INTERNATIONAL JOURNAL OF BUSINESS AND MANAGEMENT RESEARCH
P-ISSN: 1118-4256, E-ISSN:3034-4327
Vol. 5| No.1 | June 2024
Page No.: 80-100

COLLECTIVE BARGAINING AND EMPLOYEE PERFORMANCE OF FOOD AND BEVERAGE ORGANIZATIONS IN ANAMBRA STATE, NIGERIA.

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Abstract
This study ascertained the relationship between collective bargaining and employee performance of food and beverage organizations in Anambra State, Nigeria. The objectives are to: ascertain the relationship between accommodation and employee retention of food and beverage organizations in Anambra State; determine the association between reconciliation and job satisfaction of employees of food and beverage organizations in Anambra State. The sample size was 270 employees of food and beverage organizations in Anambra State. Pearsons Product Moment Correlation was used to test the hypothesis at 0.05 level of significance with aid of Statistical Package for Social Sciences (SPSS), version 20.0. This study is anchored on the two-factor theory (Herzberg's motivation-hygiene theory and dual-factor theory). Findings showed that: there is a correlation value of 0.997 between accommodation and employee retention of food and beverage organizations in Anambra State; there is a correlation value of 1.000 between reconciliation and job satisfaction of food and beverage organizations in Anambra State. Conclusively, collective bargaining has a positive relationship on employee performance in food and beverage organizations in Anambra State, Nigeria. The following recommendations were made: food and beverage organization`s in Nigeria should stipulate policies that would consider employee accommodation and factoring employee retention which will possibly lead to improved performance; management of these organizations should lay more emphasizes

on reconciliation by maintaining effective communication channels, this will help to further improve employee effectiveness.

1. Introduction

One of the devices used for the settlement of industrial disputes is collective bargaining. Collective bargaining means the joint determination between the employees and employers' welfare in issues such as wage rates and wage systems, work hours and overtime, holiday, discipline, workloads and work retirement. In Global perspective, in the beginning of the 20th century the industrial relations system had been premised on a doctrine of collective laissez- faire. At the same time, however, government consistently provided implicit support for unions and recognized their place in the economic order (Howell, 2005).

By bargaining collectively with organized labour, management seeks to maintain to its legitimate expectations that the planning of production, distribution, and many more should not be frustrated through interruptions of works (Nwokocha, 2015). On the other hand, through collective bargaining, organized labour seeks to maintain to its legitimate expectations that wages and other conditions of work should be such as to guarantee the physical integrity and moral dignity of the individual, and also that Jobs should be reasonably secured (Olive, 2015).

Employee performance by Romi, (2018) is the result of work in quality and quantity achieved by an employee in performing his duties under the responsibilities given to him. Performance is a record of success resulting from the function of a particular job/activity over a given period by an individual. Okafor, (2017) opined that performance is about behaviour, or what employees do, or what employees produce or the outcomes of their work. It is often determined by a combination of declarative knowledge, procedural knowledge, motivation and commitment. In order for workers to perform effectively and efficiently there must be a strong union between workers and the organization managers (Chen & Chen, 2018).

The legal climate is one of the principles conditioning the effectiveness and scope of collective bargaining. While there are contributions in the area of collective bargaining in relations to employee performance, employees in private sector organizations are observed to a large extent to be deficient in desiring to express their views freely as regards their performance in order to achieve organization goals (Olive, 2015). Due to this fact, employee performance in such organizations has been threatened in recent times. This situation of collective bargaining has had a negative impact on most employees', subjecting some to fear of victimization, weakened initiatives, and the habit of keeping vital beneficial organizational information to themselves to the disadvantage of their organizations performance wise.

