

Strike Action and Workforce Productivity in Manufacturing Companies in Rivers State

NCHELEM WORLU ELENWO, LOVEDAY OKERE
Ignatius Ajuru University of Education, Port Harcourt, Nigeria

Abstract. This study investigates the relationship between strike action and workforce productivity in manufacturing companies in Rivers State. The study adopted a cross-sectional survey design. The population of the study comprised of 264 managers of twenty-two (22) companies in Rivers State, Nigeria. Census was adopted in which all the elements of the population were studied. Three hypotheses were formulated to guide the study. Data were elicited through structured questionnaire along Likert 5-point scale, while the Cronbach Alpha coefficient of 0.90 bench-mark was observed to confirm the reliability of the instrument used. Out of the 264 questionnaire administered to respondents, 252 copies were duly retrieved. Data retrieved, were analyzed using descriptive statistics of mean, standard deviation while the formulated hypotheses for the study were tested with Pearson's Product Moment Correlation at 0.05 level of significance respectively with the aid of Statistical Package for Social Sciences (SPSS). Results from the analysis revealed that: there is a significant relationship between strike action and workforce creativity. Also, there is a significant relationship between strike action and output quality. Lastly, there is a significant relationship between strike action and quality service delivery of manufacturing companies in Rivers State. The study further recommends that government should enforce and ensure that Nigerian labour laws are complied with, by all company's management/executives. Also, management should prioritize the setting up of good negotiation panel/communication network

concerning terms and conditions of employment to avoid strikes.

Keywords: Strike action, Workforce Productivity, Creativity, Output, Quality service delivery.

1. Introduction

There are number of factors that contribute to the success of any organization, these factors include: capital, equipment, manpower, environment and parties in business. All these factors are important but the most significant factor is the human factor since it is the people that will put the other resources to work. It should be viewed as such by management in giving due attention to human relations in order to achieve the organizational goals and objectives. The main objective of setting up a company is to make profit and to achieve its organizational goals therefore, adequate industrial relations' programmes that support industrial harmony should be put in place to enhance productivity.

The title of this study strike action and workforce productivity in manufacturing companies in Nigeria appropriately confirms the age-long fight between trade unions over wage against management in Nigerian workplaces and this battle has long been drawn, with no end in sight. The casualties are uncountable on both sides despite the great effort that have been made to end this protracted chess game and battle of wits (Nduka in Jaja, 2015).

Nigeria as a nation with rich and well diversified natural resources has the potential of attracting a lot of investment into its manufacturing sector due to the important role the natural resources play as raw material for production which is the core occupation of manufacturing companies. Despite the foregoing, Nigeria like every other nation globally is not invulnerable from uncertainty and unpredictability that emanate from continuous interactions evolving from the economic, political, socio-cultural and technological environmental factors that affect the ease of doing business particularly in the manufacturing industries.

Furthermore, disagreement in most cases grows like a burning flame of fire and degenerate to industrial actions such as: Strike; (strike frequency, duration and verities), lockouts; (machine shutdown, primitive lockout and personnel lockout), layoff, protests, picketing, plant closure or removal and so on, which sometimes have very indubitable demonic influence on the efficiency and effectiveness of the employees particularly on their creative ability to deliver quality product and services. However, in spite of these actions, the managers seem to be one step ahead of subordinates, as most times the subordinates take a surrendering but necessary step to return and maintain a balance of corporate co-existence. But the more the Nigerian managers continue to pay lip service to corporate co-existence, the more these managers will run ring around the neck of their subordinates (Jaja, 2015) resulting to employees' low morale and productivity.

The common denominator was however traced to ignorance and elements in the crumbling pillar equation according to (Jaja 2015) in his inaugural lecture titled; *Breaking the Management Coconut: Do you see Crumbling Pillars or an Ark?* To the present study, the ignorance and elements in the crumbling pillars refer to the inability of the employers and employees to channel the energy they spent on strike actions, layoffs and unionization in their organization to a positive work practices that may lead to competitiveness, creativity, quality products, increased output and quality service delivery to mention but a few. In line with what Atuma, (2012) has said, Geisler, (2010) posited

that managerial conscience like wisdom, deals with the understanding of what is morally right and wrong while relating with subordinates in the workplaces, whereas Jaja and Okwandu in Jaja (2015) assert that this is based on human judgment and duty will.

