

Influence of Industrial Relations on the Management of Industrial Dispute (A Study of Selected Private Enterprises in Delta State)

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Abstract: This study on “The Effects of Industrial Relations on the Management of Industrial Dispute” was to: determine the association between dispute management style and dispute resolution; ascertain the relationship between industrial dispute settlement machinery and industrial conflict resolution; find out the relationship between industrial democracy and industrial harmony; and determine the association between employee-employer relationships on curbing conflict. This study adopts the descriptive research design. The population of study consists of 465 employees of selected aluminum companies in Asaba Delta State. Structured questionnaires built on four point scale was used to obtain information from the respondents. The results show that: there is a significant association between dispute management style and industrial dispute resolution; there is significant association between dispute settlement machinery and industrial conflict resolution; that there is a significant relationship between industrial democracy and industrial harmony; and there is a significant relationship between employee-employer relation and curbing of industrial conflict. The study therefore recommends among other things further studies to determine the role of industrial relations in preventing industrial conflicts, as the best way of solving any problem is a proactive approach.

Keywords: Industrial Dispute, Industrial Relations, Strike, Labour Action

1. Introduction

Workplace dispute is the presence of disharmony when interests, goals or values of different individuals or groups are not compatible, thus frustrating each other's attempt to achieve objectives in an organization [1]. Good industrial relations are necessary to ensure industrial peace in the workplace as good relations are maintained in the interest of all parties Verma (2005).

Medok and Goowalla [2] argued that industrial disputes are rooted in political, historical and socio-economic variables and behavioral factors. The authors divided the causes of industrial disputes into economic and non-economic. Economic causes are wages, employee dismissal and retrenchment, bonus, working conditions and hours of

works. Further causes of industrial dispute may include medical, educational facilities, housing facilities for the workers.

Adu-Poku [3] also added that lack of meagre opportunities for workers to express their grievances as a result of lack of industrial harmony is another variable that may cause industrial disputes, noting that the differences in goals and the lack of transparency in administration resulting from lack of internal workplace democracy has created serious tension, misunderstanding and hostility among the employees and their employers. As Dauda [3] said that dispute management styles is one of the causal factors that have being attributed to the spate of persistent industrial crisis in Nigeria.

1.1. Statement of the Problem

Industries in Nigeria have been battling with the management of industrial conflicts since the colonial era [4]. One of the reasons is attributable to lack of good industrial settlement machinery. Chidi [5] posits that the existing statutory machinery for the settlement of disputes as could be found in the Trade Disputes Act 1976 and all subsequent amendments has not been effective in terms of delays experienced by aggrieved parties as well as cumbersomeness of the procedure. Oftentimes, judgments drag on for years and justice delayed is justice denied.

Industrial disputes between employee and employers have, no doubt, led to so many unfavorable situations and losses to both parties. The significance of these losses in the aluminum industry is more worrisome because it often leads to chain of events in other establishments. Such losses includes: manpower loss, loss in income of the organization, delay in delivery and delay in completion of contracts of other companies.

Seeking appropriate dispute management styles, dispute settlement machineries and appropriate means of improving industrial democracy are functions of industrial relations. This study therefore determines the effect of industrial relations on the management of industrial dispute in selected aluminum companies in Delta State.

1.2. Objectives of the Study

The purpose of this study is to determine the influence of industrial relations on the management of industrial dispute in selected aluminum companies in delta state. The specific objectives are to:

1. determine the association between dispute management style and dispute resolution
2. ascertain the relationship between industrial dispute settlement machinery and industrial conflict resolution
3. ascertain the relationship between industrial democracy and industrial harmony
4. determine the connection between employee-employer relationship on curbing conflict.

1.3. Research Questions

The following research questions are formulated for this study:

1. What has been the influence of dispute management style on dispute resolution?
2. to what extent does industrial dispute settlement machinery influence industrial conflict resolution?
3. what relationship exist between industrial democracy and industrial harmony?
4. to what extent does employee- employer relationship help in curbing industrial conflict?

