

UNIVERSITY OF CAPE COAST

CAUSES OF LABOUR AGITATION OR UNREST AMONG INDUSTRIAL  
AND COMMERCIAL WORKERS IN GHANA

BY

SAMUEL TAYLOR JNR

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## DECLARATION

### Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature.....Date.....

Name: Samuel Taylor Jnr.

### Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature.....Date.....

Name: Dr. Edward Nii Amar Amarteifio

## ABSTRACT

A lot of researches have been conducted to find out the causes of labour unrest in many organisations in Ghana. However, little has been explored in the area of Industrial and Commercial Workers' Union in Ghana. It is for this purpose that the research was conducted to investigate the main causes of labour unrest among members of the Industrial and Commercial Workers Union. The descriptive survey designed was employed for the study. The multi-sampling procedures (simple random, purposive and convenience) were used to sample 31 management staff and 48 workers/factory hands from four manufacturing companies in the Tema Metropolis. These sampling techniques were used in order to elicit specific information from respondents who have in-depth knowledge on the issue under study. The questionnaire and the structured interview guide were the instruments used in the collection of the primary data. The descriptive statistics was used to analyse the data. The study from both management and employees' perspectives found that the main causes leading to labour unrest in their organisations are wage increment, delay in negotiation of collective bargaining agreement, unfair dismissal of worker/union official, and inflexible working arrangement. Also, as part of the effects of labour unrest on employees who lose income, they are also faced with strong stigmatisation. It was concluded that, the causes take the form of lack of both tangible and intangible materials that play critical roles on the welfare of employees. The study recommended that management should therefore be proactive in dealing with matters related to causing labour agitations.

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**DEDICATION**

To my Parents: Mr. and Mrs. Taylor

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## CHAPTER ONE

### INTRODUCTION

#### Overview

Ghana has experienced a lot of labour unrest since independence. This is as a result of the fact that the labour unions that existed were to a large extent unsuccessful at bargaining in favour of their members. History has it that the Trades Union Congress (TUC) which was supposed to be the collective bargaining agent for labour rather formed allies with the Convention Peoples Party (CPP) through close working relationship. This alliance which was to ensure the prosperity of the TUC, however, became expensive to the union with the change in government.

This study seeks to examine some of the causes of labour unrest among the Industrial and Commercial Workers Union (ICU) in Ghana and possibly make some recommendations as to how to curb this menace.

#### Background to the Study

Ghana after independence has experienced frequent changes in government. The country has gone through periods of colonial, civilian and military rule (Nimoh, 2015). Before independence our colonial masters succeeded in making the labour unions powers of non-effect (Nimoh, 2015). When Ghana finally gained independence activities of trades unions became successful as a result of the Trades Union Congress (TUC) forming alliance with the Convention Peoples Party (CPP) through close working relationship. This alliance helped with passing into the system the Industrial Relations Act 1965. The Industrial Relations

Act 1965 gave legal status to industrial action which means that when employees who felt dissatisfied about their job could embark on industrial actions such as strike (Nimoh, 2015).

Industrial labour unrest has for a long time been a major issue for most organizations all over the world. Employee dissatisfaction arises owing to issues affecting employees which are not properly addressed by management, or unfavourable management practices within an organization. According to Brand (2010) when employees are dissatisfied they either quit their jobs for better opportunities elsewhere, or may decide to stay and adopt other measures to remedy their dissatisfaction. One such measure employees adopt to rectify their dissatisfaction is through labour unrest or industrial action (Brand, 2010). Nsowah (2013), as cited by Nyakwara and Gongera (2014) have argued that industrial action has been a major source of economic setbacks in the country dating back to the era of industrial advent. They state that labour unrest/action by employees started long before independence in Ghana. One of such major labour unrest that hit Ghana in the 1970's was recorded in 1971 which took the form of two strikes. One was by timber workers against a timber construction firm which developed into bloody riots resulting in the death of three workers. The other one was a ten-day strike by railroad engineers and workers which led to Trade Unions Congress demanding that minimum wages be doubled (Nyakwara & Gongera (2014). When employees within an organization persistently fail to realize their work goals and objectives in life that are tied to their work place, then they tend to develop

negative attitudes towards their work and on the employer (Nyakwara & Gongera, 2014).

Scholars have divergent views on the definition of the subject matter. Labour unrest, industrial strike, lockout, work stoppage and work boycott are all relative terms used by authors for temporal cessation of work by workers in an organization as a means of protest or expression of their grievances to achieve a goal. Labour unrest is the agitation by the labour unions to protest their grievances on a particular issue which often leads to temporal withdrawal of their services in order to achieve a particular goal in the workplace. It must be emphasised that the growth of every economy to a large extent depends on the strength and commitment of its labour force. One important area of economic growth is employee satisfaction which leads to substantial work output. Where employees are satisfied with their work conditions there would be a commensurate increase in production and vice versa (Seniwoliba, 2013).

Several countries in Africa and other foreign countries have experienced a lot of industrial unrest. Nigeria for instance, has witnessed a number of industrial strikes in the last decade especially in their public universities which had paralyzed academic activities (Ajewole, 2014). University gates had been locked up indefinitely and many students had dropped out in the process as a result of unresolved issues bothering on minimum wage, poor funding of universities, quest for the reinstatement of staff that were sacked by the Federal Government, and failure on the part of Government to implement agreement between it and unions. Freedom of association or trade union is one of the basic principles of

Fundamental Human Right recognized globally (Ajewole, 2014). Other countries such as Zambia and South Africa have also had their fair share of industrial unrest.

In recent years, associations such as the Ghana Medical Association (GMA), the Ghana National Association of Teachers (GNAT), the National Association of Graduate Teachers (NAGRAT), the University Teachers Association of Ghana (UTAG), the Federation of Universities Senior Staff Association of Ghana (FUSSAG), the Pharmaceutical Workers Union and the Industrial and Commercial Workers Union (ICU), Ghana among others, have all resulted to strike actions on different times and occasions to seek better conditions of service and higher remunerations for their members (TUC Report, 2015).

The Ghana Health Service for instance is made up of the Ghana Medical Association (GMA), Ghana Registered Nurses Association (GRNA) and the pharmaceutical workers of Ghana. Nevertheless, these different associations under the Ghana Health Service have always been at each other's throat in comparing their conditions of service and remunerations with their assigned duties and tasks in demand for pay rise (Buor, 2004). Health experts meeting in Geneva, Switzerland in December, (2001) concluded that due to low pay and other poor conditions of service most nurses embark on strike or leave the health care profession worldwide. It is therefore necessary for every country to see to manage to improve the health services delivery by managing the human resources for health very well in order to maintain them according to the standard of World Health Organization (WHO, 1997).

Different groups of workers from different industries all over the world in most cases demonstrate when their grievances are not met by embarking on strike actions (or industrial unrest). For example, on October 28, 2008 over one thousand nurses and other health workers in California, USA, launched a 24 hours strike on pressing home for a reduction on their working hours. Nurses at Cavan General Hospital, Ireland, frequently embark on strikes. The strike actions of health workers for instance go beyond worsening the economy to raise questions of mortality, morbidity, and the misalignment of health care resources and expenditures caused by unnecessary hospitalizations when patients drop out of care (Ntshona, 2002). For example, thousands of patients were denied emergency health delivery services when nurses in Kinshasha, Democratic Republic of Congo went on strike on August 8, 2008 and in Sri Lanka six deaths (allegedly) were reported on May 4, 2008 due to Doctors and nurses strike (Ntshona, 2002).

The Industrial and Commercial Workers' Union (ICU), Ghana on the other hand is made up of over thirty (30) companies ranging from the manufacturing industry to packaging and distribution. The ICU arguably, is the single largest heterogeneous trade union organization that has been part of organized labour which had championed the interests and aspirations of their workers in a broad spectrum of the Ghanaian economy for over fifty (50) years. The association has also helped in bringing about harmonization of the relationship between the workers/unions and employers' association and for that matter Government as the largest employer to ensure increased productivity (ICU Ghana, 2013).

The Industrial and Commercial Workers' Union (ICU), Ghana since its formation has demonstrated on countless number of times through strikes to demand improvement in the conditions of service of the members (Nimoh, 2015). These agitations are normally carried out on regional or national bases depending on the concerns involved. Some of these are unfair labour practices, exploitation, harassment, racism and discrimination, poor working conditions, job insecurity, poor salary and incentives. The ICU Ghana has also on several occasions taken the initiative to use demonstration to campaign on various national issues such as the implementation of the petroleum price deregulation policy, depreciation of the cedi, rising inflation, unbridled trade liberalization policies, power outages, and corruption, among others in the interest of the general public to seek drastic and timely improvement (Nimoh, 2015).

Ghana was cited as one of the 57 countries faced with periodic critical labour unrest because most organizations were not happy with their conditions of services, especially their remuneration (Nimoh, 2015). This assertion was largely associated with the unfairness when they compared their remuneration with their assigned job roles. It must also be noted that all workers do not agitate or complain of equal pay but that the wide gap between the pay and the assigned job be closed.

In understanding why labour unrest occurs, some scholars are of the view that individuals are particularly attached to a feeling of equity which reinforced work psychologically. Employee expects that his or her effort will be rewarded by remuneration regarded as fair. On the other hand, employer takes for granted that

in exchange for the wage paid, his or her employee will also supply an effort regarded as fair.

### **Statement of the Problem**

Human resource experts have noted that the most important asset in every organisation that seeks to grow and remain competitive is labour. It is therefore imperative that every employer treats his/her employees very well. However, despite efforts made by the various governments to improve the condition of workers there still exist agitations among workers since their employers seem to be adamant when it comes to satisfying the workers.

The country's labour front has, for the past years, been bedevilled with numerous unrests by workers who want higher salaries and better conditions of service. Martinson (2012) has indicated that despite the introduction of the Single Spine Salary Structure (SSSS) which has increased the salaries of most public and civil servants in the country, the issue of strikes arising from salary disparity has not abated. While some workers have complained about their placement on the SSSS, others have raised issues over the payment of market premium arrears.

It has taken the intervention of the President, sometimes, to resolve some of the sticky points, while some of the issues have been resolved in the court or at the National Labour Commission (NLC). Although reasons account for labour agitations in Ghana and for that matter Industrial and Commercial Workers Union (ICU), pay, promotion opportunities, working conditions, supervision and the job itself have been identified as the major causes of labour unrest/agitations in Ghana. The effects of labour unrest in the country particularly by ICU Ghana

could be analyzed in terms of reduction in revenue generated, rise in the nation's budget, the nation's international image and increase in family expenditure due to the higher cost of living as a result of the current economic issues.

The various researches (Murwirapachena & Sibande, 2014; Martinson, 2012; Visser, 2007;) undertaken in the area of labour unrest focused mainly on health sector and the education sector, however, the research gap is that much has not been done in the industrial sector of the economy. The role of the industrial sector in Ghana cannot be over emphasised. Although, labour issues have consistently occurred in this sector, it has not attracted much attention from researchers. The ICU as stated earlier is the largest union in the country with more than 10,000 members. Therefore, an understanding of the possible causes and effects of labour unrest among them is very important, and that is the focus of this study.

### **Objectives of the Study**

The general objective of this study was therefore to examine the causes of labour agitation or unrest in Ghana with reference to the Industrial and Commercial Workers Union (ICU), Ghana.

The specific objectives were:

1. To find out the causes leading to labour unrest by ICU members in Ghana.
2. To establish the effects of labour unrest by ICU, Ghana on the employees in Ghana.
3. To examine the challenges of management in managing labour unrest among ICU members in Ghana

### **Research Questions**

The study sought to find answers to the following research questions:

1. What are the causes of labour unrest among ICU members Ghana?
2. What are the effects of labour unrest by ICU Ghana on the employees in Ghana?
3. What are the challenges faced by management in managing labour unrest among ICU members Ghana?

### **Significance of the Study**

The study intended to examine the causes of labour unrest in Ghana with reference to the Industrial and Commercial Workers Union (ICU), Ghana. Findings of the study would be useful to assess the effects of labour unrest on labour turnover, the general well-being of Ghanaians, the government, its impact on the economy and the wrong signals sent to the international community about the country. The study would also help the government to formulate workable interventions to find lasting solutions to the frequent industrial unrest ICU Ghana workers and to make policy recommendations that would help improve on ways of motivating workers to curb the issue of brain drain. Finally, the study would also serve as a significant addition to existing literature on this topic and a source of secondary data for future studies.

