

**Effect of Industrial Harmony and Community Development in Nigeria: A study of the Enugu State Local Government System (2017-2022)**

UDE, Adaora Margaret<sup>1</sup>  
[adachukwu1977@gmail.com](mailto:adachukwu1977@gmail.com)

Ugwu, Sam<sup>2</sup>  
[sam.ugwu@esut.edu.ng](mailto:sam.ugwu@esut.edu.ng)

Ibeh, Emmanuel Chinedu<sup>3</sup>  
[chinedudumdum201@gmail.com](mailto:chinedudumdum201@gmail.com)

<sup>1,2,3</sup> Department of Public Administration, Enugu State University of Science and Technology, (ESUT) Enugu, Nigeria.

**Abstract**

*The study evaluated the relationship between industrial harmony and community development in Enugu State Local Government System from 2017 to 2022. The study used both primary and secondary source of data. Data were presented and analyzed using Likert Scale and the hypotheses using t - test. The findings revealed that Workers' participation in decision making had significant positive relationship with social support;  $t(95, n = 264), 10.722, P. < .05$ . Collective bargaining had significant positive relationship with community safety,  $t(95, n = 264), 15.334, P. < .05$ . The study concludes that workers' participation in decision making and Collective bargaining had significant positive relationship with the social support and community safety of Enugu State Local Government systems. The study recommended among others that the management of Enugu State Local Government system should encourage workers' participation in decision making as providing opportunities for feedback and input, and engagement, improve decision-making, and build a positive organizational culture.*

**NG-Journal of Social Development**

Vol. 13 Issue 2 (2024)

ISSN(p) 0189-5958

ISSN (e) 2814-1105

Home page

<https://www.ajol.info/index.php/ngjsd>

**ARTICLE INFO:**

**Keyword:**

*Industrial harmony, Community development and collective bargaining*

**Article History**

Received: 25<sup>th</sup> April, 2024

Accepted: 29<sup>th</sup> June 2024

DOI: <https://dx.doi.org/10.4314/ngjsd.v13i2.7>

## **1. Introduction**

Industrial harmony is a vital component of every modern economic system in the contemporary global society. Its importance derives from a number of functions which it sub-serves. What this means is that a good industrial harmony or peaceful co-existence between workers (Trade Union) and management, at least will definitely showcase a give and take relationship that is mutually inclusive in nature and will in no small measure encourage high workers morale; and by so doing, the performance and Productivity profile of labour will be on the increase. Also, good industrial harmony fosters development of the industrial system and ensures stability in the spheres of governance (Girigir and Badom, 2019). Therefore, industrial harmony results when the differences between trade unions on one hand, management or employer on the other can be resolved in the work place without having to resort to total breakdown or closures of the organizations (Obiekwe, Felix & Izim, 2018). Put it differently, harmony exist when at all times, parties in relationship in the industrial sphere seek to resolving matters with minimum level of crises bearing in mind the negative consequences on both sides, in case of complete lock-down (Odoh and Moluno, 2023).

The term industrial relations refer to the relation between various unions, state and union, and between employers and government. Industrial harmony is a vital component of every modern economic system in the contemporary global society. Its importance derives from a number of functions which it sub-serves. Industrial harmony has to do with the creation of an atmosphere of peaceful and cordial relationship between the workers (Trade Unions) and the management cum government which, and as a matter of necessity is to ensure minimal suspicion in dealing with issues affecting the component parts. Industrial harmony, therefore, calls for a state of peaceful coexistence, where every part or component relevant in the industry must do its best in combination with the other parts to produce an overall pleasing result (Girigiri & Badom, 2019)

Armenia, (2024) asserts that the pathway to sustainable and inclusive social development entails initiatives that promote early recovery and community resilience, including in border communities, targeting the most vulnerable groups. To this end, there is a need for industrial harmony in every system to avoid strikes, redundancy, retrenchment and other challenges in the place of work. Therefore, the study investigated industrial harmony and social development in Nigeria, with particular reference to Enugu State Local Government systems from 2017 to 2022.

### **1.2 Statement of the Problem**

The examination of industrial harmony and social development within the Enugu State Local Government System from 2017 to 2022 presents a multifaceted perspective. One facet involves the intricate interplay between participation in decision-making processes, collective bargaining effectiveness, community safety, social support systems. Assessing these elements collectively unveils potential nexus points where deficiencies or shortcomings might intersect, adversely impacting the overall operational efficiency and social growth within the local government structure.

Participation in decision-making is pivotal, as it shapes the inclusivity and representation of various stakeholders, directly influencing policy implementation and community engagement. Concurrently, the effectiveness of collective bargaining channels determines the equity in employee-employer relations, directly impacting productivity. Meanwhile, community safety measures and social support structures contribute significantly to workforce well-being and overall community stability, vital for sustained development.