1.1 Statement of the Problem

There has been knowledge and communication explosion in the past decades which has resulted in nations of the world being a global village. However, instead of each organization or nation enriching the other with their civilization to achieve effective cooperation and mutual welfare, there is mistrust, dislike, and bitter antagonism, Chnder, (1993) cited in Osisioma (2005) among members of the organization. The problem with the organization is that the mistrust, dislike, and antagonism have given rise to conflicts. Nations, communities, organizations and even family units are not spared from the overhanging Sword of Domiciles.

Studies have been conducted on Organizations respectively but none has related industrial action (strike action), to workforce productivity (creativity, output and quality service delivery) in manufacturing companies in Rivers State thus leaving a gap. Against this background the study examines the extent of relationship between Strike action and workforce productivity of manufacturing companies in Rivers State rather than the processes through which disagreement and disputes are generated. This is because managers and investors of manufacturing companies wouldn't want to witness their investment and vision go down-the-drain, strategies must be put in place to set these anomalies straight in both the managerial and employee status which of course channels and encourages a deeper insight concerning this study.

1.2 Objectives of the Study

- To determine the degree of relationship between strike actions and creativity of employees of manufacturing companies in Rivers State.

- To examine the degree of relationship between strike actions and output of employees of manufacturing companies in Rivers State.
- To investigate the degree of relationship between strike actions and quality service delivery of employees of manufacturing companies in Rivers State.

1.3 Hypotheses

Ho₁: There is no significant relationship between strike actions and creativity of employees of manufacturing companies in Rivers State.

Ho₂: There is no significant relationship between strike actions and output of employees of manufacturing companies in Rivers State.

Ho₃: There is no significant relationship between strike actions and quality service delivery of employees of manufacturing companies in Rivers State.

2. Literature Review

2.1 Theoretical Foundation

The importance of industrial relations with regards to the organization's economic actions and growth can never be over emphasized as one cannot do without the other if the organization must attain its ultimate goal, thus pluralist theory of industrial relations was aptly enshrined to place a deeper insight on the variables under study.

2.1.1 Pluralist Theory of Industrial Relations

The pluralist theory to industrial relations emanated from the positions of Sidney and Beatrice Webb in England, John R. Commons who is unarguably presumed to be the father of U.S. industrial relations, and members of the Wisconsin school of institutional labor economists in the early twentieth century. The views of pluralist theory were stipulated in the New Deal U.S. labor policies of the 1930s Great Depression Epoch and cemented in practice by a generation of postwar scholar-arbitrators, as

mostly used by neo-classical scholars in the field of industrial relations.

The pluralist theory of industrial relations state that:

- Disputes or conflicts are inevitable and they occur as a result of different opinions, values, and beliefs within the workplace.
- Industrial disputes or conflicts can be avoided or minimized by involving the trade union representatives in decision-making processes.
- Industrial disputes can be better managed through a system of negotiated trade-offs and settlements.

Collective bargaining deals with problems on a collective basis, as they are most efficient means for institutionalizing employment rules. Thus, management should ensure fairer outcomes by balancing employee and management power.

2.1.2 Implication of the Theory to the Study

This approach is more applicable in modern organizations such as manufacturing companies in Nigeria as it recognizes the importance of trade unions as legitimate representatives which enable employees to influence management decisions (Seniwoliba, 2013). This can be effectively done when there is dispute (strikes) in the system. The legitimate representatives enable the restoration of peace and harmony in the workplace which are drivers to workforce productivity (creativity, output and effective service delivery).

It is evident that there are divergent interests between capital and labour - employers seek to maximize or create wealth whilst employees seek to protect their well-being among manufacturing companies in Nigeria. The pluralist approach is a reflection of what is happening in various sectors of the economy such as education, manufacturing, agricultural and construction industry. Organizations are made up of individuals who organize themselves into groups, each with its own interests, objectives and leadership. In practice, the pluralist theory encourages the formation of trade unions for the protection and promotion of

employees' socio-economic interests. These mechanisms curtail industrial disputes (strikes) while enhancing workforce productivity (creativity, output and effective service delivery) through the injection of industrial peace and harmony in the workplace setting.

