

Managing Industrial Disputes in the Nigeria Teaching Hospitals: An Empirical Analysis.

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Abstract

Disputes will always exist in any system whether they are family, friends, organization, or government. The only critical element is how to manage dispute to a reasonable extent, such that either parties or any will not feel cheated or undermined in any way. Industrial dispute follow the same pattern. In Nigeria, specifically, industrial dispute has taken an unprecedented proportion since independence and a geometric level in the 1990s and 2000s. The general principle surrounding this paper is give Management of Teaching hospitals some key skills that will enable them handle Industrial Dispute in other not to allow the negative predicament of industrial dispute. Using the University of Nigeria Teaching Hospital (UNTH) as a case, we distributed questionnaires to Management staff, Non-management staff, and Resident Doctors. After analysis, the results showed that several factors are responsible for the incessant strikes in the hospital, chief of which is management inability to honour promises made during negotiation, poor infrastructure and working facilities, and poor remuneration. Hence, the paper recommends that a well designed conflict management system/structure must be put in place in Teaching Hospitals among others. The paper adopted the tabular method in presenting data, while Chi-square was used to test the hypothesis stated.

Keywords: Dispute, Conflict, Industrial Dispute, Resolution, Collective Bargaining.

Introduction

Industrial harmony is a consequence of satisfactory employer-employee relations, instrumental to socio-economic development of any country. However, sometimes discord may arise between the parties, which, if not resolved, may lead to industrial action, particularly strike. The parties of industrial dispute are the management/employers, the labour or workers unions and the government and its agencies. The environment in which these parties interact is the industrial relations system, and the aim of the various parties is to maintain industrial peace and harmony.

Since the Nigeria Civil War, labour-management conflicts have assumed unpredicted proportions. Public policy designed to deal with conflict situations in employment became more interventionist and revolutionary. These conflicts arise from inherent opposing interests of employers and employees in work relations (Fashoyin, 1992). Given the inevitability of conflict, the actors particularly the government must evolve ways and means to resolve the resulting grievances. The dispute settlement machinery provides a meaningful approach to the accommodation of conflict between employers and their employees.

Organizational conflict is a disagreement between organizational members or groups arising from the fact that they must engage in independent work activities and/or from the fact that they have different statutes, goals, values or perceptions (Stoner 1989:392). Organizational members or sub-units in disagreement attempt to have their own cause or point of view prevail over that of others.

The machinery for settling trade dispute is created by the Trade Dispute Act 1990. The machinery is founded on the hierarchy of procedures. At the base and apex of the hierarchy are respectively the collective bargaining process sometimes involving mediators and the National Industrial Court (N.I.C) in between these two are the conciliator and the Industrial Arbitration Panel (I.A.P). The purpose of establishing these bodies is to provide effective mechanism for ironing out differences between parties to a trade dispute without necessarily having resources to strike or lockouts (Amadi, 1999).

The settlement of industrial dispute revolves around mechanism for collective resolutions. Labour-management relations, which were extremely antagonistic unit around 1960, gradually stabilized over time. From the mid 1980s, the number of labour disputes and the number of cases involving unfair labour practices declined noticeably (Public Policy, 1999). However, with the lifetime employment practices being overhauled and performance-based wages being introduced, the number of dismissals has increased. This has in recent years resulted in an increased number of disputes between working individuals and employers.

As for dispute between management and a union, the Labour Relations Commissions may become involved and consider whether unfair labour practices have occurred. However, it has no special procedure in place to deal with individual industrial dispute. Although, the labour administrative offices and Bar Associations may assist parties in achieving individualized private outcome, a civil law suit must be taken to a court in order to obtain a public settlement. A tremendous amount of time and resources are necessary to use the court system (Public Policy, 1999).

The Statement of the Problem

Cases of industrial disputes abound in Nigerian work situations. Usually, they are between the management of the various organizations and their respective workers unions. Dispute constitutes a drag on the process of industrial peace and economic activities. Industrial disputes between employee and employers have, no doubt, led so many unfavourable situations, that are losses to both parties (management and employees). It is, however, obvious that during industrial disputes, management surely lose production which its cost depends on the strength and periods which the workers will indulge in strike.