### **Delimitation of the Study**

The study was delimited to only the Industrial and Commercial Workers Union (ICU), Ghana. The researcher would have wished to extend this study to cover other unions but for limited time, materials and financial resources, the

study was restricted to only the Industrial and Commercial Workers Union (ICU), Ghana. In terms of geographical scope, the work was delimited to the Tema Metropolis. The study also focused on the causes of labour unrest among the members of the Industrial and Commercial Workers Union and their management.

### **Limitations of the Study**

Since the study made use of questionnaire and structured interviews as its main instruments for collecting data, the study could be confronted with issues emanating from biases and distortions in the data collection instruments. Some respondents may provide socially acceptable responses thereby affecting the final results. Weaknesses in the use of questionnaires interview as data collection instruments served as a limitation to the study. This is because, the larger the sample size, the better the reliability. Another limitation of this work relates to time. The time allocated for this research was between two semesters. Given, the class academic requirements it was difficult to widen the scope of the research to other regions of the country. Ideally, the study should have covered the over 100,000 members. However, constraints of time and scarcity of resources like money made it impossible to use all the members of ICU scattered all over the country. These limitations made the researcher use only a selected few of the ICU membership.

### **Organisation of the Study**

The study was organised into five chapters. Chapter one was the introductory section of the study. It looked at the background to the study,

statement of the problem, objectives of the study, research questions, significant of the study and the scope of the study as well as the study organisation. Chapter two was the literature review. The chapter commenced with an introduction, followed by theoretical review, and the empirical review in which the study is grounded. The other sub-sections under the literature review included the root causes of labour unrest in Ghana, why ICU members go on frequent strikes, the impacts/effect of labour on the organization performance and employees.

Chapter three focused on the research methodology; it described the research design, the study population, sample size, sampling techniques, sources of data, data collection instruments, validity and reliability of instrument, method of data analysis and a brief profile of the Industrial and Commercial Workers Union (ICU), Ghana. Chapter four comprised the presentation of analyzed data of the findings of the study while Chapter five was the summary of the analyzed results after which conclusions was drawn. Lastly, recommendations were discussed based on the findings.

## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

#### Introduction

This chapter reviewed related literature on the subject under study. Theories relating to the study will be studied. Concepts relating to the study will also be reviewed as well as the empirical studies. Theories to be reviewed include the process theories, Herzberg two-factor industrial conflict theory and the collective bargaining theory. Works on Reward and compensation, the history of Industrial and Commercial Workers Union (ICU) were reviewed.

#### Theoretical Review

#### Theory of Motivation

Motivation was seen as an important concept in the past and has established itself as an integral part in current organizational settings. Motivation theories are relevant to this study because employees will not resort to strike when they are sufficiently motivated. Rajput, Bakar and Ahmad (2011), explain that the word motivation is derived from a Latin word “Movere” which literally means “to move”. They expanded further to say that motivation is defined as “the individual’s desire to demonstrate the behaviour and reflects willingness to expend effort” (p.23). McShane and Von Glinow (2003) also define motivation as “...a factor that exist in an individual which has the potential to affect the way, strength and eagerness of behaving towards work” (p. 132).

Locke (2000) also explains motivation to be the degree of readiness of an organization to pursue some designated goal and implies the determination of the

nature and locus of the forces inducing the degree of readiness. The point of divergence of Golembiewski's definition is that he limited motivation to only organisation forgetting that motivation transcends every aspect of human life. Dessler (2001), further defines motivation as the intensity of a person's desire to engage in some activity. Mullins (2010), has also indicated that, motivation is basically concerned with why people behave in a certain way. All the definitions given above indicates that there some factors that will either energize positive human behaviour, and be directed towards performance and those that will agitate workers to strike any given time.

According to Owusu (2012), employee motivation is the complex forces, drivers, needs, tension states, or other means that start and maintain voluntary activity directed towards the achievement of personal goals. From the foregoing definitions motivation can be defined as the force that energises an individual in performing a particular function. Psychologists have explained that there are two main types of motivation, namely; intrinsic and extrinsic motivation. The types have also been identified as the factors of motivation. Intrinsic motivation is defined as the force that comes from within an individual that propels him/her to do something (Brown, 2012). The internal factors of motivation include job satisfaction, responsibility, freedom to act, scope to use and develop skills and abilities and challenging work and opportunities for development.

Intrinsic motivators which are concerned with the quality of working life are likely to have a deeper and longer term effect (Rajput et al., 2011). Intrinsic motivation would include involvement in behavioural pattern, thought process,

action, activity or reaction for its own sake and without an obvious external incentive for doing so. Extrinsic motivation is when the external forces, positive or negative, produce a behavioural change. Extrinsic motivation would include circumstances, situations, rewards or punishment, both tangible and intangible that participation in results in an external benefit. Tangible benefits could include monetary reward or a prize. Intangible could include things like adoration, recognition, and praise. The external factors could be measured in monetary terms, such as salary and benefits, promotion and disciplinary action. It has been identified that extrinsic motivators powerful effects on individuals in the short run, but it will not necessarily last long.

Various theories have been propounded by psychologists and other scholars alike on the concept of motivation. The motivation theories have been divided into content theories (Abraham Maslow's need theory, ERG motivation theory, acquired need theory or three-need theory by McClelland, Herzberg two-factor theory) and process theories (equity theory and expectancy theory). The study will, however, review the two process theories and Herzberg two factor-theory that are directly related to the study.

### **Herzberg Two Factory Theory**

The Herzberg two factor theory also known as the Motivation-Hygiene Theory propounded in 1966 was derived from a study designed to test the concept that people have two different sets of needs: their needs as animals to avoid pain and their needs as humans to grow psychologically. Herzberg, Mausner and

Snyderman's (1959 as cited in Owusu, 2012), two-factor theory is heavily based on need fulfilment because of their interest in how best to satisfy workers.

Herzberg conducted some interviews that sought to elicit responses to the following questions:

(1) Recall a time when you felt exceptionally good about your job. Why did you feel that way about the job? Did this feeling affect your job performance in any way? Did this feeling have an impact on your personal relationships or your well-being?

(2) Recall a time on the job that resulted in negative feelings? Describe the sequence of events that resulted in these negative feelings? (Brown, 2012).

The findings of Herzberg study indicated that the things making people happy on the job and those making them unhappy had two separate themes. The first being satisfaction (motivators), had five factors which stood out as strong determiners of job satisfaction, namely, achievement, recognition, work itself, responsibility, and advancement. The last three factors were found to be most important for bringing about lasting changes of attitude.

The second, dissatisfaction (hygiene) which were the determinants of job dissatisfaction were found to be company policy and administration, supervision, salary, interpersonal relations and working conditions. According to Herzberg, managers who are interested in eliminating the factors that can bring about job dissatisfaction may ensure peace but not necessarily bring about motivation. The hygiene factors appease to the conscience of the workforce rather than motivate them.

The motivating factors are those factors that propel workers to work harder and classified them as follows: achievements, recognition, work itself, responsibility and advancement. From the discussion above, it can be concluded that managers of organisation are to recognise the factors that directly motivate workers in the long run.

### **Process Theories**

Process theories explain the process through which needs are transformed into either positive or negative behaviour. The two process theories to be considered are equity theory and expectancy theory.

Equity theory explains the notion of “equal pay for equal work done”. Equity and fairness in the workplace are the main determining factors in ensuring employee motivation and job satisfaction (Lewis *et al.* 1995 as cited in Owusu, 2012). As such, equity theory assumes that one important cognitive process involves people looking around and observing what effort other people are putting into their work and what rewards follow that effort (Mullins, 2010). This implies that workers will only agitate when they feel dissatisfied about their job and the resulting effect is strike.

This social comparison process is driven by our concern for fairness and equity. McKenna (2000), confirms equity theory as one of the most useful tool for understanding and having a role to play in the study of work motivation. Equity is derived when the ratio of one employee outcomes over inputs is equal to other employee outcomes over inputs. But when an employee realises that the efforts he/she expends in a given work does not commensurate the pay he/she receives

will tend to be demotivated and can affect his/her future output. That is, the more rewarding a job is the more likely the employee will be highly motivated. Conversely, the less rewarding the less likely the employee will be motivated.

The concept of the expectancy theory was first developed by Victor Vroom and published in 1964. He offered an expectancy approach to the understanding of motivation. According to him, motivation is a product of the anticipated value to a person in an action. He perceived probability that the person's goals would be accomplished as a product of the anticipated value in an action (Ackah, 2010 as cited in Owusu, 2012). Ackah opines that if a worker has a particular goal, he/she needs to be motivated by some behaviours before he/she can accomplish that goal. The employee has to weigh the likelihood of various behaviours that will accomplish the desired goals and select the most successful behaviour. Thus, the worker's motivation according to Vroom may be increased by changing the perception or by enhancing the expectancy level through better communication and augmenting the actual reward that will result.

According to Lewis et al. (1995) as cited in Owusu (2012), expectancy theory is the best motivational model that seeks to predict or explain task-related effort. Vroom's expectancy model is based on three key variables: valence, instrumentality and expectancy. Valence refers to the feeling about specific outcomes. Instrumentality refers to the probability that a particular performance level will lead to a specific outcome. Expectancy is the probability that a particular behaviour will or will not be successful.

These motivation theories situate well with this research in the sense that when one believes that his work is not receiving the needed motivation to support it, then such a person is bound to be dissatisfied and the resultant effect is labour agitation. Workers do not expect that they should face hardship as observed by Fox (1971) as cited in Amegee (2010) saying that as employees pursue their experiences within an organization, a process of explicit or implicit evaluation is taking place as they measure that experiences against such aspirations as they may maintain, and expects extrinsic rewards such as money, good environmental conditions, status and social satisfaction. John and Saks (2001) have stated that it is not strange that workers should have such intrinsic and extrinsic rewards for it is a motivation for performance and productivity as underscored by the expectancy theory.

Fox (1971) as cited in Amegee (2010) and Kaufman (2004) have reiterated that the worker expects intrinsic rewards such as job challenge, job interest, participation in decision-making and self-actualisation. Kaufman (2004) believes this demand of the worker as normal and observes that what the employer buys with the wage is a certain amount of time of the employee.

### **Social Conflict Theory**

The reason for the choice of this theory stems from the fact that every organisation is seen as a social environment with individuals interacting with one another. The interaction could be between the management and labour. Conflict between labour and management is bound to arise because of their divergent interests. It is a common element of labour –management relations. Social conflict

theory is a Marxist-based social theory which argues that individuals and groups (social classes) within society have different amounts of material and non-material resources (such as the bourgeoisie that is, wealthy vs. the proletariat, that is, poor). Owners are seen as making profits by paying workers less than their work is worth, thus exploiting them. Herein lies the core of industrial conflict (Olakitan, n.d.).

Conflict theory states that conflict is prevalent in every social organization, which has differences in power, status and value, where those in power (employers) try to overpower those below (employees) them. The conflict theorist argues that this relationship is uneven and favours the owners. Marx argued that through a dialectic process, social evolution was directed by the result of class conflict. Marxism argues that human life is all about this conflict, a result of the strong-rich exploiting the poor-weak. From such a standpoint, money is made through the exploitation of the worker. It is argued thus, that in order for a factory owner to make money, he must pay his workers less than they deserve. When the employees realised that they are being exploited, they get aggrieved and the result is agitation.

### **Collective bargaining Theory**

It is significant to study certain important theories of Collective Bargaining after defining the word Collective Bargaining. Majority of theories are developed with the features of explanation, control and prediction (Richardson, 1977). There exist numerous forms of collective bargaining theories, however, the

present study emphasises the Webb's Collective Bargaining Theory and Chamberlain Collective Bargaining Theory.

### **Webb's Classical Approach**

Getting to the latter part of the nineteenth century, the writings of Sydney and Beatrice Webb originated the idea of Collective Bargaining. The Webb's Approach regarded Collective Bargaining along with mutual insurance and legal enactment as a method by which unions try to protect and improve the working conditions of their working lives. According to them, the trade unions, apart from their organisational building activities, providing members with various kinds of benefits, also bargain with their employers for their members collectively and press for legislation, which go in favour for their interests. In their view, trade unionism was an alternative to the method of mutual insurance and legal enactment. The Webbs regarded Collective Bargaining as an economic process. The Webbs considered Collective Bargaining as the equivalent of the conflict of employment, which workers individually enter into, with the employer.

