

## **MANAGEMENT PRACTICES AND INDUSTRIAL HARMONY IN OIL AND GAS FIRMS IN RIVERS STATE, NIGERIA**

**SHOLOKWU, BONIFACE MONDAY**

Department of Management,  
University of Port Harcourt,  
Rivers State, Nigeria.  
E-mail: [bsholokwu@gmail.com](mailto:bsholokwu@gmail.com)

**DR. W. O. OLORI**

Department of Management  
Faculty of management Sciences  
University of Port Harcourt,  
Rivers State, Nigeria.

### **ABSTRACT**

This research study examined the relationship between Management Practices and Industrial Harmony in the Oil and Gas Firms in Rivers State. Sample size of 343 were derived using Taro Yamene's from the population of 2400 respondents that consist of managers and employees in twelve oil and gas firms in Rivers State. Descriptive survey method of research was adopted and data were collected through questionnaire. The demographic data were analyzed using simple percentage and Mean score were used in the analysis of items on the questionnaire. The Spearman's Rank Correlation statistical method was used to test the seven hypotheses at 0.01 level of significance which was facilitated by Statistical package for Social Sciences (SPSS) software. The results revealed a significant relationship between Management practice and Industrial harmony. It was also found that organizational culture significantly moderates the relationship between managerial practices and industrial harmony in Oil and Gas Companies in Rivers State. Therefore, the study concludes that Management practice affects Industrial harmony in Oil and Gas Companies in Rivers State. Based on the findings, the study recommended that Oil and Gas Companies should embark on good management practices by implementing collective agreement, reducing casualisation of staff and to develop a promotion policy, to fewer incidences of strike and grievances to attain industrial harmony. However, this research is not exhaustive; hence, it suggests that future research should be carried out on the effect of Staff casualisation practices on industrial harmony in manufacturing firms in Rivers state.

**Keywords:** *Management Practices, Industrial Harmony, Collective agreement, Casualisation, Promotion policy, Grievances, Oil and Gas Firms, Rivers State.*

### **INTRODUCTION**

Over the years, industrial harmony has been the concern of organizations, researchers, employees and other stakeholders because of its importance on productivity (Fajana, 2012). Industrial harmony is important in oil and gas industry like other industries because it promotes employees' commitment which enables the achievement of organizational goals. The oil and gas industry's upstream sector is portrayed by controversies, for execution of collective agreement, superseding

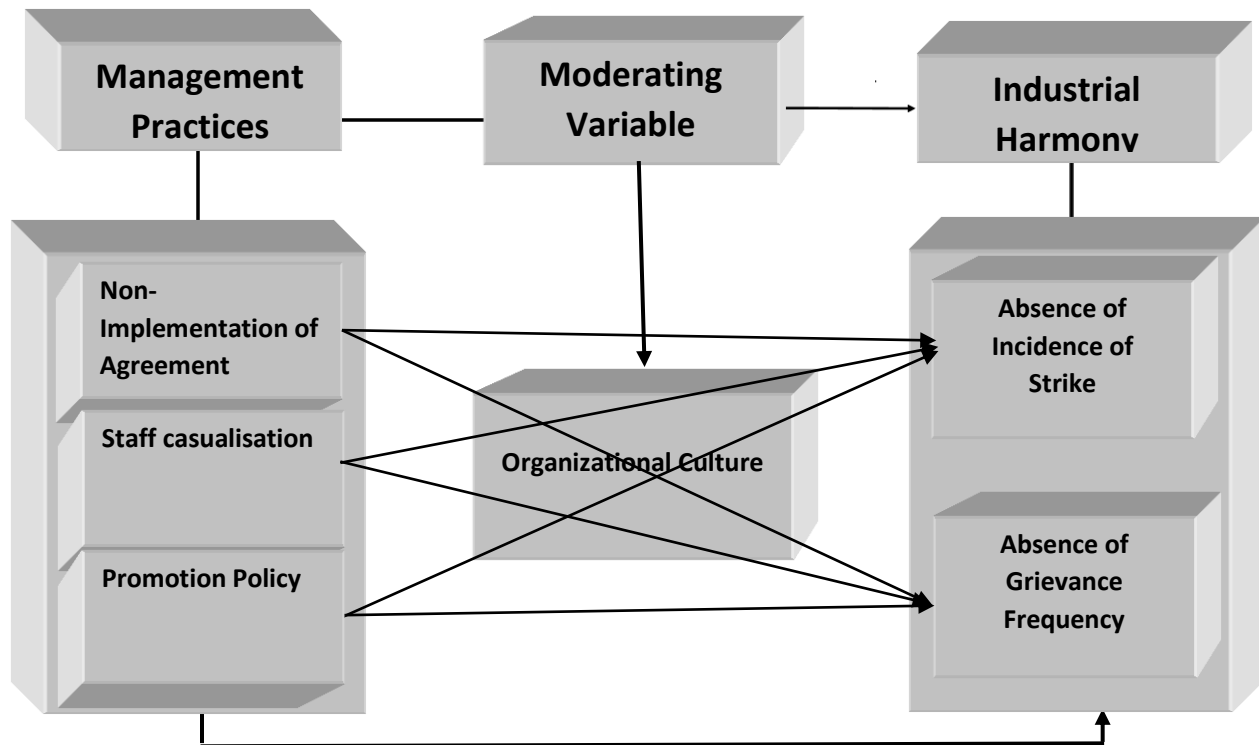
bargaining force over unjustifiable work practices, for example, casualisation, outsourcing, and contract staffing and different types of work adaptability (Ogbeifun, 2008). These business issues are incompletely, the impact of globalization and have pulled in the consideration and judgment of unions in the sector.