The loss in productivity constitutes one of the most significant quantifiable costs to the management of teaching hospitals. The significance of these losses is more worrisome because it often leads to chain of events in other establishments. Such losses includes: manpower loss, loss in income to the organization, such as consultancy fees, drugs, laboratory test fees and bed space fee, and in some cases, loss of life.

Most organizations find it difficult to arrive at a compromise peacefully each time they engage in negotiation as a result of industrial disputes. Although some organizations have avoided dealing with dispute, the result of this avoidance has often led to unnecessary financial costs or harm to employee morale and productivity. It would be pertinent to enquire into the causes of the industrial disputes between the management of teaching hospitals and staffs, with a view to designing a conflict management system for resolving and promoting industrial relations in the work environment. It is also pertinent to evaluate the effect of industrial dispute on the organization and the society in general.

The Objectives of the Study

The objectives of this paper include, but not limited, to the following:

- 1) To identify the causes of industrial disputes between the staff and management of Nigeria Teaching Hospital;
- 2) To determine the effect of industrial disputes on the morale of staff members in teaching hospital;
- 3) To examine the roles style of conflict management system used in resolving conflict and promoting industrial harmony among staff members;
- 4) To examine the industrial disputes settlement machinery and its effectiveness in dispute settlement;
- 5) To look at the far-fetch effects of industrial disputes on the society in general.

Research Question

It is pertinent to ask the following questions in the course of this paper.

- 1) What are the causes of industrial disputes between Resident Doctors and Management of Teaching Hospitals in Nigeria;
- 2) To what extent do industrial disputes affect the morale of Resident Doctors and Management?
- 3) What style of conflict management system would be workable for resolving conflict and promoting industrial harmony among staff and management of Teaching Hospitals in Nigeria?
- 4) How effective is the dispute settlement machinery in resolving industrial dispute?
- 5) What are the long-term effects of industrial disputes on the society in general?

Formulation of Hypotheses

For speedy and successfully executions of the study, the following hypothesis are derived from the objectives of the study;

- 1) The Hospital consultative management style and the deteriorating nature of facilities in teaching hospitals represent the major causes of conflict between staff and management;
- 2) The industrial conflict has a debilitating effect on the morale of staff and the management of teaching hospitals;
- 3) A collaborative conflict management system will promote industrial harmony between staff and management of teaching hospitals;
- 4) The industrial disputes machinery adopted by management hinders dispute settlements in teaching hospitals;

- 5) Loss in productivity constitutes a significant quantifiable effect on the society as a result of industrial disputes within teaching hospitals;

Literature Review

Labour management relationship is an aspect of industrial relations. The unpalatable side of industrial relations, and with which the public often associate unions, is the strike. The strike indicates a breakdown of cordial relation between labour and management. A great deal of scholars have shown a negative relationship between or association between process conflict, performance and strikes (John and Mannix, 2001; Jehn and Bendersky, 2003; Simons and Peterson, 2000; and De Dreu and Weingart, 2003). Also a number of scholars have argued that conflict resolutions/management is an important predictor of group and management relationships (Marks, Mathieu, and Zaccaro, 2001; Mathieu and Echulze, 2006; Tinsley, 2001; De Dreu and Van Vianen, 2001).

Conflict Conceptualized

Conflict is a perceived divergence of interest or a belief that parties' aspirations cannot be achieved simultaneously. Disputes are manifest disagreement often following legal or quasi-legal or otherwise confrontational procedure such as complaints, charges, grievances and lawsuit. Conflict is also a process that occurs when one person, group or organizational subunit frustrate the goal attainment of another (Jeffrey, Dean and Sung 1994; Johns, 1996; Kuhn and Poole, 2000; Peterson and Behfar, 2003; Rahim, 2002). Moorhead and Griffin (1995) say conflict is a disagreement among parties. When two persons or groups disagree over major issues, conflict is often the result. Often, it is generated by political behaviour or battles over limited resources. In particular it frequently occurs when a person or a group believes that its attempts to achieve its goal is being blocked by another person or group. Myers (1993) defines conflict as a perceived incompatibility of action or goal. Whether their perceptions are accurate or, inaccurate people in conflict sense that one side gain is the loss of the other side. This view is also adopted by Ancona and Chong, 1996.