The Webbs understood Collective Bargaining in a rather narrow sense. They took into consideration the collective equivalent of the contract of employment which workers individually enter into with the employer. When individuals enter into such a contract with the employer, the difficulty is that the worker cannot really bargain with his employer. The only option for an individual worker is either to accept the terms or look for some other job elsewhere. The employer, by taking undue advantage of competition, imposes his conditions on a unilateral basis. This, in reality becomes a unilateral agreement,

but not a bilateral one. The Webb also considered Collective Bargaining as a strategy against the will of the employer.

Conversely, when employees engage in bargaining as a group, it yields a much better result than engaging in the process as individuals. Also, the Webbs regarded Collective Bargaining as an economic process whereby the bargainers make effort to get the best results from the process.

### **Chamberlain's Theory**

Chamberlain and Kuhn outlined a modern treatment of Collective Bargaining in a detailed and comprehensive manner. Chamberlain has described collective bargaining in three different theories. According to them, Collective Bargaining is a means of contracting for the sale of labour, a form of industrial governance and a method of management. These theories are also known as Marketing, Governmental and Managerial theories. The Marketing theory stipulates that Collective Bargaining is a means of contracting for the sale of labour.

Referent to the above, Collective Bargaining is a market or an exchange relationship which is contingent on the ground that it gives assurance of voice on the part of the organised workers to the matter of sale of labour. It looks like the idea of Webbs about Collective Bargaining as an economic process. However, Chamberlain is concerned with the perspective of the contract or the exchange relationship. This theory is considered as the process which determines under the terms under which labour continued to be supplied to a company by its existing

and newly hired employees. It aids much in mitigating the bargaining inequality between unions and management or employers and employees.

The Governmental theory claims that while the bargaining process has a contractual feature, it is much more than a means of earning the highest price for labour. A contract is the result of joint rule formulation by the union and the management. The enterprise is compared to a state and the union is seen as sharing power with the management, besides using its power to advance the interests of its members. The point of distinction between the earlier one and this, is that the former considers Collective Bargaining as an economic process whereas the latter has predominantly a political character in nature. This theory espouses the introduction of Industrial democracy at the place of work, because this theory considers management as a state and the union as a unit sharing the sovereignty for the improvement of its members.

The Managerial theory of Chamberlain stipulates that Collective Bargaining is a system of industrial management or the conduct of industrial relations. According to this, the union and management together arrive at decisions on matters relating to labour. This relationship between them is functional in nature.

### **The Concept of Industrial Relations**

It is not all the relationships associated with the organization of industry that are relevant, such as the relations the organization has with its customers or the community at large (Martinson, 2012). Martinson (2012) further states that industrial relations is concerned with aspect of business enterprise which deals

with employment issues. These are the relations between the enterprise and its employees themselves. The study of Industrial Relations may, therefore be explained as the study of the institution of job regulation (Obeng-Fosu, 2007). As noted by Poole (1986) as cited in Martinson, industrial relations encompass the study of the employment relationship. Dessler (2008) and Abrefa-Gyan (2008) both agree that, industrial relations are the relationships among the worker, the union, and the employer.

There are two types of rules in Industrial Relations: procedural or substantive. This can be seen in the clause/articles of Collective Agreement, which are mainly composed of a body of rules. Procedural clauses/articles deal with such matters as the method to be used and the stages to be followed in settlement of disputes while substantive articles, on the other hand, refer to rate of wages and working hours or to other job terms and conditions of employment (Armstrong, 2006; Obeng-Fosu, 2007).

The relationships which arise at and out of the workplace generally include the relationships between individual workers, the relationship between workers and their employer, the relationships between employers, the relationships management and employees have with organisations formed to promote their respective interests and the relations between those organizations at all levels. Industrial relations also include the processes through which these relationships are expressed such as collective bargaining, workers' participation in decision-making, grievance and dispute settlement and management of conflict

between employers, workers and trade unions when it arises (Abrefa-Gyan, 2008).

When the parties to Industrial Relations fully understand their rights and obligations, they are more prepared and able to adjust their difference willingly. The laws which influence Industrial Relations in Ghana are principally the following:

1. The Labour Act 2003 (Act 651).
2. Factories, Offices and Shops Act 1970 (Act 328) and PNDL Law 66, which amends it.
3. Workmen's Compensation Law, 1987 (PNDC L 187).

Also, there are other international laws such as the ILO which regulates labour relations in the world. The ILO has made significant contributions to the world of work from its early days. The ILO was formed in 1919, as part of the Treaty of Versailles that ended World War I, to reflect the belief that universal and lasting peace can be achieved only if it is based on social justice. There was keen approval of the importance of social justice in securing peace, against a background of exploitation of workers in the industrializing nations of that time. There was also increasing understanding of the world's economic interdependence and the need for cooperation to obtain similarity of working conditions in countries competing for markets. The International Labour Conference, which meets annually, set International labour standards and the broad policies of the ILO. In 1946, the ILO became a specialized agency of the newly formed United Nations (ILO, 2012).

Poole (1986) as cited by Martinson (2012) opines that, a dominant tendency in industrial relations in the latter part of the twentieth and into the twenty-first century is the internationalization of markets, production, knowledge and institutions. In respect of industrial relations, there have been in any event a series of ILO standards, and indeed its conventions and recommendations are a major source of labour law.

The guiding principle of the ILO is that, “labour is not a commodity” to be traded in the same way as goods, services or capital and that the human dignity demands equality of treatment and fairness in dealing with the workplace. The right of workers and employers to form and join organizations of their own choosing is an integral part of a free and open society. The ILO advises various governments of nations on labour legislation on the provision of education and training for trade unions and employer groups. The body is also constantly engaged in promoting freedom of association. This is evidenced in its adoption of Convention No. 87 on freedom of association and the right to organize. The Committee on Freedom of Association was set up in 1951 to examine violations of workers’ and employers’ organizing rights. The committee is tripartite and handles complaints in Member States.

### **The Concept of Labour Unrest -Strike**

Historically, Ghana for several decades, has witnessed organized strikes which have had unbearable effects on the various organizations and the country as a whole. Obeng-Fosu (2009) observed in his book, *Industrial Relations in Ghana* that, patterns of strikes in Ghana, before and after independence, shows that most

of the strikes occur at the plant levels of establishment. These strikes occur at the time that settlement procedures have not been exhausted and sometimes without the knowledge of union officials.

The Labour Act of 2003 (Act 651) recognizes the right of individuals to freely associate with others in pursuit of their economic interest by way of joining a labour union and the importance of strike action as an essential tool for unionized labour in pursuit of their interests. There is no doubt that strikes have become quite sporadic in the 21st century. A number of organized labour sporadically embark on strikes. Recently, the Ghana Medical Association were on strike for nineteen days, bringing serious repercussions to the health sector and the state as a whole (Boateng, 2011). Interestingly, at the start of the doctors' strikes, the National Association of Graduate Teachers (NAGRAT) were also on their fifth day of turning their back on the classrooms.

Other professional bodies and worker groups like the Laboratory and Pharmacist Associations and University Teachers Association of Ghana (UTAG) also joined in the strikes latter. Tertiary and Educational Workers Union (TEWU) of the Kwame Nkrumah University of Science and Technology (KNUST) were on strike for fourteen days and the Health Workers Union Association also threatened to go on strike within the next few days if their grievances were not addressed by the Fair Wages and Salaries Commission (FWSC). Surprisingly, all these strike actions were aimed at enhancing salaries and improving conditions of work.

In Ghana, strike actions by health workers in the public health sector have been recurring since independence. The rampant strikes by health workers in the public health sector are indicators that inherent problems may not have been solved satisfactorily. In every organization, there exists the possibility of disputes and these may occur in two major instances. The first situation may arise during negotiations for collective agreement when the parties are unable to reach an amicable settlement on any matter under negotiation. Secondly, disputes may arise at a work place when a worker becomes aggrieved on any matter concerning his / her terms of employment.

According to Karsh (2001), strike can be described as a situation whereby a group of employees conduct a work stoppage. Thus a work stoppage caused by the mass refusal of employees to work. It usually involves a collective withdrawal of labour employees. Under such action, employees refuse to perform all work, and just selected duties. Strike may be used by employees when issues of their dissatisfaction are ignored by management of an organization. The common purpose of strike is to pressurize management within an organization to address issues causing employee dissatisfaction. Strikes can be assembled by a union organizer, or by an informal group of employees united for a common cause (Karsh, 2001).

### **Types of Strike**

There are several types of strikes and these can be categorized by the objectives they seek (Cascio, 1992; Dessler, 2005; Sunno; 1998; Karsh, 2001). They include:

*i. An Economic Strike:* This is an action by the union of withdrawing its labour in support of bargaining demands, including pay increase and bonuses. It results

from a failure to agree on the terms of a contract (Cascio, 1992; Dessler, 2005; Dessler, 2008). This type of strike undertaken by workers in order to garner improvements in their wages, benefits, hours, or working conditions (Sunno, 1995). Most of the strikes by industrial worker in Ghana are related to economic.

(ii) *Sit down Strike*: Karsh (2001) as cited in Addison (2014) conclude in his article on strike that a sit-down strike is where employees do not absent themselves from their workplace on strike. They maintain control over production facilities but do not work. In this case, workers do not absent themselves from their place of work when they are on strike. They keep control over production facilities but do not work (Carrell et al, 2000). Such a strike is also known as 'pen down' or 'tool down' strike. Workers show up to their place of employment, but they refuse to work. They also refuse to leave, which makes it very difficult for employer to defy the union and take the workers' places.

(iii) *Slow Down Strike*: Employees remain on their jobs under this type of strike. They do not stop work, but restrict the rate of output in an organized manner. They adopt go-slow tactics to put pressure on the employers (Carrell, 2000). This is a form of strike where employees remain on their jobs, and do not stop work, but restrict the rate of output in an organized manner, by adopting go slow tactics to put pressure on the organization.

(iv) *Sick-out (or sick-in)*: In this strike, all or a significant number of union members call in sick on the same day (Carrell et al, 2000). They don't break any rules, because they just use their sick leave that was allotted to them on the same

day. However, the sudden loss of so many employees all on one day can show the employer just what it would be like if they really went on strike.

(v) *Wild cat strikes*: A wildcat strike is an unauthorized strike occurring during the term of a contract (Dessler, 2008). These strikes are conducted by workers or employees without the authority and consent of unions.

(vi) *Sympathy Strike*: Dessler (2008) has indicated that when employees of a particular unit or industry decide to strike in solidarity with workers of another unit or industry who are already on strike (Dessler, 2005, 2008). The members of sister unions involve themselves in a strike to support or express their empathy with the members of unions who are on strike in other undertakings. They may also be refusals by employees on bargaining unit to cross a picket line of a different bargaining unit. A typical example of such a strike action may arise when NAGRAT decides to strike in solidarity with GNAT when they go on strike in Ghana.

(vii) *Unfair labour practice*: An unfair labour practices strike is an action that has legal implications for business owners (Thorne, 1994). This kind of strike occurs in instances where the employer allegedly violates the Labour Act (Act 651) that protects workers during collective bargaining. Thorne (1994) has stated that a typical violation that bring about unfair labour practices strike include refusing to pay benefits when they're due, discharging an employee for engaging in union activities, and refusing to bargain in good faith.

## **Empirical Review**

### **Causes of Labour Unrest**

The Labour Act, 2003 (Act 651) of Ghana which was a modification of the Industrial Relations Act 299 was enacted with the aims of reducing labour unrest to the barest minimum and therefore charges the worker/employee and the employer to negotiate terms and conditions of the employment relationship in good faith.

Despite these provisions made by the law to help reduce labour unrest in organisations, strike actions are still prevalent in our country and have increased in recent times. The causes of strikes are multifaceted and the effects detrimentally catastrophic (Visser, 2007; Murwirapachena & Sibanda, 2014). Several studies have found out some of the causes of labour agitation. The International Labour Organisation as cited in Amegee (2010), has indicated that conflicts arise out of dead lock in the negotiations for collective agreements or from day-to-day workers' grievances, and also from the interpretation of collective agreements. Negotiations over these conflicts are normally a matter of counter and counter-proposal or bargaining between the employer and his employees, with each side looking to obtain the best bargain.

