



## **Relationship between Collective Bargaining and Conflict Resolution (A Case Study of Federal Polytechnic, Bida, Niger State, Nigeria)**

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### ***Abstract***

Effective collective bargaining in an organization has been an important role for the human resources department to effectively plan, control, design, discharge responsibilities and authorities to various employees in order to reach or meet the organizational goals and objectives. Hence, the present study examined three major collective bargaining variables (integrative and distributive) as antecedents of conflict resolution. The population comprised 694 staff of Federal Polytechnic, Bida of Niger State; as a result, the sample size determined is 254. A well-structured self-administered questionnaire was used as the main tool for data collection and was administered to 254 respondents out of which 245 were retrieved and appropriately filled. Reliability of the research instrument was calculated and the Cronbach's alpha coefficient was 0.868. Data were analysed using multiple regression analysis. From the hypotheses tested, the result indicated that there is a relationship between integrative bargaining and conflict resolution in Federal Polytechnic, Bida of Niger State. Findings

also revealed that distributive bargaining has positive relationship with conflict resolution in Federal, Bida of Niger State. The study concluded that all the relationships between collective bargaining and conflict resolution were significant resulting in the rejection of all the two null hypotheses, H01 to H02 and accepted all the alternate hypotheses. Furthermore this study also recommended that collective bargaining should be allowed in all establishments in order to forestall industrial conflict and enhance peace and harmony. Finally the study also suggested that future studies should focus on other sectors apart from tertiary institutions.

**Keywords:** integrative bargaining, distributive bargaining, collective bargaining, conflict resolution

## Introduction

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

put into consideration. More so, it has been lately proven by a statistician that in both private public organizations in Nigeria 70% of them has human conflict (Ifado, 2014). This comes by mobility, mismanagement of the resources department and this endemic virus is eating into the economic system. How can this be curbed? Furthermore, organizational development and productivity is concerned with attempt to improve the overall performance, effectiveness, relation and brotherliness. Especially, it is applied behavioural science to plan, change and development that could organizational conflict. In fact, sound manpower organization to conflict and checkmate the

organizational goals and objectives from the human resources department.

### **Statement of the Problem**

Many studies undertaken on collective bargaining and conflict resolution have identified wages, working time, training, occupational health and safety and equal treatment as the major impediments to conflict in an organization (Bean, 2015). Also, other studies have identified terms and conditions of employment, employee benefits and allegation of bribery by leaders ( Adeogun, 2017).

Further, some scholars found that the concept of working conditions used by the supervisory bodies is not limited to traditional working conditions (working time, 4 overtime, rest periods, wages, etc.), but also covers “certain matters which are normally included in conditions of employment”, such as promotions, transfers, dismissal without notice (Adamolekun, 2017).

### **Objectives of Study**

The general objective of the study is to examine the relationship between collective bargaining and conflict resolution in Federal Polytechnic, Bida of Niger State.

The specific objectives are:

- i.** to examine the relationship between composite bargaining and conflict resolution in Federal Polytechnic, Bida of Niger State
- ii.** to examine whether distributive bargaining is positively related to conflict resolution in Federal Polytechnic, Bida of Niger State

### **Research Hypotheses**

H1: There is no relationship between integrative bargaining and conflict resolution in Federal Polytechnic, Bida of Niger State

H2: Distributive bargaining does not positively related to conflict resolution in Federal Polytechnic, Bida of Niger State

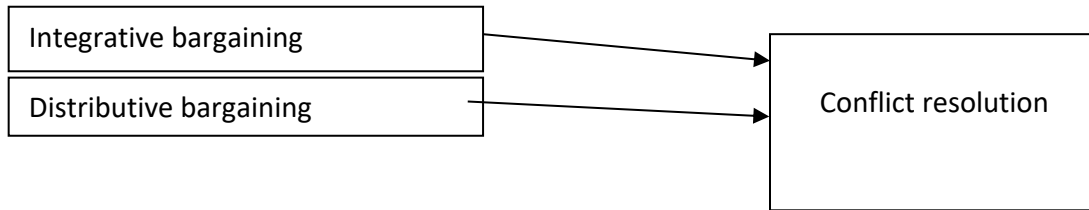
### **Conceptual Framework**

From the journals, researchers realize that the three variables of collective bargaining are very important in affecting conflict resolution. So we came out with a framework as stated below.