Adenugba (2006) likewise inspected the relative counter-impact of casualisation on results; for example, representative execution and profitability. In spite of every one of these patterns of exploration studies, scholars have not given careful consideration to really look at the relationship between management practice and industrial harmony in the oil and gas sector. Also, the few exploration thinks about the attempt to look at some part of workers practices in connection to industrial agreement did not consider authoritative society as a directing element that can impact the relationship between management practices and modern amicability in oil and gas firms in Rivers State. In perspective of the watched deficiency and learning hole noted above and on the pertinence of the industrial congruity in the oil and gas firms in Rivers State, particularly as oil and gas are the principal driver of Nigerian economy, the study looked to analyze the relative relationship between management practices and industrial harmony. For example, non-assertion execution, staff casualisation, sporadic advancement; and modern amicability, for example, rate of strike and grievance recurrence, inside the logical and directing impact of hierarchical society in oil and gas firms in Rivers State.

### **Statement of the Problem**

Expanding industrial activities have been ascribed incompletely as casualisation of specialists (Kalejaiye, 2014). Taking the oil and gas sector as a case, as related to the extent to which the issue can be seen from the past years. In 1980, Mobil oil company Nigeria Limited (Marketing Department) was estimated to have over 195 changeless junior workers. By 1991, be that as it may, there were just 28 of them. Mobil delivering Nigeria (creation segment) had more than 400 changeless junior workers in 1980. This figure decreased to 80 in 1991 haven the majority of the occupations being embraced by casual workers (Adenugba, 2006). Looking at the Western division, which includes Shell operations in Warri Area alone, it was estimated that 110 workers do temporary works in 1991, utilizing 1,329 casual workers. In the year 2002, single junior staff, were laid off been a worker in Mobil Oil PLC. These were disregarding existing work laws (Uvieghara, 2000; Okougbo, 2004; Onyeonoru, 2004; Adenugba, 2006; Okafor, 2007). In oil and gas segment, poor management activities have had a more noteworthy effect as it permeates all through each significant oil and gas firms in the nation. Also, there are issues of insecurity, poorly designed workstation, excessive noise, oil spillage, insufficient safety measures in fire and other emergencies and poor personnel protective equipment (Okuogbo, 2004). Workers under such environment are likely to contact occupational disease and employee's life span and work performance may be decreasing due to the workplace bad environment. In the oil part, labourers fomentation for enhanced welfare has kept on residual a worry to administration. Numerous oil firms in Nigeria are tormented by a bunch of issues and illnesses created by wasteful and incapable administrative style or strained relationship amongst administration and the worker's party (Fapohunda, 2012). It is against these problems that, this study empirically evaluates the effect of management practices on industrial harmony in the oil and gas firms in Rivers State with emphasis on the moderating role of organizational culture.

### Operational framework



Source: Dimensions of management practices adopted from the work of Iheriohanma, (2007).  
Measures of industrial harmony adopted from the work of (Fajana, (2012).

### Aim and Objectives of the Study

The aim of this study is to examine the relationship between management practices and industrial harmony in the oil and gas firms in Rivers State, and to identify the best practices that could foster industrial peace especially between the employees and the management of oil and gas firms for mutual gain of the employees and the oil firms. However, the specific objectives of this study include:

- i. To examine the relationship between non-implementation of agreement and industrial harmony in the oil and gas firms in Rivers State.
- ii. To establish the effect of staff casualisation on industrial harmony in oil and gas firms in Rivers State.
- iii. To determine the effect of Promotion policy on industrial harmony in oil and gas firms in Rivers State.
- iv. To examine the extent to which organizational culture moderates the relationship between management practices and industrial harmony in the oil and gas firms in Rivers State.

### Research Questions

This study addressed issues relating to the following pertinent questions emerging within the domain of the study problems:

- i. What is the relationship between non-implementation of agreement and absence of incidence of strike in oil and gas firms in Rivers State?
- ii. What is the relationship between non-implementation of agreement and absence of grievance

- frequency in the oil and gas firms in Rivers State?
- iii. What is the relationship between casualisation of staff and absence of incidence of strike in oil and gas firms in Rivers State?
  - iv. What is the relationship between casualisation of staff and absence of grievance frequency in the oil and gas firms in Rivers State?
  - v. What is the relationship between Promotion policy and absence of incidence of strike in oil and gas firms in Rivers State?
  - vi. What is the relationship between Promotion policy and absence of grievance frequency in oil and gas firms in Rivers State?
  - vii. How does organizational culture moderate the relationship between management practices and industrial harmony in oil and gas firms in Rivers State?