Statement of the Problem

Workers across food and beverage organizations in Anambra State, Nigeria share a common aspiration for recognition, improved salaries, and enhanced working conditions. However, despite the implementation of organizational policies such as arbitration, communication, third-party intervention, and negotiation, some employees continue to fall short of performance expectations, potentially due to underlying job dissatisfaction. Compounding the issue, Nigeria is currently facing its most severe economic crisis in recent memory, resulting in widespread hardship and mounting frustration. The escalating costs of transportation, food, utilities, and other essential goods and services affect both employers and employees alike.

Meanwhile, employers still rely on the contributions, innovations, and ideas of their employees to generate revenue and sustain organizational growth. Paradoxically, there has been no commensurate improvement in employee welfare, including salaries, wage rates, work hours, overtime, holiday provisions, retirement benefits, and other aspects that workers desire. This lack of progress in addressing employee needs and aspirations can lead to diminished morale and engagement. Moreover, the absence of positive negotiation

and dialogue between employers and employees can further exacerbate the situation. Effective negotiation processes can foster a collaborative and inclusive work environment, ensuring that employees' voices are heard and their concerns are addressed. When employees feel valued and empowered, they are more likely to exhibit higher levels of commitment to their work and the organization as a whole.

Given the dynamic and competitive nature of the food and beverage industry in Anambra State, employee commitment and motivation are critical for organizational success. Without a dedicated and motivated workforce, organizations may experience decreased productivity and an increased turnover rate. The work environment plays a significant role in shaping employee commitment, and dissatisfaction with the physical conditions can negatively impact employees' dedication to the organization. To date, there is a notable research gap in the study of collective bargaining and its impact on employee performance within food and beverage organizations in Anambra State.

By conducting this study, valuable insights can be obtained regarding the importance of effective negotiation processes in addressing employee concerns, improving job satisfaction, and ultimately enhancing overall organizational performance. The findings will contribute to the existing body of knowledge on collective bargaining and employee performance, providing guidance for food and beverage organizations in Anambra State to develop and implement strategies that promote a positive work environment, foster employee satisfaction, and drive improved performance outcomes.

Objectives of the Study

The main objective of this study is to ascertain the relationship between collective bargaining and employee performance of food and beverage organizations in Anambra State, Nigeria. The specific objectives include to;

i. ascertains the relationship between accommodation (benefits to workers) and employee retention of food and beverage organizations in Anambra State.

ii. determine the association between reconciliation and job satisfaction of employees of food and beverage organizations in Anambra State.

Research Questions

The following research questions were raised in line with the objectives of the study to;

i. what extent does accommodation relate with employee retention of food and beverage organizations in Anambra State?

ii. what degree of relationship exist between reconciliation and job satisfaction of employee of food and beverage organizations in Anambra State?

Research Hypotheses

From the research objectives and research questions, the following hypotheses were formulated to guide the study;

Ho_1:There is no significant relationship between accommodation and employee retention of food and beverage organizations in Anambra State.

Ho_2: Reconciliation has no significant association with employee's job satisfaction in food and beverage organizations in Anambra State.

Review of Related Literature

Collective Bargaining

Collective bargaining presupposes the willingness of the employer to settle terms and conditions of employment by negotiation with trade unions (Ibietan, 2019). It is a technique by which disputes as to conditions of employment, are resolved amicably, by agreement, rather than by coercion (Francis, 2020). Chidi, (2014) notes that collective bargaining is a term that has been used by Sydney and Beatrice Web to describe negotiations on conditions of service and terms of employment between employers and workers or between employers associations and trade unions. Fagade, (2018) states that collective bargaining is a process by which employers, on one hand and representatives

of employees on the other hand attempts to arrive at agreements covering the conditions under which employees will contribute and be compensated for their services. Organization for Economic Co-operation and Development (OECD, 2017) maintains that collective bargaining is the term used to describe a situation in which the essential conditions of employment are determined by a bargaining process undertaken by representatives of a group of workers on one hand and one or more employers on the other. Rose (2008) posits that it 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.