3. Strike Actions

Strike actions refers to work stoppage, caused by the mass refusal of employees to work. A strike usually takes place in response to employees' grievances. In the view of Salami (2009), strike is said to be a termination of employment, a negative response to job or a negative response to carry on labor with some workers performing in mixture or in recital or in accord by a general awareness for the reason of forcing their boss to concur to conditions of engagement or to support counterparts to perform identically.

Mamoria, Mamoria and Gankar (2011) in the words of C.W. Doten, argue that strikes are merely symptoms of more fundamental maladjustments, injustice and economic disturbances. Patterson sees strike as a temporary cessation of work by a group of employees in order to express their grievances or to enforce a demand concerning changes in the work conditions. Section 2(q) of the Industrial Dispute Act 1947, defines strike as a cessation of work by a body of persons employed in any industry acting in a combination, or concerted refusal under a common understanding of a number of persons who are or have been so employed to continue to work or to accept employment. In view of this definition, strike postulates three main elements, namely, plurality of workmen, cessation of work or refusal to do work and combined or concerted actions. Note "Cessation of work" implies that mere absence from work is not enough but that cessation of work or refusal to do work should be the result of concerted action on the part of workmen for the purpose of enforcing a demand. Such a stoppage, even for a short period, say, for two to four hours, will fall under the definition of strike (Mamoria, 2011).

Strike actions could be caused due to dispute relating to minimum wages; salary and incentive issues; increment is not up to the performance;

dissatisfaction with the policies of the company; hours of work and interval timings; holidays and leaves with pay; bonus, provident fund, and gratuity; withdrawal of any facility or allowance; and wrongful dismissal of workmen. In Nigeria, the most obvious reason of strike is the non-payment of wages or salaries to the workers of the factory by the employers. Industrial Disputes Act 1947, defines Strike " as a cessation of work by a body of persons employed in any industry acting in combination or a concerted refusal under a common understanding of any number of persons who are or have been so employed, to continue to work or to accept employment". Mere stoppage of work does not come within the meaning of strike unless it can be shown that such stoppage of work was a concerted action for the enforcement of an industrial demand. The sympathetic strike is perceived when workers of one unit or industry go on strike in sympathy with workers of another unit or industry who are already on strike, it is called a sympathetic strike. The members of other unions involve themselves in a strike to support or express their sympathy with the members of unions who are on strike in other undertakings. The workers of sugar industry may go on strike in sympathy with their fellow workers of the textile industry who may already be on strike. General strike means a strike by members of all or most of the unions in a region or an industry. It may be a strike of all the workers in a particular region of industry to force demands common to all the workers. These strikes are usually intended to create political pressure on the ruling government, rather than on any one employer.

3.1 Strike Varieties

Generally, a strike can be looked at in various ways as a course of action determining the psychology of men at work or as an action for some economic cause or to serve some political end. For whatever purpose or in whatever form they are launched, strikes may be broadly classical into primary and secondary strikes. Primary strikes include but not limited to; stay away strike, Sit-down and Stay-in strike, tools-down/Pen-down strike, Token or Protest strike, Lightning or Cat-call strike, Go-Slow, Picketing

and boycott, Gherao, and Hunger strike. While the primary strikes are based on the direct demand of those in strike, the secondary strike is compensatory and is a type of strike in which the striking employees have no demands or grievances of their own against their employer but they go on strike for the purpose of directly aiding or supporting others in their cause. In other words, employees have no direct interest in the advancement of the cause of the strike. Such a strike is an unjustifiable invasion of the right of employers and is generally unlawful (Mamoria, 2011). In whatever ways we look at strike, its effect is endemic and odious to the development and productivity of an employee and the organisation.