1.4. Research Hypotheses

The following null hypothesis are formulated for this study:

1. H_0 : Dispute management style does not have significant

influence on dispute resolution

2. H_0 : There is no significant relationship between industrial dispute settlement machinery and resolution of industrial conflict
3. H_0 : Industrial democracy does not have any significant relationship with industrial harmony
4. H_0 : employee-employer relationship does not have significant influence on curbing industrial conflict

2. Literature Review

This study is anchored on the Social conflict theory by Marx & Engels [6] which was further elaborated by Marx [7]. "The social conflict theory is a Marxist-based social theory which argues that individuals and groups (social classes) within society interact on the basis of conflict rather than consensus. Through various forms of conflict, groups will tend to attain differing amounts of material and non-material resources (e.g. the wealthy vs. the poor). More powerful groups will tend to use their power in order to retain power and exploit groups with less power".

Management style can play a significant role in organizational conflict in three specific ways: directly, through intervention or through leadership style. In a direct role, the conflict may be interpersonal or group-to-group and the leader may exhibit a conflict management style to achieve a desired outcome. If intervening in a conflict, the manager may act as arbitrator or mediator. Lastly, if the leader's management style causes conflict, then the methods or techniques used by the leader promotes conflict interpersonally or group-to-group within his organization [8]. The role of management style can naturally have a significant impact on the management of conflict in an organization. Because leaders guide, direct and often inspire their employees or teams, followers may instinctively look to their direction when conflicts occur. As such, many leaders employ conflict handling techniques to successfully manage conflict [9].

According to Budd and Colvin [10], many debates surround systems for resolving workplace disputes. In the United States, traditional unionized grievance procedures, emerging nonunion dispute resolution systems, and the court-based system for resolving employment law disputes have all been criticized. What is missing from these debates are rich metrics beyond speed and satisfaction for comparing and evaluating dispute resolutions systems.

Odhong et al [11] explores the scope of modern industrial relations and the paradigm shift required in industrial relations practice to promote organizational productivity and competitiveness. Non experimental research design and evaluative techniques of analysis have been employed. The paper advocates for adoption of modern industrial relations system, which integrates employee participation and involvement in decision making. It also roots for building of trust and confidence among employees and managers, and social dialogue at enterprise, organizational and national levels.

Khola and Yadav [12] presented and discussed various aspects of human resource management, industrial relations and relevant legal provisions concerning the settlement of industrial disputes and possible improvements. They concluded that the views expressed in their paper will be quite useful in dealing with and solving the problems that are crucial for the human resources development.

Onwe's [4] paper was aimed at researching into, and making recommendation on effective strategies for the management of industrial conflicts, collective bargaining, as well as handling of employee grievances, industrial action, and employee discipline, with special emphasis on the oil and gas industry. The results of the analysis revealed that: (i) industrial conflicts began in Nigeria in 1912, with the emergence of trade unions; (ii) the economic costs of industrial conflicts in Nigeria outweighs their benefits; and, (iii) the degree to which collective bargaining principles are being applied in the resolution of conflicts appears questionable and discouraging in Nigeria.

Olukayode [13] investigated the impact of workplace conflict management on organizational performance in a Nigerian manufacturing firm. Participants comprised 250 employees selected through the use of stratified random sampling technique. The results of the empirical tests showed a significantly positive relationship between conflict management and organizational performance. Non-integrative conflict management strategies had a negative statistically determinate effect on organizational performance. Also, the result of the regression analysis indicated that collective bargaining strategy displayed the highest significant positive correlation with organizational performance.

Anyim et al [14] examined the drudgery and ineffectiveness inherent in the disputes settlement mechanisms (DSM) in Nigeria. The authors adopted a theoretical approach and advanced recommendations for the efficient and effective settlement of trade disputes in Nigeria such as alternative dispute resolution (ADR) mechanism and the use of social dialogue inter alia.

Osabuohien and Ogunrinola [15] established that unions' intensity, inflation rate and unemployment rate had direct influence on industrial crisis, while wage and measure of trade liberalization had inverse impact on it. The results of the econometric analysis revealed that industrial crisis exerts negative effects on the level of economic activities in Nigeria. They recommended improvement of minimum wage policy of the government, reduction in inflation and unemployment rates that will help ameliorate the level of industrial crisis, were suggested

Premalatha [16] research was to understand the industrial relations and to examine the different machinery for the settlement of industrial disputes if any and thereby focusing on workers participation in the management. Industrial undertakings in Thane district of Mumbai were also covered for the study. Major finding was cordial and harmonious with industrial relations leading to increase in productivity and profitability. Education, training and development of

employees are necessary as a part of effective participation while making decisions.

