

# Influence of Strike Action and Employee Performance

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## ABSTRACT

Using University of Benin Teaching Hospital (UBTH) as a case study, the paper aimed to ascertain the influence of strike actions on employee performance. This study was guided by the following research objective; to determine effect of work stoppage on employee performance. The target population was 550 employees. The study targeted employees who work at casualties and emergency department, nursing care, and clinical and diagnostic department. Stratified random sampling method was used to select a sample of 100 employees. Correlation analysis was adopted to establish the relationship between the independent and dependence variables. SPSS version 23 was used to aid in data analysis. Results were presented using figures and charts. The findings of the study showed that there is a strong positive correlation between work stoppage and employee performance  $r=0.610$ ,  $p<0.000$ . This indicates that work stoppage influences employee performance. From the findings it is clear that strike actions threaten the existence of organization and create havoc to the employee performance of workers in UBTH. The study concluded that it can be seen that strike has done more harms than good to workers. The study therefore recommends that University of Benin Teaching Hospital (UBTH) should offer employees better working conditions such as training, skills, health, and safety and well-being; working time and work-life balance.

**Keywords:** Strike actions, work stoppage, employee, performance

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## I. INTRODUCTION

A trade union, also referred as a labor union, is a group of workers or employees that have banded together to pursue similar goals, like improving working conditions and using collective action to protect and advance their interests. In essence, a trade union is an organization created by workers to have talks with employers via management channels (Worden, 2009). Collective bargaining is a tool that these unions use to improve the working circumstances and social standing of their members by raising their status, pay, and working conditions (Koumenta, 2011).

According to Ogide (2004), strikes are the result of discontent, which is defined as when an individual or group is unhappy or dissatisfied with a particular situation they experience. Most often, this occurs when workers engage their employers over certain things that may have gone wrong and require amicable resolution to ensure industrial harmony in the work place. Strike actions therefore arise when employees feel that their rights and welfare are being neglected, tempered with, or ignored by their employers. Conflicts at work occur frequently as a result of the parties' incapacity to settle these issues through amicable discussion, which has a detrimental impact on the industry (Muhammed, 2016). Nonetheless, trade unions have developed, offering a channel for workers to communicate their concerns and complaints to employers. These media serve as a single platform that represents a particular specialty, profession, or set of people with shared interests or objectives. Employees can use strikes as a powerful tool to pressure their bosses to abide by their demands.

Trade unions are associations of employees and their main objective is to represent employees' interests to the employers (Armstrong & Taylor, 2014). According to Deery and Iverson (2005), trade unions can affect organizational productivity positively or negatively. Through successful negotiation, trade unions are able to positively affect organizations productivity. In addition, trade unions can also negatively affect organizations productivity by causing employees to stop working or to engage in sabotage. According to Amah and Ahiauzu (2013), organizations that are unionized are more productive than organizations that are nonunionized. Cote (2013) asserts that trade unions' can increase organizational productivity. Trade unions can, however, also lower organizational productivity when they are unable to agree on improved conditions through peaceful negotiation;

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this is because they frequently go on strikes, which lower organizational productivity (Cote, 2013). According to Gall and Fiorito (2016), trade unions regulate the interactions between employers and employees. An association of workers established continuously with the goal of obtaining a wide range of advantages is known as a trade union (Podro, 2011). A trade union is an ongoing group of employees that get together to preserve and enhance the working circumstances they are employed in (Kambilinya, 2004).

### **Statement of the problem**

A general definition of a strike would be an employee's refusal to report to work in protest of specific shortcomings in their terms of employment. A strike is a mass halt of work brought on by employee refusal. The study only briefly examined the reasons why strikes are necessary, including mistreatment of employees, the government's unwillingness to implement collective bargaining, employer and government infractions of laws and regulations, unfavorable policies, and challenges to union recognition. This study also claimed that strikes lower employee morale and have an impact on productivity, both of which have a long-term negative impact on the growth and development of the nation. Thus, the purpose of this study is to examine the relationship between employee performance. Nigerian industry unions are demanding that their agreement be fulfilled by the government. However, the administration is suggesting a selective strategy that is piecemeal. From the government's perspective, there are competing demands on the few resources available, and the government is not doing enough to advance worker welfare and infrastructure development. They now pose a threat to Nigeria's peace and order as well as to society. Therefore, the purpose of this study is to investigate how much it has impacted employee performance.