Collective bargaining is an industrial practice made to enhance harmony by the mutual settlement of trade disputes between an employer and workers or their respective unions (Flanders, 2017). It is also a process of consultation and negotiation of terms and conditions of employment between employers and workers, usually through their representatives (Adilo, 2019). It involves a situation where the workers union or representatives meet with the employer or representatives of the employer in an atmosphere of cooperation and respect to deliberate and reach agreement on the demands of workers concerning certain improvements in the terms and conditions of employment. Muhammad, and Maria (2020), summarize collective bargaining as a process, technique or mechanism to protect the interests of the employers and the employees, to determine the employment conditions, to fix wages and salaries and also achieve the objectives of the organization. Collective bargaining, is "*Good Faith Bargaining*" and it means that proposals are matched with counter proposals and that both parties make every reasonable effort to arrive at an agreement (Sokoh, 2018).

Accommodation

Ivan (2021) explains that accommodation as simply settling the other group's needs before one's own. It will enable them to 'win' and get their way. Accommodation is a situation

where one cares about the other person, if prolonging the conflict is not worth the time, or if one thinks it might be wrong. This option is about keeping the peace, not putting in more effort than the issue is worth, and knowing when to pick battles. While it might seem somewhat weak, accommodation can be the absolute best choice to resolve a small conflict and move on with more important issues. This style is highly cooperative on the part of the resolver but can lead to resentment.

The accommodation process is an interactive one (Florey & Harrison, 2000; Gates, 2000). It requires communication and collaboration between two (employer and employee) and sometimes three (employer, employee, and service provider) stakeholder groups, suggesting that differences in perceptions of the process, and the factors involved in it, may affect successful outcomes in this area (Shengli, Spalatin, Kim, & Ellen, 2013).

Reconciliation

Reconciliation of work roles and demands has received a great deal of attention by research using mainly negative concepts such as work-family conflict (Greenhaus & Beutell, 1985). But after 1990s, this research area has vastly expanded and includes several concepts and measures of work-family interface such as work- family conflict, enrichment, balance, and fit (Casper, De Hauw, & Wayne 2013; Kinnunen, Rantanen, Mauno & Peeters 2014). In the review, it follows the reasoning of Brough & O'Driscoll (2010) and use the term work-life reconciliation as an upper construct for describing interaction between work and life spheres. However, work-life reconciliation covers all these constructs describing and measuring the different aspects of it, that is, absence and presence of conflict or enrichment as well as lack or sufficiency of balance or fit between work and non-work domains.

Employee Performance

Any organization's utmost asset is the human resource and an improvement in the performance of an organization ensues when its employees are competent and perform at most favourable levels (Ghazi, & Muzaffar, 2018). To achieve optimum

organizational performance and goal attainment, employees must fulfill their job requirements and execute their obligatory tasks effectively. This can be done by setting performance standards, setting specific goals and also evaluating individual performance which will give the organization a competitive advantage (Idowu, 2017). When an individual with relevant capacity is allowed to use his/her initiative in the most beneficial way, apart from the job satisfaction that the individual gets, the organization is also better off because of the high productivity rate that accompanies it (Okafor, 2019).

Employee Retention

The term "retention" can be defined as a systematic effort to create and improve an environment that continues to encourage employees to work while implementing policies and practices that suit their diverse needs. Employee retention is the process of retaining employees, or encouraging them to stay with the company for as long as possible. Employee retention is "a method by which companies maintain an efficient workforce and meet operational requirements" (Ihuah, Kakulu, and Eaton, 2014). It is a method of encouraging employees to stay with the organization, or to stay with the organization until a project is completed (Ming-Chu, 2017). Hales, James, Laura, and Swenson (2018) posit that human resources are a systematic effort to create and improve an environment that encourages employees by promoting policies and practices that meet their diverse needs.

