater acceptance - and therefore better implementation - by them.

Advantages of Collective Bargaining over other Techniques of Industrial Dispute Management in

Public Organization

Collective bargaining is the negotiation process that takes place between an employer and a group of employees when certain issues arise. The employees rely on a union member to represent them during the bargaining process, and the negotiations often relate to regulating such issues as working conditions, employee safety, training, wages, and layoffs among others. When an agreement is reached through a bargaining process, the resulting agreement becomes the contract governing employment issues in such organization (Harrison, 2004). Based on that, Collective bargaining is considered more advantageous over other techniques of industrial dispute in public organizations for so many reasons:

Firstly, collective bargaining has an advantage of dispute management through dialogue and consensus rather than through conflict and confrontation. According Falade (2014), collective bargaining differs from arbitration where the solution is based on a decision of a third party while arrangements resulting from collective bargaining usually represent the choice or compromise of the parties themselves. Arbitration may displease one party because it usually involves a win/lose situation, and sometimes it may even displease both parties.

Secondly, collective bargaining is a form of participation process and often brings about industrial democracy in an organization this is because it gives both parties (the management and the employees) chances to participate in deciding what proportion of the 'cake' is to be shared by the parties entitled to a share. To that effect, Dufty and Fells (2009) argue that collective bargaining is a form of participation

process because it involves a sharing of rule-making power between employers and unions in areas which in earlier times were regarded as management prerogatives, for instance transfer, promotion, redundancy, discipline, modernization, production norms.

Furthermore, collective bargaining brings about social partnership towards which labour relations should strive in organizations. According Akpala (2008), Social partnership in this context may be described as a partnership between organized employer institutions and organized labour institutions designed to maintain non-confrontational processes in the settlement of disputes which may arise between employers and employees.

In the view of Falade (2010) Collective bargaining unarguably contributes in building up a system of industrial jurisprudence by introducing civil rights in an organization. In other words, it ensures that management of an organization is guided by rules rather than by arbitrary decisions while dealing with their employees. The reason for that is because any attempt of the management to behave otherwise the collective agreement will be quickly called to mind. Of which they will be held responsible for such act of breach.

More over collective bargaining has a valuable by-product relevant to the relationship between the two parties in an organization. It contributes towards mutual understanding by establishing a continuing relationship between the parties in dispute (Otobo, 2005). The process, once the relationship of trust and understanding has been established, creates an attitude of attacking problems together rather than each other.

Unlike other techniques of dispute resolution, collective bargaining provides a flexible means for the adjustment of wages and employment conditions to economic and technological changes in an organization. And through this means the chances for disputes to occur in the organization are reduced. In view of that, Thomas (2010) observed that countries with highly co-ordinated collective bargaining practices tend to have less inequality in wages, lower and less persistent unemployment and few and shorter strike actions than in countries where collective bargaining is less established.

Salamon (2007) maintains that in societies where there is a multiplicity of unions and shifting union loyalties, collective bargaining and consequent agreements tend to stabilize union membership. For instance, where there is collective agreement employees are less likely to change union affiliations frequently. This is of value also to employers who are faced with constant changes in union membership and consequent inter-union rivalries resulting in more disputes in the workplace than otherwise.

Perhaps most important of all collective bargaining usually has the effect of improving industrial relations. This improvement can be at different levels. The continuing dialogue tends to improve relations at the workplace level between workers and the union on the one hand and the employer on the other. It also establishes a productive relationship between the union and the employers' organization where the latter is involved in the negotiation process. Collective bargaining influences the management of an organization by compelling managers to follow certain rules relating to personnel, to act reasonably when consulting with employees and prohibits managers from carrying out certain forms of discipline (Adegun, 2010).

Methodology

Design

This paper adopted descriptive survey design. It employed the use of questionnaire and oral interview to obtain statistical data.

Population of the Study

The population of this study is 2686 staff of Ebonyi State University which comprised 847 Academic staff and 1839 non Academic staff respectively.

This can be seen in the table below:

Staff	No.
Academics	847
Non Academics	1839
Total	2686

Source: Personnel Department, Ebonyi State University (EBSU) Abakaliki (2023)

Sample Size and Sampling Techniques

In order to determine the sample size of the study, Taro Yameni's statistical was used;

$$n = \frac{N}{1+N(e)^2}$$

$$n = \frac{2686}{1+2686(0.05)^2}$$

$$n = \frac{2686}{1+2686(0.0025)}$$

$$n = \frac{2686}{1+6.715}$$

$$n = \frac{2686}{7.715}$$

$$n = 348.152$$

$$n = 348$$

Bowel's (Kummer) proportional allocation formula was used to determine the actual number of sample of academic and non academic staff.

$$n_h = \frac{n_h \times n}{N}$$

Where; n_h = number of staff from each category

n = sample size of the study

N = Total population.