### **Objective of the study**

The specific objectives are to:

- i. evaluate the effect of work stoppage on employee performance of University of Benin Teaching Hospital (UBTH).

## **II. LITERATURE REVIEW**

In 1969, Professor Tiamiyu Belo-Osagie and Colonel Samuel O. Ogbemudia, the governor of the Nigerian state in the Midwest, came up with the idea for the University of Benin Teaching Hospital. The governor's private visits to the Lagos University Teaching Hospital and the Island Maternity Hospital in Lagos sparked the idea to build a suitable medical facility in the country's Midwest. A few months later, Prof. H. Oritsejolomi Thomas was appointed Chairman of the newly formed Advisory Committee for the Midwestern Medical Center. Professor Tiamiyu Belo-Osagie, Professor Alex Eyimofe Boyo, and Mr. O. I. Afe, Head of Service and Secretary to the Midwestern Military Government, were among the other committee members (University of Benin Teaching Hospital, 2022). The committee chose Costain (Nigeria) Limited to build the hospital, and the Federal Government of Nigeria and the Government of the Midwestern Region jointly provided funding for the project in the same year. Mr. J. O. Iluebbey, Dr. A. E. Ikomi, Dr. F.O. Esiri Infirmary, Dr. Irene E. B. Ighodaro, Professor Glyn O. Philips, and other well-known people supported the hospital's establishment from its inception to its operation. Colonel Samuel O. Ogbemudia changed the name of the "Midwest Medical Centre" to the "University of Benin Teaching Hospital" during a budget address in April 1972. Professor Darlington E. Obaseki is in charge of the University of Benin Teaching Hospital ([ghdx.healthdata.org](http://ghdx.healthdata.org)).

### **Strike actions**

A strike is a mass stoppage of labor brought on by an employee or employees' refusal to work. Typically, strikes are called in response to complaints from the workforce. During the Industrial Revolution, strike action gained significance as mass labor became necessary in factories and mines. Since factory owners had far more political clout than workers, they were quietly made illegal in the majority of countries. According to Dessler (2013), a strike is a temporary work stoppage by a group of workers (who are not necessarily members of a union) to express a grievance or enforce a bargaining demand. Chijoke (2013) defined a strike as an organized work stoppage by a body of workers to enforce compliance with demands made on an employer or a group of employers. Typically, the Academic Staff Union of Universities in Nigeria uses strikes as a way to pressure the government to honor its demands. According to the International Labor Organization (2011), strikes are the most public and contentious type of collective action that can occur during a labor dispute and are frequently utilized by workers' organizations as a last alternative to achieve their goals. Work stoppages and decreased productivity are the results of trade union-caused strikes (Marindany, 2012). Out of all the characteristics of industrial actions, strikes are the most politically charged. Nonetheless, negotiators and labor unions alike acknowledge that a strike is a justifiable final option in the event that all other options are exhausted (Brenner et al. 2011). The French Constitution recognizes and protects the right to strike. During his

presidential campaign in France, Sarkozy promised to provide a "minimum service" in the event of strikes in public transportation. On August 12, 2007, a law "on social dialogue and continuity of public service in regular terrestrial transports of passengers" was approved. This regulation, among other things, requires some types of employees who work for public transportation to notify their employer 48 hours in advance if they plan to go on strike. They expose themselves to penalties if they go on strike without first announcing their plan to do so (Armstrong, 2006).

### **Work Stoppage and Employee performance**

Industrial action can be implemented in several ways. It can involve lockouts, work prohibitions, work stoppages, and strikes (Mwamzandi, 2013). According to Gathoronjo (2008), there have been more labor disputes, strikes, and work stoppages in the public sector, according to the Ministry of Labour. The education and health sectors now have higher labor turnover rates as a result of this. Due to the loss of man-hours, it has also resulted in subpar use of human resources.