### **Research Hypotheses**

To proffer useful answers to the research questions, the following hypotheses stated in their null forms were tested in the study:

- H<sub>01</sub>:** There is no significant relationship between non-implementation of agreement and absence of incidence of strike in oil and gas firms in Rivers State.
- H<sub>02</sub>:** There is no significant relationship between non-implementation of agreement and absence of grievance frequency in oil and gas firms in Rivers State.
- H<sub>03</sub>:** There is no significant relationship between staff casualisation and absence of incidence of strike in oil and gas firms in Rivers State.
- H<sub>04</sub>:** There is no significant relationship between staff casualisation and absence of grievance frequency in oil and gas firms in Rivers State.
- H<sub>05</sub>:** There is no significant relationship between Promotion policy and absence of incidence of strike in oil and gas firms in Rivers State.
- H<sub>06</sub>:** There is no significant relationship between Promotion policy and absence of grievance frequency in oil and gas firms in Rivers State.
- H<sub>07</sub>:** The culture of the organization does not moderate the relationship between management practices and industrial harmony in oil and gas firms in Rivers State.

### **Significance of the Study**

This study is expected to make new contributions to the literatures on management practice and industrial harmony in oil and gas sector in Rivers State and in Nigeria. Specifically, it will help create industrial harmony, promote peace and cordial relations amongst the stakeholders that will engender improved performance of the employees, overall performance of oil companies, oil sector and the Nigerian economy in general. Therefore, it becomes obvious that this study will provide data that will improve the employees' job satisfaction that propels them to improve on their level of productivity in the oil firms. The study will also provide data that will enhance the organization's performance and therefore reduce the frequent cases of strikes, disputes and work stoppages and loss of funds. It will radically improve the performance of the oil companies and the oil and gas sector which will in turn contribute to the revenue generation of Nigeria. This study will provide a background on further research studies in this area that will bring benefits to the oil and gas sector of Nigeria.

### **Scope of the Study**

**Content Scope:** The study covers the discipline of management and industrial relation and entails literature on management practices and industrial harmony.

**Geographical Scope:** The study covers oil and gas firms in Rivers state.

**Study Unit Scope:** the unit of analysis is at the individual level which comprise of the heads of department, managers, supervisors and staff.

### **Limitations of the Study**

The main challenges of this study are the extent to which the researcher effectively gathered data and analyze it using the appropriate and reliable statistical tools to generate comprehensive findings. Secondly, the population of oil and gas companies presented a challenge to actually approach them with the copies of questionnaire, since many of these companies are not willing to generate confidential data for the study.

Dearth of data is another issue: Organisations hardly give out their sensitive information that may be required for the study and Oil firms are not exceptions. It may not give out some information that would have been useful for the research.

## **REVIEW OF RELATED LITERATURE**

### **Theoretical Background**

Our discussion in this chapter centered on the theoretical background of Management Practice and Industrial Harmony as stated in chapter one of this study. Furthermore, we discussed the concept of Management Practice and its dimensions in relation to the measures of Industrial Harmony as stated in this study.

### **Marxist Theory of Industrial Conflict and Harmony**

Conflict theory is gotten from the established work of Karl Marx. The base of contention is social disparity in the general public. Social conflict rose as an aftereffect of battle among portions of society over esteemed assets. Social conflict is the result of battle among social gatherings. Hence, this study concentrates on how to solve industrial conflict in organizations and its suggestions on attaining industrial harmony. The theory of conflict is helpful to uncover reasons for struggle among contending issues. This study discussed how industrial agreement can be upgraded even with conceivable conflict between and among trade unions which strike theory might be deficient (Merton, 2008).

### **The pluralistic perspective**

In the pluralistic point of view, organization is seen as being comprised of effective and disparate sub-bunches - management and exchange unions. This perspective sees irreconcilable circumstances and contradictions amongst supervisors and workers over the dissemination of benefits as ordinary and inevitable. The center push of the pluralistic perspective is that trade unions are real agents of employees. Along these lines, struggle ought to be managed by collective bargaining and it is seen not as a matter that cannot be handled but in truth saying, it could be diverted towards development and positive change (Benjamin & Hideaki, 2004). The ramification

of this is that, union acknowledgment ought to be energized and union delegates offered extension to complete their agent obligations (Adeoti 1998; Ogunbameru & Oribabor, 2000).

### **Concept of Management Practice**

Iheriohanma (2007) contended that, frequently it can be ascribed to management routine of exclusionism, disregard of worker interest in choices that straightforwardly influence them in this manner repressing conclusions and in addition articulation of emotions organization. Furthermore, the discrediting of authoritative correspondence designs which further breeds disharmony in contemporary organization concentrates on that, explore the connection between management practices and profitability which have evaluated the effect of an individual practice (Edwards et al, 2004).