The finding by the ILO was also supported by Johns and Saks (2001) who agree to a number of factors contributing to conflicts. In their findings, they argue that although a variety of causes contribute to the emergence of organizational conflict, most conflicts boil down to several basic types or combinations of these types - they include over goals, facts and procedures. Obeng-Fosu (2007) in his

study identified a number of factors including as of labour unrest: delay in negotiation of collective bargaining agreement, demand for the removal of a management staff, salary increase, delay in payment of salary, payment of severance pay, improved working conditions and payment of salary arrears. The most common cause of such conflicts is the dismissal of trade union officials. Of all labour conflicts, the uncommon one in industrial relations in Ghana is the recognition conflicts.

Visser, (2007) and Murwirapachena and Sibanda (2014) also identified some major causes of strike action especially in South Africa. Visser (2007) is of the view that the history of industrial relations in South Africa, could be traced to the apartheid system of the past. Even though, the introduction of the Black Economic Empowerment (BEE) and the Broad-Based Black Economic Empowerment (BBBEE) Act (53 of 2003), aimed at empowering the black, the majority of black South Africans still feel somewhat excluded in opportunities to create wealth (Visser, 2007). A good number of citizens believe that both the BEE and the BBBEE ended up making a few black South Africans millionaires to the detriment of the masses. It is a common perception among most black South Africans that only the close allies of powerful hugely benefited from these pieces of legislation.

Nigeria has also had its fair share of labour unrest. Some researches have also identified some causes of labour unrest (Ajewole, 2014; Ojo 1998). They identified some of the causes of trade dispute in recent times are: the demand for wage increase, the quest for better working conditions, poor

consultation and involvement of labour unions on labour related issues by government, and the Trade Union Act of 2004. Others are the privatization policy of the federal government with implication for down-sizing with its resultant hardship on the larger population. The astronomic increase of the salaries and wages of politicians as compared to the paltry salary structure paid to civil servants is also one of the reasons for industrial relations conflict in Nigeria.

Ojo (1998) explains that one of the reasons for prevalent labour unrest in Nigeria is as a result of the masses believing that politicians are paid unmerited salaries when they the tax payers are given monies that can hardly take care of their basic needs. This growing agitation by labour unions in Nigeria has led to a lot of strike in the various sectors of the economy. The argument on salary increase by the organized public labour unions is anchored on the fact that top government officials and the ordinary public servant go to the same market where prices of goods and services have continued to rise due to inflation. It has been argued that the failure to prosecute public officials who are guilty of corruption has remained a significant sore point of conflict (trade dispute) in Nigeria.

A study by Addison (2014) to find out the causes of strike among Komfo Anokye Teaching Hospital staff in Kumasi indicated that the failure of management to adequately compensate employees could lead to labour unrest. She argues that the failure of management to sufficiently compensate employees and provide opportunities for growth, may ultimately lead to employee dissatisfaction. An organization that opts to under-compensate their employees, are of the view that, employees will still have to work hard, as they may not have

viable opportunities and alternatives. The absence of adequate compensation for outstanding performance, and undertaking risky tasks, eventually results in dissatisfaction among employees. This is because employees will have a feeling that they are not fairly compensated for the amount work they undertake, and may resort to strike as a measure of rectifying their dissatisfaction.

She also found out the absence of flexible working arrangements to attract and retain personnel is another factor leading to labour unrest. She indicated that if hospital management did nothing to address the work-related issues of dissatisfied staff could pave way for strike action. Again, feeling of distrust among members of the organization and management delay in the promotion of staff also cause labour unrest.

Prasad (2012) conducted a study in India to look out for the reasons for Labour Unrest at Manesar Plant of Maruti Suzuki in 2012. His findings revealed that the main causes of labour unrest at Maruti is the differences in salary, allowances and welfare benefits among the workers. He further found out that a permanent worker draws over three times the salary of a casual worker. He stated in addition that the permanent staff enjoys several benefits like medical, insurance and retirement benefits while the fate of a casual worker always hinges on a high degree of uncertainty because of the impending day on which he will be confirmed as a permanent employee or thrown out of work for any reason.

Chukwudi, Odogwu, Ogunyomi and Olusiji (2012) in their research opined that industrial or trade disputes have both costs and benefits to the three social partners and the society at large. These social partners are the government,

labour and management. That notwithstanding, it should be noted that from observations and experiences, the costs of industrial unrests and disputes have always outweighed the supposed benefits. According to Imberman (1979, p. 23) as cited by Chukwudi, Odogwu, Ogunyomi and Olusiji (2012), “strikes cost more than you think”. Trade disputes as exemplified by strikes, to a large extent have a great bearing on the smooth and orderly development of the economy and the maintenance of law and order in the society.

They sometimes arouse public resentment because they may hurt the public more than the parties involved in the dispute. Ubeku (1983) as cited in Chukwudi, Odogwu, Ogunyomi and Olusiji (2012) posits that major strikes have a dramatic effect on the public especially, in essential industries. Basic facilities like petroleum products become very scarce; prices escalate as the cost of transport rise beyond the reach of commuters. The costs of strikes include loss of production or output; disruption in essential services (oil, electricity, and banking); capacity under-utilization; scarcity and high costs of essential items; unemployment and manpower contraction amongst others. A strike-prone country is not likely to attract foreign investors as this index has become a very vital consideration for foreign industrialists and multinational corporations. However, it may be instructive to state that whether dispute staged is adjudged to be successful or not, it is obvious that some damage must have been done and parties and the public have to bear the costs

Fashina (2001) attributes the factors that cause industrial crisis in the Nigerian workplace to policy inconsistencies and wrong placement in

organizational priorities on the part of the management. When employers place higher premium on capital input far above the workers without appreciating that the latter makes the former productive, they will be looming in to danger. Adesina (2003), also intimated that result from conflict of opinions when there is inconsistent information between the workers and employers. This arises from clash of interests during the negotiation process and incompatibility stemming out from incomplete means in the pursuance of their stipulated goals.

### **Effects of Labour Unrest (Strike)**

These factors that have been discussed above have a lot impacts on the individual, the industry and the economy. In the works of Rossouw, van der Watt and Rossouw (2002), they indicated one of the effects of labour unrest as management giving in to labour demands. Since management needs labour to help continue with production they grudgingly give in to the demands of labour, which in the short run increases labour costs and, production costs in the long run. When this happens, management decisions at union negotiations and strike action affect shareholder value (Amegee, 2010). When wage negotiations are entered into, management has one of two options: either to negotiate and meet the demands of the unions, or allow their employees to embark on a strike.

Amegee reiterated that any of these two calculated decision based on their fiduciary duty – that is, the choice which will result in best safeguarding the shareholders' assets should be adopted. However, this does not always occur, thus resulting in greater losses for the shareholders. These losses have been mentioned as the loss of profits in the short run, loss in the market due to possible

loss of customers, damage to property, plant and equipment among others, shareholders drop in the evaluation of management, damaged labour relationships and overall damage to the company's reputation.

Loss in production is another major effect of labour unrest. Labour unrest usually lead to the reduction in the level of production (Murwirapachena & Sibanda, 2014). They further opine that for a strike action to be successful, workers have to hit the employers where it affects the most; that is, production, for it is through production that the employers get their returns. During strike actions, a lot of productive hours are lost as a result of seat-ins, picketing, and long period of negotiations. Management and workers' representatives waste a lot of time locked in long arguments/negotiating where workers will naturally be asking for more and employers offering less. The longer the strike, the more the productive hours lost.

Another major effect of labour unrest is the reduction of share prices by affected organisations. Several studies have looked at overall strike action in different countries and their effect on the share prices of the affected companies thus measuring the loss due to the strike. The results of many of these studies have shown that the market anticipates the strike and share prices drop before the strike action, and after the strike some shareholder value is lost overall (Nelson et al., 1994). However, the share price does drop further after the strike announcement, indicating that the market is not efficient in its knowledge and there is further shareholder value lost (Bhana, 1997; Nelson et al., 1994). Further studies were conducted to determine if the length of the strike affected

shareholder value. Bhana (1997), has indicated that strikes that lasted longer than 10 days had a significant negative effect on shareholder value, as opposed to strikes that lasted less than 10 days, which had a more significant effect.

Labour unrest can also lead to customer retention and loyalty declines drastically when employees are dissatisfied. This is because aggrieved employees are not excited about performing their duties and roles in ensuring customer retention and loyalty. They neglect the care of customers and do not interact positively with customers as they should. This leaves customers with a negative impression about an organization, and subsequently leads to customers shifting to other competitors in the industry (Addison, 2014).

On the part of the economy, strike action can affect the country's economy negatively by reducing volume of trade on the floor of Stock Exchange Market. A study conducted by Amegee (2010) indicated some effects of labour agitation in organisations. The study conducted involved interviewing and discussing with employers and workers in four organisations in Accra, namely the Bank of Ghana, the Ghana Revenue Authority, Aviance Company Ltd and Carton Company Ltd. The findings of the study included the following: That labour unrest leads to salary loss to workers, profit loss to employers, revenue loss to the State, productivity loss to employers, job loss to workers and shortage of goods and services affecting society. It also creates social problems.

### **Challenges of Managing Labour Unrest**

Sunno (1995) has stated that the beginning of an employee strike is almost always a difficult period for most organisations. The adversarial nature of such

actions can be jarring for company employers who are unfamiliar with strikes, and the walk-out itself can threaten small-and mid-sized business organisations with devastating economic consequences. Management take steps to ensure that their companies will be able to continue their operations during the strike. As Sunno (1995) reported in her *Personnel Journal*, a strike will inevitably pose challenges in many areas: managing contingent worker, setting up communication between management and all employees; maintaining customer service; establishing interim policies regarding benefits, overtime, vacations, and sick leave; and boosting non-striking employees' morale. Sunno (1995) indicated that those organisations that prepare well in advance will suffer the least trauma during and after a labour dispute.

Business experts all agree that advance planning is key to managing a strike (Sunno, 1995). However, many companies get caught flat-footed by a work stoppage. Most strikes occur when labour contracts expire, and even those that do not take place on such a specific date typically provide management with plenty of warning signs. Organisations that equip themselves for contract expirations and other potential labour unrest periods by drawing up thorough emergency plans in advance will be much better equipped to weather a strike than will those firms that wait until the last minute (Sunno, 1995). In recognition of this reality, most companies created management teams - sometimes called strike contingency planning teams to address potential labour unrest issues.

Again, Sunno, (1995) asserts that preparation in terms of operation is another challenge to management during strike periods. Advance preparation

efforts should cover all aspect of operations. For example, businesses should have a plan in place to put together a contingent work force, whether comprised of replacements, non-striking employees (often supervisory personnel), or a combination of the two. An organisation that maintains up-to-date information on recent job applicants, for example, may find itself better positioned to form a contingent work force than an organisation that neglects to do so. Contingent work forces will also need training on a variety of issues, from duties to customer relations to legal matters (non-striking personnel already employed by the company may well need this training as well, since they will in many cases be undertaking unfamiliar tasks and interacting with customers and suppliers with whom they may not be familiar. Sunno (1995) is of the view that the necessary training programs should be in place well before a strike, but many organisations wait until employees' strike. Management would also have to prepare short term policies governing various labour issues for both striking and non-striking workers.

Businesses facing strike actions should also make sure that their customers and suppliers are notified at appropriate times of that possibility even though the organisation stands a risk of losing some of them. If an organisation unexpectedly informs a major customer that they have been hit with a strike without providing the customers without any prior notice, there is the possibility of losing the customers for good, even after the labour dispute has been resolved. Businesses facing strikes should also make preparations for alternative service to valued clients and customers.

Another obstacle management faces during strike is the inability to maintain a professional stance throughout the period of the unrest. Some labour experts have stated that many labour unrests generate into intensely negative clashes, with repercussions that are felt long after the strike itself has been settled. Most of the strike actions in organisations end up becoming acrimonious. Employers who are not capable of empathising with their striking employees' concerns about job security and economic wellbeing will automatically dismiss all work stoppages as solely an outgrowth of union greed.

Employers' inability to plan ahead to make sure that they have adequate security if a strike takes place is another challenge as strikes, by their very nature, are adversarial (Sunoo, 1995). They are normally accompanied by disruptions in service and product delivery, and sometimes even leading to violence. Sunno (1995, p. 24). "for instance, businesses at risk of being the target of a work stoppage will often need to hire security forces to monitor the premises and protect their contingent work force". The role of security is to provide managers and non-striking employees with assurances that they can go to work without being injured, gather evidence of any strike-related misconduct on the part of striking workers for later use in legal proceedings.