### **Ways of mitigating labor unrest**

Amadi and Urho (2016) studied the impact of strikes on the management of education in Rivers State universities. It was suggested that the company establish improved pay, benefits, and other working conditions between government management and labor. In 2014, Nazrul and Shaheen carried a research on the relationship between labor unrest and socioeconomic factors in Bangladesh's ready-made garment industry. It was suggested that the company create policies to address the root causes of worker discontent. According to a 2016 article by Masika regarding the reasons behind the walkout by Kenyan healthcare workers and possible solutions. He said that in order to foster unity, the government and employers in the health sector should take proactive measures. They should also embrace fair labor practices by maintaining ongoing union engagement outside of times of industrial disturbance. Ouma (2012) carried out a study on members' opinions regarding the use of industrial action in settling labor disputes among particular trade unions in Kisumu County's education sector. In order to help prevent industrial actions, it was suggested that organizations take a more proactive approach to crisis management by utilizing collective bargaining and effective negotiation, include workers or their unions on matters pertaining to their welfare, and uphold agreements reached between them and the workers regarding collective bargaining in order to prevent industrial action from occurring again. Industrial actions provide a meaningful voice for employees to express their concerns, though at times they yield very little results or none at all. Trade unions have always called upon their members to take to industrial actions to demand higher wages and to agitate for healthy working conditions among other reasons. Members on the other hand perceive the use of industrial action in resolving labor (Adebimpe, Owolade and Adebimpe, 2010).

### **Conflict management**

Workplace conflicts arise from a lack of freedom, position, and resources (Hotepo, Asokere, Abdul-Azeez, and Ajemunigbohun, 2010). According to Kazimoto (2013), workplace conflict occurs when the goals, interests, or values of different individuals or groups clash, hindering the achievement of objectives in an organization. Ramani and Zhimin (2010) observe that conflicts can escalate into disputes, grievances, lawsuits, complaints, strikes, and disciplinary actions. In a study by Kituku (2015) on the influence of conflict resolution strategies on project implementation, it was found that these strategies significantly affected project implementation. Abdul and Sehar's (2015) research on conflict management and employee performance revealed a notable impact of conflict management on employee performance. Similarly, Olang (2017) discovered a positive relationship between negotiation and employee performance, noting the effective conflict management in place at Stima Sacco. Awan and Anjum (2015) argue that organizations effectively managing conflicts can enhance performance by optimizing scarce resources and achieving objectives. Conversely, unmanaged conflicts negatively affect both employee satisfaction and performance. Timely conflict management, as highlighted by Ghafoor and Sehar (2015), has the potential to improve employee satisfaction and job performance. Their research emphasized the significant impact of conflict on employee performance, suggesting that organizations should adopt conflict management strategies to foster open communication between management and employees, as well as to promote positive interpersonal relationships among co-workers for morale enhancement. In a study by Mwikali (2016) focusing on the impact of implementing conflict management strategies on employee performance at Kenya Power Company, a correlation between these strategies and employee performance was identified. The research recommended that Kenya Power should conduct seminars and workshops on organizational conflict management, emphasizing the need for tailored strategies to effectively handle conflicts within the organization. Additionally, the study highlighted that conflicts can arise among individuals due to differences in communication styles, cultural backgrounds, and political or religious views. Within groups, conflicts may stem from disagreements between subgroups, while conflicts between groups may arise from competition or rivalry. The ultimate goal of conflict management is to equip groups with resolution skills, fostering self-awareness about conflict types, and promoting effective

communication during team conflicts (Mwikali, 2016). A separate study by Mukolwe, Korir, Eliza, Milka, and Musyok (2015) explored the effects of interpersonal conflict on employee performance in selected hotels in Kisii town, Kenya. The findings indicated that both relationship conflict and task conflict had significant impacts on employee performance. Wangari (2013) investigated conflict management strategies adopted by Commercial Banks in Kenya, revealing that these banks utilize accommodating, compromising, competing, collaborating, and avoiding strategies to effectively manage conflicts.