The main purpose of this study of Nanda and Panda [17] was to observe the industrial relation operation and satisfaction level of the employees, to observe the different welfare schemes provided by the industry. The authors argued that the success of any organization depends upon the performance of their Human Resource. The greatest challenge before every organization is to recruit right people in right place. HR is the factors. Employee and Employer both are important. They are the two sides of the same coin. One cannot operate without the services of the other.

Bello & Kinge [18] examined the role of collective bargaining in the management of the industrial conflicts that took place between 2007 and 2011 in Taraba state public service. The study adopted the primary and secondary sources of data. The study revealed that collective bargaining plays active role in the management the state-w industrial conflicts management in Taraba state and its role led to the resolution of the 2009 and 2011 state-wide strikes.

Akinwale [19] examined labour reform and industrial conflicts mismanagement in Nigeria using documentary analysis. According to the author, the state power has been used arbitrarily whereas the Nigerian Labour Congress has remained adamant in its struggle for workplace justice. This development marked a new phase in the Nigerian industrial relations. However, the new phase has thrown up challenges and hindrances to effective management of industrial conflicts.

Odhong and Omolo [11] sought to analyze factors affecting employee relations in organizations in Kenya. Their study adopted descriptive research design and a target population of 420. They concluded that free communication and information flow is important in promoting employee relations. Collective bargaining provides the structure for clear job description and work performance. Overall, employee relation concepts such as employee trust, the manner in which employee complaints are dealt with, commitment to the organization, genuine social dialogue and existence of team spirit are fundamental in promoting good employee relations.

Akhaukwa et al [20] established the effect of collective bargaining process on industrial relations environment in public universities in Kenya. Their study found that academic staff felt that union and management did not cooperate well neither did they have mutual regard of each other nor were they willing to confer. Also, collective bargaining made a significant (and positive) contribution to industrial relations environment. This implies that a flawed process that is perceived to be unfair is likely to result in poor industrial relations environment and vice versa.

Nzuve and Kiilu [21] investigated the causes of industrial disputes in the garment factories in the Export Processing Zone (EPZ) Athi-River, Kenya. The study employed a descriptive research design to determine the causes of disputes and what the possible solutions were. It was established that working conditions, pay rates, terms of employment and employee

relations were the main causes of the disputes.

Vijayaratham *et al* [22] identified the core principle that forms the human relations/industrial relation and corporate social responsibility. Their article looked at the meaning of Corporate Social Responsibility (CSR), as well as the traditional arguments for the practice of CSR. The four traditional responsibilities are the economic responsibility, moral (or ethical) responsibility, the license-to-operate (or legal) responsibility, discretionary responsibility. In conclusion, their article argues that CSR should not just be considered an expense, but rather an investment.

Awe and Ayeni [23] investigated the impact of the poor industrial relations on the National productivity in Nigeria. They employed time series data over the period 1970 – 2004 and the modified Least Square was employed as analytical tool. The study found that trade disputes and work stoppages negatively affect the growth of national productivity; proxied by per capita income. The policy implication of the study was that government should seek possible ways to improve workers' productivity especially in those establishments and parastatals which cannot be privatized.

Combh [24] examine the causes of conflicts in industrial relations and collective bargaining context, and their influence on workers & organization performance. A sample size of 350-participants were selected for the study. The findings shows that all types of industrial conflicts are negatively associated with employee's and organization's performance. Comparatively two types of conflicts that are (1) inequitable gaps in salary and benefits; and (2) profitability sharing, have significantly negative impact on workers & organization performance.

Nwokocha [25] examined the role of employers in enhancing industrial harmony in organizations with a focus on private sector organizations in Nigeria. The paper exposed some of the factors that undermine industrial harmony and productivity in private sector organizations to include leadership behaviour, lack of effective communication, work environment, and non-recognition of trade union as a bargaining party. It further explicates that productivity and growth are not fully enhanced because of management practice of exclusionism, poor labour-management policies, and dehumanization of work environment.

Badekale *et al* [26] assessed the issues of industrial dispute and teaching effectiveness in Adamawa State Polytechnic, Yola, Nigeria. Data was collected through a questionnaire entitled "Industrial Dispute and Teaching Effectiveness Questionnaire" (IDTEQ) and analysed through mean and standard deviation. The major findings of the study revealed that the causes of industrial disputes in Polytechnic include refusal on the part of the management to honour agreement reached with academic staff and refusal to pay emoluments and allowances of the academic staff.