### **Non-Implementation of Agreement**

Agreement is dependably a tradeoff between the underlying cases and the option recommendations by the employers. Where management and trade union are not prepared to achieve a tradeoff, strike will definitely occur. To reach an understanding ground, the last substance of the tradeoff will rely on how negotiation is done, whether both sides are prepared to make some concern, to reexamine and change their underlying positions. Consequently, bargaining ought not to happen in the open place, or in the presence of cameras, amplifiers or media, but just in a discrete situation between properly commanded agents of management and workers' association (Olakitan, 2007).

The last content of collective understanding and agreement could be composed by an agent of either negotiating partners, or by a government worker, exceptionally named by the service of work, or through an outside agent chosen by the partners, notwithstanding his or her character, the agent will need to work under the supervision of the arranging accomplices. The content of understanding must incorporate every points of interest which had been talked about and settled upon by the accomplices. Execution of an understanding should lead to shared increases, bargains that join the enthusiasm of both sides (Barret & Dowd, 2005).

### **Casualisation of Workers**

As per Kalejaiye (2014), Casual work has turned into a social marvel and a cankerworm in labor relations in different industries crosswise over creating nations of the world, Nigeria comprehensive. This is as an aftereffect of the planned arrangement of the multi-nationals in gainful and management organizations, which made casual workers set up of lasting work business. That is, the position of laborers as brief employees on employments that is normal, argumentative and perpetual in nature. This non-standard work course of action is a type of work plan occasioned by the impacts of globalization and exchange liberalization. This advancement was encouraged by innovative change in correspondence and data innovation (Okafor, 2010). Researchers have contended that the movement from perpetual work to casual work course of action is as an aftereffect of managers utilizing it to stay away from the commands and expenses connected with work laws which are intended to ensure lasting employees in standard job (Onyeonoru, 2008; Okafor, 2011).

**Casual Work in Nigeria:** In Nigeria, the scourge of casualisation of employment is picking up grounds in an extraordinary extent. The expansion in the spread and steady acknowledgment of

this work practice in the Nigerian work market has turned into an issue of incredible worry to stakeholders. Employers of work are progressively filling positions in their associations that should be perpetual with casual employees (Fapohunda, 2012). The issue of casualisation is normal in Nigeria. Be that as it may, it has been a long extraordinary issue in the oil/gas, banking industries and multinational organizations. In a few organizations in Nigeria, it is feasible for one to get laborers upwards of 2000 in an industry, out of which around 1500 might be casual workers (Okafor, 2010). In some local industries, in the informal sector, it is conceivable to get circumstances whereby essentially every one of the representatives is casual staff (Okafor, 2010).

Taking the oil and gas industry as a unit of investigation, as indicated by Adenugba (2006), the extent of this issue could be seen from the way management treats their workers. In 1980, Mobil oil Nigeria Limited (Marketing Unit) had 195 perpetual junior employees. By 1991, in any case, there were just 28 of them. Mobil oil Nigeria Plc (production segment) had more than 400 lasting junior workers in 1980. This figure declined to 80 by 1991, with the vast majority of the occupations being embraced by casual laborers. In the Western Division of Shell operations in Warri Area alone, it was estimated that there were 110 work contractual workers in 1991, utilizing 1,329 temporary workers. In the year 2002, no single junior staff was found who was an immediate employee of Mobil Oil plc. They were infringing upon existing work laws (Uvieghara, 2000; Okougbo, 2004; Onyeonoru, 2004; Adenugba, 2006; Okafor, 2007).

**The Effect of Staff Casualisation:** As indicated by Fapohunda (2010), the customary industrial relations framework in view of the idea of permanent employees in the venture is progressively being tested by the utilization of Non-Standard Work of Action (NSWA) by employers. This altering work arrangement has brought another measurement with the selection of adaptable work courses of action by numerous organizations around the globe. The topic is going through huge numbers of the new ways to deal with management in today's global economy, and it is an advancement of additional adaptable work arrangement which is turned into employers' new outskirts in management of human resources (Hall, 2000). In any case, these changing examples of work (e.g. casual work, contract, impermanent, low maintenance businesses, subcontracting and so forth.) occasioned by Structural Adjustment Programs (SAP), have made attentiveness toward laborers and exchange unions alike, particularly in Nigeria.

In Nigeria the scourge of casualisation of livelihood is picking up grounds in an extraordinary extent, power and scale. The expansion in the spread and slow acknowledgment of this work rehearse in the Nigerian work market has turned into an issue of incredible worry to partners (Kolawole, 2008). Businesses of work are progressively filling positions in their associations that should be perpetual with casual employees. The pattern has been to a great extent credited to the expanding distress of managers to chop down hierarchical expenses. Casualisation of business is seen as a suitable methodology for cost decrease.

### **Promotion Policy**

To adapt to the changing circumstances, an organization makes modification in the current workforce through advancement. Promotion is an adjustment in status, upward coming about because of task to a position relegated a higher pay grade. Promotion is the progression of employees' position in an authoritative pecking order.