### **Negotiation**

The negotiation process entails finding a balance between the interests of two parties, ensuring that the negotiator not only achieves their objectives but does so in the most optimal manner (Forsyth, 2009). Negotiation is a collaborative process where parties come together to identify and discuss issues, working towards a mutually acceptable solution without involving a third party. It is defined as a process where two or more individuals, whether possessing equal or unequal power, convene to address shared or conflicting interests related to a particular area of mutual concern (Muigua, 2012). In a study on conflict management strategies in secondary schools in Kisumu Municipality, Okoth (2013) found that the use of negotiation as a conflict management strategy contributes to improved performance. Olang (2017) conducted research on the influence of conflict management on employee performance and confirmed a positive relationship between negotiation and employee performance. Adhiambo and Simatwa (2011) investigated conflict management and resolution in public secondary schools in Kenya, discovering that these schools employ strategies such as arbitration, reconciliation, negotiation, collaboration, and effective communication to manage conflicts, resulting in increased employee performance.

In the context of trade unions, leadership engages in negotiations with employers on behalf of members, addressing terms and conditions of employment, including wages, work rules, complaint procedures, hiring and firing regulations, worker benefits, workplace safety, and policies. The agreements reached through negotiation are binding not only on the union members but also on the employer, and sometimes, on non-member workers (Turner and Daryl, 2012). Communication is integral to negotiation, serving as both the process and product of the negotiation. Clear communication is identified as the foundational element for successful negotiations (Forsyth, 2009). Azamoza (2004) argued that a win-lose negotiation outcome can strengthen an organization, contributing to improved performance

### **Unitary Theory**

In the Unitary theory, the organization is perceived as a unified and harmonious entity, aspiring to be a "one happy family." In this model, management and staff members are seen as sharing a common purpose, emphasizing mutual cooperation. Unitarism adopts a paternalistic approach, expecting loyalty from all employees and placing a predominant emphasis on managerial authority and application (Cole, 2005). Conflict is viewed as a pathological outcome stemming from agitators, interpersonal friction, and communication breakdown. The unitary perspective minimizes the existence of conflict, considering it a rare and abnormal condition. Strikes, under this approach, are seen as a harmonious means of organizing society under normal circumstances (Femi, 2008). Unitary theory challenges the idea that conflict plays a meaningful role in the workplace. Advocates of unitarism assert that management should establish rules, and workers should cooperate in adhering to these rules. Conflict is perceived as disruptive, and managers and workers are believed to share common interests, eliminating the need for third-party interventions (Cole, 2005). The essence of unitary theory lies in the belief that the larger social system, or the work enterprise as a subsystem of the larger social system, is a unitary organization (Braham & Dabscheck, 2012). This system is likened to a football team or a family with a shared common goal. Similar to how the head of a family acts in the interest of the family as a whole, the government or management symbolizes the common good of all parties in the enterprise (Femi, 2008). Thus, like members of a football team listening to the coach, soldiers obeying the command structure in the army, or children not questioning parental authority, workers are expected to be unquestionably loyal to the government or management (Cole, 2005). From the unitarist perspective, all ideas, perceptions, and actions of management or government are considered legitimate and rational, while any ideas, perceptions, and actions of workers conflicting with the management or government are deemed illegitimate and irrational (Braham & Dabscheck, 2012). In certain political contexts, unions may be seen as vehicles for those seeking to overthrow the existing order, justifying the use of legal regulations and coercive sanctions by management to align workers with governmental or managerial prerogatives. The unitary theory supports the unilateral determination of terms and conditions of work by the employer, with the will, ideas, and perceptions of the employer or government to be accepted unconditionally by the workers. This ideology aligns with conservative ruling classes, rooted in the asserted and enforced legal right of the employer over the worker as reflected in the employment contract. The unitary ideology aims to consolidate control over the entire social unit, allowing the unitary ruler to determine the organization of society, set goals, and dictate desirable changes (Braham & Dabscheck, 2012). Any sectarian agitation or activity by various groups is seen as dissipating the national will and energy (Femi, 2008).

