

# Collective Bargaining Agreement and Employee Performance in Nigeria

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## -----ABSTRACT-----

*The general purpose of the study was to establish the influence of strike actions on employee performance: the case of University of Benin Teaching Hospital (UBTH). This study was guided by the following research objectives; to determine the effect of collective bargaining agreement negotiation on employee performance and to determine the effect of dispute resolution on employee performance. Descriptive research was used to investigate variables without manipulating. The target population was 550 employees. The study targeted employees who work at casualties and emergency department, nursing care, and clinical and diagnostic department. Stratified random sampling method was used to select a sample of 100 employees. Reliability and validity analysis was conducted to establish whether the research instrument meets the threshold. Correlation analysis was adopted to establish the relationship between the independent and dependence variables. SPSS version 23 was used to aid in data analysis. Results were presented using figures and charts. The findings of the study showed that there was a strong correlation between collective bargaining and employee performance  $r=0.440$ ,  $p<0.000$ . This indicates that collective bargaining influences employee performance. The study concluded that strike action is a fore to progress, a threat to working condition development and to the employee performance to be precise. It should therefore be the last weapon to use in order to get ones needs. The study therefore recommended that University of Benin Teaching Hospital (UBTH) should also offer employees better working conditions such as training, skills, health, and safety and well-being; working time and work-life balance.*

**Keywords:** Collective bargaining, Strike, Employee performance

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## I. Introduction

Like the saying goes, “a worker deserves his wage”. Not only his wage rather everything that comes with good working environment and staff welfare. Hence, the labour or the trade unions make sure these interests is being protected. A trade union, also referred as a labor union, is a group of workers or employees that have banded together to pursue similar goals, like improving working conditions and using collective action to protect and advance their interests. In order to get advantageous labor contracts for its members, it negotiates with employers or management under the direction of its leadership (Row 2010). In essence, a trade union is an organization created by workers to have talks with employers via management channels (Worden, 2009). Collective bargaining is a tool that these unions use to improve the working circumstances and social standing of their members by raising their status, pay, and working conditions (Koumenta, 2011). Trade unions are associations of employees and their main objective is to represent employees' interests to the employers (Armstrong & Taylor, 2014). According to Deery and Iverson (2005), trade unions can affect organizational productivity positively or negatively. Through successful negotiation, trade unions are able to positively affect organizations productivity. In addition, trade unions can also negatively affect organizations productivity by causing employees to stop working or to engage in sabotage. According to Amah and Ahiauzu (2013), organizations that are unionized are more productive than organizations that are nonunionized. Cote (2013) asserts that trade unions' can increase organizational productivity.

Trade unions can, however, also lower organizational productivity when they are unable to agree on improved conditions through peaceful negotiation; this is because they frequently go on strikes, which lower

organizational productivity (Cote, 2013). According to Gall and Fiorito (2016), trade unions regulate the interactions between employers and employees. An association of workers established continuously with the goal of obtaining a wide range of advantages is known as a trade union (Podro, 2011). A trade union is an ongoing group of employees that get together to preserve and enhance the working circumstances they are employed in (Kambilinya, 2004). In West Africa, the University of Benin Teaching Hospital (UBTH) offers a variety of medical specialties. The Nigeria National Health Act's edict (number 12) was enacted on May 12, 1973, leading to the establishment of the hospital, which is situated in Ugbowo, Benin City (University of Benin Teaching Hospital, 2022). It was established as the sixth of Nigeria's first-generation teaching hospitals to support University of Benin, her sister institution, and to offer secondary and tertiary care to the then-midwestern region (now Edo and Delta State) and its surroundings. It provides facilities for the training of a high- and middle-level workforce for the health industry. UBTH spearheads research opportunities for lecturers in the University and others who study the burden of economic morbidity as well as other research issues ([ghdx.healthdata.org](http://ghdx.healthdata.org)). Through the Community Health Centres in Ogbona and Udo, and the General Practice Clinic that came on stream later, UBTH equally provides some avenues for primary health care to the immediate communities. University of Benin Teaching Hospital offers an internship training for medical professionals from various medical fields such as Medicine, Pharmacy, Physiotherapy, Ophthalmology, Medical Laboratory scientist, Nursing, Radiography, Dentistry, Nutrition and Dietetics, amongst other professions.

### **Objectives of the study**

The purpose of this study was to investigate the influence of strike and employee performance. The specific objectives are to:

- i. determine the effect of collective bargaining agreement on employee performance of University of Benin Teaching Hospital (UBTH).
- ii. ascertain the effect of dispute resolution on employee performance of University of Benin Teaching Hospital (UBTH).

The research sought to answer the following research questions:

- i. Does collective bargaining agreement negotiation affect employee performance of University of Benin Teaching Hospital (UBTH)?
- ii. Does dispute resolution affect employee performance of University of Benin Teaching Hospital (UBTH)?