Marsden [27] reviewed some of the developments in the area of flexibility agreements, and recent reforms of collective bargaining systems in a number of OECD countries, all features likely to increase the ability of firms to adjust in these countries. The paper concludes with a number

of policy recommendations for further reform of industrial relations systems including the need to combine some form of macro-level coordination with greater flexibility at the enterprise level.

Most of the studies reviewed focused on factors outside industrial relation as solutions to persistent industrial conflict. On the other hand, some of the studies reviewed also focused more on the causes and impact of industrial dispute on employers and employees as well as their productivity without seeking a holistic industrial relations approach to resolving industrial disputes. None of these studies above considered extensively the effect of industrial relations on the management of industrial dispute.

3. Research Methodology

This study adopts the descriptive research design. The area of study is Delta State of Nigeria. The selected firms are situated in Asaba, the state capital. The data are of both primary and secondary sources. The primary source was collected using structured questionnaires which were distributed to the respondents and subsequently retrieved and analyzed. The population of study consists of 465 employees of selected aluminum companies in Asaba Delta State from which a sample of 384 was drawn for the study. The data were analyzed using Percentages and the chi-square test of independence.

4. Results and Discussion of Findings

The responses from the questionnaire are presented in tables as will be appropriate for the desired test of hypothesis. Of the 384 questionnaires distributed, 350 were well completed while 34 have incomplete responses and invalid responses.

Hypothesis 1

H₀: Dispute management style does not have significant association with dispute resolution

H₁: Dispute management style has significant association with dispute resolution

At 5% level of significance

The SPSS package was used to run the hypothesis test and the result is presented below.

Table 1a. Chi-Square Tests for dispute management style and dispute resolution.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	39.053 ^a	9	.000
Likelihood Ratio	45.774	9	.000
Linear-by-Linear Association	.758	1	.384
N of Valid Cases	1400		

From table 1a, the Chi-square test of independence on the association between dispute management style and industrial dispute resolution leads to the rejection of the null hypothesis and the conclusion that there is a significant association between dispute management style and industrial dispute resolution.

Table 1b. Symmetric Measures for dispute management style and dispute resolution.

		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.298	.000
N of Valid Cases		1400	

From table 1b, the contingency coefficient of 0.298 shows that 29.8% variation in industrial dispute resolution is attributable to dispute management style. This is significant at 5%. The contingency coefficient suggests that a unit change in management style brings about 29.8% change in industrial dispute resolution.

Hypothesis 2

H₀: There is no significant relationship between industrial dispute settlement machinery and resolution of industrial conflict

H₁: There is significant relationship between industrial dispute settlement machinery and resolution of industrial conflict

The SPSS package was used to run the hypothesis test and the result is presented below:

From the chi-square test in 2a, the null hypothesis that there is no association between dispute settlement machinery and conflict resolution is rejected at 5% level of confidence as the p-value is less than the level of significance. This leads to the conclusion that there is significant association between dispute settlement machinery and industrial conflict resolution.

Table 2a. Chi-Square Tests for dispute settlement machinery and conflict resolution.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	58.942 ^a	9	.000
Likelihood Ratio	62.304	9	.000
Linear-by-Linear Association	.040	1	.842
N of Valid Cases	1400		

Table 2b. Symmetric Measures for dispute settlement machinery and conflict resolution.

		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.358	.000
N of Valid Cases		1400	

The contingency coefficient in table 6b gives a contingency coefficient of 0.358 which is significant at 5% level of significance. This suggests that 35.8% of the variation in industrial conflict resolution is attributable to the type of dispute settlement machinery in place

Hypothesis 3

H₀: Industrial democracy does not have significant association with industrial harmony

H₁: Industrial democracy has significant association with industrial harmony

The SPSS package was used to run the hypothesis test and the result is presented below:

Table 3a. Chi-Square Tests for industrial democracy and industrial harmony.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	31.338 ^a	9	.000
Likelihood Ratio	32.793	9	.000
Linear-by-Linear Association	4.559	1	.033
N of Valid Cases	1400		

The test of independence in table 3a leads to the conclusion that there is a significant relationship between industrial democracy and industrial harmony at 5% level of significance. The contingency coefficient in table 3b shows that 27% of change in industrial harmony is attributable to the level of industrial democracy in place in the selected industries

Table 3b. Symmetric Measures.

		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.270	.000
N of Valid Cases		1400	

Hypothesis 4

H₀: employee-employer relationship does not have significant effect on curbing industrial conflict

H₁: employee-employer relationship does not have significant effect on curbing industrial conflict

The result of the hypothesis at 5% level of significance is presented below.