4. Concept of Workforce Productivity

A workplace is a location where someone works for his or her employer, a place of employment. Such a place can range from a home office to a large office building or factory. For industrialized societies, the workplace is one of the most important social spaces other than the home, constituting a central concept for several entities: the worker and his/her family, the employing organization, the customers of the organization, and the society as a whole. The development of new communication technologies have led to the development of the virtual workplace, a workplace that is not located in any one physical space. Productivity is commonly defined as a ratio between the output volume and the volume of inputs. In other words, it measures how efficiently production inputs, such as labour and capital, are being used in an economy to produce a given level of output. Productivity is considered a key source of economic growth and competitiveness and, as such, is basic statistical information for many international comparisons and country performance assessments. For example, productivity data are used to investigate the impact of product and labour market regulations on economic performance. Productivity growth constitutes an important element for modelling the productive capacity of economies. There are different measures of productivity and the choice between them depends either on the purpose of the productivity measurement and/or

data availability. One of the most widely used measures of productivity is Gross Domestic Product (GDP) per hour worked. This measure captures the use of labour inputs better than just output per employee. Generally, the default source for total hours worked is the OECD Annual National Accounts database, though for a number of countries other sources have to be used. Despite the progress and efforts in this area, the measurement of hours worked still suffers from a number of statistical problems. Namely, different concepts and basic statistical sources are used across countries, which can hinder international comparability. In principle, the measurement of labour inputs should also take into account differences in workers' educational attainment, skills and experience. Accordingly, the OECD has started to develop adjusted labour input measures.

Historically, the 1980s witnessed the spread of quality and productive techniques, popularized by Japanese firms while the 1990s saw a virtual explosion in terms of techniques and methods for productivity improvement in a large measure, these were motivated by the Japanese competitive superiority in manufacturing and quality over the American and European firms. The ongoing decade of 21st century has seen the relative decline of Japan as compared to China that has gained the second position among the world's large manufacturing economies. The modern practices of productivity enhancement are an amalgam of the traditional methods, variations that is made upon the traditional methods and new methods. Automated assembly lines, for instance, can be seen as an extension of the scientific management philosophy, aided by computerized manufacturing by computerized numerical control (CNC) machine and implemented through flexible manufacturing system incorporating cellular manufacturing layouts and robotics technology. Productivity improvements have tremendous potential for exercising cost control and effecting cost reduction, resulting in the implementation of individual Workforce Productivity strategy. As noted, most modern productivity improvement techniques attempt to retain the advantages of mass production that is low-cost, with

customized production that is necessary for the differentiation to be created.

5. Creativity

Creativity on the other hand, is inherently disruptive. It is the burst and spark of a new idea so brilliant that it interrupts whatever you are doing just so you can get it onto paper. At a glance, it also appears to be completely opposed to productivity. It cannot be quantified and measured accurately. It is simple. That is great for developing big ideas but maybe not so much for those looming deadlines. Can productivity and creativity really be balanced or are they fundamentally at odds with one another? However, creativity leads to productivity, provided the workplace environment is developed and nurtured in a way that allows the two to peacefully co-exist.

The term creativity refers to the ability to produce something that is both new and valuable. Good education, proper care and provision of opportunities to inspire, stimulate and sharpen the creative mind and it is in this sphere that parents, society and teachers make a significant contribution. One has to help children in nourishing and utilizing their creative abilities to the utmost, and the educational process should aim at developing creative abilities among children. This can be done through teachers and parents who should know the importance of the creative process and the ways and means of developing creativity.

Fostering creativity is essential for organizational survival. Among others, this could be achieved through **promoting working without boundaries**. For many people, especially entrepreneurs, that passion comes as easily as breathing. But for some, sparking that passion in the workplace requires a little more motivation. Regardless of their department or role, workers who participate in the creative process can take ownership of an idea rather than a to-do list. When staffers can own and nurture an idea from the beginning to its execution, they become more passionate and emotionally invested and will work that much harder to see that their idea come to life.

Promoting creativity removes the fear of failure. A key component of fostering a creative environment is giving people the freedom to fail.

6. Output

Generally, the growth and stability of the economy of any nation is a function of the growth of the totality of the small and medium scale enterprises. In the light of the foregoing, it is imperative to know that if the individual employees are not being productive due to one reason or the other, then the organization is not productive because the productivity of the organization is solely dependent on the output of the employees. Yesufu (1984) asserts that the nature of physical condition under which an employee works is important to output. Office and factories that are too hot and ill ventilated are debilitating to effort. Apart from poor working environment other factor that can affect output of an employee include industrial actions. For example, Work-to-rule aims at the restriction of output through deliberate reduction in the pace of work. In Nigeria, for instance, Work-to-rule (popularly referred to as go slow“) actions have featured prominently in labour-management relations for a long time, although they became a regular instrument of union bargaining strategy following the no-strike provision of the wartime legislation (Yesufu, 1984; Ubeku, 1986; Fashoyin, 2005).