Staff	No.	Sample size
Academics	847	110
Non Academics	1839	238
Total	2686	348

Source: Researchers Computation.

Data Presentation and Analysis

Table 1: Questionnaire Administered

Options	No	Percentage %
Returned	340	97.7%
Not Returned	5	1.4%
Discarded	3	0.9%
Total	348	100

Source: Field Work, 2023

Table 2. Inability to pay workers’ salary/wage by the management is a major cause of industrial dispute in EBSU.

Options	No of Respondents	Percentage %
Strongly agree	225	66.2%
Agree	82	24.1%
Undecided	10	2.9%
Disagree	16	4.8%
Strongly disagree	7	2.0%
Total	90	100

Source: Field Work, 2023

The above table shows that 225 respondents representing 66.2% strongly agree, 82 respondents representing 24.1% Agree, 10 respondents representing 2.9% are undecided, 16 respondents representing 4.8% disagree while 7 respondents representing 2.0% strongly disagree. This shows that majority of the respondents strongly agree that inability to pay workers' salary/wages by the management is a major cause of industrial dispute in EBSU.

Table 3. Delay in the promotion of workers by the management can equally lead to industrial dispute in public organizations

Options	No of Respondents	Percentage %
Strongly agree	210	61.8%
Agree	90	26.5%
Undecided	15	4.4%
Disagree	14	4.1%
Strongly disagree	11	3.2%
Total	340	100

Source: Field Work, 2023.

210 respondents representing 61.8% strongly agree, 90 respondents representing 26.5% agree, 15 respondents representing 4.4% are undecided, 14 respondents representing 4.1% disagree while 11 respondents representing 3.2% strongly disagree. This shows that majority of the respondents strongly agree that delay in the promotion of workers by the management can equally leads to industrial dispute in public organization.

Table 4. Industrial dispute can occur in public organization due to indiscriminate lay- off of staff.

Options	No of Respondents	Percentage %
Strongly Agree	199	58.5%
Agree	85	25%
Undecided	27	7.9%
Disagree	19	5.7 %
Strongly disagree	10	2.9%
Total	340	100%

Source: Field Work, 2023

199 respondents representing 58.5% strongly agree, 85 respondents representing 25% Agree, 27 respondents representing 7.9% are undecided, 19 respondents representing 5.7% disagree, while 10 respondents 2.9% strongly agree. This indicates that majority of the respondents strongly agree that industrial dispute can occur in public organization due to indiscriminate lay- off of staff.

Table 5: Display of anti-Unionism by the management is another cause of industrial dispute in public organization.

Options	No of Respondents	Percentage %
Strongly Agree	202	59.4%
Agree	92	27.0%
Undecided	32	9.4%
Disagree	8	2.4 %
Strongly disagree	6	1.8%
Total	340	100%

Source: Field Work, 2023.

The table shows that 202 respondents representing 59.4% strongly agree, 92 respondents representing 27.8% Agree, 32 respondents representing 9.4% are undecided, 8 respondents representing 2.4% disagree while 6 respondents representing 1.8% strongly disagree. This means that majority of the respondents strongly agree that display of ant-Unionism by the management is another cause of industrial dispute in public organization.

Table 6: Industrial dispute in public organization can also arise due to bad leadership style of the management.

Options	No of Respondents	Percentage %
Strongly Agree	202	71.2%
Agree	48	14.1%
Undecided	17	5%
Disagree	20	5.9 %
Strongly disagree	13	3.8%
Total	340	100%

Source: Field Work, 2023.

Table above shows that 242 respondents representing 71.2% strongly agree, 48 respondents representing 14.1% Agree, 17 respondents representing 5% are Undecided, 20 respondent representing 5.9% disagree while 13 respondents representing 3.8% strongly disagree. This therefore indicates that majority of the respondents strongly agree that industrial dispute in public organization can also arise due to bad leadership style of the management.

Table 7: Industrial dispute brings about unhealthy rivalry between the management of an organization and her employees.

Options	No of Respondents	Percentage %
Strongly Agree	221	65.%
Agree	69	20.3%
Undecided	34	10%
Disagree	10	2.9%
Strongly disagree	6	1.8%
Total	340	100%

Source: Field Work, 2023.