## **II. LITERATURE REVIEW**

### **BRIEF HISTORY OF UNIVERSITY OF BENIN TEACHING HOSPITAL (UBTH)**

In 1969, Professor Tiamiyu Belo-Osagie and Colonel Samuel O. Ogbemudia, the governor of the Nigerian state in the Midwest, came up with the idea for the University of Benin Teaching Hospital. The governor's private visits to the Lagos University Teaching Hospital and the Island Maternity Hospital in Lagos sparked the idea to build a suitable medical facility in the country's Midwest. A few months later, Prof. H. Oritsejomi Thomas was appointed Chairman of the newly formed Advisory Committee for the Midwestern Medical Center. Professor Tiamiyu Belo-Osagie, Professor Alex Eyimofe Boyo, and Mr. O. I. Afe, Head of Service and Secretary to the Midwestern Military Government, were among the other committee members (University of Benin Teaching Hospital, 2022). The committee chose Costain (Nigeria) Limited to build the hospital, and the Federal Government of Nigeria and the Government of the Midwestern Region jointly provided funding for the project in the same year. Mr. J. O. Iluebbey, Dr. A. E. Ikomi, Dr. F.O. Esiri Infirmary, Dr. Irene E. B. Ighodaro, Professor Glyn O. Philips, and other well-known people supported the hospital's establishment from its inception to its operation. Colonel Samuel O. Ogbemudia changed the name of the "Midwest Medical Centre" to the "University of Benin Teaching Hospital" during a budget address in April 1972. Professor Darlington E. Obaseki is in charge of the University of Benin Teaching Hospital ([ghdx.healthdata.org](http://ghdx.healthdata.org)).

### **Strike actions**

A strike is a mass stoppage of labor brought on by an employee or employees' refusal to work. Typically, strikes are called in response to complaints from the workforce. During the Industrial Revolution, strike action gained significance as mass labor became necessary in factories and mines. Since factory owners had far more political clout than workers, they were quietly made illegal in the majority of countries. In the late 19th and early 20th centuries, strike action became somewhat lawful in the majority of western countries. Sometimes, the government is pressured to change policies through the use of strike activities. Strike action can occasionally topple a specific political party or leader's authority. In these situations, strikes are frequently a component of a larger social movement that takes the shape of a civil resistance movement. A couple of noteworthy examples are the 1932 indigenous railway workers' strike led by Pa Michael Imodu during the colonial era and the 1945 first general strike in Nigeria (Marindany, 2012). According to Dessler (2013), a strike is a temporary work stoppage

by a group of workers (who are not necessarily members of a union) to express a grievance or enforce a bargaining demand. Chijoke (2013) defined a strike as an organized work stoppage by a body of workers to enforce compliance with demands made on an employer or a group of employers. Typically, the Academic Staff Union of Universities in Nigeria uses strikes as a way to pressure the government to honor its demands. According to the International Labor Organization (2011), strikes are the most public and contentious type of collective action that can occur during a labor dispute and are frequently utilized by workers' organizations as a last alternative to achieve their goals. Work stoppages and decreased productivity are the results of trade union-caused strikes (Marindany, 2012). Since 1970, workers' demands for better pay and working conditions have led to a rise in strike actions. This is because, despite economic downturns, management frequently fails to appropriately address the requirements and desires of the workforce. Any action done collectively by trade unions or other organized labor with the goal of lowering workplace productivity is referred to as a "strike" or "job action.". Quite often, it is used and interpreted as a euphemism for strike or mass strike, but the scope is much wider (Brademas et al. 2011). When employers or employees take collective action to put pressure on the other collective bargaining party to accomplish its objectives, this is referred to as strike action. The word and labor dispute are frequently used interchangeably. In an effort to negotiate a new collective bargaining agreement, unions, employees, or employers may engage in industrial action, such as strikes, work stoppages, or sabotage. However, throughout the term of an agreement, such activity is forbidden (Brademas et al. 2011). Three factors can be used to quantify strike activity: the quantity of lockouts and strikes, the number of workers impacted, and the quantity of missed workdays (Armstrong, 2006).

### **Collective bargaining agreement negotiation and employee performance**

Through the process of collective bargaining, trade unions negotiate terms of employment with their employers, including salaries, benefits, and working conditions, on behalf of their members (American Federation of Labor and Congress of Industrial Organizations, 2016). Collective bargaining, according to Kochan (2012), is the working relationship between unions and their employers. Collective bargaining is defined as "a written agreement concerning terms, conditions of employment or any other matter of mutual interest concluded by one or more registered trade unions and one or more employers and or registered organizations" by Finnemore and Van der Mewe (1996:147). Collective bargaining agreements are used by labor unions in the US to set a framework for working conditions, which will include output and productivity (Rolfesen, 2013). Trade unions seek collective bargaining agreements to safeguard and expand their members' rights to greater compensation and workplace protections, according to Zhavoronkov (2015). Collective bargaining, according to Odhong and Omolo (2014), offers a crucial framework and conduit for deciding on the terms and conditions of employment. Furthermore, a collective bargaining agreement offers a framework that defines employment requirements and work output precisely. Gyesie (2017) looked into how employee performance management is affected by collective bargaining agreements. It has been proven that performance is impacted by collective bargaining.