6.1 Output Quality

Quality in this work is defined as the ability of a product or service to satisfy the purpose for which it was meant to serve. Output quality on the other hand is seen as the extent to which a product actualizes the organizational goal. Therefore, it is essential to put strategies in place to improve our output quality. Bergmann and Scarpello (2001) opined that compensation systems have traditionally been designed to attract and retain employees and to motivate them to increase their effort and outputs toward the achievement of organizational goals. Juran (2013) said that quality is the hardest aspect of Workforce Productivity to measure. The common element of the business definitions is that the quality of a product or service refers to

the perception of the degree to which the product or service meets the customer's expectations. Quality has no specific meaning unless related to a specific function and/or object. It is not easy to define the word quality since it is perceived differently by the different set of individuals. If experts are asked to define quality, they may give varied responses depending on their individual preferences (Juran, 2013).

As it was noted in Section 175 of the Ghana Labour Act, 2003 (No. 651) that strike is any action taken by two or more persons acting in concern, which is intended by them to restrict the service they usually provide to the employer or reduce the output of such service in order to put more pressure on the employer to meet their demands (Gyamfi, 2011). So, the effect of industrial actions on workforce productivity cannot be over emphasized, it influences the Output quality, production time, and general output as well as the employee productivity.

7. Quality Service Delivery

The discussion of quality service delivery as a measure of workforce productivity in this study was examining the phrase in its intangible

satisfaction that are offered for sales, or provided in connection with the sale of goods. From the oxford advanced learner's dictionary (international student's edition), service is defined as "system that provides something that the public needs, organised by the government or a private company". In the interim, the meaning derived from the definitions of quality and service indicates that both concepts are abstract and relatively concerned with the circumstance as it varies from individual to individual and this leads to the understanding the phrase, quality service delivery.

Quality service delivery could be seen as the regularity with which a service provider can provide efficient service to the customer Zeithamal, (1990). It is of the essence to note that organization cannot deliver adequately if the employees fail to provide quality service; therefore, every organization must be sure that

features as time factor/saving and customer satisfaction. This study looked at quality service delivery as getting the best out of every activity involved in service, it involves continuously meeting the agreed customer requirement at the lowest cost by employees. Quality is an ambiguous term although we cannot define it; we know what it is (Prisigi, 1978). Nevertheless, Parauraman (1988) argue that quality is zero defects; doing it right the first time. Yet in the view of Juran, (1974) quality is fitness for use, the extent to which the product successfully serves the purpose of the user during usage. Also reacting to Juran, Zeithamal (1990) posit that quality is exceeding what customers expect from the service.

Given that as it may, the phrase "service quality" is coined from combination of two independent philosophies and having explained quality to a reasonable extent, it will be imperative to attempt to decipher what service is and to have a clearer vision of our position towards the emerging declaration. Therefore, service according to Berry, (1990) is an act, deeds and performance or a form of product that is not tangible. Berry (1990) further defined service as activities, benefits or

their employees are productive to enable the organization provides adequate quality service to their customers. In other words, service quality can be defined as the difference between customer expectation of service and the perceived service. Example; if expectation is greater than the satisfaction gained then the customer is dissatisfied. Simply put, service quality is a comparison of expectations with performance or an assessment of how well a delivered service conforms to the client's expectation. Quality service delivery could be considered in different scale depending on the expectation of the customer because what constitute quality service is not sacrosanct. It means different thing to different persons, and sometimes it connotes; Assurance - exciting, reliance and self-assurance, Empathy - compassion, personalized interests given to customers, Reliability - delivering on time and

Responsiveness - willing to help customers and provide without delay.

8. Empirical Review

Nwaogu (2012) examined the influence of strike action on employee's performance and productivity. The aim of the study was to ascertain the relationship between strike action (causes of strike, delay in payment, perception of strike and practical solution to strike problems) and employee performance and productivity. The study adopted a survey research design. The population put together was 12,000 and the sample size is 746. The instrument used for data collection is the questionnaire and interview. The instrument for data analysis is Chi-square method of testing of hypothesis and simple percentages of analyzing the tables. Findings revealed that causes of strike were linked to delay in payment, communication disruption, resource scarcity and management leadership; There is a strong relationship between strike action and employee's performance/productivity.