Job Satisfaction

Job satisfaction is described as the degree to which an individual has positive and negative feelings about a job, other workers and work environment (Saiti & Papadopoulos, 2015). Antoniadi (2013) state that work satisfaction is an individual's attitude towards his work, which is sourced from his perception of his work. Giacometti (2019) suggest that job satisfaction is a person's way of working, both positive and negative. Job satisfaction is prevalently known as an internal reaction against the work conditions (Gkolia, Belias & Koustelios, 2014). Giacometti (2019), also highlight some of

the factors that affect work satisfaction include (a) Pay (salary, wages, honorarium, and so on), (b) The task (Conditions of employment: (means, challenges, terms of Office), (c) Career growth Opportunities (Promotion opportunities, career development, increased status), (d) Supervisor (supervision by superiors, subordinate relations), (e) Co-Workers (level of teamwork) (Giacometti, 2019).

Theoretical Framework

This study is anchored on the two-factor theory, which encompasses Herzberg's motivation-hygiene theory and the dual-factor theory, provides insights into the relationship between job satisfaction, motivation, and employee performance. When considering collective bargaining and employee performance in food and beverage organizations in Anambra State, Nigeria, the theory can be highly relevant. Collective bargaining, negotiations between employees and management can directly address hygiene factors. For instance, through the bargaining process, employees can ensure fair wages, safe working conditions, and job security provisions. By addressing these hygiene factors, collective bargaining can help prevent dissatisfaction among employees and create a more stable work environment.

Empirical Review

Temi (2023) examined collective bargaining agreement as an integral catalyst for employee performance in Lagos State, Nigeria. This study aimed at examining the collective bargaining agreement and employee performance in Ikeja Electric Distribution Company. A survey research design was utilized for this study. The population of the study covered 2600 employees of Ikeja Electric Distribution Company Lagos State, Nigeria. A multistage sampling method was utilized to select the respondents from IKEDC. A sample size of 364 respondents was determined through the Taro Yamane formula. Descriptive and inferential statistics were used for the purpose of this study. Pearson Product Moment Correlation

Coefficient was used to test the hypotheses. The results revealed that the collective bargaining agreement components had a positive significant effect on employee performance components of Ikeja Electric Distribution Company. This study recommended that Ikeja Electric Distribution Company (IKEDC) need to keep improving the social dialogue with its employees to increase their performance and improve its competitive advantage over the competitors in production. And also recommended that collective bargaining should be handled in a non-partisan manner. Fair representation of all sides at the negotiation table will foster trust and lessen the fear of victimization.

Udeobasi, and Nnonyelu (2023) ascertained collective bargaining and the incidence of trade disputes in teaching Hospitals in the southeast Nigeria. The study employed cross sectional design and adopted convergent parallel mixed method research strategy. A total of 625 respondents were randomly drawn from the teaching hospitals. A structured questionnaire was used to obtain quantitative data while in-depth interview guide was used to acquire qualitative data from interviewees. Quantitative data was analyzed using the statistical package for the social sciences (SPSS) software while qualitative data was analyzed using thematic content analysis. The stated hypotheses were tested using chi-square (X^2) statistics and results were presented in frequency tables, percentages, and charts. The outcome of this study revealed that trade disputes persist due to absence of transparent commitment by authorities charged with the responsibility of implementation of collective bargaining, and dearth of budgetary provision to implement collective agreement. It is on this score that this study recommended that government should imbibe the democratic culture of collective bargaining by showing willingness and intensify cooperation to bargain in good faith in order to find common ground and resolve disputes amicably.

Amankwaah (2023) ascertained trade union, collective bargaining, and its effect on membership growth among public university lecturers in Ghana. The research looked at UTAG's organizational effectiveness, collective bargaining, and trade union activity and

its effect on the members growth. Using 109 faculty members as the sample size, a descriptive survey study was undertaken. Descriptive statistics tests were run on the items, which were summarized by frequencies and percentages, multiple regression analysis using the Statistical Package for Social Science (SPSS) computer software. The study demonstrated that collective bargaining and negotiations; education & training are the main services offered by trade unions; these have positive and statistically significant effect on membership growth. The study showed that the main difficulty facing trade unions is mobilizing members for effective negotiations. The Ghanaian legal system is very sensitive, and hence the trade union procedures are necessary to ensure and preserve industrial peace. Thus, it is suggested that solid legal frameworks and rules be offered, as these will give trade unions vigor and allow them to submit persuasive work assessments.