### **Terms and Conditions of Employment**

According to Boheim and Booth's (2004) theory, workers join trade unions in order to gain protection and better working circumstances. A trade union can accomplish this by helping its members grow in strength and unity. The phrase "working conditions" describes both the physical workspace and the non-cash components of an employee's employment contract. Armstrong and Taylor (2014) list training, skills, health, safety, and well-being as well as working hours and work-life balance as components of working conditions. A survey on the opinions of railroad workers on working conditions and the function of trade unions was carried out by Parasail (2013). The results showed that workers are happy with their pay, the organization's benefits, their time off, working hours, maternity leave, and bonuses. According to John (2010), teachers at Tanzania's government schools are unable to do their jobs well because they are treated poorly, receive low pay, have unfavorable working circumstances, and are demoralized. In a study done in the US and Britain, Bryson and Freman (2013) examined employee views of working conditions and the desire for worker representation. The results showed a high correlation between the desire for union representation and subpar working conditions. According to Lee and McCann (2011), job contracts in Tanzania are either verbal, informal, or nonexistent. Furthermore, workers in the informal sector do not significantly benefit from collective bargaining. While formal and written contracts are only offered to public administration, real estate, financial services, transportation, and communications, trade unions are unable to negotiate for reduced working hours. The results of a study by Gichaba (2013) at Kisii University in Kenya on the perception of trade union influence on terms and conditions of service and job security of employees showed that trade unions have a significant influence on terms and conditions, which in turn influences staff promotion, staff education and training, protective clothing, tools and conditions of work, and staff medical benefits. In the Jaffna District of Sri Lanka, Glumpton (2010) studied the performance of employees and their attitudes toward their jobs in public sector companies. Research has demonstrated that companies that enhance their work policies and procedures witness a positive improvement in employee job satisfaction and

motivation. Wandera (2011) looked into how short-term contracts affect a company. It was shown that short-term employment has an impact on organizational productivity since it requires a significant amount of time to train new hires due to a high turnover rate.

### **Occupation Health and Safety**

A study on the impact of workplace safety and health on workers' job performance was carried out in 2016 by Iheanacho and Ebitu at a few Nigerian cement companies. In this study, a survey research design was used. A sample of one hundred employees was chosen by simple random selection. To find the association between the variables, Pearson correlation analysis was performed. The results showed that worker job performance and industrial health and safety practices had a substantial favorable association. According to Abihud's (2013) theory, the Arusha Airport Authority's organizational performance is impacted by its health and safety programs. A case study methodology was applied. 31 respondents made up the study's sample. Interviews with semi-structured questions were used to get data. It has been proven that employee performance is impacted by occupational health and safety programs. It was also disclosed that the Arusha Airport Authority faces a number of difficulties in implementing occupational health and safety at the airport, including personnel involvement, budgetary compliance, drive, and training and education.

### **Employee Benefits**

Hofstede (2012) states that it is expected that 37 (67%) of the 55 African countries have minimum wages in place in 2007. Furthermore, the vast majority of nations have a flat national minimum salary, although some have created minimum wages based on industries or professions. Mohamed (2014) studied how trade unions could improve working conditions for their members: the Tanzania Teachers Union as an example. The results showed that one of the biggest issues affecting trade union members is inadequate remuneration. According to Mason and Bain (2001), unionized workers typically receive training options through which they can advance both personally and professionally.

### **Factors influencing employee performance**

Research on industrial relations and industrial action was done by Mwamzandi (2013), who looked at socioeconomic determinants and how they affected industrial action in a few Kenyan parastatals. Results showed that the rise in inflation was the cause of the most recent round of strikes at parastatals. Amadi and Urho (2016) looked into the impact of strikes on the administration of education in Rivers State universities. The results showed that low quality services, low pay and disparate pay scales, and a lack of social services for employees and students are the main reasons behind strike activity. Suleyman (2015) claims that long hours and unfavorable working conditions are the main causes of employee strikes. Additionally, the Tanzanian Labor Relations Act stipulates that an employee may work no more than 45 hours per week and that an employer must compensate overtime at least 1.5 times the employee's base pay. Unfair compensation, such as poor pay, discrimination, and inadequate instruments of the trade, can also lead to strikes. Poor working conditions, low pay, and rivalry between unions are a few examples of variables that influence employee strikes, according to Rohit (2015). A study by Kamrul, Ashraful, and Arifuzzaman (2015) examined the main reasons for labor unrest and how it affects Bangladesh's RMG industry. The results showed that irregular payment, low pay, maltreatment of employees by managers or officers, rumors, lack of a trade union, conspiracy, non-implementation of labor rules, rowdy employees, and political meddling are the main causes of labor unrest. Shaheen, Mohammad, and Nazrul (2013) studied labor unrest in Bangladesh's ready-made garment sector. Results showed that the primary causes of labor unrest are: inadequate living and working conditions; delayed payment of wages and benefits; international conspiracies and the coercive role of law enforcement agencies; excessive reliance on buyers; pressure from employees and local terrorists; rumors and other uses of workers; unfulfilled demands for their children's education; workers with altered minds; political instability of the nation; excessive workload; lack of opportunities for advancement; and inadequate wages to survive. Did Bjorn (2010) study human rights advocates or enemies of the state? battling low pay in sweat-free areas in Bangladesh. Findings revealed that the failure of garment factories to implement the minimum wage set for garment workers and a lack of recognized labor unions were the key reasons for the recent unrest.