Mayomwa (2015) examined industrial conflict and its management strategies in selected manufacturing companies in Lagos State, Nigeria. The study utilized co-relational survey method which involves the use of structured questionnaire and personal observation to elicit information from the respondents. Participants comprised of staffs of three manufacturing companies in Lagos, Nigeria. Multistage sampling technique was employed in selecting the respondents from the three manufacturing companies under the study. The data collected were analyzed using descriptive statistic including tables, frequency counts, and percentages as well as mean scores. The findings revealed that the causes of conflict in manufacturing companies in Lagos State, Nigeria include poor means of communicating grievances to top managers, unfavorable economic and industrial policies, poor employee compensation and welfare among others. Therefore, this study concluded that managers should combine strategies such as bargaining, collaboration and avoidance when dealing with

industrial conflict to maintain cordial and productive labour-management relationship.

Yusuf, Salako, Adedina and Ayelotan (2015) explored the implication of the incessant industrial action by academic staff unions on the students' academic performance: ex-post-facto evidence from University of Lagos, Nigeria. With the objective of carrying out relative analysis of the students' academic performances in the pre-strike semester to post strike semester capturing the academic performance by GPA. The study developed a theoretical framework and employed ex-post-facto research design. However, its sample size was 448. Descriptive and Z-test were used to analyse data. The research revealed that strike action disrupts academic calendar which bestowed on students' psyche cost, disheartenment and unable to speedily regenerate themselves towards academic exercises at the resumption. Consequently, poor academic performance in the post-strike semester.

Hassan, Malik, Hasnain, Faiz and Abbas (2013) investigated the role of contextual factors such as job complexity and relationship with supervisor on employee creativity that in turn have positive effect on firm's innovation and performance. This study further investigated that employee intrinsic motivation mediates the relationship between contextual factors and employee creativity. Data were collected through convenient sampling from banking employees working in different branches of seven Pakistani banks operating in Multan city through 164 questionnaires which then analyzed using SPSS 16. The results showed the direct relationship of job complexity and supervisory relationship with employee creativity keeping the mediating variable unaffected. Further, employee creativity has shown significant positive relation with organization innovation capability and firm performance.

9. Methodology

Research design is a framework that is used as a guide in collecting and analyzing data for a study (Baridam, 2001). As opined by Ahiauzu (2006), a good research design should capture

the type of research that is undertaking by the researcher, the unit of analysis and the time frame for the study. Thus, the type of research design adopted in this study is the cross-sectional survey design. The population of the study comprised of 264 employees of managerial positions (4 first line managers, 4 middle line managers and 4 top line managers) in Personnel, Account/Finance, Marketing and Production departments from twenty-two (22) manufacturing companies in Rivers state. However, census was adopted in which all the elements of the population were studied since the population consist only managers of the

companies. Data were generated through structured questionnaire along Likert 5-point scale, as well as through textbooks, journals, periodicals, company magazines and the internet. Face and content validation of the research instrument used for data collection was carried out, while a reliability coefficient of 0.90 was obtained from the pilot study using the Cronbach Alpha. Data were analyzed using descriptive statistics of mean, standard deviation and the hypotheses were tested using Pearson's Product Moment Correlation at 0.05 level of significance respectively with the aid of Statistical Package for Social Sciences (SPSS).

10. Data Analysis and Results

Table 1: Descriptive Statistics for Strike Actions

Descriptive Statistics

Strike Actions	N	Minimum	Maximum	Mean	Std. Deviation
There is strike actions in my company	252	1	5	3.02	1.423
My company has gone into more than one strike actions this year	252	1	5	3.87	1.457
My company has embarked on different types of strike such as sympathy, sit-down, economic and wild cat strike.	252	1	5	2.20	1.457
Strike actions tend to depict grievance and disinterest employees have for management decisions, processes and mechanisms.	252	1	5	4.37	1.244
Valid N (listwise)	252				

The data in table 1. illustrates the frequency (N) and response rate (Mean) for Strike Actions measured on a 4-item instrument and scaled on a 5-point Likert scale. The values on the Mean and Std. Deviation columns on the table indicate that strike item 2, (My company has embarked on different types of strike such as sympathy, sit-down, economic and wild cat strike) with a mean score of 3.87 and standard deviation of 1.457 has the highest mean value as opposed to item 3 with mean score and standard deviation of 2.20 and 1.457.