Table 8: Settlement of dispute through dialogue is a major advantage of collective bargaining over other techniques of industrial dispute management

Options	No of Respondents	Percentage %
Strongly Agree	233	68.5%
Agree	63	18.5%
Undecided	15	4.4%
Disagree	19	5.7%
Strongly disagree	10	2.9%
Total	340	100%

Source: Field Work, 2023

The table above shows that 233 respondents representing 68.5% strongly agree, 63 respondents representing 18.5% agree, 15 respondents representing 4.4% are undecided, 19 respondents representing 5.7% disagree while 10 respondents representing 2.9% strongly disagree. This shows that majority of the respondents strongly agree that settlement of dispute through dialogue is a major advantage of collective bargaining over other techniques of industrial dispute management in Ebonyi State University.

Table 9: Collective bargaining provides a flexible means for improving the salary/wage and other better employment conditions of the workers.

Options	No of Respondents	Percentage %
Strongly Agree	216	63.5%
Agree	77	22.6%
Undecided	22	6.5%
Disagree	16	4.8%
Strongly disagree	9	2.6%
Total	340	100%

Source: Field Work, 2023

Table 9 above shows that 216 respondents representing 63.5% strongly agree, 77 respondents representing 22.6% agree, 22 respondents representing 6.5% are undecided, 16 respondents representing 4.8% while 9 respondents representing 2.6 strongly disagree. This indicates that majority of the respondents strongly agree that collective bargaining provides a flexible means for improving the salary/wage and other better employment conditions in Ebonyi State university.

Table 10: Social partnership between the workers and the management is one other advantage of collective bargaining over other industrial dispute management techniques

Options	No of Respondents	Percentage %
Strongly Agree	211	62.1%
Agree	80	23.5%
Undecided	9	2.7%
Disagree	30	8.8%
Strongly disagree	10	2.9%
Total	340	100%

Source: Field Work, 2023

Table 10, above shows that 211 respondents representing 62.1% strongly agree, 80 respondents representing 23.5% agree, 9 respondents representing 2.7 are undecided, 30 respondents representing 8.8% disagree, while 10 respondents representing 2.9% strongly disagree. This means that majority of the respondents strongly agree that social partnership between the workers and the management is one other advantage of collective bargaining over other industrial dispute management techniques in Ebonyi State University.

Table 11 : Collective bargaining gives room for participation of workers in decision making process

Options	No of Respondents	Percentage %
Strongly Agree	226	66.5%
Agree	69	20.3%
Undecided	14	4.1%
Disagree	24	7.1%
Strongly disagree	7	2.0%
Total	340	100%

Source: Field Work, 2023

The above table shows that 226 respondents representing 66.5% strongly agree, 69 respondents representing 20.3% agree, 14 respondents representing 4.1% are undecided 24 respondents representing 7.1% while 7 respondents representing 2.0% strongly disagree. This therefore shows that majority of the respondents strongly agree that collective bargaining gives room for participation of workers in decision making process in Ebonyi State University.

Table 12: Collective bargaining creates avenue for peaceful industrial relations between the workers and the management

Options	No of Respondents	Percentage %
Strongly Agree	242	71.2%
Agree	55	16.2%
Undecided	17	5%
Disagree	14	4.1%
Strongly disagree	12	3.5%
Total	340	100%

Source: Field Work, 2023

Table 21, above shows that 242 respondents representing 71.2% strongly agree, 55 representing 16.2% agree, 17 respondents representing 5% are undecided, 14 respondents representing 4.1% disagree, while 12 respondents representing 3.5% strongly disagree. This implies that majority of the respondents strongly agree that collective bargaining creates avenue for peaceful industrial relations between the workers and the management of Ebonyi State University.

Test of Hypotheses

Hypothesis One

H_{A1}: Inability to pay workers' salary/wages by the management is a major cause of industrial dispute in Ebonyi state university..

H₀: Inability to pay workers' salary/wage by the management is not a major cause of industrial dispute in Ebonyi state university.

$$X^2 = \sum \left(\frac{O - E}{E} \right)^2$$

Where; O= observed frequency

Σ = Expected frequency

Σ = Summation of the contingency table.