Promotion could be seen as employees' prize for good execution or positive action. Management in an organization elevates an employee to a specific position, it guarantees that the individual can deal with the additional duties by screening the worker with meetings and tests, and giving them preparing or at work experience. Promotion can include progression regarding assignment,

compensation and advantages (Mirza, 2003).

The aim of promotion policy will include the following: To guarantee that all administration positions are kept an eye on by work force having the imperative capabilities, introduction and ability. To incorporate the desires for development and improvement of Officers with the present and future necessities of the Corporation. To guarantee value, reasonableness and objectivity in matters identifying with advancement.

Oil and gas workers and unions have now ventured up endeavors to support for the authorization of laws on unpredictable promotion of workers' casualisation and contracting. They have likewise turned out to be more forceful in sorting out casual laborers. Since numerous temporary workers in oil and gas industry work close by union associates, like: NUPENG and PENGASSAN, they have started observing their job terms. In relation to the labour law, when there is 50 percent or more of non-union workers requests to join NUPENG or PENGASSAN, the unions can proceed the arrangement of a board of trustees to start preparations with the business. Shockingly, the procedure regularly gets impeded in lawful subtle elements, as oil businesses shift dealing obligation starting with one subcontractor then onto the next, deferral arrangements, and attempt to set unions against each other, or even turn to physical assaults

### **Concept of Industrial Harmony**

Industrial amicability alludes to a situation of peace in relative sense in any industrial organization, which includes; nonappearance of strikes, and doubt among work gatherings or unions, tranquil relationship amongst unions and administration of the organization, and additionally representative positive view of his or her commitment as member not as subject inside the organization. Industrial harmony is an exceptionally basic element of organizational profitability and execution.

Industrial agreement in its optimal structure, presupposes an industry in a state of relative balance where relationship amongst people as well as gatherings are heartfelt and profitable. Sayles and Strauss (1981) noticed that with the unavoidable contrasts among gatherings inside an organization, struggle and varying destinations saturate cutting edge organizations. This kind of contention keeps the presence of industrial agreement which mirrors a condition of authoritative shakiness (Sayles and Strauss, 1981). Furthermore, as Hanson (1972) noted, industrial agreement speaks to nonappearance of conflict by industrial unions which will undoubtedly bring about viable and proficient organization.

### **Absence of Incidence of Strike**

To the industrial striker, strike speaks to the activity of his major right to pull back his administrations. Circumstances which seem to negate his own desire and yearning or which debilitates the satisfaction of the requirements of the individual are being enrolled during the time spent striking. All the more vitally, it is these individual rights that are outfit by the exchange union to set out on strike activity. The union quality in an industry, in this manner generally lay on the force of the strike. The strike is an extremely strong apparatus and can be intense if the workers on strike speak to key work or if the creation lost brought about by the business amid the strike is exceptionally huge. The strike likewise makes the administration to unite genuinely in future transaction; in that capacity, effective strikes improve the dealing position of the union for next arrangement. The strike if effective, enhances the financial prosperity of the individuals from exchange union as they can pay increments as a consequence of strike activity.

Striking workers additionally stand the danger of losing considerable wage amid the time of the



strike. This on account of the Nigerian business may frequently summon the no-work-no-pay law. The Nigerian Government has reliably constrained the privilege to assault in the oil business. A portion of the applicable enactment could be located in the Trade Disagreement Acts of 1969, 1976, and 1996. The Trade Unions (Amendment) Decree of 1996 made trade union registration contingent on a "no strike" proviso all through the lifetime of an aggregate understanding. Without a doubt, it unmistakably expressed that businesses were not allowed trade union levy to the trade union concerned, unless union individuals consented to this 'no strike' statement.

As opposed to ILO statutes, assaults in the crucial management, including the oil and gas industry, are completely prohibited in Nigeria. Section 9 of the Trade Dispute (Essential Services) Act, 1976, which records the financial parts which fall inside "key management", incorporates the oil business. Subsection (b) alludes to "any administration built up, gave or kept up by the Government of the Federation or of a State, by a Local Government Councilor in any metropolitan or statutory power, or by private venture for, or regarding, the supply of power, power or water, or of fuel of any sort." The Preface to the Act additionally expresses that the Act is to "enable the President to restrict any exchange union or relationship of which falls in fundamental administrations to take part in modern distress or acts considered to disturb the smooth running of any crucial administration. The Government of Nigeria likewise proclaims any exchange union exercises unlawful in the event that they are led on politically-propelled grounds. For instance, a strike at Shell-BP and Allied Workers Union in October 1977 and a strike at the Pan Ocean Branch of the Consolidated Petroleum, Chemical and General Workers Union of Nigeria in November 1977 were both banned (Proscription Orders Nos. 2 and 3, individually). Somewhere around 1993 and 1994, numerous strikes organized by NUPENG and PENGASSAN were pronounced unlawful based on the fact that they were politically actuated in the fallout of the Nigerian national decisions.