According to Vecchio (1991) conflict is the process that results when one person (or a group of people) perceive that another person or group is frustrating or about to frustrate an important concern. Conflict involves incompatible differences between parties that result in interference or opposition.

In defining conflict, Imaga (1999) differentiated between substantive conflict and emotional conflict. The former he says, involves dispute over policies, competition for scarce resources and differing perceptions of roles and task relationship. Emotional conflict on the other hand, involves negative feelings of one party toward the other such as distrust, resentment, inaccurate interpretations of communication, and acting on the basis of stereotypes. Greenberg and Baron (1993) define conflict as a process in which one party perceives that another party has taken some action that will exert negative effects on its major interests or is about to take such action.

An industrial dispute is defined as a state of disagreement over an issue or group of issues between an employer and its employees, which results in employees ceasing work. Industrial disputes comprise strikes, which are a withdrawal from work by a group of employees; and lockouts, which are a refusal by an employer or group of employers to permit some or all of their employees to work (Australian Bureau of Statistics, 2006).

The conflict management process encompasses a wide range of activities, including communication (Folger, Pool, and Stutman, 2001), problem solving (Tjosvold, Hui and Yum 2003), dealing with emotions (Desivilya and Yagil, 2005) and understanding positions (Brett, 2001; Pondy 1992). Previous research in this tradition has shown that different conflict management orientations such as collaborating, competing and accommodation affect success at the individual, team, and organizational levels (De Dreu, 1997; Morrill and Thomas, 1992; Edmondson, 1999; Edelman, 1993; Weingart, 1992).

Stoner (1989:392) identifies six causes/types of conflict possible in an organization life. These are:

- 1) That conflict within the industry occurs, when an individual is uncertain about what work he or she is expected to perform;
- 2) Conflict among individuals in same organization is frequently seen as being caused by personal differences. This type of conflict erupts from role-related pressure (as between managers and subordinates);
- 3) Conflict among individuals and groups is frequently related to the way individuals deal with the pressures for conformity imposed on them by their work group;
- 4) Conflict among groups in the same organization is the type that is line-staff and labour management conflicts;

- 5) Conflict among organizations in the economic sphere has been considered an inherent and desirable form of conflict, in the United States and many other countries is called competition. Such conflict has been recognized to lead to the development of new products, technologies and services, lower prices and more utilization of resources.
- 6) Conflict among individuals in different organizations.

Nature and causes of trade disputes and conflicts

Ubeku (1983), Ratzburg (2000), Franklin and Stellamaris (2004), Otite (2001), Robbins (2001), and a host of other authors have identified, but not limited to, the following actors or reasons for the causes of conflicts or industrial disputes in organizations in Nigeria.

- a) Management's refusal to grant a demand made by the union. A variable of this is the breakdown of collective bargaining as a result of inability of the parties to reach agreement on an issue or issues that the union considers important to their members. Such issues will normally include wages and salaries, housing allowances and other fringe benefits;
- b) The breakdown of negotiation is quit frequent because the parties approach the negotiation table with very different views and mandates;
- c) Until the promulgation of the Trade Union Act 1973, which gives the Ministry of Labour powers to compel an employer to recognize a union, recognition and refusal to bargain were a major source of conflict;
- d) Victimizations or anti-union discrimination either in the award of increments or in promotion;
- e) Dispute may arise also as a result of the claimed violation of legislation or rule of condition of work;
- f) The application or interpretation of provisions of collective agreements is also a constant source of dispute at work place;
- g) Disputes that arise from collective grievances may also be the result of non-observances of conditions of individual contract of employment or of work rules including disciplinary rules;
- h) A large number of grievances that occur in the work place may be those concerning situation not governed by rules. Such grievances emanate essentially from individual workers and may be because of an alleged ill treatment of the worker by his supervisor or manager or the result of which factors cause dispute often or very often; and
- i) Wages and other matters concerned with the collective agreement and management's interpretation; or implementations of such matters are the main causes of trade disputes.

Materials and Method

The study adopted a case study approach by focusing on the industrial dispute between management of university of Nigeria Teaching Hospital (UNTH), Enugu that led to several strike action. Since the UNTH has been established as a general hospital and later evolved into a teaching hospital by a military decree, it remains one of the oldest teaching hospitals in Nigeria. Also most teaching hospitals are similar in structure, management, unionism, and general procedures. Hence the findings of the paper can and will be used to generalize as recommendations for teaching hospitals in Nigeria.