Figure 1: Conceptual Framework on “Effects of collective bargaining on conflict resolution”

**Independent Variables**

**Dependent**



**Source:** adapted from Weiliang, Mun, Fong, & Yuan (2011)

**Integrative bargaining**

The integrative strategy is a cooperative approach disputant adopt in a negotiation process for joint maximization (Paavola, 2017). In other to achieve a collective win-win agreement, integrative negotiators tend to be cooperatively oriented with the intention of reaching a satisfactory 50-50 agreement at the negotiation table with their opponents. This means they sacrifice their personal needs for the purpose of collective interest to enhance future relationship with their partners (Pon, 2018).

Evidence from most current literature (Fells, 2017; Miles & Clenney, 2019) shows that integrative negotiators place a strong emphasis on high degree of trust and commitment to integrate their ideas with their counterparts in order to come out with a meaningful and logical solution to ensure integrative agreement.

**Distributive bargaining**

Distributive bargaining strategy is competitive approach negotiators adopt to achieve success over the other party in the negotiation process (Olekalns, Horan & Smith, 2016). They use this strategy purposely to take advantage of the other negotiators through win-loss solution (De Cremer, Snyder & Smith, 2017). In case distributive negotiators succeed in using this kind of strategy that would mean that their success will become a failure to the other party. Overall

distributive negotiators are more comfortable using this type of bargaining style as it has no psychological distress to them in anyway but success.

Several existing studies (e.g Alavoline, 2014; Miles, & Clenney 2019; Lax, & Sebenius, 2017) have identified key behaviours which prevents negotiators with distributive strategy from achieving a win-win beneficial solution with their integrative counterparts.

### **Conflict Resolution**

Aquino & Becker (2018) A conflict situation exists when there are: at least two parties involved who are interdependent, who are experiencing strong emotions, which seemingly hold incompatible outcomes or beliefs, and at least one of the parties recognize the incompatibility and perceives this to be problematic.

In conflict parties perceive themselves to have incompatible outcomes. The word outcome in this context refers to what an individual wants: their preferred solution or position. Underlying these positions are interests, the reasons why an individual wants to achieve a specific outcome in the first place. Interests are an individual's perceptions and feelings about what is desirable or useful. Interests are central to an individual's behaviour and are rooted in human needs and beliefs.

### **Theoretical Framework**

This study will look at two well known collective bargaining theories: The classical model of collective bargaining and common's Theory of the Labour Movement.

### **The Classical Model of Collective Bargaining**

The classical model of collective bargaining as propounded by (Sidney & Webb, 2017) over a half century ago, in their famous book, industrial democracy, was essentially an economic model. It defined the main role unions have bargaining over the price labour, although this was not the only method used by trade union in the nineteenth century in England. According to the Webb, unions alternatively use mutual insurance and legal enactments method for obtaining various benefits for their members. As for collective bargaining itself, it was exclusively a trade union method with no implicit or explicit

interest on the part of employers. It substituted collective will for individual bargaining. The Webbs did not define collective bargaining but produced many examples such as the one below:

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

### **Common's Theory of the Labour Movement**

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

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

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

### **Research Methodology**

Data were collected from both primary and secondary sources. Primary data were collected from the members of Senior Staff Association of Nigerian Polytechnics, Bida Chapter (SSANIP) using survey questionnaire, while the analysis of such data was conducted using descriptive (frequency and percentage) and inferential (Chi Square) statistics.