Therefore, the challenge that presents itself is managing all these factors, and keeping the resultant consequences at a minimum. The absence of participation in decision making hinders the social support that workers can give and receive, with collective bargaining promoting community safety in the local government. Furthermore, when disputes are not properly settled, it could result to anarchy, which will affect the social amenities within the state. In general, the absence of industrial harmony in the local government system appears a clog in the wheel of social development. With respect to these issues, the study examines the relationship between industrial harmony and social development in Nigeria, using Enugu State Local Government systems as an example.

### **1.3 Objectives of the Study**

- i. Examine workers participation in decision making and social support of Enugu State Local Government system.
- ii. Evaluate the collective bargaining and community safety of Enugu State Local Government systems.

### **1.4 Research Questions**

- i. What is the effect of participation in decision making on social support of Enugu State Local Government system?
- ii. What is the relationship between collective bargaining and community safety of Enugu State Local Government system?

## **2. Review of Related Literature**

### **2.1 Conceptual Review**

#### **Industrial Harmony**

Industrial harmony has to do with the creation of an atmosphere of peaceful and cordial relationship between the workers (Trade Unions) and the management cum government which, and as a matter of necessity is to ensure minimal suspicion in dealing with issues affecting the component parts (Dabibi, 2018). Industrial harmony also serves as an important element in helping to increase competitiveness, increase productivity and achieve good work results. Industrial harmony is one of the most complicated and complex problems of modern industrial society that is directly associated with the industrial revolution (Onyeizugbe et al., 2018).

#### **Participation in Decision Making**

Participative decision-making is a crucial factor for employees' inclusiveness in the organization. It is defined as the encouragement and utilization of the inputs of employees when making important decisions in the workplace (Joe-Akunne, Edosomwan and Sampson, 2022). It implies that the processes involved in decision-making are not concentrated and reserved for a few employees in managerial positions, but that each employee has the opportunity to participate by making valid and constructive contributions to the organization's work procedures (Bouwman, Runhaar, Wesselink and Mulder, 2017).

#### **Collective Bargaining**

Collective bargaining is viewed as the practice of negotiation and reaching shared consensus on request of employees regarding certain upgrades in the terms and conditions of employment (Okene, 2009). It is also viewed as the meeting of unions and management in negotiating and deliberating over employment terms and conditions (Okoro, 2023). The strategy of collective

bargaining is that negotiations are between the employer and the workers so as to reach a compromise or agreement.

**Social Development**

This is the process of social and economic development in a society. Social development is measured with indicators such as GDP, life expectancy, literacy and levels of employment. Changes in less-tangible factors are also considered, such as personal dignity, freedom of association, personal safety and freedom from fear of physical harm and the extent of participation in civil society. Causes of social development are basically changes in technology and in laws which is one of responsibilities of the state in the process of governance (Ijere, 2014).

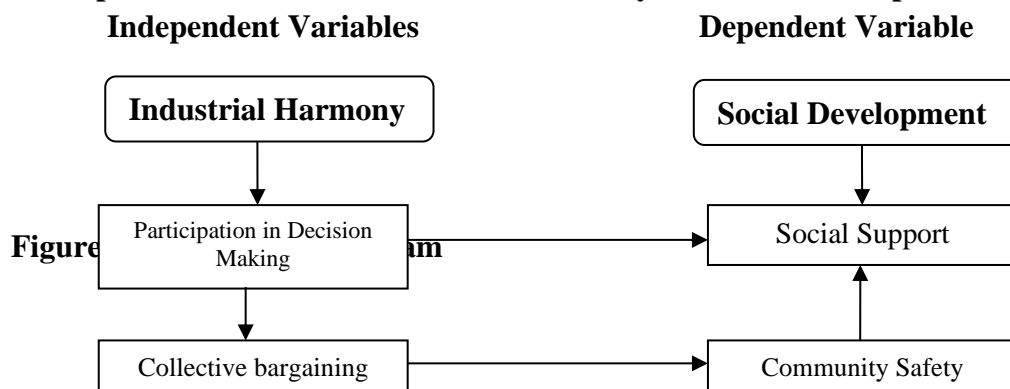
**Social Support**

Perceived organizational support is regarded as a vital concept in organizational behavior literature. According to Rhoades et al. (2016), it is the employees’ global beliefs regarding the extent to which their organization values their contributions and shows concern for their well-being. It denotes the employee’s confidence that their organization has their best interest, and is ready to provide the necessary assistance when the need arises. It is a concept that has been used to describe and examine how organizations treat their employees. It is an indicator of the support an organization gives its employees, and the value it has for their contributions at work (Joe-Akunne et al. 2022).

**Community Safety**

Community safety involves various strategies and measures aimed at ensuring the well-being, security, and protection of individuals within a community. Depending on community needs and government policy, community safety programs can encompass road safety initiatives, health reform, natural and man-made disaster relief, and crime safety and prevention (Kidd and Andersen, 2015). Community Safety is a concept that seeks to operationalize human security, human development and state-building paradigms at the local level. The contemporary concept of community security, narrowly defined, includes both group and personal security. The approach focuses on ensuring that communities and their members are "free from fear"(UNDP, 2023).