The paper adopted a sample survey because the method gave relevant information about the population in interest. Questionnaire were administered to one hundred and ninety-four (194) resident Doctors and three (3) management staff of the same university which are the Chief Medical Director, Chairman of the Medical Advisory Committee, and the Director of Administration and Secretary to the Management Board. Of this number 72 questionnaires were rendered useless, hence, the sample size is 125 respondents.

For data presentation and analysis, the paper adopted the tabular form and percentage methods was used to analyze the data from respondents. The non-parametric statistical chi-square was used to test the hypothesis formulated.

Data Presentation and Analysis

Table 1 shows that management style and deteriorating facilities constituted 42.75%, followed by non-adherence to collective agreement which constituted 23.75%. While communication failure and poor salary structure constituted 16.15% and 7.6% respectively.

Table 2 shows that 89.47% indicated that industrial dispute has high effect on morale. 3.15% indicated that industrial disputes has low effect on moral, while 1.05% indicated that dispute has no effect on morale and 6.31% was indifferent.

The dominant conflict management style that would be workable is the integrating style which constituted 36.1% while the compromising style constituted 28.5%. Avoiding style and dominating style constituted 20.9% and 4.75% respectively. This is highlighted in Table 3.

The result in Table 4 showed that 58.9% of the respondents indicated that the machinery adopted in resolving dispute is not effective. Only 14.24% indicated that the machinery adopted is effective, while 17.1% responded 'don't know whether the strategy is effective or not effective.

Table 5 showed that 42.75% indicated that dispute has effect on productivity, while 13.3% indicated that has effect on the revenue of the hospital, 19% and 15.2% indicated that dispute has effect on cost of living and the health of patients respectively.

TEST OF HYPOTHESIS

Hypothesis 1

$$X^2 = 104.1072$$

$$\text{Critical value} = 16.92$$

Computed $x^2 >$ critical value

Decision

Since the computed value of $x^2_9 = 104.1072 > 16.92$, our decision is to reject H_0 and accept H_1 . We would conclude that there is a relationship between management style and the deteriorating nature of facilities and the causes of dispute.

Hypothesis 2

$$X^2 = 21.8397$$

$$\text{Critical value} = 9.49$$

$$\text{Compound } X^2 > \text{critical value}$$

Decision

Since the computed value of $X^2_4 = 21.8397 > 9.49$, our decision is to reject H_0 and accept H_1 . We would conclude that there is a relationship between effect on moral and dispute.

Hypothesis 3

$$X^2_4 = 138.5888$$

$$\text{Critical value} = 12.59$$

$$\text{Computed } X^2 > \text{critical value}$$

Decision

Since the computed value of $X^2_6 = 138.5888 > 12.59$, our decision is to reject H_0 and accept H_1 . We would conclude that there is a relationship between the conflict management system in the organization dispute and dispute.

Hypothesis 4

$$X^2_4 = 16.97$$

$$\text{Critical value} = 9.49$$

$$\text{Computed } X^2 > \text{critical value}$$

Decision:

Since the computed value of $X^2_4 = 16.95 > 9.49$, our decision is to reject H_0 and accept H_1 . We would conclude that there is a relationship between the machinery adopted in resolving dispute and dispute.

Hypothesis 5

$$X^2 = 386.9499$$

$$\text{Critical value} = 16.92$$

$$\text{Computed } X^2 > \text{critical value}$$

Decision

Since the computed value of $X^2_9 = 386.9499 > 16.92$, 002 decision is to reject H_0 and accept H_1 . We would conclude that there is a relationship between dispute and its effect on the society.

Discussion of Findings

The first objective of this paper is to identify the causes of industrial disputes between the staff and management of university of teaching hospitals. The introductory part of the study articulated the failure of the parties of industrial relations system to achieve industrial peace in organization. No doubt, the increasing rate of industrial dispute poses a growing risk to the socio-economic development of our nation. This has strongly sustained the desire to investigate the causes of industrial disputes. Some of the key causes of industrial dispute were incorporated in the research questionnaire and highlighted in table 1. Table 1 revealed that management style and deteriorating facilities 42.75% non adherence to collective agreement 23.75%, and communication failure 16.15% and poor salary structure 7.6%. In summary, these causes along with others facilitated the rate of industrial dispute.