Table 2: Descriptive statistics for Creativity

Descriptive Statistics

Creativity	N	Minimum	Maximum	Mean	Std. Deviation
Employees devise new ways to improve their productivity in the workplace.	252	1	5	3.81	1.389
Workers engage in active role orientation, such as initiating change and influencing their environment.	252	4	5	4.68	.466
Workers have the ability to be pacesetters for others to follow in his environment.	252	3	5	4.77	.545
Workers initiate programmes that can address a contending issue and attain organizational goals.	252	3	4	3.97	.165
Valid N (listwise)	252				

Descriptive statistics on Creativity items

The data in table 2. illustrates the frequency (N) and response rate (Mean) for Creativity measured on a 4-item instrument and scaled on a 5-point Likert scale. The Mean (4.77) indicates that creativity item 3, (Workers have the ability to be pacesetters for others to follow in his environment) has the highest mean value and portrays that almost all the staff opposed the statement on item 3 and checked the “very low extent box”.

Table 3: Descriptive statistics for Output

Descriptive Statistics

Output	N	Minimum	Maximum	Mean	Std. Deviation
Employees ensure they reach out to time accomplishment of production output	252	4	5	4.73	.443
The quantity of products conforms to management’s production quality specification.	252	1	3	1.28	.523
Output levels of our products are high only when there is increase in the factor input.	252	1	2	1.13	.342
This company is always working to achieve the highest standards of quality output	252	3	5	4.60	.620
Valid N (listwise)	252				

Source: SPSS data survey (2019)

Descriptive statistics on Output items

The results in table 3 above revealed that there are 252 cases with 100% response in all the four (4) items of Output and recorded the highest mean score of 4.73 and standard deviation of 0.443 on item number 1.

Table 4: Descriptive statistics for Quality Service Delivery

Descriptive Statistics

Service Quality	N	Minimum	Maximum	Mean	Std. Deviation
Time saving is a priority to employees’ quality service delivery	252	1	3	1.15	.380
Customers’ complaints and grievances are promptly redressed to sustain their satisfaction	252	3	5	4.58	.525
Our customers are happy with the timely delivery of our products and services	252	3	5	4.18	.767
We often carry out customer survey to assess the level of their satisfaction on our products and services.	252	1	3	1.12	.344
Valid N (listwise)	252				

Source: SPSS data survey (2019)

Descriptive statistics on Quality Service Delivery items

The data in table 4 illustrates the frequency (N) and response rate (Mean) for service quality measured on a 4-item instrument and scaled on a 5-point Likert scale. The Mean (4.58) indicates that service quality item, (Customers’ complaints and grievances are promptly redressed to sustain their satisfaction) has the highest mean value and portrays that almost all the staff opposed the statement on item 2 and checked the “very low extent box”.

Table 5: Presentation of the result of the relationship between Strike and the dimensions of workforce productivity

Correlations

		Strike	Creativity	Output quality	Service Quality
Strike	Pearson Correlation	1	.918**	.930**	.930**
	Sig. (2-tailed)		.000	.000	.000
	N	252	252	252	252
Creativity	Pearson Correlation	.918**	1	.848**	.783**
	Sig. (2-tailed)	.000		.000	.000
	N	252	252	252	252
Output quality	Pearson Correlation	.930**	.848**	1	.928**
	Sig. (2-tailed)	.000	.000		.000
	N	252	252	252	252
Service Quality	Pearson Correlation	.930**	.783**	.928**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	252	252	252	252

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

Based on the empirical results illustrated above, all previously stated null hypotheses are hereby rejected as the study finds that:

Ha₁. There is strong, positive and significant relationship between strike actions and creativity at (r = 0.918, p = 0.000 < 0.05).

Ha₂. There is strong, positive and significant relationship between strike actions and output quality at (r = 0.930, p = 0.000 < 0.05).

Ha₃. There is strong, positive and significant relationship between strike actions and quality Service Delivery at (r = 0.930, p = 0.000 < 0.05).