**Conceptual Framework of industrial Harmony and social development**



The diagram above shows how the various components of industrial harmony are linked with components that engineer social development. The aim of the conceptual framework is to show

how the relationship and the effects between the independent and dependent variables of the study are transmitted.

## **2.2 Theoretical Framework**

### **Craig's model of industrial relations (Craig, 1975).**

Craig suggested that the output of an industrial relations system be considered terms and conditions of employment as against the rules of work, which was previously the central focus of John Dunlop's industrial relations systems (Adams, 1983). This is a situation where a union uses a strike action to achieve goals through agitation to improve the conditions of service as an output of the industrial relations system. He incorporated both the rules and substantive issues, which are the specific actor objectives in the systems model (Adams, 1983). In the model, labor strikes are both conversion mechanisms and outputs of the Industrial Relation system (Chaulk & Brown, 2008). The model proposes that external inputs from the environment influence the actors of the industrial relations system, and through a series of conversion mechanisms such as collective bargaining process and labor strikes, the parties convert the inputs into both organizational and worker-oriented outputs (Brown, 2003; Chaulk & Brown, 2008). Other procedures for converting inputs to outputs are day-to-day relationships among individuals in the work place and their perceptions of work. These constitute a complicated set of relationships involving those between managers, workers and managers, workers themselves and other workers, and their union leaders (Craig, 1975).

For Craig, it is at this level that the participants satisfy their social and psychological needs. Craig viewed the three actors of the system (labor, government and private agencies, and management) as being impacted by internal inputs (power, values, and goals of the actors) that flow from the external inputs of the external environment (Brown, 2003).

The study was anchored on Craig's model as it suggests that: Strikes (when used as a conversion mechanism to achieve union goals) impact the worker-oriented output of employee affect the actors of the system via the feedback loop; and through the feedback loop, the output of the strike can positively or negatively impact workers reactions towards their union and employer. (Chaulk & Brown, 2008). Thus, according to the system model of Industrial Relations, "strikes impact workers affect".

## **2.3 Empirical Review**

### **Participation in Decision Making and Social Support**

Anyim, Danesi and Ufodiama (2015) examines the impact of industrial relations on national development in Nigeria using samples drawn from the unions in the public sector, financial institution and food, beverage and tobacco industry. The quantitative research method was used for the study. The data gathered were analyzed using descriptive statistics expressed in percentages and complemented with correlational analysis. The results obtained showed positive significant correlation between industrial relations and the operationalized variables.

Zin and Talet (2016) studied Saudi Public Works Department (PWD) non-managerial staff attitudes toward decision-making (PDM) and organizational commitment (OC). They analyzed 328 out of 384 usable questionnaires, finding that higher perceived participation increased commitment. However, certain factors influenced this relationship: favorable superiors increased commitment with increased PDM, while high competency levels heightened commitment to extra effort and professional growth but decreased desire to stay.

Ismail, Ismail and Yaakub (2022) examined the effect of industrial harmony on employee performance and organizational citizen behavior among employees at manufacturing industry in Johor Bahru. Overall, the finding of this study has showed that the industrial harmony was at a good level and there was positive relationship between the industrial harmony and employee performance ( $r=0.477$ ) and organizational citizen behavior ( $r=0.289$ ). This study also has proved that industrial harmony has significant effect towards employee performance ( $r^2=0.412$ ) and organizational citizen behavior ( $r^2=0.227$ ).

Joe-Akunne, Edosomwan and Sampson (2022) examined employee participation in decision-making and perceived organizational support as predictors of psychological safety among the staff of secondary schools. The result of the study showed that perceived organizational support significantly and positively predicted psychological safety ( $\beta = .081$ ,  $p < .05$ ). Also, employee participation in decision-making was not a significant predictor of psychological safety ( $\beta = -.014$ ,  $p > .05$ ).

### **Collective Bargaining and Community Safety**

Onyeizugbe, Aghara, Olohi and Abaniwu (2018) examined the extent of relationship that exists between industrial harmony and employee performance in selected Food and Beverage Firms in Anambra state. The study employed correlation survey research design. The population of the study was 390 employees office selected Food and Beverage Firms in Anambra State, Pearson product moment correlation was used to analyze the data collected. The findings revealed that there is a very strong significant positive relationship between joint consultation and employee engagement, and there is a very strong positive relationship between industrial democracy and employee performance.

Eneji and Bitrus (2022) assessed the impact of industrial actions on labour productivity and economic growth in Nigeria, using annual time series data on man day loss, inflation rate, income inequality, wage employment and real gross domestic product (RGDP). Empirical findings from the ECM indicated that strikes have negative multiplier effects on labor productivity, economic growth and development; the coefficient of wage employment (WGE) has a positive and non-significant ( $p > 0.05$ ) relationship with economic growth within the period under review. In addition, man day loss revealed a negative and significant relationship with economic growth ( $p > 0.05$ ). Inflation rate (INFLR) was found negative and have a significant impact on industrial actions and economic growth in Nigeria ( $p > 0.05$ ). It was also found that income inequality proxies by GINI coefficient index was negative but significant ( $p > 0.05$ ) in bringing about changes in the growth.