To further buttress the above conclusion, the formulated hypothesis associated with the objective was tested.

The assumption guided this hypothesis is that the consultative management style and the deteriorating nature of facilities are factor responsible for dispute in the organization. As a measure of discrepancy between the observed and the expected frequencies, the non parametric chi square was employed to test the hypothesis. The level of significance of 0.05 degree of freedom was used. The decision rule is to accept H_0 . If the calculated value of X^2 is $<$ that the critical value, otherwise reject H_0 . The computed value of $X^2_9 = 104.1072 > 16.92$, our decision is to reject H_0 and accept H_1 . We would conclude that there is a relationship between management style and the deteriorating, nature of facilities are causes of dispute.

The findings have been found to be consistent with the conclusions of Ratzbury (2000), Amadi (1999) and Obasi (1981), who identifies the causes of conflict as: Communication failure, personality conflict, value difference, goal differences, methodology differences substandard performances, lack of cooperation, differences regarding authority, differences regarding responsibility, competition over resources, non-compliance with rules.

The second objective is to determine the effects of industrial disputes on the management of teaching hospitals and staff members.

In discussing the findings of the first objectives, we concluded that the failure of the parties of industrial relations systems to attain industrial peace in the workplace has led to undesirable effect(s).

To test the validity, credibility and suitability of our results, we used table 2 to confirmed the consistency of the responses observed. The rate of responses posted in each question gave further credence to our conclusion as follows high effect 89.47% low effect 3.15% no effect 1.05 and no opinion is 6.31%.

To further buttress the above conclusion, the formulated hypothesis associated with the objective was tested.

The assumption guiding the hypothesis is that dispute adversely dampens the morale of resident doctors and management. To test the hypothesis, responses on the effect on morale from the responses from table 2 was used. As a measure of discrepancy between the observed and expected frequencies, the non parametric chi square statistics was employed to test the hypothesis. The decision is to accept H_0 if the calculated value of X^2 is $<$ that the critical value, otherwise reject H_0 . Since the computed value of $X^2_4 = 21.8397 > 9.49$, our decision is to reject H_0 and accept H_1 . We would conclude that there is a relationship between effect on moral and dispute.

The finding is consistent with the conclusion of De Bono (1985) who poses that: participation in dispute may have some statutory effects on productivity. Participation can raise workers morale, resulting in a spontaneous rise in productivity especially when results of the dispute are positive. Other effects of industrial dispute are aggression, unemployment and high cost of living on the part of the consumers.

The third objective of the paper is to examine the roles style of conflict management system plays in resolving conflict and promoting industrial harmony among staff members in teaching hospitals.

In discussion the findings of the second objective, we concluded that dispute has adverse effect on the morale of staff members. It is therefore expedient to examine the style of conflict management system that is geared towards resolving industrial dispute and promoting industrial peace in the work place. Table 3 revealed the necessary information that was used. Each of the questions posted the following rate of response(s). avoiding style 20.9%, compromising style 28.5%, integrating style 36.1% and dominating style 4.75%.

To further buttress the above conclusion, the formulated hypothesis associated with the objective was tested.

This hypothesis is based on the assumption that a collaborative conflict management system will promote industrial peace in the work place. The findings of the study showed that the ineffectiveness of conflict management system has great consequences to industrial harmony. In order to measure the observed and the expected frequencies, the chi square test statistics was employed using 0.05% significance. The decision is to accept H_0 if the calculated value of X^2 is $<$ that the critical value, otherwise reject H_1 . Since the computed value of $X^2_6 = 138.5888 > 12.59$, our decision is to reject H_0 and accept H_1 . We would conclude that there is a relationship between the conflict management system in the organization dispute and dispute. The interpretation of the result is that a collaborating conflict management system is relevant to the achievement of organization peace in the work place.

The finding is consistent with the argument of Society of Professionals in Dispute Resolution (SPIDR) that a well designed conflict management system will improve the lives of all persons in the workplace (managers, terms, all who are employed); improve productivity and lesson unnecessary litigation and grievances.