A study on socioeconomic variables and labor unrest in Bangladesh's ready-made garment sector was carried out by Nazrul and Shaheen in 2014. The primary reasons for labor discontent, according to the findings, are the following: a lack of motivational training programs; inconsistent views about the wealthy in society; inconsistencies in overtime payment; deferred festival bonuses; and demands for a minimum salary. Researchers Rabiul, Masud, Mahanaz, Mohammad, and Kayssar (2013) studied the effects of labor unrest in Bangladesh's Khulna Division's jute mills. The majority of workers are agitated, according to the findings, because they are unhappy with their pay, perks, and working conditions. This has unforeseen consequences, including low productivity and frequent changes in trade union leadership. Obinna, Iheaka, and Olabisi (2015) conducted a



cross-sectional descriptive study to examine the causes, consequences, and control of industrial action by healthcare workers in Nigeria between 2013 and 2015. A descriptive cross-sectional survey was employed. 150 workers were sampled for the study. Questionnaires were used to gather primary data. The results showed that low leadership in the healthcare industry, demands for greater pay and benefits, problems with infrastructure, and interpersonal conflicts are the main causes of employee strikes.

### **Dispute resolution and employee performance**

Labor disputes arise when there are disagreements between workers and management/employers concerning matters related to interests and rights (Khanka, 2005). Alternative dispute resolution encompasses a variety of processes and techniques aimed at resolving conflicts without resorting to litigation in court. The use of alternative dispute resolution processes has been on the rise, especially in non-union workplaces, for resolving employment disputes (Colvin et al., 2006). In a study on labor dispute prevention mechanisms and industrial relations, Malekela (2015) discovered that within the wood industry, disputes often centered around unfair termination of employment contracts and underpayment of wages. The research also highlighted a lack of effective labor dispute prevention measures. Emal (2011) investigated labor-management relations in small businesses without union representation in Addis Ababa. The findings indicated that small businesses commonly adopt an open-door policy as a primary alternative for resolving disputes, promoting open communication and cooperation between management and employees to address conflicts

### **Pluralist Theory**

The pluralist theory perceives conflict as an inherent aspect of workplaces. Within pluralism, organizations are seen as composed of powerful and divergent sub-groups, each possessing legitimate loyalties, distinct objectives, and their own leaders. The primary sub-groups in this perspective are management and trade unions (Polsby, 2006). Consequently, the role of management shifts away from strict enforcement and control towards a focus on persuasion and coordination. Trade unions are regarded as legitimate representatives of employees, and conflict is addressed through collective bargaining. This theory views conflict not necessarily as detrimental but as a phenomenon that, if managed, could be directed toward evolution and positive change (Gad, 2003). The pluralist theory has roots in the concerns of bourgeois-oriented social scientists who sought to address the challenges faced by capitalist democracies, whether parliamentary or under military dictatorship, in the face of the struggles of the deprived working masses. As a political theory, pluralism aims to rectify the deficiencies of the capitalist political order, intending to prevent its overthrow and preserve the existing status quo (Cole, 2005).

## **III. Empirical Review**

Okwudili and Enyioko (2015) conducted research on the Nigerian Union of Local Government Employees and their struggle for wage control in the Enugu State Civil Service. The findings revealed that unions in Nigeria do not exert influence over policy decisions regarding wage control in the state. In a study on labor unionism and its effects on organizational productivity at Jos International Breweries (JIB) PLC, Nigeria, Collins (2013) found that the use of labor unions enables organizations to resolve conflicts, leading to increased employee productivity. Muluneh (2016) conducted research on the impact of labor unions on employees' performance in the Commercial Bank of Ethiopia, revealing that labor unions in Ethiopia have weak practices and bargaining power, resulting in employees being unable to achieve organizational goals.

Lazaro (2015) postulated that the Trade Union Congress of Tanzania (TUCTA) was established in 2000 as a new umbrella organization for unions in the country. Its members include various unions such as the Tanzanian Industrial and Commercial Workers Union (TUICO), Tanzania Local Government Workers Union (TALGWU), Researchers Academicians and Allied Workers (RAAWU), Tanzania Seamen Association Union (TASU), Tanzania Railway Workers Union (TRAWU), Tanzania Government and Health Employees (TUGHE), Tanzania Plantations and Agriculture Workers Union (TPAWU), Tanzania Mining and Construction Workers Union (TAMICO), and Communication and Transport Workers Union (COTWU) under TUCTA. Kambilinya (2004) conducted an assessment of the performance of trade unions in Malawi, finding that trade unions struggle to meet employee needs. The study recommends that trade unions enhance their fundraising strategies, increase marketing efforts, provide training and capacity building, foster relationships between union leaders and members, and practice good governance to improve their performance.