### **Ways of Managing Labour Unrest**

Strike that creates labour unrest may be just when other more reasonable means of solving problems have failed if not it should be eschewed because of its adverse impact on the individual, organization, and economy (Seniwoliba, 2013). It is therefore important that employers and workers eschew negative tendencies

that contribute to labour unrest, such as side-stepping conflict resolution procedures set by law and paying little attention to issues that concern their relationship. This means that some form of education in the form of workshops and seminars could be organised to sensitise both management and labour on ways to eschew labour unrest.

With respect to employers' inadequate attention to workers' problems or demands, it is prudent that employers come to terms with the recognition that most labour conflicts can be avoided if an effort is made early enough to remove the source of friction. If this is not done successfully, a small grievance or dissatisfaction may build up to a big grievance, and result in a costly labour unrest as observed by (Ching as cited in Seniwoliba, 2013). Ching observes further that a chaotic wage structure for example, with ill-defined jobs and over-lapping wage rates will generate serious trouble. An over-complicated incentive pay systems or job evaluation plan in a plant often breeds unnecessary disputes. Employers may therefore have to subscribe to periodic joint consultations as means of bridging the communication gap just as the Labour Act, 2003 has indicated in Section 9 that employers are supposed to keep the channel of communication open to workers.

With respect to workers' resort to strike action thereby ignoring or sidestepping conflict resolution procedures, there is the need for stakeholders, namely, trade unions, employers' organizations and the State to educate workers about the implications of labour unrest. Education may be the panacea for attitudinal change. This way one expects that the conflict resolution mechanism

may work effectively thus preventing labour unrest. Amegee (2010) has stated in his recommendation for resolving labour unrest that government must encourage the Department of Labour to improve labour inspection stated under Section 122 of the Labour Act, 2003 (Act 651) as a means of regulating the industrial relations section from being thrown into disarray. This could help be an effective method of nipping in the bud seeming industrial conflicts with potential for ripening into labour unrest.

Amegee (2010) also suggests that there should also be management of conflict, that is, effective means of resolving grievances and issues between governments and unions to avert recurrence of labour unrest. If well managed, grievances between the unions and Governments should not always result to labour unrest. Industrial disputes can be well managed through collective bargaining. Collective bargaining is a means of settling conflicts between groups of workers, representatives of labour unions and relevant employers whereby they come together to negotiate their grievances. According to Traxler (2003) employment-enhancing policies are a collective good. Njoku and Nwosu (2007) suggested also that the government should provide a level playing field for the interested “publics” in industrial relations through the recognition of collective bargaining as a means of settling conflicts.

Government should stop hide and seek propaganda, but rather always take pain to implement whatever agreement it has reached with labours. (Ajewole, 2014). Nyakwara and Gongera (2014) in their recommendation on ways of reducing labour conflicts recommend that organizations should make long term

plans by formulating strategies and policies that address employees' well-being rather than addressing the causes of industrial unrest in the organization at an individualized level, leaving out the other aggrieved parties. Unbiased intervention strategies should be implemented by management of various organisations. Management should also respond to all employees' needs for the good of the employee as well as the organisation.

Several other studies (Amegee, 2010; Prasad, 2012; Ramanathan, 2014; Nimoh, 2015) have established that the revision of the managerial policies had an impact on the levels of satisfaction of workers. While it was established that previous industrial unrest, cases were fuelled by factors that were preventable if management had put in place strategies to handle related dissatisfaction among employees, these strategies were found to have a long-term effect on the performance of the organization (Amegee, 2010). Given the low turnover rate, job satisfaction and enhanced motivation at the work place, employees redirected their energies and concentration towards quality work hence organizational performance.

Management should allow the workers join workers' unions and form other welfare facilities that would help them address issues that management may not be in a position to address (Nimoh, 2015). The essence of the welfare facilities and unions is to give employees an avenue to vent their dissatisfaction hence reduce anger and possible unrest. Through the union, employees would hold the union leaders responsible for their plight at the work place and not management of directly. This again would charge the union leaders with the responsibility of

ensuring that management ensures that employees were taken care of both at the work place by providing for their work-related requirements as well as at home by paying them adequately and promptly to ensure their obligations at home were met on time.

To Nyakwara and Gongera (2014), one effective way to mitigating the effect of labour agitations is through an effective and prompt payment of compensation policy. Cascio (2003) has intimated that “compensation which includes direct cash payment, and indirect payments in the form of employee benefits and incentives to motivate employees to strive for higher levels of productivity is a critical component of the employment relationship”. He further added that compensation is affected by forces as diverse as labour market factors, collective bargaining, government legislation and top management philosophy regarding pay and benefits”. A good compensation package is a good motivator. Hence, the primary responsibility of the HR manager is to ensure that the company's employees are well paid. Other objectives of compensation include; to attract capable applicants; retain current employee so that they don't quit; motivate employees for better performance; reward desired behaviour; ensure equity; control cost; and facilitate easy understanding by all i.e. employees operating manager and HR personnel (Strauss & Leonard, 1980 as cited in Nyakwara and Gongera 2014).

According to Mills (1994), there are so many factors that influence the compensation package for every organisation. These include: the organization's capacity to pay; Prevailing pay and benefits in the industry; compensation in the

industry and availability of special competent personnel; flexibility, i.e. kind of competencies and abilities in managers; performance/productivity/responsibilities of individual; organization philosophy such as to be leader or pay prevailing rates; qualifications and relevant experience; and stability of employment and advancement opportunities. Compensation literally means to counterbalance, offset, and to make up for. The implication is an exchange.

Nyakwara and Gongera (2014) have again indicated that the effectiveness of the working conditions can help curb labour unrest. They indicated that workplace environment plays a significant role for the employees. Nowadays, when employees have more working alternatives, the environment in workplace becomes a critical factor for accepting and/or keeping the jobs. The quality of environment in workplace may simply determine the level of employee's motivation, subsequent performance and productivity. How well employees get along with the organization influence the employee's error rate, level of innovation and collaboration with other employees, absenteeism and ultimately time period to stay in the job.

Again, in the findings of Nyakwara and Gongera (2014) it also came to light that fair and transparent annual appraisal, remuneration and rewards policies was one sure way of managing labour unrest. The study also established that there was annual appraisal, remuneration and rewards that was conducted per annum. This served to lift the confidence and trust levels of employees towards their seniors in organizations. Employees were also positive about the kind of recognition they received in their work places from their supervisors and other

seniors. They also implied that they were fairly appraised and in a just manner under the guidance of their respective organisational HR policies. In effect, the employees' tension and questions that would otherwise lead to uncertainty and dissatisfaction are answered and taken care of well. This was seen as an effective and efficient manner of handling frustrations and dissatisfaction among employees, hence bringing to the barest minimum possible labour agitations, disturbances as well as unrests that are likely to impact negatively on productivity.

### **Industrial and Commercial Workers' Union in Ghana**

ICU is the largest Union in Ghana with a membership of about 5000 members from all over the country. The Industrial and Commercial Workers Union (ICU) was founded in 1948. At the time, it was known as the Mercantile Employees Union. The membership of ICU is drawn from a wide range of sectors including manufacturing, service, finance and hospitality. Before its disaffiliation with the TUC in July 2004, ICU was its largest affiliate with an estimated total membership of over 100,000 which was about 20 percent of TUC's total membership. As mentioned above, ICU lost a very large proportion of its members in the finance sector to UNICOF in 2004. Earlier, ICU had lost almost all its members in the textile sector to the Textiles Garment and Leather Employees Union (TEGLEU). ICU also lost a very significant proportion of its membership as a result of the retrenchment exercise which was undertaken as part of the structural adjustment programme which was implemented by government in the 1980s and 90s.

Members of the Tema regional office of the Industrial and Commercial Workers Union (ICU) on 20<sup>th</sup> July, 2014 hit the streets of Tema to protest the high cost of living in the country. Over 500 workers demonstrated to bring government's attention to the over – whelming crisis confronting businesses, resulting in incredibly low productivity and some cases, total shut down of some businesses. According to them if government did not do anything about it could result in over 4000 layoffs.

### **Conclusion of Review**

From the literature review, it is clear that a lot of researchers and scholars have similar views on the causes, effects and challenges of labour unrest. Some of the researchers were of the view that the major cause of labour unrest is remuneration issues while others also viewed working condition. On the issue of effects of labour unrest majority of the writers on this issue had contingent views. They all claim that the unrest has dual effects: effect on the organisation and effect on the individual worker. To be able to manage labour unrest in the organisation, the literature suggested that organisations should have a back-up plan since this menace cannot be totally erased in this modern world of work where labour has the right to form associations.

## CHAPTER THREE

### RESEARCH METHODS

#### **Introduction**

This chapter describes the methodology used for the study. The main issues discussed here were the research design, research population, sample and sampling technique, source of data and data collection methods, and method of data analysis.

#### **Research Design**

Saunders, Lewis, and Thornhill (2009), defines research design as the general plan of how the research questions would be answered. It is the conceptual structure within which research is conducted. It constitutes a blue print for the collection, measurement and analysis of data. A descriptive survey was a method of collecting data in which people are asked to answer a number of questions (usually in the form of a questionnaire and structured interview guide). To Creswell (2012) descriptive research design helps to gather information about the present state of research parameter by describing rather than by manipulating the process. The study combined both the qualitative and quantitative research approaches which amounted to the mixed method due to the fact that the descriptive design lends itself to the use of both the qualitative and quantitative approaches to research.

#### **Study Area**

Tema was built in 1960 as a manmade harbour. It is located 25 kilometres (16 mi) East of the capital city; Accra, in the region of Greater Accra, and is the

capital of the Tema Metropolitan District. Its port, developed in the 1950s and opened in 1961, is the busiest in Ghana. With the opening of an artificial harbour in 1961, Tema developed from a small fishing village to become Ghana's leading seaport and an industrial centre. The city has the majority of industries producing aluminium, refined petroleum, chemicals, food products, and building materials in Ghana. It is considered the "heart of the country's development.

As of 2013, Tema is the eleventh most populous settlement in Ghana, with a population of approximately 161,612 people – a marked decrease from its 2005 figure of 209,000. The Greenwich Meridian (00 Longitude) passes directly through the city. The Tema metropolis was designed, planned and developed by the award-winning urban planner and Ghana's first architect, Theodore S. Clerk. It is now a major trading centre, home to an oil refinery and numerous factories, and is linked to Accra by a highway and railway. Tema is one of Ghana's two deep seaports, the other being Sekondi-Takoradi. Tema metropolitan forms part of the sixteen (16) Metropolis, Municipalities and Districts in the Greater Accra Region. The Metropolitan shares boundaries with Ashaiman Municipal, Adentan Municipal, and Ledzokuku-Krowor Municipal to the west respectively, to the east with Kpone Katamanso District, to the North with Dangme West District and to the South with the Gulf of Guinea.

### **Population**

Fraenkel and Wallen (2000) had defined population to be the entire aggregation of cases that meet a designated set of criteria. That is the group about which the researcher is interested in soliciting for information from them. The

population for the study consisted of all members (factory hands and management) of the four selected industries in the Tema Metropolis. The industries included Unilever Ghana Limited, Nestle Ghana Limited, Pioneer Cannery Company Limited and Avnash Company Limited. The focus of the study was on Industrial workers and for that matter the main respondents for the research instruments were members of the Industrial Union. However, for the purpose of triangulation, management were also required to give certain responses concerning the same labour issues that the employees gave responses to. The total population for the study is 162 industrial workers and management from the four manufacturing companies.

### **Sample and Sampling Procedures**

A sample is that part of the population that conveniently represent the population. The study adopted a multi sampling procedure (simple random, purposive and convenience) to sample 79 respondents for the study. Even though the number of employees in the various organisations selected was large, the study could not sample much members due to the fact that most of the factory hands were basically less educated and could not read and write. As a result of that that instrument that could be used conveniently for such group of respondents will not allow for large sample size due to time constraint. The unit of analysis was the employees and management.

The study first of all used simple random technique to select four (4) industries namely Unilever Ghana Limited, Nestle Ghana Limited, Pioneer Cannery Company Limited and Avnash Company Limited. A lot of factory

hands could not be sampled for the study because an interview was conducted which could not allow the researcher to do much. Also, the convenience sampling was adopted to sample only 31 Management members who were willing and present at the time of the data collection.