Related journals were reviewed as the source of information from which the researcher formulated the questionnaire, which consisted only closed-end questions.

The sample of this research is calculated by using Taro Yamane (Yamane, 1973) formula with 95% confidence level.

The calculation formula of Taro Yamane is presented as follows.

$$n = \frac{N}{1 + Ne^2}$$

Where n= Sample Size Sought

N= Population Size

E= Level of Significant Chosen (5%)

Where :

n= sample size required

N = number of people in the population

e = allowable error (%)

$$n = \frac{694}{1 + 694 (0.05)^2}$$

$$n = \frac{694}{1 + 694 (0.0025)}$$

$$n = \frac{694}{1 + 1.735}$$

$$n = \frac{694}{2.735} = 254$$

However, the researcher administered a total number of two hundred and fifty four (254) questionnaires in which two hundred and forty five (245) were duly filled and returned. The returned 245 questionnaires are very adequate for data analysis in the present study and the results can be generalized to the entire population.

### Test of Hypotheses

**H1:** There is no relationship between integrative bargaining and conflict resolution in Federal Polytechnic, Bida of Niger State

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Integrative	0.310 <sup>a</sup>	.498	.520	1.22557

a. Predictors: (Constant), Integrative

## ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	182.090	1	182.090	26.566	.000 <sup>b</sup>
	Residual	1672.418	244	6.854		
	Total	1854.508	245			

a. Dependent Variable: Conflict resolution

b. Predictors: (Constant), Integrative

## Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.487	.387		19.325	.000
	Integrative	.178	.035	.313	5.154	.000

a. Dependent Variable: Conflict resolution

## Decision Rule:

The simple linear regression is applied to hypothesis and the decision to be taken depends on the P values obtained. For the hypothesis, the decision rule is to reject the null hypothesis and accept the alternate hypothesis where the P value is less than 0.05 and/or to accept the null hypothesis ( $H_0$ ) and reject the alternate hypothesis ( $H_1$ ) where P value is greater than 0.05.

## **Interpretation**

Since the coefficient of integrative is significant after subjecting it to t-test, this shows that there is relationship between integrative bargaining and conflict resolution

From the above table,  $R=0.310$  which represents the correlation coefficients. R is a measurement of strength in association between two variables (dependent and independent), it is also the degree of relationship existing between two or more variables, this shows a 31% level of relationship between the two variables.



The R-squared value of .498 shows that there is a 49.8% level in the coefficient of determination, i.e. integrative bargaining affect conflict resolution in Federal Polytechnic, Bida of Niger to 49, 8% and the remaining 50.2% will be accounted for by the Error term in equation. This shows that there is a strong degree of significant between the variables.

**Decision:** For H2, the significance is 0.000 which is far less than 0.001, the hypothesis which stated that integrative bargaining influence conflict resolution in Federal Polytechnic, Bida of Niger State is accepted. Therefore, it shows that there is a relationship between integrative bargaining and conflict resolution in Federal Polytechnic, Bida of Niger State.

**H2:** Distributive bargaining does not positively related to conflict resolution in Federal Polytechnic, Bida of Niger State

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Distributive	0.519 <sup>a</sup>	.564	0.587	.22555

a. Predictors: (Constant), Distributive

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	135.209	1	135.209	19.189	.000 <sup>b</sup>
	Residual	1719.299	244	7.046		
	Total	1854.508	245			

a. Dependent Variable: Conflict resolution

b. Predictors: (Constant), Distributive

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		

1	(Constant )	.567	0.095		7.990	.000
	Distributive	.630	.023	.567	35.764	.000

a. Dependent Variable: Conflict resolution

### **Decision Rule:**

The simple linear regression is applied to hypothesis and the decision to be taken depends on the P values obtained. For the hypothesis, the decision rule is to reject the null hypothesis and accept the alternate hypothesis where the P value is less than 0.05 and/or to accept the null hypothesis ( $H_0$ ) and reject the alternate hypothesis ( $H_1$ ) where P value is greater than 0.05.