Mohamed (2014) studied the participation of trade unions in improving employee conditions, focusing on Tanzania Teachers. Findings revealed that Tanzanian trade unions face challenges due to mismanagement of member claims, insufficient funds, and lack of supporting documents. Manda (2000) stated that in Tanzania, trade unions offer various programs to help members become more productive and aware of their rights. Ismail (2013) conducted research on the impact of trade unions on improving employees' working conditions in COTWU and

TUGHE, finding that employees face challenges in their work environment due to insufficient salaries, lack of support from trade unions, and the absence of formal contracts.

#### **IV. RESEARCH METHODOLOGY**

The study used quantitative research. Quantitative research relies on deductive reasoning or deduction (Sekaran and Bougie, 2016). Quantitative research gives simple descriptive and relationship among variable (Cooper and Schindler, 2014). The target population was 550 employees (University of Benin Teaching Hospital (UBTH) data base 2021). The study targeted employees who work at casualties and emergency department, nursing care department, and clinical and diagnostic department at University of Benin Teaching Hospital (UBTH). The use of stratified random sampling reduces bias, is relatively inexpensive, increases accessibility of study population, seed data collection and gives a true representation of target population (Cooper and Schindler, 2014). A sample of 210 respondents was determined, and the questionnaire was distributed to collect information to meet the research objectives. At the end of the data collection period, of the 210 questionnaires administered, 100 survey questionnaires were completed and collected. This was due to tight schedule of the staff and rotational duty roster. The researcher had a time frame for completion of the survey. Structured questionnaires were used to collect data. The study used both primary and secondary. Structured questionnaires are simple to administer and relatively inexpensive to analyze. The questionnaire was self-administered. Data collected from the field was cleaned, coded, and analyzed using descriptive statistics and Statistical Package for Social Sciences (SPSS) version 23. Results were presented in the form of mean, frequency and standard deviation. Demographic profiles were presented in figures and tables. Regression and correlation analysis was done to determine relationship between variables. Correlation analysis was adopted to establish the relationship between the independent and dependent variables.

#### **V. RESULTS**

**Table 1: Age Distribution of Respondents**

| Age Group      | Percentage |
|----------------|------------|
| Above 41 years | 50%        |
| 31-40 years    | 30%        |
| 21-30 years    | 20%        |

**Table 2: Education Level of Respondents**

| Education Level     | Number of Respondents | Percentage |
|---------------------|-----------------------|------------|
| Medical Certificate | 60                    | 60%        |
| Diploma             | 20                    | 20%        |
| Bachelor            | 19                    | 17%        |
| Masters             | 1                     | 1%         |

**Table 3: Years Worked in the Department**

| Years in Department | Number of Respondents |
|---------------------|-----------------------|
| 3-5 years           | 50                    |
| >15 years           | 16                    |
| 6-10 years          | 14                    |
| <2 years            | 13                    |
| 11-14 years         | 7                     |

**Table 4: Gender Distribution of Respondents**

| Gender | Percentage |
|--------|------------|
| Female | 70%        |
| Male   | 30%        |

**Table 5: Marital Status of Respondents**

| Marital Status | Percentage |
|----------------|------------|
| Married        | 70%        |
| Single         | 25%        |
| Widowed        | 4%         |
| Divorced       | 1%         |

Source: Field Survey (2023)

Tables above shows age of the respondent’s findings revealed that 50% of respondents were above 41 years, 30% were between 31-40 years and 20% were between 21-30 years. This shows that the organization has employees who have stayed longer hence, less turnover rate and increase in performance. The table above also revealed the respondent’s level of education; it was revealed that 60 respondents have a medical certificate (Lab scientist, Nursing, etc) representing 60% of the total population, 20 respondents have a diploma representing 20% of the total population, 19 respondents have a Bachelor representing 17% of the total population and 1 respondent has Masters representing 1% of the total population. This shows that the organization has employees who are literate and were able to read and understand the questionnaire. To determine number of years respondents have worked in their department it was revealed that 50 respondents have been in their department for 3-5 years, 16 respondents have been in the department for more than 15 years, 14 respondents have been in the department for 6-10 years, 13 respondents have been in the department for less than 2 years and 7 have been in the department for 11-14 years. This means that researcher was able to collect accurate information because, majority of employee’s have been in the organization for 3-5 years. It further revealed that the gender of the respondent’s stood at 70% for the female respondents while 30% of respondents are male. This indicates that information was collected more from the female gender than the male counterpart. This is because it was easier to approach female employees as compared to male employees also there was more of female employees than the male. To determine marital status of respondents it was revealed that 70% of respondents are married, 25% of respondents are single, 4% of respondents are widowed and 1% are divorced. This means that majority of respondents in the organization are married.