### **Absence of Grievance Frequency**

A grievance is an objection raised by a representative who might be determined by methods accommodated in a collective agreement, a work contract, or by different systems built up by a business. Such a grievance may emerge from an infringement of a collective bargaining agreement, the terms of an agreement, the treatment by others in the work environment, or infringement of the law. For example, working environment security controls. Under UK livelihood law all workers have a legitimate right to raise a grievance, and there is a statutory Act as Code of Practice for taking care of grievances.

Ordinarily, everybody required with a grievance has strict timetables which must be met in the preparing of this formal protest, until it is determined. Businesses can't legitimately treat a representative any contrastingly whether he or she has recorded a grievance or not. An aggregate grievance is a grumbling raised by two or more representatives in a unionized working environment. Under a few words it might likewise be known as a group or work question. The contrast between a grievance and dissension, in the unionized working environment, is whether the topic identifies with the collective bargaining agreement.

### **Organizational Culture**

Yilmaz (2008) asserted that, following Schien (1984) at the center of Denison's model are the fundamental convictions and suspicions that speak to the most profound extent of organizational culture. These principal suppositions gave the establishment from which more surface-level social parts emerged. For example, values and perceptible ancient rarities – images, saints, customs, and so on – are determined, and conduct and activity (Denison, 2000). In Denison's model comparison

of organizational taking into account generally more "surface-level" qualities and their show practices are made. Such values are considered both more open than the suppositions and more solid than the antiques (Denison, 2000 in Yilmaz, 2008). Denison's organizational culture model depends on four social attributes: contribution, consistency, flexibility, and mission that have appeared in writing to have an impact on organic execution (Denison, 1990; Denison and Mishra, 1995).

### **Staff Casualisation and Absence of Incidence of Strike**

The disappointment with the general states of administration has made the National Union of Petroleum and Natural Gas Workers (NUPENG) and Petroleum and Natural Gas Senior Staff Association of Nigeria (PENGASSAN) which are the significant union in the part to issue dangers of strike or get out specialists for strike now and again. Strikes are not an event in the oil and gas area alone. Throughout the years, the occurrence of strike has been so common in Nigeria that anytime one union or the other is on strike. For instance, the Nigerian Medical affiliation (NMA) went on strike that endured 55 days amongst July and August 2014, strikes and different types of mechanical activities keep on having a negative effect on employees, organizational insufficiency and the moderate development of the economy.

### **Promotion Policy and Absence of Grievance Frequency**

Workers who are disappointed with their occupations turn out to be less intrigued by their employments, and may participate in working two jobs. Their dedication to obligation will be low and the rate of turnover will be high. Workers disappointment is prone to increment if either inside or outer standards of pay are damaged. In this way it gets to be basic for labourers to be frequently and bluntly elevated to procure legitimate and palatable pay because of them .Each association need to indicate plainly its advancement arrangement taking into account its corporate approach. The approach ought to contain obvious standards and criteria for advancing a worker. The arrangement ought to be reasonable and unbiased and ought to be connected consistently to all workers without giving degree for nepotism, bias and so forth (Mamoria, and Ganker, 2008).

### **The moderating effects of Organizational culture in the relationship between Management Practices and Industrial Harmony**

Organizational culture goes back to the development of organization. Robbins (2002) in his book stated that Organizational culture decides the method to perform one case in organization for employees (Robbins, 2002). Culture is the same impression of the organization which could be found in all individuals from the association and language to the regular and consistent attributes which recognize one organization from the other. In alternate words, organizational culture decides the social personality of every organization (Davenport, 2000).

## **RESEARCH METHODOLOGY**

The descriptive survey research design was adopted in this study. According to Asika (2006), research design is the procedure, technique and guide on how research work will be carried out. Nachimias and Nachimia (cited in Baridam, 2001:49) posit that research design is a model of prove that allows the researcher to draw inferences concerning casual relations among the variables under investigation.

The target population of this study is made up of Oil and Gas firms in Rivers State in the Niger

Delta Region of Nigeria. The sample is that part of the population that conveniently represents the variation in the population. It is selected from the population for generation of data, and in a research like this, it is imperative to carve out a sample size from the totality of the stakeholders in Nigeria. An accessible population of twelve oil firms was consulted for this study as shown above.

The data for this research were collected basically through the primary and secondary sources. In generating the primary data which specially, was used for testing the hypotheses and the researcher will deem it most significant to administer the questionnaires on the sample size (top level managers and employees of oil and gas firms in Rivers State). The secondary data were collected from text books, journals and company's publications.

### **Operational Measures of the Study Variables**

For our present purpose, only measuring instrument with confirmed validity and reliability will be used to measure the different variables included in the study. These variables are operationalised as follows;

**Independent Variable:** The independent variable for this study is Management practice. The dimensions of Management practice includes; non-agreement implementation, staff casualisation and promotion policy. Five items were used in measuring these variables on the Likert five points scale of measurement, where strongly agree scored 5 points, Agree = 4-points, undecided = 3 points, disagree = 2 points, and strongly disagree = 1 point.