Eze and Chukwuemeka (2022) examined the role of labour conflicts in the performance of Ebonyi State University. The study adopted sample survey research methodology as it is useful in describing the characteristics of a large population the study used tables, mean and regression as analytical method for the presentation of data. The study revealed that upward review of wages and salaries have significant effect on quality of teaching in Ebonyi State University, Collective bargaining significantly affect stable academic activities in Ebonyi State University.

Omitola, Ayeni, Olatoye, Omitola, Akinrinde and Alo (2023) investigated the challenges faced by the community in the post-conflict phase. Employing a mixed-method design, data was collected and analyzed using a multi-stage sampling technique. A well-structured questionnaire and semi-

structured key informant interviews were utilized to gather data. The analysis encompassed descriptive and inferential statistics, as well as content analysis. The findings shed light on several post-conflict developmental challenges confronted by the community. The destruction of farmlands and disputes over farm settlements have led to reduced agricultural yields and income for farmers.

Okoro (2023) examined the cognizance of collective bargaining and its benefits in relation to teacher’s welfare and working condition in public secondary school in Delta State, Nigeria. One hundred and twelve teachers were randomly selected from fourteen secondary schools in Delta Central Senatorial District in Delta State, Nigeria. The questionnaire which was rated on a five-point Likert Scale was administered as the main instrument and the reliability coefficient was 0.90. Descriptive statistical procedures were employed in the analysis of data. The study revealed that the awareness of collective bargaining in public secondary school in Delta State was moderate as the respondents were not all members of the teachers’ union.

Okunlola, Sani and Ayetigbo (2023) examined the impact of social governance on economic growth in Nigeria. It measures social governance from the perspective of fiscal policy, using indicators such as investment in education, research and development (R&D) and health. This study employs the Autoregressive Distributive Lag (ARDL) Bound Testing method to achieve its objective. The study finds that socio-economic policies aimed at increasing investment in education are crucial for Nigeria’s long-term economic growth.

### 3. Methodology

#### 3.1 Research Design

The study employed descriptive survey design. The survey design was adopted because the study requires a technique of observation such as questionnaire and or interview. The population of the study was nine hundred and forty nine (949) staff, from the three selected Local Government, located in Enugu urban areas of the State which include: Enugu East, Enugu South and Enugu North local government Areas. The stratified random sampling with a random start was adopted so as to give every unit of the population under study equal opportunity of being selected into the sample.

**Table:1 Population Distribution**

	Local Govt. Areas	Staff Categories			Total	Percent
		Mgt	Senior	Junior		
1.	Enugu East	21	198	75	294	31
2.	Enugu South	24	211	72	307	32
3.	Enugu North	26	234	88	348	37
	<b>Total</b>	<b>71</b>	<b>643</b>	<b>235</b>	<b>949</b>	<b>100</b>

*Source: Administrative desk office, 2023.*

Table 1 shows the three Local Government Areas selected from the state which the researcher deemed to be the representative of the Local Government Areas. The Local Government Areas were chosen as a result of high number of staff.

#### Sample Size Determination

To determine the adequate sample size, the study opted for the Freund and Williams (1986) statistical formula. For selecting a finite population as formulated by Freund and Williams (Uzoagulu 2011).

$$n = \frac{Z^2 N(pq)}{N(e)^2 + Z^2(pq)}$$

Where: n = Sample Size

N = the population

p = Probability of success/proportion

q = Probability of failure/proportion

Z = Standard error of the mean

e = Limit of tolerable error (or level of significance)

N = 949

p = .5

q = (1 - .5) = .5

Z = 95 percent = 1.96

e = 0.05

$$\begin{aligned} \text{Substituting} &= \frac{(1.96)^2 \times 949 \times .5 \times .5}{949(0.05)^2 + (1.96)^2 \times .5 \times 0.5} \\ &= \frac{911.420}{3.332} \quad n = 273.54 \sim 274. \end{aligned}$$

The adequate sample size of 274, using Freund and William's statistic formula at 5 percent margin of error.

Bowley's (1976) proportional allocation formula for stratified sampling was used to allocate the samples:

$$nh = \frac{n(Nh)}{N}$$

Where:

Nh = Group population from each stratum

n = overall sample size

N = the overall population

nh = sample size from each stratum, in this case each state.

**Table:2 Computation/Allocation of Sample Size**

	Ministry	Population	Calculation	Sample
1.	Enugu East	294	$\frac{294 \times 274}{949} =$	85
2.	Enugu South	307	$\frac{307 \times 274}{949} =$	89
3.	Enugu North	348	$\frac{348 \times 274}{949} =$	100
	<b>Total</b>	<b>949</b>		<b>274</b>

Source: Field Survey, 2023

## Data Presentation and Analysis

### Data Presentation

The table below shows the data collected for the study. The presentation and interpretation of data were based on the questionnaire administrated to the employees in these local governments under study.