**VI. DATA ANALYSIS**

**Collective Bargaining Agreement Negotiation and Employee performance**

**Table 6: Descriptive of Collective Bargaining Agreement Negotiation**

| Variables   | SD | D  | N  | A  | SA | Mean |
|---|----|----|----|----|----|------|
| Trade union use collective bargaining agreement to negotiate for better pay and workplace protection. | 20 | 19 | 41 | 20 | 0  | 3.41 |
| Working conditions in the organization are poor   | 0  | 20 | 39 | 41 | 0  | 3.20 |
| Trade union has a significant influence on terms and conditions                                       | 0  | 20 | 22 | 38 | 20 | 3.58 |
| Occupational health and safety programmer has an impact on employee performance.                      | 0  | 0  | 39 | 61 | 0  | 3.61 |
| Trade unions can positively or negatively affect organization’s productivity                          | 0  | 0  | 20 | 41 | 39 | 4.19 |
| Reduction in accident and injuries influences performance   | 0  | 0  | 0  | 59 | 41 | 4.41 |
| I am aware of occupational health and safety concerns   | 0  | 0  | 20 | 80 | 0  | 3.80 |
| The organization has adequate occupational health and safety procedures                               | 0  | 0  | 40 | 41 | 19 | 3.78 |
| Inadequate compensation has a negative impact on organization performance.                            | 0  | 0  | 19 | 61 | 20 | 4.01 |
| Training influences employee performance  | 0  | 0  | 19 | 60 | 21 | 4.03 |

It was established in Table 6 that majority of respondents agreed that reduction in accident and injuries influences performance (4.41). Trade unions can positively or negatively affect organization’s productivity (4.19). Training influences employee performance (4.03) and inadequate compensation has a negative impact on organization performance (4.01). The study also revealed that employees are aware of occupational health and safety concerns (3.80). The organization has adequate occupational health and safety procedures (3.78). The organization has adequate occupational health and safety procedures (3.78). Occupational health and safety programmer has an impact on employee performance. (3.61) and trade union has a significant influence on terms and conditions (3.58). However, respondents showed mixed reaction on trade union use collective bargaining agreement to negotiate for better pay and workplace protection (3.41) and working conditions in the organization are poor (3.20).

**Dispute Resolution and Employee performance**

**Table 7 Descriptive of Dispute Resolution**

| Variables   | SD | D  | N  | A  | SA | Mean |
|---|----|----|----|----|----|------|
| Trade unions represent workers at disciplinary and grievance hearing  | 0  | 0  | 0  | 92 | 8  | 4.08 |
| Unfair termination of employment contract and under payment of wages influenced labor dispute                   | 0  | 0  | 53 | 9  | 38 | 3.85 |
| Conflict management had a significant effect on employee performance  | 0  | 0  | 19 | 81 | 0  | 3.81 |
| Trade union negotiation influences employee performance   | 0  | 0  | 43 | 47 | 10 | 3.67 |
| Mediation is used to solve conflict arising from personal differences   | 0  | 0  | 0  | 90 | 10 | 4.10 |
| My organization has conflict management strategies in place   | 0  | 43 | 49 | 8  | 0  | 2.65 |
| Third party intervention has a positive influence on employee performance.                                      | 0  | 43 | 48 | 9  | 0  | 2.66 |
| University of Benin Teaching Hospital (UBTH) uses arbitration a third party intervention to improve performance | 0  | 8  | 62 | 30 | 0  | 3.23 |

Source: Field Survey (2023)

The findings in Table 7 showed that majority of respondent’s agreed that Trade unions represent workers at disciplinary and grievance hearing (4.08). Mediation is used to solve conflict arising from personal differences (4.10). Unfair termination of employment contract and under payment of wages influenced labor dispute (3.85). Conflict management had a significant effect on employee performance (3.81). Trade union negotiation influences employee performance (3.67). However, respondents could not reach an agreement on University of Benin Teaching Hospital (UBTH) uses arbitration a third party intervention to improve performance (3.23). Additionally, respondent’s disagreed on Third party intervention has a positive influence on employee performance (2.66) and the organization has conflict management strategies in place (2.65).

**Descriptive of Employee performance**

**Table 8 Descriptive of Employee Performance**

| Variables  | SD | D  | N  | A  | SA | Mean |
|--|----|----|----|----|----|------|
| Performance appraisal process is usually fair  | 13 | 11 | 19 | 39 | 15 | 3.34 |
| We normally carry out regular performance appraisals in a year                           | 1  | 10 | 9  | 44 | 33 | 4.00 |
| University of Benin Teaching Hospital (UBTH) has outlined key performance indicators     | 4  | 9  | 21 | 45 | 18 | 3.66 |
| We normally have a performance planning meeting with my supervisor                       | 8  | 19 | 10 | 37 | 21 | 3.48 |
| My key performance indicators and objectives are clear to me                             | 1  | 5  | 10 | 52 | 27 | 4.03 |
| University of Benin Teaching Hospital (UBTH) has a performance measurement tool in place | 6  | 10 | 14 | 53 | 14 | 3.60 |
| Performance improvement plan is clear in areas that require improvement                  | 5  | 13 | 15 | 43 | 20 | 3.62 |

Source: Field Survey (2023)

The study sought to determine level of employee performance findings in Table 8 showed that respondents agreed that employee’s key performance indicators and objectives are clear (4.03). The organization normally carries out regular performance appraisals in a year (4.00). University of Benin Teaching Hospital (UBTH) has outlined key performance indicators (3.66). Performance improvement plan is clear in areas that require improvement (3.62). University of Benin Teaching Hospital (UBTH) has a performance measurement tool in place (3.60) and the organization has a performance planning meeting with my supervisor (3.48). However, respondents could not reach an agreement on performance appraisal process is usually fair (3.34).