Using table 2

Options	No of Respondents	Percentage %
Strongly Agree	225	66.2%
Agree	82	24.1%
Undecided	10	2.9%
Disagree	16	4.8%
Strongly disagree	6	2.0%
Total	340	100

Source: Field Work, 2023

$$\text{Expected (E)} = \frac{340}{5} = 68$$

Chi- Square Calculation Table

Observed Frequency (O)	Expected Frequency (E)	O-E	(O-E) ²
$\frac{O - E}{E}$			
225	68	157	24649
82	68	14	196
10	68	-58	3364
16	68	-52	2704
7	68	-61	3721
Σ	340		509.1

Source: Field Work, 2023

Therefore, Calculated chi-square= 509.1

To compute degree of freedom (df)

$$Df= (R-1) (C-1)$$

Where; R= number of row

C = number of columns.

$$Df = (5-1) (2-1)$$

$$= (4) (1)$$

$$4 \times 1$$

$$DF= 4$$

Level of significance = (0.05)

The critical value under (0.05) level of significance at degree of freedom (df) 4 is 9.49

Thus; Calculated chi-square (X^2) = 509.1

Critical value = 9.49

Decision Rule

Since the calculated chi-square is greater than the critical value the alternate hypothesis was accepted while the null was rejected. It therefore shows that inability to pay workers' salary/wages by the management is a major cause of industrial dispute in public organizations.

Hypothesis two

H_{A3} : Settlement of dispute through dialogue is a major advantage of collective bargaining over other techniques of industrial dispute management

H_{o3} : Settlement of dispute through dialogue is not a major advantage of collective bargaining over other techniques of industrial dispute management

$$X^2 = \sum \left(\frac{O - E}{E} \right)^2$$

Where; O = observed frequency

E = Expected frequency

Σ = Summation of contingency table

Using table 8

Options	No of Respondents	Percentage %
Strongly Agree	233	68.8%
Agree	63	18.5%
Undecided	15	4.4%
Disagree	19	5.7%
Strongly disagree	10	2.9%
Total	340	100%

Source: Field Work, 2023.

$$\text{Expected frequency (E)} = 340 \times \frac{68}{5}$$

Chi- square calculation

Observed Frequency (O)	Expected frequency (E)	O-E	(O-E) ²	$\frac{O - E}{E}$ ²
233	68	165	27225	400.3
63	68	-5	25	0.36
15	68	-53	2809	41.3
19	68	-49	2401	35.3
10	68	-58	3364	49.4
Σ	340		526.1	

Source: Field Work, 2023

Therefore, calculated chi-square (χ^2) = 526.7

To compute degree of freedom (df).

$$df = (R-1) (C-1)$$

Where; R= number of rows

C= number of columns

$$df = (5-1) (2-1)$$

$$= (4) (1)$$

$$4 \times 1$$

$$df = 4$$

Level of significance = (0.05)

The critical value under 0.05 level of significance at degree of freedom (df) 4 is 9. 49

Thus; calculated chi-square (χ^2) = 526.7

Critical value = 9.49

Decision Rule

Since the calculated chi square is greater than the critical value the alternate hypothesis was accepted while the null hypothesis was rejected. This shows that settlement of dispute through dialogue is a major advantage of collective bargaining over other techniques of industrial dispute management in Ebonyi State University.

Findings

From the analysis of data collected, we found as follows:

- That inability to pay workers salary by the management is a major cause of industrial dispute in Ebonyi state university.
- That delay in the promotion of workers as at when due by the management is another cause of industrial dispute in Ebonyi state university.
- That industrial dispute has resulted to incessant strike actions in the institution.
- That settlement of disputes through dialogue is a major advantage of collective bargaining over other techniques of industrial dispute management.
- That collective bargaining provides a flexible means for improving the wage/salary and other employment conditions of workers

Recommendations

With regards to the findings made in the course of this research, the following recommendations among others were made:

- Public organizations should make timely payment of workers salary/wages a top priority so that workers can be motivated to put in their best efforts in the service and prevent the occurrence of industrial dispute.
- Ebonyi State University should ensure prompt promotion of their workers to boost their morale and motivate their efforts to effective service delivery in the university
- Public organizations and Ebonyi State University in particular should pursue with vigour the application of collective bargaining mechanism as a standard and major technique for the settlement of industrial dispute whenever it occurs in the institution.
- The management of Ebonyi State University should adopt good leadership style that can guarantee harmonious relationship between the workers and the management to prevent unnecessary occurrence of industrial dispute in the institution.

- The Federal Government of Nigeria should keep to terms and conditions of the agreement reached with their workers so that the threat and occurrence of incessant strike actions with its attendant effects in the Nigeria public organization can be ameliorated.

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