For the factory hands (employees) the purposive sampling was adopted to sample only the workers who have been engaged in any form of labour unrest before. Because the data collection instrument used to collect primary data was interviewed many could not be sampled. A sample of 48 employees was used for the study. Again, the sample was reached at the level of data saturation.

### **Data Collection Instruments**

Research instruments are the methods of data collection (e.g. questionnaire, observation, document analysis). The research instruments used for the study were questionnaires and the structured interview guide. Structured interview guide was used in order to help collect quantifiable data (Saunders *et al.*, 2009). The questionnaire was designed for management because the sample was relatively large. Various research experts such Cohen, Manion and Morrison (2007) and McMillan and Schumacher (2001) have indicated that the questionnaire may be used where respondents can read, understand and answer the questions that will be provided in the instrument. The structured interview guide was designed for the factory hands because most of them could neither read nor write. Most of the questions in both the questionnaire and interview guide were closed ended items with few being open ended. The open-ended items were

thematised to help analyse them quantitatively. The items in both instruments were constructed based on the literature.

Both instruments had the same structure. The section A solicited for information about the respondents' demographic data. Section B sought to find information about the causes of labour agitation, while Section C bothered on effects of labour unrest. The penultimate section, section D sought to find information on the challenges faced in managing labour unrest. The last section, E, sought information on ways of managing labour unrest.

### **Pre-Testing**

Reliability is a statistical measure of how replicable the survey instrument data are and the explanation of its accuracy. The instruments were first pilot tested on few workers from Poly Group of Company in Accra. Cronbach's alpha was used to obtain a reliability coefficient of 0.8 for the questionnaire and the structured interview guide. According to Cronbach a reliability coefficient of 0.70 or more is appropriate for determining the reliability of an instrument.

Joppe (2000) again argues that validity is about determining whether the research truthfully measures that for which it was intended to measure or how truthful the research results are. The instruments were then given to my supervisor and other colleagues to ascertain its face and construct validity.

### **Data Collection Procedures**

To gain access to the various industries, an introductory letter from the Department of Management Studies, School of Business was sent to management of the various organisations. After gaining access to the various industries,

different dates were set for the collection of the instruments. Three weeks was used in collecting the data. The questionnaire which was the instrument for management was a self-administered one. Before the data was collected from the respondents the researcher explained the importance of the study to all the respondents. With the administration of the interviews two people were trained to help collect the data by recording. The information from the recording were handed back to me and I personally transcribed all of them in order to analyse them.

### **Ethical Consideration**

The researcher embarked on the data collection taken into consideration certain ethical issues. He sought an approval from the Institutional Review Board (IRB) in the University of Cape Coast. Also, informed consent of the respondents and participants was also sought as well as ensuring confidentiality and anonymity. Again participants were given the freedom to withdraw from the research if they felt uncomfortable with the process without any penalty. No participant was promised any form of reward. The participants were pre-informed that the report of the research will be made public and could be accessed by anyone. There were no risks in participating in the current study.

### **Data Processing and Analysis**

The data collected was processed using the statistical package for social science (SPSS). Majority of the items were analysed using descriptive statistics making use of frequencies, percentages, means and standard deviations. Those open-ended items on the questionnaire were grouped based on the emerging

themes and analysed quantitatively. The interview data was transcribed and also analysed thematically. The responses were coded and commonalities drawn to form themes and sub-themes that informed the discussion.

### **Chapter Summary**

This chapter elaborated the methodology used for the study. The main issues discussed here were the research design, research population, sample and sampling technique, source of data and data collection methods, and method of data analysis.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### **Introduction**

This chapter presented an analysis and discussion of the findings from both the questionnaire administered to staff as well as the interview. Thirty-one (31) questionnaires were administered to the management staff of these Manufacturing companies while 48 employees (factory hands) were interviewed. All the instruments were retrieved and were analysed resulting in a hundred percent return rate. The results of the questionnaires and interviews are presented under two main headings. The first focused on the demographic details of the employees using both frequencies and percentages. The four other headings dealt with each of the substantive objectives (research questions). The fourth research question will be analysed qualitatively. This chapter involves two major parts- the presentation of results obtained from the analysis and the discussion of the results which are all based on the research questions.

### Biographic data of Management

Data was collected on the gender, position, age and years of work on the employees and management members of the organisations. Table 1 therefore presents the information on gender of the respondents.

**Table 1: Gender of Respondents**

Gender	Frequency	Percent
Male	14	45.2
Female	17	54.8
Total	31	100.0

Source: Field survey (2017)

Table 1 represents the gender of the 31 respondents (100%) of the sample size that took part in the research. Seventeen (17) respondents (54.8%) were males and 14 respondents (45.2%) were female. This indicates that majority of the respondents were males, however there was a relatively fair representation of the sexes in the study.

**Table 2: Position in the Company**

Position	Frequency	Percent
Transport Managers	2	6.45
Administrative Head	7	22.58
Sales Managers	9	29.03
Brand Ambassador	6	19.35
Human Resource Manager	7	22.58
Total	31	100.0

Source: Field survey (2017)

Table 2 represents the positions of the 31 respondents (100%) of the sample size that took part in the research. Nine (9) respondents (29%) were Sales managers, seven (7) respondents (22.6%) were Human resource managers, seven (7) respondents (22.6%) were Administrative heads, six (6) respondents (19.3%) were Brand ambassadors and two (2) respondents (6.5%) were Transport managers. This indicates that majority of the respondents were Sales managers, however there was a relatively fair representation of other positions in the study

**Table 3: Age of Respondents (in years)**

Age	Frequency	Percent
20- 25	6	19.4
26- 30	12	38.6
31- 35	9	29
36 and above	4	12.9
Total	31	100.0

Source: Field survey (2017)

Table 3 represents the ages of the 31 respondents (100%) of the sample size that took part in the research. Twelve (12) respondents (38.6%) were within ages 26 and 30, Nine (9) respondents (29%) were within ages 31 and 35, six (6) respondents (19.4%) were within ages 20 and 25, four (4) respondents (12.9%) were 36 years old and above. This indicates that majority of the respondents were within ages 26 and 30, however there was a relatively fair representation of other age groups in the study.

**Table 4: Years of Work**

Years	Frequency	Percent
Below 1 year	7	22.6
2-3 years	7	22.6
4-6 years	12	38.7
7 years & above	5	16.1
Total	31	100.0

Source: Field survey (2017)

Table 4 represents the years of work of the 31 respondents (100%) of the sample size that took part in the research. Twelve (12) respondents (38.7%) had worked for a period between 4 and 6 years, seven (7) respondents (22.6%) had worked for a period between 2 and 3 years, seven (7) respondents (22.6%) had worked for a period 1 year and below, five (5) respondents (16.1%) had worked for a period of 7 years and above. This indicates that majority of the respondents had worked for a period between 4 and 6 years, however there was a relatively fair representation of other years of work in the study.

**Table 5: Academic Qualification of Respondents (Management)**

Qualification	Frequency	Percent
Diploma	2	6.5
First Degree	13	41.9
Post Graduate	16	51.6
Total	31	100.0

Source: Field Survey (2017)

Table 5 represents the academic qualifications of the 31 respondents (100%) of the sample size that took part in the research. Sixteen (16) respondents (51.6%) were Post graduates, thirteen (13) respondents (41.9%) had first degree certificates, two (2) respondents (6.5%) had diploma certificates. This indicates that majority of the respondents were Post graduates, however there was a relatively fair representation of other educational qualifications in the study.

### Main Discussions

**Table 6: Causes of Labour Agitation**

Causes	Mean	SD
Demand for the removal/dissolution of management staff/board	1.87	0.85
Unresolved workers' grievances	1.61	0.67
Demand for wage increment	1.89	0.51
Inflexible working arrangement	1.72	0.51
Delay in negotiation of collective bargaining agreement	1.75	0.57
Deadlock in negotiations for collective agreement	1.48	0.51
Poor working condition	1.52	0.57
Misinterpretation of collective agreements	1.71	0.64
Delay in salary payment	1.74	0.73
Unfair dismissal of a worker/union official	1.80	0.68

Source: Field survey (2017)

Table 6 represents the discussion on the causes of labour agitation. On the issue of whether demand for wage increment (M 1.89, SD 0.51) is a cause of

labour agitation, almost all respondents agreed that it is a major cause. Also on the issue of whether delay in negotiation of collective bargaining agreement is a cause of labour agitation, majority, (M 1.75, SD 0.57) of the respondents agreed that it is a major cause. Further, on the issue of whether unfair dismissal of worker/union official is a cause of labour agitation, majority, (M 1.80, SD 0.68) of the respondents agreed that it is a major cause. On the issue of whether inflexible working arrangements is a cause of labour agitation, almost all (M 1.72, SD 0.51) the respondents agreed that it is a major cause. The findings of the study indicate that the main causes of labour agitation in the various organisations are wage increment, delay in negotiation of collective bargaining agreement, unfair dismissal of worker/union official, and inflexible working arrangement.

In confirmation to the above findings, the International Labour Organisation (ILO) as cited in Amegee (2010), has indicated that conflicts arise out of dead lock in the negotiations for collective agreements or from day-to-day workers' grievances, and also from the interpretation of collective agreements. Negotiations over these conflicts are normally a matter of counter and counter-proposal or bargaining between the employer and his employees, with each side looking to obtain the best bargain.

In corroboration to the above findings, Obeng-Fosu (2007) in his study identified a number of causes of labour unrest such as delay in negotiation of collective bargaining agreement, demand for the removal of a management staff, salary increase, delay in payment of salary, payment of severance pay, improved working conditions and payment of salary arrears. The most common cause of

such conflicts is the dismissal of trade union officials. Of all labour conflicts, the uncommon one in industrial relations in Ghana is the recognition conflicts.

**Table 7: Effects of Labour Unrest**

Effect	Mean	SD
Increase in labour cost as result of		
Grudgingly giving in to demands of		
employees	1.74	0.63
Loss of customers	1.87	0.67
Destruction of properties	1.85	0.61
Disruption of working/productive		
Hours	1.58	0.72
Decrease productivity	1.58	0.77
Stifles labour relations between employees		
and management/employer	1.65	0.66
Demand to the reputation of the company	1.52	0.90
Drop in company share prices	1.54	0.90
Revenue loss	1.55	0.77
Job loss	2.06	0.77

Source: Field survey (2017)

The discussion on the effect of labour unrest is represented by Table 7. On the issue of whether loss of customers is an effect of labour unrest, majority (M 1.74, SD 0.67) of the respondents, agreed that it is a major effect. Also, on the issue of whether loss of properties is an effect of labour agitation, majority, (M 1.85, SD 0.61) of the respondents agreed that it is a major effect. Further on the

issue of whether increase in labour cost as a result of grudgingly giving in to demands of employees is an effect of labour agitation, majority (M 1.74, SD 0.63) of the respondents agreed that it is a major effect. On the issue of whether decrease in productivity is an effect of labour agitation, majority, (M 1.58, SD 0.72) of the respondents agreed that it is a major effect. From the study, findings indicate that the main effects of labour agitation in the various organisations are loss of customers, loss of properties, increase in labour cost as a result of grudgingly giving in to demands of employees, and decrease in productivity.

In support of the findings, the works of Rossouw (2002), van der Watt and Rossouw indicated one of the critical effects of labour unrest as management giving in to labour demands. Since management needs labour to help continue with production they grudgingly give in to the demands of labour, which in the short run increases labour costs and, production costs in the long run.

Also, Loss in production is another major effect of labour unrest. As indicated by Murwirapachena and Sibanda (2014). They further opine that for a strike action to be successful, workers have to hit the employers where it affects the most; that is, production, for it is through production that the employers get their returns. During strike actions, a lot of productive hours are lost as a result of seat-ins, picketing, and long period of negotiations. Management and workers' representatives waste a lot of time locked in long arguments/negotiating where workers will naturally be asking for more and employers offering less. The longer the strike, the more the productive hours lost.