**Table:3 Distribution and Return of the Questionnaire**

S/n	Firms	Distributed	No Returned
1	Enugu East	85	83
2	Enugu South	89	84
3	Enugu North	100	97
	Total	<b>274</b>	<b>264</b>

Source: Field Survey, 2023

Two hundred and seventy four (274) copies of the questionnaire were distributed and two hundred and sixty four (264) copies of the questionnaire were returned representing ninety six percent (96%) while ten (10) copies of the questionnaire were not returned representing four (4) percent. This shows a high rate of the respondents.

#### 4. Data Analysis

##### Research question 1: What is the effect of workers participation in decision making and social support of Enugu State Local Government system?

**Table :4The workers participation in decision making and social support of Enugu State Local Government system.**

		5 SA	4 A	3 N	2 DA	1 SD	∑FX	- X	SD	Decision
1	The employee participation in decision making improve staff satisfaction	470 94 35.6	116 29 11.0	279 93 35.2	54 27 10.2	21 21 8.0	940 264 100%	3.56	1.283	Agree
2	Mental health of employees are enhanced and helps people to cope with stress through participation in decision making	735 147 55.7	116 29 11.0	123 41 15.5	50 25 9.5	22 22 8.3	1046 264 100%	3.96	1.359	Agree
3	Promoting employee participation in the organisation improves productivity	560 112 42.4	116 29 11.0	234 78 29.5	30 15 5.7	30 30 11.4	970 264 100%	3.67	1.368	Agree
4	The level of efficiency of the business through employee participation helps cope with setbacks	630 126 47.7	264 66 25.0	105 35 13.3	26 13 4.9	24 24 9.1	1049 264 100%	3.97	1.277	Agree
5	Employee participation in decision making brings transformation	795 159 60.2	184 46 17.4	72 24 9.1	38 19 7.2	16 16 6.1	1105 264 100%	4.19	1.224	Agree
<b>Total Grand mean and standard deviation</b>								<b>3.87</b>	<b>1.3022</b>	

Source: Field Survey, 2023

Table 3, 123 respondents out of 264 representing 46.6 percent agreed that the employee participation in decision making improve staff satisfaction with mean score 3.96 and standard deviation of 1.283. Mental health of employees are enhanced and helps people to cope with stress through participation in decision making 176 respondents representing 66.7 percent agreed with mean score of 3.96 and standard deviation of 1.359. Promoting employee participation in the organisation improves productivity 141 respondents representing 53.4 percent agreed with mean score of 3.67 and standard deviation of 1.368. The level of efficiency of the business through employee participation helps cope with setbacks 192 respondents representing 72.7 percent agreed with mean score of 3.97 and 1.277. Employee participation in decision making brings transformation 205 respondents representing 77.6 percent agreed with a mean score of 4.19 and standard deviation 1.224.

**Research question 2: What is the effect of collective bargaining on community safety of Enugu State Local Government systems?**

**Table 4 The effect of collective bargaining on community safety of Enugu State Local Government systems.**

		5	4	3	2	1	ΣFX	-	SD	Decision
		SA	A	N	DA	SD		X		
1	Collective bargaining promotes educational resources	585 117 44.3	308 77 29.2	54 18 6.8	66 33 12.5	19 19 7.2	1032 264 100%	3.91	1.287	Agree
2	Healthy community are ensured through collective bargaining	605 121 45.8	352 88 33.3	60 20 7.6	16 8 3.0	27 27 10.2	1060 264 100%	4.02	1.258	Agree
3	People feel safe when higher wages are given and social safety enhanced	760 152 57.6	320 80 30.3	54 18 6.8	12 6 2.3	8 8 3.0	1154 264 100%	4.37	.934	Agree
4	The collective bargaining allows helping communities to be and feel safe	675 135 51.1	396 99 37.5	39 13 4.9	16 8 3.0	9 9 3.4	1135 264 100%	4.30	.950	Agree
5	There is a partnership approach to reduce crime and disorder in local communities with collective bargaining	465 93 35.2	432 108 40.9	39 13 4.9	66 33 12.5	17 17 6.4	1019 264 100%	4.86	1.334	Agree
<b>Total Grand mean and standard deviation</b>								<b>4.292</b>	<b>1.3758</b>	

Source: Field Survey, 2023

Table 4, 194 respondents out of 264 representing 73.5 percent agreed that Collective bargaining promotes educational resources with mean score 3.91 and standard deviation of 1.287. Healthy community are ensured through collective bargaining 209 respondents representing 79.1 percent agreed with mean score of 4.02 and standard deviation of 1.258. People feel safe when higher wages are given and social safety enhanced 232 respondents representing 87.9 percent agreed with mean score of 4.37 and standard deviation of .934. The collective bargaining allows helping communities to be and feel safe 234 respondents representing 88.6 percent agreed with mean score of 4.30 and .950. There is a partnership approach to reduce crime and disorder in local communities with collective bargaining 201 respondents representing 76.1 percent agreed with a mean score of 4.86 and standard deviation 1.334