Otitie (2001) identifies some ideas for dealing with conflicts namely: clarification communication and checking of perceptions which include speaking out ones mind, expressing strong feelings appropriately, avoiding harmful statements, and the like.

The fourth objective of this paper is to examine the industrial disputes settlements machinery and assess its effectiveness in dispute settlement.

In discussion the findings of the third objective, we concluded that the ineffectiveness of conflict management system in one factors of achieving industrial peace. It is therefore imperative to examine the industrial dispute machinery for resolving industrial dispute and how effective the machineries are. For further test of the validity and sustainability of our results, response from the questionnaire on the machinery adopted in the settlement of dispute as contained on table 4 was used. Each of the questions posted the following rate of response. Table 4 revealed that 14.24% agree that the machinery was effective, 58.9% agreed that the machinery adopted is ineffective, while 17.1% was indifferent to their responses.

To further buttress the above conclusion, the formulated hypothesis associated with the objective was tested.

The above hypothesis is based on the assumption that the machinery adopted in industrial dispute settlement hinders industrial peace. The result of the study showed that the internal machinery (collective bargaining) of dispute settlement has positive influence in promoting industrial peace in the work place. As a measure of the discrepancy between the observed and the expected frequencies, the chi square test statistics was employed. The decision rule is to accept H_0 if the calculated value of X^2 is $<$ that the critical value, otherwise reject H_0 . Since the computed value of $X^2_4 = 16.95 > 9.49$, our decision is to reject H_0 and accept H_1 . We would conclude that there is a relationship between the machinery adopted in resolving dispute and dispute.

Our findings in this segment have been found to be consistent with the conclusion of Fashoyin (1992) who describes mediation as a speedy, flexible and an inexpensive means for resolving a dispute, with the least degree of publicity. These characteristics tends to mitigate the gravity of the case in issue. while maintaining his objectivity, fairness and trustworthiness, a mediator performs his duties in a diplomatic manner and this help greatly, in understanding the varying view points and narrowing the differences between the parties.

Fashoyin (1992) favours collective bargaining as machinery which, establishes a set of rules guiding relation between the parties during the life of a collective agreement, as well as providing for an orderly method of settling grievances that are bound to occur from time to time.

The fifth objective of the paper is to look at the far-fetch effects of industrial disputes on the society in general.

We have in previous segment examined the causes of industrial disputes, the effect of industrial dispute on the morale of resident doctors, the conflict management system that will promote industrial peace in the work place and the machineries adopted in dispute settlement and its effectiveness. It is expedient and logical to examine the effects of industrial dispute on the management and the society. Table 5 provided the necessary data to address the objective. To further give credence to the findings of the study, each question posted high response rate as follows: productivity 42.75%, revenue to the hospital 13.3%, cost of living 19% and health of patient 15.2%. These responses are indicative of high effects of dispute on the society.

The test of hypothesis will respect to the fifth objective further demonstrated the credibility of our findings.

The assumption guiding the above hypothesis is based on the premise that loss in productivity constitutes a significant quantitative effect on the society as a result of industrial dispute. As a measure of discrepancy between the observed and the expected frequencies, the chi square test statistics was employed to test the hypothesis. The decision rule is to accept H_0 if the calculated value X^2 is $<$ that the critical value, otherwise reject H_0 . Since the computed value of $X^2_{.9} = 386.9499 > 16.92$, the decision is to reject H_0 and accept H_1 . We would conclude that there is a relationship between dispute and its effect on the society. The interpretation of the result is therefore industrial dispute had an adverse effect on the society. Such effects are reflected in the loss in productivity, loss of experienced personnel, absenteeism and inefficiency, job insecurity and loss of man days.

The finding is inconsistent with the argument of De Bono (1985), Fashoyin (1992), and Filley (1975), that the effects of industrial disputes are not all that devastating; participation in dispute may have some statutory effects on productivity. Participation can raise workers morale, resulting in a spontaneous rise in productivity especially when results of the dispute are positive. Although he supports the fact that dispute does have negative effects on the society which include un-employment and high cost of living on the part of the consumers.

Conclusion

The concept of widening the pie if adopted will go a long way in making the work place safer, more conducive and engender collaboration between unions, management and government.