### **Authority and Conflict - Ralf Dahrendorf**

Ralf Dahrendorf's conflict theory originated from a critical examination of Karl Marx's works (Dahrendorf, 1959). While acknowledging the general accuracy of Marx's depiction of capitalism in the 19th century, Dahrendorf argued that it had become outdated as an explanatory framework for conflict in the 20th century. Dahrendorf observed significant changes in countries labeled as "post-capitalist societies," such as the United States of America and Britain. Notably, a new middle class emerged between the two primary classes that Marx anticipated would become polarized. This emerging class consisted of skilled and semi-skilled workers, essentially white-collar workers encompassing roles like clerks, nurses, and teachers, among other mid-level positions. State interventions had led to reductions in income and wealth inequalities, facilitating greater upward social mobility. The once tightly held connection between ownership and control of industries shifted, with managers, rather than owners, assuming daily control of the means of production. These changes challenged Marx's theory that conflict was solely based on ownership or non-ownership of wealth, as shareholders could possess a company's wealth without having significant control over its management. Dahrendorf argued that conflict could no longer be exclusively rooted in economic divisions or the two classes identified by Marx. Instead, he emphasized the role of authority in conflict (Dahrendorf, 1959). Applying Dahrendorf's conflict theory to this study, one could posit that the authority exercised by the Federal Government, making decisions contrary to the interests of employee welfare, creates a fertile ground for conflict. This conflicting dynamic has led to union grievances and various strikes

### **Industrial Relations - Craig's Model**

The Craig model of industrial relations represented an advancement over John Dunlop's schema and drew inspiration from Talcott Parsons' paradigm (Adams, 1983). Craig's model, influenced by David Easton's analysis of political life, characterized industrial relations systems as composite entities involving private and public parties operating within an environment. Essentially, it is a system concerned with the allocation of rewards to employees for their services and the conditions under which these services are rendered (Craig, 1975). Industrial relations, therefore, provide the structural context for the employee-employer relationship, primarily between management and workers, especially those represented by a union. The scope of industrial relations extends to include employers, employees, government entities, universities, and the organizations facilitating their interactions. The paramount objectives of industrial relations include the protection of the interests of both management and labor through the reinforcement of mutual understanding. This is achieved by fostering goodwill among staff, avoiding industrial conflicts, and cultivating harmonious relations. According to Craig, the industrial relations system must prioritize the terms and conditions of employment over the rules of work, aligning with the fundamental focus of Dunlop's industrial relations system (Adams, 1983). In this context, unions utilize strike actions to achieve goals through agitation, contributing to the production of the industrial relations system. Craig integrated rules, substantive issues, and specific actor objectives within the systems model (Adams, 1983). Labor strikes, within Craig's model, serve dual functions as conversion mechanisms and outputs of the industrial relations system (Chaulk & Brown, 2008). The model proposes that external inputs from the environment influence participants in the industrial relations system. Through various conversion mechanisms such as collective bargaining processes and labor strikes, parties transform these inputs into organizational and worker-oriented outputs (Brown, 2003; Chaulk & Brown, 2008). Daily relationships among individuals in the workplace and their perceptions of work contribute to the procedures for converting inputs to outputs. These relationships create a complex web, involving interactions between managers, workers and managers, workers among themselves, and their union leaders (Craig, 1975). Craig identified three actors in the system (labor, government and private agencies, and management) as being influenced by internal inputs (power, values, and goals of the actors) originating from external inputs in the external environment (Brown, 2003).

### **Empirical review**

Wairagu (2013) investigated the effectiveness of trade unions' strategies in enhancing teacher professional performance in public secondary schools in Kiini West District. The findings indicated that teachers' unions play a crucial role in advocating for benefits and education reform, with increased teacher allowances contributing to enhanced performance. The study recommended that the government and the Teachers Service Commission improve working conditions, increase the number of teachers in schools, and provide necessary resources for optimal job performance. Lwegado (2012) explored the relationship between trade union membership and job commitment among nurses in Vihiga County, Kenya. The research revealed that trade unions contribute significantly to fostering harmony, cooperation, and peace, showing a strong positive correlation between trade union membership and job commitment. Kisaka (2010) conducted a study on challenges facing trade unions in Kenya. Findings revealed that financial constraints, splitting of unions and mismanagement, government and employer intervention in trade union activities and controlling of their affairs, advancement in technology, differentiated and changing composition of workers are example of challenges that

trade union in Kenya are facing. It was recommended that trade unions should increase member education programmers to improve employee performance and build teamwork. Jepkorir (2014) conducted a research on the effect of trade unions on organizational productivity in the cement manufacturing industry in Nairobi. Findings revealed that there was a positive relationship between trade union and organizational productivity. However, Marindan (2012), organizations productivity is affected negatively due to strikes by labor unions, organizations productivity is affected negatively.