11. Discussion of Findings

Results from table 5. of the Ho₁ (r = 0.918, p = 0.000 < 0.05). Ho₂ (r = 0.930, p = 0.000 < 0.05) and Ha₃ (r = 0.930, p = 0.000 < 0.05) indicate that there is a significant relationship between strike actions and workforce productivity. These findings are in line with the view of Nwaogu (2012); Jaja (2015); Mayomwa, (2015); which asserted that strike actions negate productivity if not promptly addressed. Inasmuch as the nature of the strike in Nigerian manufacturing industries is a critical factor there is need to encourage productivity by promptly attending to intending strike actions to enhance operations and productivity of workforce. There is the need to adopt confrontation in settling issues emanating from crumbling managerial pillars because casting illusion aside, confrontation, not

dialogue is preferred instrument in solving problems arising from crumbling managerial pillars in Nigerian workplaces. Building a better relationship by managing dispute portrays the impact of strike actions on employee productivity; this is because inability to control conflict situations can lead to low productivity, work stress, career stagnation, work alienation, and termination of relationship (Chukwuemeka, et al 2012; Dim, et al 2017). Chronic unresolved interpersonal conflicts cause espionage, sabotage, wasted man-hour, endless emotional trauma, and wasteful drain resources. This situation is revealed through uncomfortable feelings, unwanted thoughts, disturbing perceptions and self-destructions which demoralize the Nigerian worker and wrinkle creativity of the individual employee.

Due to the instability in Nigeria economy, high level of unemployment leading to high poverty rate and the powerful influence of the owners of business in Nigeria, strike actions are not always noticeable among private operators rather it is shield under the trade union or Nigerian labour congress to exercise their unfair treatment on issues that bothers on wage, welfare, and general condition of work. Apparently, there has been incessant industrial actions rocking the Nigeria work system and the manufacturing industries are not exception and the result of these actions are felt in poor or inefficient utilization of the employee potentials that has left Nigeria

manufacturing industry at the first world experience of bricks and mortar when other countries (India, Japan, China etc) are at the ebb of hitting the pure technology world for mass production efficiency. The less effectively we manage conflicts, the more conflict we experience as a result (Jaja, 2015).

It is also important to note that when strike actions are effectively managed, creativity, output and service delivery in the workforce are attained. Angry workers are capable of doing anything possible to frustrate the organization once they sense that the management is not yielding to their demands (Higgins, 2003; Thomas, 2009). Sometimes the period spent on strike affects the corporate schedules such as programmes on training and development. This negates workforce productivity via creativity, output and quality service delivery. And when a worker fails to train, he cannot cope with the trend in technology otherwise making such a worker to be unproductive or out of fashion in the industry.

Strike actions have the propensity to hinder efficiency of services quality delivery as employees usually defend their union (group interest) at the detriment of their personal company objectives. However, when strike actions are minimized among manufacturing firms, service delivery tends to be quality in nature as employees put in their best while conforming to the expectations of management.

12. Conclusion and Recommendations

Industrial disputes whenever and wherever it occurs tends to have debilitating psychological effects on the workers involved, as conflict usually have negative impact on the morale of employees. A sudden outbreak of conflict changes work performance and/or personal behaviour that could signal the beginning of problems at the workplace. The change can be due to poor communication between manager and employee repeated tardiness, absenteeism and misconduct. Furthermore, conflict create bad feelings, resentment and hostility that would not enable the employees to work together as a team and a resultant decline in work

performance, low productivity, loss of customers, high labour turnover, adverse effects on the goodwill of the organization and complete collapse of the organization. However, the hypotheses tested all indicated strong, positive and significant relationship between the study variables which inspired the decision to reject the null hypotheses stated. Based on the findings, the study concludes that strike action actually influence the workforce productivity of manufacturing companies in Rivers State. From the conclusion above, the study recommends that:

- Government should enforce and ensure that Nigerian labour laws are complied with by manufacturing companies' management/executives to reduce strike in order to encourage employee creativity.
- Management of manufacturing companies should prioritize the setting up of good negotiation panel/communication network concerning terms and conditions of employment in order to avoid strike and ensure efficient quality service delivery.
- Employees should be taught appropriate industrial relations behaviours and need for skill development and enhancement, in order to promote their productivity.
- There should be instant redress to strike of workers and homogeny in the management of workforce' complaints.

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