One way of fostering the partnership is through the creation of Labour Management Committee (LMC). The LMC is union members and management meeting held periodically to discover, discuss and resolve issues or problems that may or may not be covered by a collective bargaining agreement. Another way of fostering partnership is enthroning a process of Relationship by Objective (RBO). A relationship by objective is a process aimed at developing relationship between unions and management. This involves developing action plans to provide opportunities for improvement in areas that are identified jointly. By identifying objectives and implementation modalities to carry them out, the prosperity of the establishment is enhanced as employees and management feel protected in their jobs.

There is the need to create a collaborative system to prevent and resolve workplace disputes. Although some organizations have avoided dealing with dispute, the result of this avoidance has often led to unnecessary financial costs or harm to employee morale and productivity.

Unions should take the lead in this process of transforming the relations between them, management and government. Looking at the evolutionary history of unions in Nigeria, they have always dabbled into politics and are in most cases seen as a confrontational in their approaches. This has greatly coloured the perception of national dynamics in industrial relations practices. It is imperative therefore for unions to return to their professional praxis-mainly protecting the right of their members.

Recommendations

Despite is a treat to industrial peace. The Chinese expression for crisis uses two characters which depict 'danger and 'opportunity'. Thus, dispute is fundamentally dialectical in nature; it opens up the possibilities of alternative features. Dispute can thus be a source of danger and a source of opportunity to bring about both positive and negative changes to the organization. To this end, the researchers wish to proffer the following suggestions and recommendations to help resolve industrial disputes in teaching hospitals.

- 1) The adoption of a well designed conflict management system that will involve all the parties of industrial relations system that is geared towards improving the lives of persons in the work place, improve productivity and lesson unnecessary litigation and grievances.
- 2) A conflict management system should aim to prevent and encourage the early resolution of conflict whenever possible. The effects of a well designed conflict management system will reach beyond

- employees to improve relationship with those whom the organization interests-customs, patients, vendors, students and other conflict management procedure should aim at addressing workplace conflict.
- 3) Implementation of conflict management system is very crucial for an industrial growth and peace. We have seen organizations implement conflict management procedure which fails to address many workplace conflicts between employees, usually because they are designed only to respond to employees and management. Resolving workplace conflict among peers is an important as resolving conflict between employees and managers.
- 4) We have to set out guidelines that will help make organizations aware of the efforts they should undertake and the skill and knowledge they will need if they want to develop and implement a complete and effective conflict management system.
- 5) Competence and level of commitment are dire in the development and implementation conflict management system.

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Table 1: Causes of Industrial Dispute between Resident Doctors and Management of UNTH?

S/No	Causes of Conflict	Frequency	Percentage
1.	Management style and deteriorating facilities	45	42.75%
2.	Non adherence to collective agreement	25	23.75%
3.	Communication failure	17	16.15%
4.	Poor salary structure	8	7.6%
	Total	95	100

Source: Survey Data, 2013.

Table 2: Effect of Industrial Dispute on the Morale of Management of UNTH and the Resident Doctors.

S/No	Effect on Morale	Frequency	Percentage
1.	High effective	85	89.47%
2.	Low effect	3	3.15%
3.	No effect	1	1.05%
4.	Don't know	6	6.31%
	Total	95	100

Source: Survey Data, 2013.

Table 3: The role of style of conflict management system

S/No	Management Style	Frequency	Percentage
1.	Avoiding style	22	20.9%
2.	Compromising style	30	28.5%
3.	Integrating style	38	36.1%
4.	Dominating style	5	4.75%
	Total	95	100

Source: Survey Data, 2013.

Table 4: Effectiveness of Dispute Settlement Machinery in Resolving Industrial Conflict

S/No	Machinery adopted	Frequency	Percentage
1.	Effective	15	14.24%
2.	Not effective	62	58.9%
3.	Don't know	18	17.1%
	Total	95	100

Source: Survey Data, 2013.

Table 5: Effects of Industrial Dispute on the Society in General?

S/No	Effect on Society	Frequency	Percentage
1.	Productivity	45	42.75%
2.	Revenue to the hospital	14	13.3%
3.	Cost living	20	19%
4.	Health of patients	16	15.2%
	Total	95	100

Source: Survey Data, 2013.

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