Research Methodology

The study adopted a descriptive survey design in which data were collected across a population through sampling. This design is also preferred as it makes enough provision for protection against bias and maximizes reliability (Boniface & Ambrose 2015). Furthermore, survey is considered the best research design suitable for collection of data from large number of respondents since individual are the unit of analysis. The population of the study consisted of 829 which covered the staff of the six food and beverage firms in Anambra State. Eastern Distillers and Food Industries Onitsha employees (150), Rexton Industries Ltd Nkwelle (132) KP Beverages Nigeria Ltd Ogidi (160) Jonabeth Distilleries and Industries Limited Nkpor (142) Dozztephan beverages limited Nnewi (125) Treasures Flavours and Confectioneries Awka (120). The sample size was determined to be 270 using the Taro Yamane statistical formula.

Data for the research were gathered from primary source. Primary data were obtained from the respondents of the selected population through structured questionnaire administered to the respondents. Reliability statistics were used to analyze the generated data, and

hypotheses were tested using the Pearson Product Moment Correlation Coefficient with a significance level of 0.05 in the Statistical Packages for Social Science (Version 20.0).

Data Presentation and Analyses

This chapter is concerned with the presentation and analysis of data collected from the field of study and the test of hypotheses. The aim is to present the data in an interpretable form so that the variables of the study can be well understood. Out of the 270 distributed questionnaires, 234 were filled and retrieved.

Analysis of Data Related to Research Questions

Decision Rule:

The decision in the analysis section is determined by the average of the response of respondents. Strongly Agreed (5 points), Agreed (4 points), Undecided (3 point), Disagreed (2 points), Strongly Disagreed (1 points) and The average of the responses:

$$\frac{(5 + 4 + 3 + 2 + 1)}{5} = 3.0$$

Therefore, mean score below 3.0 would be considered as rejected and mean score of 3.0 and above will be considered as accepted.

Table 1: Summary of responses on relationship between accommodation and employee retention of food and beverage organizations in Anambra State, Nigeria

S/N	Accommodation	SA	A	U	D	SD
1	The management of my organization permits the employee needs before their own.	64	115	4	31	9
2	Management of my organization ensures that employee voice is heard during decision making.	74	109	0	40	0

3	Management of my organization promotes employer-employee relationship to ensure active participation of everyone.	59	120	8	32	4
	Employee Retention	**SA**	**A**	**U**	**D**	**SD**
1	Management of my organization encourage employees to stay with the company for as long as possible.	62	110	6	37	8
2	Management of my organization maintain an efficient workforce and meet operational requirements.	68	116	0	38	1
3	There are systematic effort by the management of my organization to create and improve the work environment by promoting policies and practices that meet both their diverse needs and that of the employees.	71	104	4	44	0

Table 2: Summary of responses on association between reconciliation and job satisfaction of food and beverage organizations in Anambra State, Nigeria

S/N	**Reconciliation**	**SA**	**A**	**U**	**D**	**SD**
1	Management of my organization have laid down processes in agreeing to make amends or come to a truce in a disagreement.	69	115	0	35	4
2	When employees feel heard and valued, they are more likely to have a stronger sense of loyalty to the company.	70	113	1	39	0
3	Common misconception that startup can thrive on a high-pressure, low morale work environment.	60	112	5	38	8
	Job Satisfaction	**SA**	**A**	**U**	**D**	**SD**

1	Management of my organization ensure that the amount of work expected of an employee is reasonable.	58	119	6	37	3
2	Management of my organization create room for advancement of opportunities in the company.	66	106	2	38	11
3	Management of my organization equip employees properly with the tools and resources they need to perform satisfactorily.	70	103	0	42	8

Test of Hypotheses

Decision Rule: Accept the alternative hypothesis when the probability value is less than alpha value, otherwise reject.