### **Interpretation**

Since the coefficient of distributive bargaining is significant after subjecting it to t-test, this shows that there is a relationship between distributive bargaining and conflict resolution.

From the above table,  $R=0.519$  which represents the correlation coefficients. R is a measurement of strength in association between two variables (dependent and independent), it is also the degree of relationship existing between two or more variables, this shows a 51.9% level of relationship between the two variables.

The R-squared value of 0.564 shows that there is a 56.4% level in the coefficient of determination, i.e distributive bargaining has positive relationship with conflict resolution in Federal, Bida of Niger State to 56.4% and the remaining 43.6% will be accounted for by the Error term in equation. This shows that there is a strong degree of significant between the variables.

**Decision:** Since for **hypothesis two**, the significance is 0.000 which is far less than 0.05, the null hypothesis ( $H_0$ ) is rejected; this therefore shows that distributive bargaining has positive relationship with conflict resolution in Federal, Bida of Niger State.

### **Discussion of Findings**

Table 1 – 3, Finding indicates that integrative bargaining leads to far more creative and long –lasting solutions. Also, that integrative bargaining leads to far more creative and long –lasting solutions. Furthermore, management and

union agree that industrial conflict would hurt both parties. This finding is supported by previous empirical studies, (Sidney and Beatrice Webb, 2017). Findings in table 4 - 7 revealed that, distributive bargaining strategy usually leads to negative outcome. Furthermore, a strict distributive negotiation leads to dramatic conflict over the issue. Also, distributive strategy of negotiation is an effective means of handling disputes between labour and management. This finding support previous research conducted by Both (2018) show that collective bargaining such as distributive and integrative bargaining have positive impact on conflict resolution.

Findings in table 8 – 10 show that there is a significant relationship between integrative bargaining strategy and conflict resolution, and distributive negotiation has a positive effect on management/labour conflict. This finding support the research conducted by Machin (2018) show that collective bargaining such as integrative and distributive have impact on conflict resolution

## **Conclusions**

The general objective of this study was to examine the relationship between collective bargaining and conflict resolution in Federal Polytechnic, Bida of Niger State. The collective bargaining had a strong and direct effect on conflict resolution in Federal Polytechnic, Bida of Niger State. Thus, it was concluded that collective bargaining and conflict resolution in Federal Polytechnic, Bida were empirically related. Collective bargaining of integrative; distributive; and productivity affected conflict resolution. This shows that collective bargaining and conflict resolution in Federal Polytechnic, Bida of Niger State are empirically related and consistent with positions by various studies. Zagelmeyer (2018) and Haris (2019) concluded that the collective bargaining is central to the determinants of conflict resolution. Machin (2018) concluded that collective bargaining have significant effect on conflict resolution.

The overall conclusion is that all the relationships between collective bargaining and conflict resolution were significant resulting in the rejection of all the three null hypotheses, H01 to H03 and accepted all the alternate hypotheses. This indicated existence of significant between collective bargaining and conflict resolution. Thus, all the three research objectives were

achieved.

### **Recommendations**

According to the findings and conclusions of the study, the researcher found it necessary that the following recommendations would be of importance;

1. Collective bargaining should be allowed in all establishments in order to forestall industrial conflict and enhance peace and harmony.
2. Opportunity for collective bargaining must be available to all staff and should be by the management of the organization. There should not be gender or tribal discrimination in the participation of workers in collective bargaining; this will definitely ensure organizational goal achievement.

To actualize the facilitating role of the collective bargaining option in the resolution of conflicts in

The Federal Polytechnic, Bida as well as other organizations, there is a need for proper management of the reward system in order to avoid huge differentials among different categories of employees. This is largely because salaries and other conditions of service are evidently potential sources of conflict, apart from the fact that conflicts can negatively affect organizations and their employees in sundry ways including loss of man-hours and decline in performance and profitability.

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