**Table 8: Challenges in Managing Labour Unrest (Employees)**

Challenges	SA		A		D		SD	
	No.	%	No.	%	No.	%	No.	%
Payment for overtime	22	71	9	29	-	-	-	-
Maintaining customer service/relations	19	61	10	32	1	3	1	3
Boosting non-striking employees' morale	17	55	11	35	3	10	-	-
Approving leave for non-striking workers	12	39	16	51	3	10	-	-
Managing contingent workers	19	61	11	36	1	3	-	-
Meeting production deadlines/ time schedules	13	42	17	55	-	-	1	3
Recruitment cost of filling temporary vacancies	14	45	14	45	2	6	1	3
Inability to maintain a professional stance throughout	21	68	10	32	-	-	-	-
Inadequate security to control striking workers	16	52	15	48	-	-	-	-

Source: Field survey (2017)

Table 8 represents the discussion on challenges in managing labour unrest. On the issue of whether Managing contingent workers is a challenge in managing labour unrest, majority, 30 (97%) of the respondents, agreed that it is a major challenge. Also on the issue of whether payment for overtime is a challenge in managing labour agitation, all respondents agreed that it is a major challenge. Further on the issue of whether inadequate security to control striking workers is a challenge in managing labour agitation, all respondents agreed that it is a major

challenge. On the issue of whether inability to maintain a professional stance throughout is a challenge in managing labour agitation, all respondents agreed that it is a major challenge. The findings of the study indicate that the main challenges in managing labour unrest are managing contingent workers, payment for overtime, inadequate security to control striking workers, and inability to maintain a professional stance throughout.

In discussing the challenges in relation to the findings, Sunno (1995) reported in her *Personnel Journal*, a strike will inevitably pose challenges in many areas: managing contingent worker, setting up communication between management and all employees; maintaining customer service; establishing interim policies regarding benefits, overtime, vacations, and sick leave; and boosting non-striking employees' morale. Sunno (1995) indicated that those organisations that prepare well in advance will suffer the least trauma during and after a labour dispute.

In my opinion, preparation in terms of operation is another challenge to management during strike periods. Advance preparation efforts should cover all aspect of operations. For example, businesses should have a plan in place to put together a contingent work force, whether comprised of replacements, non-striking employees (often supervisory personnel), or a combination of the two. An organisation that maintains up-to-date information on recent job applicants, for example, may find itself better positioned to form a contingent work force than an organisation that neglects to do so. Contingent work forces will also need training on a variety of issues, from duties to customer relations to legal matters (non-

striking personnel already employed by the company may well need this training as well, since they will in many cases be undertaking unfamiliar tasks and interacting with customers and suppliers with whom they may not be familiar.

**Table 9: Ways of Managing Labour Unrest**

Ways	Mean	SD
Sensitising management and labour		
On ways to eschew unrest	1.55	0.57
Adequate attention to workers problems	1.55	0.67
Employers should keep communication		
channels open to workers	1.85	0.51
Prompt payment of salary	1.81	0.40
Educating workers about the implication		
Labour unrest	1.58	0.50
Constant monitoring of labour relations		
in companies by labour agencies	1.65	0.49
Instituting effective conflict management		
mechanisms	1.77	0.43
Provision of proper working conditions	1.74	0.56
Supporting the establishment of workers'		
Union in organizations	1.55	0.51

Source: Field survey (2017)

The discussion on ways of managing labour unrest is represented on Table 9. On the issue of whether Employers are keeping communication channels open

to workers is a way of managing labour unrest, almost all the respondents, (M 1.85, SD 0.51) agreed that it is a major way. Also on the issue of whether instituting effective conflict management mechanisms is a way of managing labour agitation, almost all respondents (M 1.77 SD 0.43) agreed that it is a major way. Further on the issue of whether supporting the establishment of workers' union in organisations is a way of managing labour agitation, all respondents agreed that it is a major way. On the issue of whether constant monitoring of labour relations in companies by labour agencies is a way of managing labour agitation, all respondents agreed that it is a major way. From the study, findings indicate that the main ways of managing labour agitation are by employers keeping communication channels open to workers, instituting effective conflict management mechanisms, the establishment of workers' union, and constant monitoring of labour relations in companies.

The findings of the study was in corroboration with Nyakwara and Gongera (2014) who recommended that organizations should make long term plans by formulating strategies and policies that address employees' well-being rather than addressing the causes of industrial unrest in the organization at an individualized level, leaving out the other aggrieved parties. Unbiased intervention strategies should be implemented by management of various organisations. Management should also respond to all employees' needs for the good of the employee as well as the organisation.

Also, other studies (Amegee, 2010; Prasad, 2012; Ramanathan, 2014; Nimoh, 2015) have agreed that the revision of the managerial policies had an

impact on the levels of satisfaction of workers. While it was established that previous industrial unrest cases were fuelled by factors that were preventable if management had put in place strategies to handle related dissatisfaction among employees, these strategies were found to have a long term effect on the performance of the organization (Amegee, 2010). Given the low turnover rate, job satisfaction and enhanced motivation at the work place, employees redirected their energies and concentration towards quality work hence organizational performance.

Management should allow the workers join workers' unions and form other welfare facilities that would help them address issues that management may not be in a position to address. The essence of the welfare facilities and unions is to give employees an avenue to vent their dissatisfaction hence reduce anger and possible unrest. Through the union, employees would hold the union leaders responsible for their plight at the work place and not management of directly. This again would charge the union leaders with the responsibility of ensuring that management ensures that employees were taken care of both at the work place by providing for their work related requirements as well as at home by paying them adequately and promptly to ensure their obligations at home were met on time.

### **Demographic Characteristics of Employees**

Data was collected on the gender, educational qualification, age and areas of work on the employees of the organisations. Table 10 therefore presents the information on gender of the respondents.

**Table 10: Gender of Employees**

Gender	Frequency	Percent
Male	29	60
Female	19	40

Source: Field survey (2017)

From Table 10, 29 (60%) of the employees constituted males and 19 (40%) were females, making the males more than the females. The implication is that the staff of these Manufacturing Companies study area is male-dominated and that recruitment of staff into these firms focuses on male since they are manufacturing companies.

**Table 11: Age of Employees**

Age range in years	Frequency	Percent
25 or less	2	4
26-35	14	29
36-45	26	54
46 and above	6	13
Total	48	100

Source: Field survey (2017)

From Table 11, the ages of the employees varied. Ages of employees were grouped into ranges of ten years each between 25 years and 46 years above. 26 (54%) of the employees were aged between 36 and 45 years and 14 (29.0%) fell within the 26 and 35-year age group. 2(4.0%) employees were aged 25 and less. and 6 (13.0%) were aged between 51 and above. Table 2 presents the groupings

of employees by age and clearly shows that a lot more of the employees were aged above 35 years. This implies that the Insurance firms seems to have an aging workforce and this can have repercussions on their performance and expectations.

**Table 12: Educational Qualification of Employees**

Qualification	Frequency	Percent
BECE	6	13
WASSCE	25	52
HND	12	25
First Degree	5	10
Total	48	100

Source: Field survey (2017)

From Table 12, it could be realized that majority 25(52%) of the employees has WASSCE qualification, while 12(25%) of these employees held HND. It is interesting to note that only a handful 5(10%) held First Degree. The implication of this is that since the study focused on manufacturing companies, their requirement for employment did not warrant higher qualifications except for those in higher administrative positions.

**Table 13: Area of Work in the Company by Employees**

Position	Frequency	Percent
Administration	17	35
Production	31	65

Source: Field survey (2017)

It can be realized from Table 13 that, majority 31(65%) of the employees are in the area of production relative to that of Administration 17(35%). This is attributed to the fact that in most Manufacturing firms, there is the likelihood of most of the staff to be engaged in the production of goods and services than doing the “paper work”.

### **Main Discussions**

#### **RQ 1: What are the causes of labour unrest among ICU members (employees) in Ghana?**

To answer this research questions, the researcher enquired about the extent to which the employees had engaged in labour unrest and the reasons for undertaking such an activity. The employees were first asked whether they have been involved in labour unrest or not and the number of times they have been involved. Tables 14 indicates their responses.

**Table 14: Frequency of Involvement**

Extent	Frequency	Percent
Once	2	4
Twice	46	96
Total	48	100

Source: Field survey (2017)

Table 14 indicates that majority 46(96%) of the employees had involved themselves in one way or the other in issues related to labour unrest while just a few 2(4%) indicated that they have been involved just once. The implication is

that all the employees indicated they had involved themselves in one way or the other in labour unrest activities.

**Table 15: Causes of Labour Unrest**

Causes	Frequency	Percent
Low Salary (Critical)	30	63
Allowances	5	10
Casual Status	6	12
Leadership style	7	15
Total	48	100

Source: Field survey (2017)

From Table 15, the employees indicated that low salary 30(63%) was the critical and paramount cause of labour unrest. Also, a substantial amount 7(15%) of the employees indicated that the leadership style of management compelled them to embark on such an action. Only a few 3(6) indicated that their casual status as workers triggered their action.

**Research Question 2: What are the effects of labour unrest by ICU Ghana on the Employees and Organizational Performance in Ghana?**

This question sought to find out from the respondents the effect of labour unrest on employees. It was therefore required of the respondents to tick as many as applicable to them concerning the effect of the unrest on them. Table 16 displays their responses.

**Table 16: Effects of Labour Unrest on Productivity**

Effect	Frequency	Percent
Lost of Man hours	47	98
Low level of motivation	40	83
Low product quality	35	73
Low service delivery	32	67

Source: Field survey (2017)

From Table 16, it could be realized that almost all 47(98%) the employees indicated that some Man Hours were lost as a result of the labour unrest which definitely has a negative repercussion on productivity. Also, low level of motivation 40(83%), product quality 35(73%) as well as service delivery 32(67%) are all contributing to reducing productivity of these manufacturing companies.

From Table 17, only 5 employees indicated that the labour unrest action made them lose some income. As shown from the Table, 2 of the employees indicated they lost income through not engaging in overtime, while 3 indicated they lost income as a result of deduction for days of absence a result of the labour action.

**Table 17: Effects of Labour Unrest on Income Loss**

Effect	Frequency	Percent
Loss of overtime	2	4
Deduction; Absent Day	3	6

Source: Field survey (2017)

**Table 18: Effect of Job Loss on Employees**

Effect	Frequency	Percent
Stigmatization	2	4
Loss of Income	5	10

Source: Field survey (2017)

From Table 18, only 5 employees indicated that the labour unrest action made them lose some income. As shown from the Table 9, 2 of the employees indicated they had faced strong stigmatization as a result of the job loss.

**Research Question 3: What are the challenges faced by management in managing labour unrest among ICU members Ghana?**

The findings of the study both from management and employees indicate that the main challenges in managing labour unrest are managing contingent workers, payment for overtime, inadequate security to control striking workers, and inability to maintain a professional stance throughout. Below are excerpts from the interview conducted on the employees:

A: “Our management is not able to convert we the casual workers into permanent status and this is a great challenge to some of us because we are not motivated enough to give out our best”.

B: “Our job security is not certain and am tempted to even quit. When I get a better job, I will go because they can sack me at anytime”.

C: “Our overtime allowances are not payed early and they don’t even give us the actual amount. They will be deducting us anyhow”.

In my opinion, preparation in terms of operation is another challenge to management during strike periods. Advance preparation efforts should cover all aspect of operations. For example, businesses should have a plan in place to put together a contingent work force, whether comprised of replacements, non-striking employees (often supervisory personnel), or a combination of the two. An organisation that maintains up-to-date information on recent job applicants, for example, may find itself better positioned to form a contingent work force than an organisation that neglects to do so. Contingent work forces will also need training on a variety of issues, from duties to customer relations to legal matters (non-striking personnel already employed by the company may well need this training as well, since they will in many cases be undertaking unfamiliar tasks and interacting with customers and suppliers with whom they may not be familiar.

According to Sunno (1995), a strike will inevitably pose challenges in many areas: managing contingent worker, setting up communication between management and all employees; maintaining customer service; establishing interim policies regarding benefits, overtime, vacations, and sick leave; and boosting non-striking employees' morale. Sunno (1995) indicated that those organisations that prepare well in advance will suffer the least trauma during and after a labour dispute.

Research Question 4: **How can the high frequency of labour unrest by ICU Ghana be reduced?**

From the study, findings indicate that the main ways of managing labour agitation are by employers keeping communication channels open to workers,

instituting effective conflict management mechanisms, the establishment of workers' union, and constant monitoring of labour relations in companies.

Below are the excerpts of responses from the interview.

A: "Our bosses should ensure constant flow of information from top to down and vice versa to enable us access to information regarding our welfare".

B: "Proper channels of communication should be laid down to enable effective conflict resolution. This will prevent a whole lot of labour issues".