### III. RESEARCH METHODOLOGY

The study used quantitative research. Quantitative research relies on deductive reasoning or deduction (Sekaran and Bougie, 2016). Quantitative research gives simple descriptive and relationship among variable (Cooper and Schindler, 2014). The target population was 550 employees (University of Benin Teaching Hospital (UBTH) data base 2021). The study targeted employees who work at casualties and emergency department, nursing care department, and clinical and diagnostic department at University of Benin Teaching Hospital (UBTH). The use of stratified random sampling reduces bias, is relatively inexpensive, increases accessibility of study population, seed data collection and gives a true representation of target population (Cooper and Schindler, 2014). A sample of 210 respondents was determined, and the questionnaire was distributed to collect information to meet the research objectives. At the end of the data collection period, of the 210 questionnaires administered, 100 survey questionnaires were completed and collected. This was due to tight schedule of the staff and rotational duty roster. The researcher had a time frame for completion of the survey.

Structured questionnaires were used to collect data. The study used both primary and secondary. Structured questionnaires are simple to administer and relatively inexpensive to analyze. The questionnaire was self-administered. Data collected from the field was cleaned, coded, and analyzed using descriptive statistics and Statistical Package for Social Sciences (SPSS) version 23. Results were presented in the form of mean, frequency and standard deviation. Demographic profiles were presented in figures and tables. Regression and correlation analysis was done to determine relationship between variables. Correlation analysis was adopted to establish the relationship between the independent and dependent variables.

### IV. RESULTS AND DISCUSSIONS

#### Descriptive of Employee performance

**Table 1 Descriptive of Employee Performance**

Variables	SD	D	N	A	SA	Mean
Performance appraisal process is usually fair	13	11	19	39	15	3.34
We normally carry out regular performance appraisals in a year	1	10	9	44	33	4.00
University of Benin Teaching Hospital (UBTH) has outlined key performance indicators	4	9	21	45	18	3.66
We normally have a performance planning meeting with my supervisor	8	19	10	37	21	3.48
My key performance indicators and objectives are clear to me	1	5	10	52	27	4.03
University of Benin Teaching Hospital (UBTH) has a performance measurement tool in place	6	10	14	53	14	3.60
Performance improvement plan is clear in areas that require improvement	5	13	15	43	20	3.62

**Source:** Field Survey (2023)

The study sought to determine level of employee performance findings in Table 1 showed that respondents agreed that employee's key performance indicators and objectives are clear (4.03). The organization normally carries out regular performance appraisals in a year (4.00). University of Benin Teaching Hospital (UBTH) has outlined key performance indicators (3.66). Performance improvement plan is clear in areas that require improvement (3.62). University of Benin Teaching Hospital (UBTH) has a performance measurement tool in place (3.60) and the organization has a performance planning meeting with my supervisor (3.48). However, respondents could not reach an agreement on performance appraisal process is usually fair (3.34).

**Work Stoppage and Employee performance**

**Table 2 Descriptive of Work stoppage and employee performance**

Variables	SD	D	N	A	SA	Mean
Strike has a negative influence on quality of service offered	8	9	3	34	46	3.99
Strike occurs due to poor working conditions and excessive working hours.	4	6	7	40	43	4.12
My organization offers unfair remuneration	1	10	30	30	29	3.73
My organization has lack of minimum facility and safety	7	19	13	47	14	3.40
There is lack of additional benefits and irregularities in payment of overtime	5	5	6	24	60	4.28
My organization has to implement the minimum wage set	1	3	21	35	40	4.1
Employees use strikes to express themselves when negotiations fail	1	3	1	33	62	4.51
My organization has policies in place to deal with strikes	20	28	25	11	16	2.68

Source: Field Survey (2023)

The findings in Table 2 revealed that majority of employees agreed that employees use strikes to express themselves when negotiations fail (4.51). There is lack of additional benefits and irregularities in payment of overtime (4.28). Strike occurs due to poor working conditions and excessive working hours (4.12). Strike has a negative influence on quality of service offered (3.99) and the organization offers unfair remuneration (3.73). However, respondents showed mixed reaction on the organization has lack of minimum facility and safety (3.40). In addition, respondents disagreed that their organization has policies in place to deal with strikes (2.68).