**Test of hypotheses**

**Hypotheses one: Workers’ participation in decision making has no effect on the social support of Enugu State Local Government systems.**

**Table: 5 Shows t – test on Workers’ participation in decision making has no effect on the social support of Enugu State Local Government systems.**

**Table 5 Contingency table of cumulative responses of Research Question One**

Options	χ	F	Fχ	$\bar{X}-X = X_1$	$F(X_1)^2$	$\Sigma f(X_1)^2$
Strongly agree	5	638	3190	-1.129	638 x (- 1.129) <sup>2</sup>	813.221
Agree	4	199	796	-.129	199 x (-.129) <sup>2</sup>	3.312
Neutral	3	271	813	.871	271 x (.871) <sup>2</sup>	205.592
Disagree	2	99	198	1.871	99 x (1.871) <sup>2</sup>	346.563
Strongly Disagree	1	113	113	2.871	113 x (2.871) <sup>2</sup>	931.418

Mean score

$$\bar{X} = \frac{FX}{N} = \frac{5110}{1320} = 3.871$$

$$\text{Variance} = (S^2) = \frac{\sum f(X_1)^2}{N-1} = \frac{2300.106}{1319} = 1.743$$

$$\text{Standard deviation} = \sqrt{S^2} = \sqrt{1.743} = 1.320$$

$$\text{Level of confidence} = 0.05$$

$$\mu = \text{Population mean} = 3.0$$

Statistical tool used = t – test

$$t = \frac{\bar{X} - \mu}{\frac{s}{\sqrt{n}}}$$

Where;

$\mu$  = Population mean

$s$  = Sample standard deviation

$n$  = Sample size 264

Level of significance:  $\alpha$  at 5%

$$\text{Degree of freedom: } \frac{K-1}{N-K} = \frac{5-1}{264-5} = (259, 4) = 1.96$$

t - tabulated value = 1.96

### Decision Rule:

If the t-calculated is greater than the t-tabulated {t-cal > t-tab} reject the null hypothesis {H<sub>0</sub>} that the overall estimate is not significant and if otherwise conclude that the overall estimate is statistically significant.

$$\begin{aligned} \text{Substituting } t &= \frac{\bar{X} - \mu}{\frac{s}{\sqrt{n}}} \\ t &= \frac{3.871 - 3.0}{\frac{1.320}{\sqrt{264}}} \\ &= \frac{.871}{\frac{1.320}{16.25}} \\ &= \frac{.871 \times 16.25}{1.320} \end{aligned}$$

$$t = 10.722$$

The computed t = 10.722 greater than the table value of 1.96, we reject the null hypothesis. Therefore, we concluded that Workers' participation in decision making had significant positive relationship with the social support of Enugu State Local Government systems as reported in the probability value of ( t = 10.722, p. > .05).

**Hypotheses Two: Collective bargaining has no relationship with the community safety of Enugu State Local Government system.**

**Table 6 Shows t – test on Collective bargaining has no relationship with the community safety of Enugu State Local Government system**

**Table 6 Contingency table of cumulative responses of Research Question two**

Options	$\chi$	$F$	$F\chi$	$\bar{\chi} - \chi = \chi_1$	$F(\chi_1)^2$	$\Sigma f(\chi_1)^2$
Strongly agree	5	618	3090	-.912	618 x (-.912) <sup>2</sup>	514.017
Agree	4	452	1808	-.088	452 x (-.088) <sup>2</sup>	3.500
Neutral	3	82	246	1.088	82 x (1.088) <sup>2</sup>	97.067
Disagree	2	86	172	2.088	86 x (2.088) <sup>2</sup>	374.938
Strongly Disagree	1	80	80	2.088	80 x (3.088) <sup>2</sup>	762.860
	<b>15</b>	<b>1320</b>	<b>5396</b>			<b>1752.382</b>

Mean score

$$\bar{\chi} = \frac{F\chi}{N} = \frac{5396}{1320} = 4.088$$

$$\text{Variance} = (S^2) = \frac{\Sigma f(\chi_1)^2}{N-1} = \frac{1752.382}{1319} = 1.329$$

$$\text{Standard deviation} = \sqrt{S^2} = \sqrt{1.329} = 1.153$$

$$\text{Level of confidence} = 0.05$$

$$\mu = \text{Population mean} = 3.0$$

$$\text{Statistical tool used} = t - \text{test}$$

$$t = \frac{\frac{\bar{\chi} - \mu}{s}}{\sqrt{n}}$$

Where;

$$\mu = \text{Population mean}$$

$$s = \text{Sample standard deviation}$$

$$n = \text{Sample size } 264$$

Level of significance:  $\alpha$  at 5%

$$\text{Degree of freedom: } \frac{K-1}{N-K} = \frac{5-1}{264-5} = (259, 4) = 1.96$$

$$t - \text{tabulated value} = 1.96$$

**Decision Rule:**

If the t-calculated is greater than the t-tabulated {t-cal > t-tab} reject the null hypothesis {H<sub>0</sub>} that the overall estimate is not significant and if otherwise conclude that the overall estimate is statistically significant.