The dependent variable adopted in this study is Industrial harmony. The measures of Industrial harmony includes; absence of incidence of strike and absence of grievance frequency. Five items were used in measuring these variable on the Likert five points scale of measurement, where strongly agree scored 5 points, Agree = 4-points, undecided = 3 points, disagree = 2 points, and strongly disagree = 1 point.

**The measuring of Moderating Variable:** the moderating variable for this study is organizational culture. Five items were used in measuring this variable on the Likert five points scale of measurement, where strongly agree scored 5 points, Agree = 4-points, undecided = 3 points, disagree = 2 points, and strongly disagree = 1 point.

**Validity and Reliability of the Instrument:** Content and face validity were adopted in this study. To achieve the face validity, the instrument was subjected to validation by the experts in the field of management. The instrument was subjected to Cronbach's Alpha test of reliability which gives a high reliability alpha of 0.7 and above. The idea behind reliability of instrument is that, when the number of items used in measuring the variable gives a reliability alpha of 0.7 and above, according to Nunnally (1978), it means that the measuring instrument is highly reliable.

**Table: Reliability Test on Items.**

<b>Variables Cases</b>	<b>Cranach's Alpha Levels</b>
Non agreement Implementation	0.766
Staff casualisation	0.773
Promotion Policy	0.767
Absence of incidence of strike	0.750
Absence of grievance frequency	0.742
Organizational culture	0.780

Source: SPSS Data Output, (2014).

Based on the nature of the study, the spearman's rank order correlation coefficient (Rho) was adopted to determine the level and the significance relationship between the study variables. This was facilitated with the use of SPSS software.

## DATA ANALYSIS

### Bivariate Analysis

#### Summarized Result of the Tested Hypotheses

	Statement of Hypotheses	Correlations	Result	Remark
<b>Ho<sub>1</sub></b>	Non-implementation of agreement and absence of incidence of strike	<b>0.664</b>	<b>Sign.</b>	<b>Accepted</b>
<b>Ho<sub>2</sub></b>	Non-implementation of agreement and Absence of grievance frequency	<b>0.847</b>	<b>Sign</b>	<b>Accepted</b>
<b>Ho<sub>3</sub></b>	Casualisation of workers and absence of incidence of strike	<b>0.950</b>	<b>Sign</b>	<b>Accepted</b>
<b>Ho<sub>4</sub></b>	Casualisation of workers and absence of grievance frequency	<b>0.580</b>	<b>Sign</b>	<b>Accepted</b>
<b>Ho<sub>5</sub></b>	Promotion policy and absence of incidence of strike	<b>0.519</b>	<b>Sign</b>	<b>Accepted</b>
<b>Ho<sub>6</sub></b>	Promotion policy and absence of grievance frequency	<b>0.880</b>	<b>Sign</b>	
<b>Ho<sub>7</sub></b>	Moderating effects of organizational culture	<b>0.855</b>	<b>Sign</b>	<b>Accepted</b>

Source: Research data, (2016).

### Discussion of Findings

The analysis of our first and second hypotheses revealed that non-agreement implementation has a moderate relationship with absence of incidence of strike and very strong relationship with absence of grievance frequency. These findings are supported by the work of Marx and Engels, (1844). Marxist's clarification of industrial conflict for this case is that, for the most part, it depends on social stratification and class contrasts that exist in any industrialist society (Marx and Engels, 1844). The push of this viewpoint is that satisfaction or discontent at the work environment can be seen as a result of particular types of discussion or disagreement among certain recorded forces and relations of production. The primary purpose of the Marxist's theory on industrial clash is that disunity happen when the objectives, interests or estimations of various people or gatherings are contradictory and those people or gatherings square or baffle each other's endeavor to accomplish their destinations.

The analysis of our third and fourth hypotheses revealed that staff casualisation has a very weak relationship with absence of incidence of strike, and a moderate relationship with absence of grievance frequency. This finding is supported by the work of Fajana (2012) and Okafor (2011). Fajana (2012) studied "Industrial Relations and Collective Bargaining Trends in Nigeria" and found that in most cases collective bargaining has not been adequately used for settling conflicts between labour and management and that it has been one-sided affairs of the management exercising their power (Kolawole, 2008). Managers of work are progressively filling positions in

their organization that should be perpetual with casual workers. The pattern has been to a great extent ascribed to the extent of businesses to chop down organizational expenses. Casualisation may on the outskirts appear to be reasonable since decreased cost implies higher benefit which is a definitive objective of each organization.

However, casualisation eventually shows heaps of difficulties for the workers and organizations alike. Additionally, behind this issue of casualisation in the nation is the abnormal state of unemployment and going with destitution. These two issues have reared an unsafe workplace and have given much guide to the commonness of business casualisation, the same number of edgy employment seekers in the work force will accept any position regardless of how grimy or debasing it is. Casual workers involve in tricky position in the work environment and society, and are successfully becoming another arrangement of "slaves" and "underclass" in the advanced industrialist economy. Along these lines, legitimate perspective of casualisation that is supported by law ought to be entirely stuck to tranquil conjunction of workers and management in oil and gas firms in Rivers State.