Table 4a. Chi-Square Tests for industrial employee-employer relation and curbing conflict.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	39.239 ^a	9	.000
Likelihood Ratio	41.958	9	.000
Linear-by-Linear Association	1.943	1	.163
N of Valid Cases	1400		

The chi-square test of independence in table 4a shows that there is a significant relationship between employee-employer relation and curbing of industrial conflict. The contingency coefficient in table 4b below, shows that 29.9% of the variation in curbing conflict is attributable to employee employer relation.

Table 4b. Symmetric Measures for industrial employee-employer relation and curbing conflict.

		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.299	.000
N of Valid Cases		1400	

5. Conclusion

Questions 1 to 4 of section B solicited the opinions of respondents on the extents to which dispute management styles affect industrial dispute resolution in the selected companies. On the whole, 20% are of the opinion that dispute management style has very high effect on industrial dispute

resolution. 48.71% of the respondents are of the opinion that are of the opinion that dispute management style has high effect on industrial dispute resolution. 21.29% and 10% are of the opinion that dispute management style has low effect and very low effect on industrial dispute resolution respectively. The Chi-square test of independence on the association between dispute management style and industrial dispute resolution leads to the rejection of the null hypothesis and the conclusion that there is a significant association between dispute management style and industrial dispute resolution. The contingency coefficient shows that 29.8% variation in industrial dispute resolution is attributable to dispute management style. This is significant at 5%. The contingency coefficient suggests that a unit change in management style brings about 29.8% change in industrial dispute resolution. This is in line with Olukayode (2015) who found a positive relationship between conflict management style and performance.

Questions 5 to 8 of section B solicited the opinions of respondents on the extents to which dispute settlement machinery affects conflict resolution in the selected companies. It is revealed from the responses that 20.43% of the respondents are of the opinion that dispute management machinery has very high effect on industrial dispute resolution, while 44.79% are of the view that dispute settlement machinery has high effect on industrial dispute resolution. On the other hand, 24.5% and 10.29% of the respondents believes that dispute settlement machinery has low effect and very high effect on industrial dispute resolution respectively. The chi-square test of the null hypothesis that there is no association between dispute settlement machinery and conflict resolution is rejected at 5% level of confidence as the p-value is less than the level of significance. This leads to the conclusion that there is significant association between dispute settlement machinery and industrial conflict resolution. The contingency coefficient in table 2b, suggests that 35.8% of the variation in industrial conflict resolution is attributable to the type of dispute settlement machinery in place. This finding is in line with Dauda [3] and Anyim *et al* [14] who found a positive relationship between dispute settlement machinery and the spate of industrial dispute.

Questions 9 to 12 solicited the opinions of respondents on the extents to which industrial democracy affects industrial harmony in the selected companies. On the whole 28.71% and 36.71% of the respondents are of the opinion that industrial democracy has very high effect and high effect on industrial harmony respectively, while 21.57% and 13% of

the respondents believe that industrial democracy has low effect and very low effect on industrial harmony respectively. The test of independence in table 3a leads to the conclusion that there is a significant relationship between industrial democracy and industrial harmony at 5% level of significance. The contingency coefficient in table 3b shows that 27% of change in industrial harmony is attributable to the level of industrial democracy in place in the selected industries.

Questions solicited the opinions of respondents on the extents to which employee-employer relation help in curbing conflict in the selected companies. From the table, 30.07% of the respondents are of the opinion that employee-employer relationship has very high effect on curbing industrial conflict. 37.64% believes that employee-employer relationship has high effect on curbing industrial conflict. On the other hand, 22.79% and 9.5% of the respondents are of the opinion that employee-employer relationship have low effect and very low effect on curbing industrial conflict. In line with Nzube and Kiilu (2013), this study also shows that there is a significant relationship between employee-employer relation and curbing of industrial conflict. The contingency coefficient in table 4b below, shows that 29.9% of the variation in curbing conflict is attributable to employee employer relation.

The various result of the test of hypothesis have been presented. All aspects of industrial relations were found to have significant but varied effects on industrial conflict resolution. This leads to the conclusion that industrial relations have significant effect on industrial dispute resolution of the selected aluminum companies in Delta state. This means that efficient industrial conflict management styles and machineries will go a long way in improving the state of conflicts in the selected companies. Again, good employee-employer relations and efficient industrial democracy will help in curbing conflicts in the selected companies. The study therefore recommends further studies to determine the role of industrial relations in preventing industrial conflicts, as the best way of solving any problem is a proactive approach; as industrial democracy has been found to have significant relationship with industrial harmony, it is worthwhile to determine efficient ways of promoting industrial democracy so as to reduce industrial conflict. Further study to determine the impact of industrial relations on organizational performance may be require, since the ultimate goal of any productive organization is to make profit.