$$\text{Substituting } t = \frac{\bar{\chi} - \mu}{\frac{s}{\sqrt{n}}}$$

$$\begin{aligned}
t &= \frac{4.088-3.0}{\frac{1.153}{\sqrt{264}}} \\
&= \frac{1.088}{\frac{1.153}{16.25}} \\
&= \frac{1.088 \times 16.25}{1.153}
\end{aligned}$$

$$t = 15.334$$

The computed  $t = 15.334$  greater than the table value of 1.96, we reject the null hypothesis. Therefore, we concluded that Collective bargaining had significant positive relationship with the community safety of Enugu State Local Government system as reported in the probability value of ( $t = 15.334, p. > .05$ ).

## 5. Discussion of Findings

### **Effect of workers participation in decision making on social support of Enugu State Local Government system.**

From the result of hypothesis one, the computed  $t = 10.722$  greater than the table value of 1.96. Therefore, we concluded that Workers' participation in decision making had significant positive relationship with the social support of Enugu State Local Government systems as reported in the probability value of ( $t = 10.722, p. > .05$ ). In the support of the result in the literature, Anyim, Danesi and Ufodiama (2015) examines the impact of industrial relations on national development in Nigeria The results obtained showed positive significant correlation between industrial relations and the operationalized variables. Ismail, Ismail and Yaakub (2022) examined the effect of industrial harmony on employee performance and organizational citizen behavior among employees at manufacturing industry in Johor Bahru. There was positive relationship between the industrial harmony and employee performance ( $r=0.477$ ) and organizational citizen behaviour ( $r=0.289$ ). This study also has proved that industrial harmony has significant effect towards employee performance ( $r^2=0.412$ ) and organizational citizen behavior ( $r^2=0.227$ ).

### **Relationship between collective bargaining and community safety of Enugu State Local Government systems.**

From the result of hypothesis two, the computed  $t = 15.334$  greater than the table value of 1.96, Therefore, we concluded that Collective bargaining had significant positive relationship with the community safety of Enugu State Local Government system as reported in the probability value of ( $t = 15.334, p. > .05$ ). This result or finding supports the fact that the workers in government set ups bargain and succeed collectively, there is relative peace in the community ensuring community safety.

## **Summary of Findings, Conclusion and Recommendations**

### **Summary of Findings**

- i. Workers' participation in decision making had significant positive relationship with the social support of Enugu State Local Government systems,  $t(95, n = 264), 10.722, P. <.05$
- ii. Collective bargaining had significant positive relationship with the community safety of Enugu State Local Government system  $t(95, n = 264), 15.334, P. <.05$

### **Conclusion**

The study concluded that Workers' participation in decision making and Collective bargaining had significant positive relationship with the social support and community safety of Enugu State Local Government systems. Industrial harmony enhances the creation of an atmosphere of peaceful and cordial relationship between the workers and the management cum government which, and as a matter of necessity is to ensure minimal suspicion in dealing with issues affecting the component parts.

### **Recommendations**

Based on the findings, the following recommendations were proffered:

- i. The management of Enugu State Local Government system should encourage workers' participation in decision making as providing opportunities for feedback and input, organizations can increase employee motivation and engagement, improve decision-making, and build a positive organizational culture
- ii. For effective relationship between employees and employers, there is need for Collective bargaining which will contribute to the successful working of the organisations.

### **References**

- Anyim, F. C., Danesi, R., & Ufodiama, N. M. (2015). The impact of industrial relations on national development in Nigeria. *Journal of Research in Management and Social Sciences*, 1(1), 146-159.
- Appelbaum, F., & Burk, M. (2000). *A guide to passing: General management*. Claremont: New Africa Education.
- Armenia U., (2024) Socio-Economic Development. <https://www.undp.org/armenia/socio-economic-development>
- Bouwman, M., Runhaar, P., Wesselink, R., & Mulder, M. (n.d). Fostering teachers' team learning: An interplay between transformational leadership and participative decision-making? *Teaching and Teacher Education*, 65, 71–80.
- Etim-John, C. (2022). An appraisal of the legal and institutional framework of collective bargaining in the settlement of trade disputes in Nigeria [LL.B. Project, Baze University].
- Eze, V. E., & Chukwuemeka, E. O. (2022). Labour conflict an albatross to the performance of Ebonyi State University: A prolegomena. *Journal of Policy and Development Studies*, 13(2), 106-118.