C: "In fact, there must be constant monitoring of labour activities by all stakeholders if not things will go out of hand".

The findings of the study is in corroboration with Nyakwara and Gongera (2014) who recommended that organizations should make long term plans by formulating strategies and policies that address employees' well-being rather than addressing the causes of industrial unrest in the organization at an individualized level, leaving out the other aggrieved parties. Unbiased intervention strategies should be implemented by management of various organisations. Management should also respond to all employees' needs for the good of the employee as well as the organisation.

According to Amegee (2010), management should allow the workers join workers' unions and form other welfare facilities that would help them address issues that management may not be in a position to address. The essence of the

welfare facilities and unions is to give employees an avenue to vent their dissatisfaction hence reduce anger and possible unrest. Through the union, employees would hold the union leaders responsible for their plight at the work place and not management of directly. This again would charge the union leaders with the responsibility of ensuring that management ensures that employees were taken care of both at the work place by providing for their work-related requirements as well as at home by paying them adequately and promptly to ensure their obligations at home were met on time.

### **Chapter Summary**

The chapter discussed the results of the findings of the study. The findings of the study from both management and employees seem to be converging in the sense that both findings indicate that the main causes of labour agitation in their organisations are wage increment, delay in negotiation of collective bargaining agreement, unfair dismissal of worker/union official, and inflexible working arrangement. Also, the main effects of labour agitation in the various organisations are loss of customers, loss of properties, increase in labour cost as a result of grudgingly giving in to demands of employees, and decrease in productivity. The study also established that the main challenges in managing labour unrest are managing contingent workers, payment for overtime, inadequate security to control striking workers, and inability to maintain a professional stance throughout.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

This chapter dealt with the summary of the study. It also discusses the key findings that emerged from the study. The conclusions drawn from the findings are also discussed in this chapter as well as the recommendations.

#### Summary

The main purpose of the present study was to investigate the causes of labour agitation or labour unrest among Industrial and Commercial Workers Union in Ghana. The following research questions were posed to help in the study:

1. What are the causes of labour unrest among ICU members Ghana?
2. What are the effects of labour unrest by ICU Ghana on the employees and organizational performance in Ghana?
3. What are the challenges faced by management in managing labour unrest among ICU members Ghana?
4. How can the high frequency of labour unrest by ICU Ghana be reduced?

The mixed method design was employed for the study. The simple random, purposive, and convenience sampling techniques were adopted to sample 31 management members and 48 workers from the four selected industries. Two sets of instruments (questionnaire and interviews) were designed to help in the data collection. Descriptive statistics such as frequencies and percentages were used to analyse the data that was obtained from the questionnaire. Though the interview was transcribed the emerging themes were analysed quantitatively.

### **Key Findings**

1. The findings of the study from both management and employees seem to be converging in the sense that both findings indicate that the main causes of labour agitation in their organisations are wage increment, delay in negotiation of collective bargaining agreement, unfair dismissal of worker/union official, and inflexible working arrangement.
2. From the study, the findings indicate that the main effects of labour agitation in the various organisations are loss of customers, loss of properties, increase in labour cost as a result of grudgingly giving in to demands of employees, and decrease in productivity. Also employees lose income are faced with strong stigmatisation.
3. The study also established that the main challenges in managing labour unrest are managing contingent workers, payment for overtime, inadequate security to control striking workers, and inability to maintain a professional stance throughout.
4. From the study, findings indicate that the main ways of managing labour agitation are by employers keeping communication channels open to workers, instituting effective conflict management mechanisms, the establishment of workers' union, fair annual appraisal and remuneration policies and constant monitoring of labour relations in companies.

### **Conclusions**

The following conclusions were drawn from the findings:

On the issue of causes of labour unrest, organisations may lose competent workers due to some of these causes. It could be realized these causes take the form of lack of both tangible and intangible materials that play critical roles on the welfare of employees.

On the effect of labour agitations, it could be realized that labour agitations have both significant impact on both the individual worker and the organizational performance at large. The effects are clearly manifested in the findings. However, based on the findings, it can be concluded that the effects of labour agitation in the long run affect the organisation more than the individual worker.

With regard to the challenges faced by management as a results of labour agitations, it can be concluded that these challenges identified by the study stem out as a result of the fact that management are always not proactive in dealing with employee matters that are likely to trigger labour agitations.

In relation to ways of dealing with labour agitations, it can be concluded that proper systems and procedures is a critical success factor to curbing labour agitations. This therefore implies that to succeed as an organisation lies at the heart of proper systems and procedures.

### **Recommendations**

1. Employers should provide a place or an avenue like a gymnasium or spa to relieve stress of workers. They should also put in place flexible work schedules such as flexi-time and reduced working days to allow some level of flexibility on the job in order to boost employees' morale. It is therefore

imperative that employers take into consideration both tangible and intangible factors that are likely to affect employees' productivity. Also, organising games and recreational activities between employers and employees to enhance a strong interpersonal relationship.

2. It is therefore recommended that the Ministry of Labour in conjunction with employers come out with good working conditions to enable employees give out their best to mitigate the effect of these labour agitations on both the individual worker and the long run effect on organizational performance.
3. Management should therefore be proactive in dealing with matters related to causing labour agitations. Some of these proactive measures will be to embark on the prompt payment of salaries, allowances and overtime. Also, management should embark on stakeholder engagement by engaging employees and other stakeholders on how best to proactively deal with their challenges associated with their job.
4. The Ministry of Labour and the Labour Unions must make sure that proper systems and procedures are put in place to ensure that there is orderliness in organisations. These include instituting effective conflict management mechanisms, the establishment of workers' union, and constant monitoring of labour relations in companies. Also, employers should ensure all relevant information are disclosed to their employees as well as putting mechanisms to ensure open channel communication. This will enable employers to detect potential disturbances earlier in order to mitigate the repercussions of these labour agitations on both individuals and the organisation at large.

### **Suggestion for Further Studies**

The study could be replicated in other Municipality on a wider scale using different companies such as the banking sector, the mining sector or insurance company.

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APPENDIX A

UNIVERSITY OF CAPE COAST  
COLLEGE OF HUMANITIES AND LEGAL STUDIES  
SCHOOL OF BUSINESS  
DEPARTMENT OF MANAGEMENT STUDIES

QUESTIONNAIRE FOR MANAGEMENT

The purpose of this questionnaire is to obtain information for a research work on *“the causes of labour agitation or unrest among industrial and commercial workers in Ghana”*. This questionnaire is designed for academic purpose only and as such all information provided for this study will be treated as confidential and your anonymity is assured.

**Instructions:** Please tick (✓) or write in the spaces provided with your responses.

**SECTION A: Biographic information**

1. Gender: Male [ ] Female [ ]
2. Position in the company: .....
3. Age (in years): .....
4. Years of work: Below 1 year [ ] 2–3years [ ] 4–6yrs [ ] 7years & above [ ]
5. Academic Qualification: Diploma/HND [ ] First Degree [ ] Master Degree [ ]  
Other (*specify*) .....

**SECTION B: Causes of Labour Agitation**

Please tick [✓] the appropriate column to indicate your agreement or disagreement to the following statements on the causes of labour unrest among Industrial and Commercial Workers Union.

Key: SA=Strongly Agree, A=Agree, D=Disagree & SD=Strongly Disagree

S/N	Causes	SA	A	D	SD
1.	Demand for the removal/dissolution of management staff/board				
2.	Unresolved workers grievances				
3.	Demand for wage increment				
4.	Inflexible working arrangement				
5.	Delay in negotiations of collective bargaining agreement				
6.	Deadlock in negotiations for collective agreement				
7.	Poor working conditions				
8.	Misinterpretation of collective agreements				
9.	Delay in salary payment				
10.	Unfair dismissal of a worker/union official				

Other causes (*please specify*):

.....  
 .....  
 .....

**SECTION C: Effects of Labour Unrest**

Please tick [] the appropriate column to indicate your agreement or disagreement to the following statements on the effects of labour unrest among Industrial and Commercial Workers Union.

Key: SA=Strongly Agree, A=Agree, D=Disagree & SD=Strongly Disagree

S/N	Effects	SA	A	D	SD
11.	Increase in labour cost as a result of grudgingly giving in to demands of employees				
12.	Loss of customers				
13.	Destruction of properties				
14.	Disruption of working/productive hours				
15.	Decreases productivity				
16.	Stifles labour relations between employees and				

	management/employer				
17.	Damage to the reputation of the company				
18.	Drop in company share prices				
19.	Revenue loss				
20.	Job loss				

Other effects (*please specify*):

.....  
 .....  
 .....

**SECTION D: Challenges Faced in Managing Labour Unrest**

Please tick [] the appropriate column to indicate your level of agreement or disagreement to the challenges faced by management in managing labour unrest among ICU members.

Key: SA=*Strongly Agree*, A=*Agree*, D=*Disagree* & SD=*Strongly Disagree*

S/N	Challenges	SA	A	D	SD
21.	Payment for overtime				
22.	Maintaining customer service/relations				
23.	Boosting non-striking employees' morale				
24.	Approving leave for non-striking workers				
25.	Managing contingent workers				
26.	Meeting production deadlines/ time schedules				
27.	Recruitment cost of filling temporary vacancies				
28.	Inability to maintain a professional stance throughout				
29.	Inadequate security to control striking workers				

Other challenges (*please specify*):

.....

.....  
 .....

**SECTION E: Ways of Managing Labour Unrest**

Please tick [√] the appropriate column to indicate your agreement or disagreement to the various ways of managing labour unrest.

Key: SA=Strongly Agree, A=Agree, D=Disagree & SD=Strongly Disagree

S/N	Managing Labour Unrest	SA	A	D	SD
30.	Sensitizing management and labour on ways to eschew unrest				
31.	Adequate attention to workers' problems				
32.	Employers should keep communication channels opened to workers				
33.	Prompt payment of salary				
34.	Educating workers about the implications of labour unrest				
35.	Constant mentoring of labour relations in companies by labour agencies				
36.	Instituting effective conflict management mechanisms				
37.	Recognition of collective bargaining agreements				
38.	Provision of proper working conditions				
39.	Supporting the establishment of workers' union in organisations				

Recommend other ways of managing labour unrest:

.....  
 .....  
 .....  
 .....

**Thank You**

**APPENDIX B**

**UNIVERSITY OF CAPE COAST  
COLLEGE OF HUMANITIES AND LEGAL STUDIES  
SCHOOL OF BUSINESS  
DEPARTMENT OF MANAGEMENT STUDIES**

**INTERVIEW GUIDE FOR EMPLOYEES**

1. Gender: Male [ ] Female [ ]
2. Position in the company: .....
3. Age (in years): .....
4. Years of work: Below 1 year [ ] 2–3years [ ] 4–6yrs[ ] 7years & above [ ]
5. Academic Qualification:

.....  
.....

***What are the causes of labour unrest among ICU members Ghana?***

6. Have you ever been involved in any form of labour unrest (strike)?  
(b) If Yes, how many times?
7. What were the specific reasons for the unrest?  
(b) What was the critical issue that led to the unrest?  
(c) Does the issue warrant such an unrest?
8. Was the unrest a peaceful one or destructive?

***What are the effects of labor unrest by ICU Ghana on the employees and organizational performance in Ghana?***

9. Do you think the unrest affected productivity in any way?  
(b) If yes, how?

10. Do you think the unrest affected income loss to you?
  - (b) If yes, how?
11. Did any of you lose his/her job? Yes/No.
  - (b) If yes, how?
12. Did the job loss have any impact on the employees?
13. Did the job loss affect the employer who terminated the employees' appointment?
  - (b) If yes, in which way(s)?
14. Did the unrest affect customers demand?
15. Were your demands met?
16. What is/are the overall impact of the unrest on individual employees?
17. What is/are the overall impact of the unrest on the entire organisation?

***What are the challenges faced by management in managing labour unrest among ICU members Ghana?***

18. What internal obstacles impeded your organisation's effort in dealing with the unrest?
19. What external obstacles impeded your organisation's effort in dealing with the unrest?
20. What was top management's reaction in responding to such a situation?

***How can the high frequency of labour unrest by ICU Ghana be reduced?***

21. How did your organisation resolve the unrest?
22. What in your opinion is the solution to the incidence of labour unrest in Ghana?
23. What specific measures can be put in place by organisations to curb such situations?

24. What specific measures can be put in place by the government and its agencies to curb such situations?

**Thank you for your time and attention.**