The analysis of our fifth and sixth hypotheses revealed that Promotion policy has moderate relationship with absence of incidence of strike and a very strong relationship with absence of grievance frequency. This finding is supported by the work of Banjoko (2006). As Banjoko (2006) found in his study, regular advancement of staff are case of good management' which results to effectual pay organization regularly prompting less strike and workers' less grievances. Shoreline (1980) recognizes some of such satisfying pay organization coming about because of predictable advancement. As indicated by Banjoko (2006), pay and worker pay is normally influenced by levels of goal and pay history. Inner and outer in-equities in pay can genuinely strain employee's business relationship and jeopardize modern peace since workers contrast their compensation and those of applicable different people taking into account their aptitude, learning and execution. Pay difference influences employees pay fulfillment since pay is emphatically connected with the occupation satisfaction of the workers. Employees feel fulfilled or disappointed with their compensation not such a great amount by the total sum got, but rather by contrasting their advantages and those delighted in by others in the same field. Pay correlation gives a sentiment value or imbalance. There is a feeling of value when the worker pay is equivalent or practically identical to that of others in the same classification of employments. In the event that the compensation is lower, the worker feels unjustly treated. A representative adheres to an association when paid impartially (Banjoko, 2006). Association pay structure must, accordingly be fair and predictable.

The analysis of the seventh hypothesis revealed that organizational culture has a very strong moderating effect on the relationship between management practices and industrial harmony. This finding is supported by the work of Ehtesham, Muhammad, and Ahmad Muhammad (2011).

The point of their study was to extend the base of knowledge and experimentally test the relationship between the segments of organizational culture and performance management practice. The study embraced the exploratory research to deal with the investigation on the effects of the variable. The findings from the factual examination demonstrate that, organizational culture is exceptionally related with consistency and adaptability. Essentially, alternate measurements of organizational culture have a positive critical relationship with the performance management practice. This finding is likewise bolstered by the work of Donnelly, Gibson and Ivancevich (1984) and Eno (1996) considered modern agreement as a result of mechanical relations process in an organization. Clashes as indicated by them emerge as an aftereffect of deviation from

organizational standards as far as compensation, working condition, wellbeing, proficient behavior and so forth. These variables are situated in between union relations, and union management relations. Donnelly, Gibson and Ivancevich (1984) concentrating on inter group conflict in organization as a noteworthy wellspring of industrial clash and disharmony. They noticed that management lean towards that cooperate and work co-ordinate, and work towards the achievement of organizational objectives. In such manner, hostile relationship regularly disturbs the whole stream of organizational procedure upsetting generation and arrangement of management (Yusufu, 1984). In this situation, employee's group cannot conform to the changes in work condition, and request of one from the other.

### **Conclusion**

Oil firms are profit oriented organizations. Like every other profit oriented organizations will always want to design their organizational strategies to ensure effective management practices that will enhance harmonic industrial work environment in order to achieve their organizational mission and vision. There are important indications from the findings of this study. Despite the relationship between management practice and industrial harmony, it was found that management practices by Oil and Gas Companies has led to dispute, work stoppages, and strikes among others which may have negative effect on the achievement of the organizational objectives. Thus, it is concluded that management practices affects industrial harmony in Oil and Gas firms in rivers state. It is also generally concluded that achievement of industrial harmony will enhance achievement of organizational mission and vision in the Oil and Gas firms in Rivers State.

### **Recommendations**

Based on the findings of this research, the following are recommended:

1. Management should ensure implementation of collective agreement to reduced incidence of strike and grievance frequency in Oil and Gas firms.
2. Management should ensure that there is an effective promotion policy in order to create industrial harmony by ensuring that staffs that are due for promotion are promoted.
3. Management should embark more on permanent employment of workers instead of staff casualisation to reduce the incidence of strike and grievance frequency in Oil and Gas firms.
4. Management should develop an organizational culture that will facilitate best management practices to ensure industrial harmony in Oil and Gas sector.

### **Contribution to Knowledge**

This study actually discussed the concept of management practices and industrial harmony, considered how organizational culture could moderate the relationship between management practices in relation to industrial harmony in the oil and gas firms in Rivers State. Previous research failed to actually explain the moderating effect of organizational culture on this relationship which this study explained. Thus, this study made an impact contribution to the literatures on management practices and how industrial harmony could be attained in the organizations especially in oil and gas firms.

### **Suggestions for Further Studies**

This research is not exhaustive; it has only added vital value to the existing researches. It has set a stage for further studies in similar area on industrial harmony and organizational practices in the

Oil and Gas firms in Rivers state. Thus, it is suggested that further researches should be carried out on: 'The effect of unethical practices on the level of productivity of the Oil and Gas firms in Rivers state'.

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