Hypotheses One

Ho_1: There is no significant relationship between accommodation and employee retention of food and beverage organizations in Anambra State.

Table 3: Correlations

		ACC	EMC
ACC	Pearson Correlation	1	.997**
	Sig. (2-tailed)		.000
	N	5	5
EMR	Pearson Correlation	.997**	1
	Sig. (2-tailed)	.000	
	N	5	5

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

Result Summary

It implies that accommodation help to explain 99% of the variance in employee retention of food and beverage organizations in Anambra State. The study discovers that the confidence level between accommodation and employee retention is very high, and that correlation coefficient is significant at 0.01 levels. Therefore, reject null hypothesis and accept alternate hypothesis which stated that there is a significant relationship between accommodation and employee retention of food and beverage organizations in Anambra State.

Hypothesis Two

Ho_2: Reconciliation has no significant relationship with job satisfaction in food and beverage organizations in Anambra State.

Table 4: Correlations

		REC	JBS
REC	Pearson Correlation	1	1.000**
	Sig. (2-tailed)		.000
	N	5	5
JBS	Pearson Correlation	1.000**	1
	Sig. (2-tailed)	.000	
	N	5	5

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

Result Summary

It implies that reconciliation help to explain 100% of the variance in job satisfaction of employees of food and beverage organizations in Anambra State. The study discovers that the confidence level between reconciliation and job satisfaction is very high, and that correlation coefficient is significant at 0.01 levels (.000<0.01). Therefore, reject null hypothesis and accept alternate hypothesis which states that there is a significant relationship between reconciliation and job satisfaction of food and beverage organizations in Anambra State.

Discussion of Findings

Hypothesis one revealed that accommodation help to explain 99% of the variance in employee retention of food and beverage organizations in Anambra State. From the result, the study discovers that the confidence level between accommodation and employee creativity is very high, and that correlation coefficient is significant at 0.01 levels, hence (0.000<0.010). This result is in agreement with Sirinya, Abdunrohman, and Kittisak,

(2019), show that there is significant impact of workplace democracy on employee retention in Thailand's manufacturing sector.

Hypothesis two shows that reconciliation explains 100% of the variance in employee job satisfaction of food and beverage organizations in Anambra State. From the result, the study discovers that the confidence level between reconciliation and job satisfaction is very high, and that correlation coefficient is significant at 0.01 levels, hence (0.000<0.01). Therefore, null hypothesis was rejected and alternate hypothesis which stated that there is a significant relationship between reconciliation and job satisfaction of food and beverage organizations in Anambra State was accepted. The study outcome is in conformity with the study of Demir, (2020), which revealed that beliefs positively affects teachers' job satisfaction, organizational commitment, motivation and job involvement.

Conclusion

This study ascertained there is a significant relationship between collective bargaining and employee performance of food and beverage organizations in Anambra State, Nigeria, using accommodation and reconciliation as independent variable proxies while employee retention and job satisfaction were used as those for the dependent variables respectively. This implies that these organizations adopted reconciliation and accommodation in the bargaining process with its employees, leading to increased performance of their employees. Conclusively, collective bargaining has a positive relationship on employee performance in food and beverage organizations in Anambra State, Nigeria.

5.3 Recommendations

Based on the outcome of the study, the following suggestions are made;

1. This study recommends that the food and beverage organizations in Nigeria should stipulate policies that would consider employee accommodation and factoring employee retention which will possibly lead to improved performance.
2. The management of these organizations should lay more emphasizes on reconciliation by maintaining effective communication channels, this will help to further improve employee effectiveness.

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