Questionnaire

Section A. Demographic Information.

Please tick (✓) as appropriate				
1.	Gender	() Male	() Female	
2.	Length of service	() 0-1yr	() 2-4yrs	() 5-9yrs () 10yrs and above
3.	Employee's Department	() production	() administration	() marketing () others specify
4.	Employees Category	() junior	() intermediate	() senior staff

Section B. Industrial Relations and Industrial Dispute Resolution.**Dispute management style and Industrial Dispute Resolution**

In each of the questions below, kindly indicate the extent to which Dispute management style affects dispute resolution in your company using the scale: Very High Extent (VHE); High Extent (HE); Low Extent (LE); Very Low Extent (VLE)

1.	Avoiding style:	<input type="checkbox"/> VHE	<input type="checkbox"/> HE	<input type="checkbox"/> LE	<input type="checkbox"/> VLE
2.	Compromising style:	<input type="checkbox"/> VHE	<input type="checkbox"/> HE	<input type="checkbox"/> LE	<input type="checkbox"/> VLE
3.	Dominating style:	<input type="checkbox"/> VHE	<input type="checkbox"/> HE	<input type="checkbox"/> LE	<input type="checkbox"/> VLE
4.	Integrating style:	<input type="checkbox"/> VHE	<input type="checkbox"/> HE	<input type="checkbox"/> LE	<input type="checkbox"/> VLE

Dispute management style and Industrial Dispute Resolution

In each of the questions below, kindly indicate the extent to which the following dispute settlement machinery affects dispute resolution in your company using the scale

5.	Voluntary settlement:	<input type="checkbox"/> VHE	<input type="checkbox"/> HE	<input type="checkbox"/> LE	<input type="checkbox"/> VLE
6.	Mediation:	<input type="checkbox"/> VHE	<input type="checkbox"/> HE	<input type="checkbox"/> LE	<input type="checkbox"/> VLE
7.	Conciliation:	<input type="checkbox"/> VHE	<input type="checkbox"/> HE	<input type="checkbox"/> LE	<input type="checkbox"/> VLE
8.	Arbitration:	<input type="checkbox"/> VHE	<input type="checkbox"/> HE	<input type="checkbox"/> LE	<input type="checkbox"/> VLE

Industrial Democracy and Industrial harmony

In each of the questions below, kindly indicate the extent to which the following aspects of industrial democracy affects dispute resolution in your company using the scale.

9.	Collective Bargaining:	<input type="checkbox"/> VHE	<input type="checkbox"/> HE	<input type="checkbox"/> LE	<input type="checkbox"/> VLE
10.	Mutual Cooperation:	<input type="checkbox"/> VHE	<input type="checkbox"/> HE	<input type="checkbox"/> LE	<input type="checkbox"/> VLE
11.	Mutual agreement:	<input type="checkbox"/> VHE	<input type="checkbox"/> HE	<input type="checkbox"/> LE	<input type="checkbox"/> VLE
12.	Respect for constituted authority:	<input type="checkbox"/> VHE	<input type="checkbox"/> HE	<input type="checkbox"/> LE	<input type="checkbox"/> VLE

Employ-employer relation and curbing conflict

In each of the questions below, kindly indicate the extent to which the following aspects of employee-employer relation help in curbing conflict in your company using the scale.

13.	Fair redressal of employees grievances:	<input type="checkbox"/> VHE	<input type="checkbox"/> HE	<input type="checkbox"/> LE	<input type="checkbox"/> VLE
14.	Satisfactory work condition:	<input type="checkbox"/> VHE	<input type="checkbox"/> HE	<input type="checkbox"/> LE	<input type="checkbox"/> VLE
15.	Proper communication system:	<input type="checkbox"/> VHE	<input type="checkbox"/> HE	<input type="checkbox"/> LE	<input type="checkbox"/> VLE
16.	Payment of fair and equitable wage:	<input type="checkbox"/> VHE	<input type="checkbox"/> HE	<input type="checkbox"/> LE	<input type="checkbox"/> VLE

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