**Test of hypotheses**

**Correlation Analysis**

**Table 3: Correlations**

		Correlation	Employee Performance	Collective bargaining	Work stoppage	Dispute Resolution
Employee performance	Pearson	1		.440**	.610**	0.122
	Correlation Sig. (2 tailed)					
Work stoppage	Pearson	.610**	0.000	0.189	1	0.208
	Correlation Sig. (2 tailed)					
		0.000	0.098			0.067

The study carried out a Person correlation in Table 3 to establish the relationship between employee performance and work stoppage. Findings showed that there was a strong positive correlation between work stoppage and employee performance  $r=0.610$ ,  $p<0.000$ . This indicates that work stoppage influences employee performance.

**Regression Analysis**

**Table 4 Model Summary**

Model	R	R square	Adjusted R square	Std. Error of the estimate	F change	df	df2	Sig.
1	.707a	.499	.479	.26265	24.594	3	.74	.000

a. Predictors (Constant) Work stoppage

b. Dependent variable: employee performance

The study in Table 4 examined the relationship between employee performance and work stoppage. It was established that the  $R^2$  value was 0.479 thus, 47%, of the variation in employee performance was explained by the variation in collective bargaining, work stoppage and dispute resolution.

**Table5 ANOVA<sup>a</sup>**

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	5.090	3	1.697	24.594	.000 <sup>b</sup>
	Residual	5.105	74	.069		
	Total	10.194	77			

ANOVA analysis carried out between employee performance and work stoppage at 95% confidence level in Table 4.5, the F critical was 24.594 and p value was 0.000 therefore, this findings indicates that it was

statistically significant and can be used to measure the relationship between employee performance and work stoppage results. The F calculates at 5% level of significance.  $F = \text{Ms regression} / \text{Ms residual}$

$$1.697$$

$$.069 = 24.594$$

It was indicated that the F-critical (24.594) at 74 degree of freedom is equal to F-calculated (24.594) hence, there is a significant relationship between work stoppage and employee performance.

**Coefficient correlation**

**Table 4.6 Coefficient of employee performance**

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. error			
(Constant)	0.148	0.572		0.259	0.797
Work stoppage	0.413	0.066	0.54	6.297	0.000

Coefficients of employee performance based on regression equation shown in Table 4.6 findings revealed that taking work stoppage into account and other factors held constant a unit change in work stoppage would lead to 0.413 decrease in employee performance.

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

$$= 0.148 + 0.505 X_1 + 0.26265$$

Where:

Y = dependent variable (employee performance)

$\beta_0$  = regression constant;

$\beta_1, \beta_2, \beta_3$ : coefficients of independent variables;

$X_1$  = work stoppage,

$\varepsilon$  = error term

## V. Discussion of findings

### Work stoppage and employee performance

The findings showed that strike has an effect on employee performance. This is similar to studies done by Onwu (2012) which revealed that strike has an effect on employee performance. Rajalakshmi (2012) state that through strike an organization will experience economic lose, loss of profit, loss of market connection, goodwill, and incur expenditure to protect plan. Amegee (2010) in his study it was established that labor unrest leads to employee salary loss, 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.

## VI. Conclusion and Recommendation

From the findings it is clear that strike actions threaten the existence of organization and create havoc to the employee performance of workers in UBTH. The adoption of strike actions therefore is a step in the wrong direction. It is an enemy of progress. The corollary of strike action is better imagined than described, especially when the “Don’t Pay” law is activated. There is need for the organization to offer employees better facility and safety at work, benefits and pay them overtime, implement minimum wage set and develop policies that they can use to deal and minimize strikes thus, increase employee motivation and employee performance.

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