**TEST OF HYPOTHESES**

**Table 9 CorEZrelations**

|                       |                     | Correlation | Employee Performance | Collective bargaining | Work stoppage | Dispute Resolution |
|-----------------------|---------------------|-------------|----------------------|-----------------------|---------------|--------------------|
| Employee performance  | Pearson Correlation | 1           |                      |                       |               |                    |
|                       | Sig. (2 tailed)     |             | .440**               | 0.000                 | .610**        | 0.122              |
| Collective bargaining | Pearson Correlation | .440**      | 1                    |                       |               |                    |
|                       | Sig. (2 tailed)     |             | 0.00                 |                       | 0.189         | -0.012             |
|                       |                     |             |                      | 0.098                 |               | 0.919              |



|                    |                     |       |        |       |   |
|--------------------|---------------------|-------|--------|-------|---|
| Dispute resolution | Pearson Correlation | 0.122 | -0.012 | 0.208 | 1 |
|                    | Sig. (2 tailed)     | 0.285 | 0.919  | 0.067 |   |

Source: SPSS result version (23)

The study carried out a Person correlation in Table 9 to establish the relationship between employee performance and collective bargaining, work stoppage and dispute resolution. Findings showed that there was a strong correlation between collective bargaining and employee performance  $r=0.440$ ,  $p<0.000$  and a strong positive correlation between work stoppage and employee performance  $r=0.610$ ,  $p<0.000$ . However, there was a positive but insignificant relationship between dispute resolution and employee performance  $r=1.22$   $p<0.285$ . This indicates that collective bargaining and work stoppage influences employee performance.

**Regression Analysis**

**Table 10 Model Summary**

| Model | R     | R square | Adjusted R square | Std. Error of the estimate | F change | df | df2 | Sig. |
|-------|-------|----------|-------------------|----------------------------|----------|----|-----|------|
| 1     | .707a | .499     | .479              | .26265                     | 24.594   | 3  | .74 | .000 |

a. Predictors (Constant) Collective bargaining, and dispute resolution

b. Dependent variable: employee performance

Source: SPSS result version (23)

The study in Table 10 examined the relationship between employee performance and collective bargaining, and dispute resolution. It was established that the  $R^2$  value was 0.479 thus, 47%, of the variation in employee performance was explained by the variation in collective bargaining, and dispute resolution.

**Table 11 ANOVA<sup>a</sup>**

| Model |            | Sum of squares | df | Mean square | F      | Sig.              |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1     | Regression | 5.090          | 3  | 1.697       | 24.594 | .000 <sup>b</sup> |
|       | Residual   | 5.105          | 74 | .069        |        |                   |
|       | Total      | 10.194         | 77 |             |        |                   |

Source: SPSS result version (23)

ANOVA analysis carried out between employee performance and collective bargaining, work stoppage and dispute resolution at 95% confidence level in Table 11, the F critical was 24.594 and p value was 0.000 therefore, this finding indicates that it was statistically significant and can be used to measure the relationship between employee performance and collective bargaining, and dispute resolution results. The F calculates at 5% level of significance.  $F = \frac{Ms \text{ regression}}{Ms \text{ residual}}$

$$\frac{1.697}{.069} = 24.594$$

It was indicated that the F-critical (24.594) at 74 degree of freedom is equal to F-calculated (24.594) hence, there is a significant relationship between collective bargaining, dispute resolution and employee performance.

**Coefficient correlation**

**Table 12 Coefficient of employee performance**

| Model |                       | Unstandardized coefficients |            | Standardized coefficients | t     | Sig.  |
|-------|-----------------------|-----------------------------|------------|---------------------------|-------|-------|
|       |                       | B                           | Std. error |                           |       |       |
| 1     | (Constant)            | 0.148                       | 0.572      |                           | 0.259 | 0.797 |
|       | Collective bargaining | 0.505                       | 0.116      | 0.364                     | 4.337 | 0.000 |
|       | Dispute resolution    | 0.008                       | 0.107      | 0.006                     | 0.075 | 0.94  |

Coefficients of employee performance based on regression equation shown in Table 12 findings revealed that taking collective bargaining, and dispute resolution into account and other factors held constant a unit change in collective bargaining would lead to 0.505 decrease in employee performance. and a unit change in dispute resolution would lead to 0.008 insignificant increase in employee performance.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

$$= 0.148 + 0.505 X_1 + 0.008 X_2 + 0.26265$$

Where:

Y = dependent variable (employee performance)

$\beta_0$  = regression constant;

$\beta_1, \beta_2, \beta_3$  coefficients of independent variables;

$X_1$  = collective bargaining,

X<sub>2</sub> = dispute resolution and  
ε = error term

## VII. Discussion of Findings

The strong positive correlation ( $r=0.440$ ,  $p<0.000$ ) between collective bargaining and employee performance suggests that as collective bargaining activities increase, so does employee performance. A similar positive correlation was found for work stoppage ( $r=0.610$ ,  $p<0.000$ ), indicating that when work stoppages occur, employee performance tends to increase. The regression model explained 47% of the variation in employee performance, as indicated by the R-square value of 0.479. The ANOVA results with a significant F value (24.594,  $p<0.000$ ) reinforce the idea that collective bargaining and dispute resolution significantly influence employee performance. The positive coefficient for collective bargaining (0.505) suggests that an increase in collective bargaining activities is associated with a decrease in employee performance. This might seem counterintuitive and needs careful consideration.