- Girigiri B.W., & Badom P.M., (2019) Industrial harmony and work discontent: Employer and employees relations perspective. *IJRP* 2021, 80(1), 209-219; doi:10.47119/IJRP10 080172 0212079
- Gorton, D. (2023). Industry definition in business and investing. Retrieved from <https://www.investopedia.com/terms/i/industry.asp>
- Ijere, T. C. (2014). The state, governance and socioeconomic development realities in Nigeria. *Public Policy and Administration Research*, 4(1), 46-49.
- Ismail, F., Ismail, N. H., & Yaakub, S. A. (2022). The effect of industrial harmony towards employee performance and organizational citizen behaviour at manufacturing industry in Johor Bahru. *Research in Management of Technology and Business*, 3(1), 232-247.
- Joe-Akunne, C., Edosomwan, H. S., & Sampson, C. G. (2022). Participation in decision-making and perceived organizational support as predictors of psychological safety among secondary school staff. *Asian Research Journal of Arts and Social Sciences*, 17(2), 46-55.
- Kehinde, O. O., Ijimakinwa, S. O., Adesanya, T. O., & Ojo, A. D. (2018). Conflict management in tertiary institutions: A study of selected universities in south-western Nigeria. *Africa's Public Service Delivery and Performance Review*, 23(11), 34–44.
- Kidd, G., & Anderson, S. (2015). Community safety, perceptions, and psychosocial factors: A selective review. *International Journal of Humanities and Social Science*, 5(7).
- Obiekwe, O., Felix, O., & Izim, B. (2018). Industrial relations environment in Nigeria: Implications for managers in Nigeria workplace. *International Journal of Economics and Business Management*, 4(1), 1–10.
- Odoh, C. O., & Moluno, S. U. (2023). Cases and impacts of industrial disharmony on employee performance in tertiary institutions in Nigeria. *Journal of Public Administration, Finance and Law*, 28, 316-327.
- Okoro, P. (2023). Cognizance of collective bargaining and its benefits in relation to teacher's welfare and working condition in public secondary schools in Delta State. *Educational Research and Reviews*, 18(4), 48-53.
- Okunlola, O. C., Sani, I. U., & Ayetigbo, O. A. (2023). Socio-economic governance and economic growth in Nigeria. *Journal of Business and Socio-economic Development*. <https://www.emerald.com/insight/content/doi/10.1108/JBSED-03-2023-0019/full/html>
- Omar, Z., Zawawi, D., & Abu Samah, B. (2017). Kajian IndeksKeharmonian Perusahaan (IHI) merentasindustri di Malaysia [Cross-industry Study of Company Harmony Index (IHI) in Malaysia]. In M. S. Abd Wahab, A. K. Mohd Nor, A. Abdul Rahman, N. Razak, & M. Zakariah (Eds.), *Terbitan P. JabatanPerhubungan Perusahaan Malaysia (JPPM)*.

- Omitola, B., Ayeni, A. A., Olatoye, M. O., Omitola, A., Akinrinde, O. O., & Alo, F. S. (2023). Communal conflict and post-conflict developmental challenges in Nigeria. *Journal for Re-Attach Therapy and Developmental Diversities*, 6(9), 1254-1264.
- Onyeizugbe, C. U., Aghara, V., Olohi, E. S., & Abaniwu, P. C. (2018). Industrial harmony and employee performance in food and beverage firms in Anambra State of Nigeria. *International Journal of Managerial Studies and Research*, 6(6), 22-35.
- Onyeizugbe, C. U., Aghara, V., Olohi, E. S., & Chidiogo, A. P. (2018). Industrial harmony and employee performance in food and beverage firms in Anambra State of Nigeria. *International Journal of Managerial Studies and Research*, 6(6), 22–35.
- Rhoades, L., Shanock, L., & Eisenberger, R. (2016). When supervisors feel supported: Relationships with subordinates' perceived supervisor support, perceived organizational support, and performance. *Journal of Applied Psychology*, 91(3), 689-697.
- Shinge, A. A. (2019). Effects of poor infrastructural facilities on socio-economic development of Nigeria: A study of Ussa Local Government Area, Taraba State, Nigeria. Retrieved from [https://www.academia.edu/39215645/Effects\\_of\\_Poor\\_Infrastructural\\_Facilities\\_on\\_Socio\\_Economic\\_Development\\_of\\_Nigeria\\_A\\_Study\\_of\\_Ussa\\_Local\\_Government\\_Area\\_Taraba\\_State\\_Nigeria](https://www.academia.edu/39215645/Effects_of_Poor_Infrastructural_Facilities_on_Socio_Economic_Development_of_Nigeria_A_Study_of_Ussa_Local_Government_Area_Taraba_State_Nigeria)
- Sidiq O.B., (2019) Significance of Road Infrastructure on Economic Sustainability. *American International Journal of Multidisciplinary Scientific Research* 5 (4) 1-9
- Ugbomhe, O. U., & Osagie, N. G. (2019). Collective bargaining in Nigeria: Issues, challenges and hopes. *Journal of Human Resource Management and Labor Studies*, 7(1), 20-32.
- Zin, R. M., & Talet, A. N. (2016). The effects of participation in decision making on organizational commitment: Some empirical evidences. *3rd Business & Management Conference, Lisbon*.