**Collective Bargaining and Employee Performance:** The positive correlation aligns with studies that suggest collective bargaining can lead to better working conditions and employee satisfaction (e.g., Katz, Kochan, & Colvin, 2009).

The negative coefficient, however, contradicts some literature suggesting that collective bargaining positively impacts employee motivation and commitment (Dundon, Wilkinson, Marchington, & Ackers, 2004). Further exploration is needed to understand this discrepancy.

**Work Stoppage and Employee Performance:** The positive correlation here aligns with studies highlighting that industrial actions can bring attention to workplace issues, potentially leading to improvements (Budd, 2004). The extent to which work stoppages positively impact performance might depend on the nature and frequency of these events, requiring further investigation (Eaton, 2004).

**Dispute Resolution and Employee Performance:** The positive but insignificant correlation aligns with the idea that effective dispute resolution positively influences employee morale and productivity (Lewin, 2001). The insignificance might be due to various factors influencing the relationship, such as the type of dispute resolution mechanisms in place (Gennard & Judge, 2005).

## VIII. Summary

The study aimed to investigate the relationship between collective bargaining agreement negotiation, dispute resolution, and employee performance in the context of a healthcare organization. The findings are summarized as follows:

**Collective Bargaining Agreement Negotiation:** A strong positive correlation was observed between collective bargaining activities and employee performance, suggesting a potential link between negotiated agreements and positive work outcomes. However, the regression model indicated an unexpected negative coefficient for collective bargaining, indicating a decrease in employee performance with increased bargaining. The positive correlation aligns with literature emphasizing the positive impact of collective bargaining on working conditions and employee satisfaction. The negative coefficient contradicts some studies suggesting a positive influence of collective bargaining on employee motivation and commitment.

**Work Stoppage and Employee Performance:** A strong positive correlation was found between work stoppages and employee performance, implying that such events might contribute to performance improvement. The regression model confirmed the significant influence of work stoppages on employee performance. The positive correlation resonates with literature suggesting that industrial actions can draw attention to workplace issues, potentially leading to improvements.

**Dispute Resolution and Employee Performance:** A positive but insignificant correlation was observed between dispute resolution and employee performance, indicating a potential positive relationship that needs further exploration. The regression model did not find a statistically significant relationship between dispute resolution and employee performance. The positive but insignificant correlation aligns with the idea that effective dispute resolution positively influences employee morale and productivity.

## IX. Conclusion

Despite unexpected findings, the study suggests that collective bargaining, work stoppages, and dispute resolution are factors influencing employee performance. Nuanced exploration and further research are recommended to understand the complexities observed in the study and to inform organizational practices. In conclusion, this study contributes to the ongoing discourse on the relationship between labor-related activities and employee performance, opening avenues for future research and practical implications for organizational management.

## **X. Recommendations:**

Based on the findings of the study, the following recommendations are put forth to enhance organizational practices and improve the overall work environment:

**Collective Bargaining:** Organizations should engage in transparent and fair collective bargaining processes to address employees' concerns and expectations effectively.

Continuous monitoring and evaluation of the impact of collective bargaining agreements on employee performance are crucial. This can be achieved through regular surveys and feedback mechanisms.

**Work Stoppage Management:** Organizations should view work stoppages not solely as disruptions but as opportunities to identify and address underlying issues. Proactive communication during such events can contribute to a quicker resolution and minimize negative impacts on performance.

**Dispute Resolution:** Implement comprehensive and accessible dispute resolution mechanisms within the organization to address conflicts promptly and fairly.

Provide training for employees and managers on conflict resolution skills to minimize the occurrence and escalation of disputes.

**Employee Performance Management:** Regularly assess and update performance appraisal processes to ensure fairness and transparency. Establish clear performance metrics and objectives for employees, fostering a shared understanding of expectations.

**Leadership Involvement:** Involve leadership in collective bargaining and dispute resolution processes to demonstrate commitment to employee welfare and organizational success.

Leadership should actively communicate the organization's stance on work stoppages and provide guidance during such events.

**Benchmarking:** Benchmark with other organizations in the same industry to identify best practices in collective bargaining, dispute resolution, and employee performance management.

By implementing these recommendations, organizations can create a conducive work environment that promotes employee satisfaction, reduces conflicts, and ultimately enhances overall performance and productivity. Continuous monitoring and adaptation of strategies will be essential to address the dynamic nature of the employment landscape.

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