

UNIJERPS
Unizik Journal of Educational Research and Policy Studies VOL.16 (2);
https://unijerps.org
2021 Impact Factor: 5.641; 2020 Impact Factor: 5.355.
July-December, 2023
Indexing and Impact Factor URL: http://sjifactor.com/passport.php?id=21363

ORGANIZATIONAL MANAGEMENT PRACTICES AS PREDICTORS OF WORKPLACE HARMONY IN FEDERAL AND STATE AGENCIES AND PARASTATALS IN ANAMBRA STATE

L.I. Akunne (Corresponding Author)
li.akunne@unizik.edu.ng; +234(0)7017007492
Department of Guidance and Counselling, Faculty of Education,
Nnamdi Azikiwe University, Awka Anambra State

F.C. Osita
+234(0)8037727220
Department of Business Administration, Faculty of Management Sciences,
Nnamdi Azikiwe University, Awka Anambra State

ABSTRACT

The aim of this study is to determine organizational management practices as predictors of workplace harmony in federal and state agencies and parastatals in Anambra state. Two research questions and two null hypotheses guided the study. The correlation survey design guided the study. A multistage sampling technique was employed in selecting a sample of 630 workplace employees for this study. The instrument for data collection were self-structured questionnaires titled organizational questionnaire and the workplace harmony questionnaire. The instruments were validated by experts from the Department of Guidance and Counselling. The reliability of the instrument was established using the Cronbach alpha statistics and yielded coefficients of 0.769 and 0.821 for the organizational management questionnaire and workplace harmony questionnaire. Direct delivery approach was adopted for data collection. The administered questionnaire was analyzed using multiple regression analysis. The findings of the study indicated there is a very low and positive linear relationship between organizational management practices and workplace harmony in federal agencies and parastatals; there is a low negative linear relationship between organizational management practices and workplace harmony in state agencies and parastatals; organizational management practices is a significant predictor of workplace harmony among federal agencies and parastatals; organizational management practices is a significant predictor of workplace harmony among state agencies and parastatals in Anambra state. Based on the findings it was concluded that management of organizations can gain prospects on how the management practice adopted would impact performance within the workplace in terms of the quality and efficiency of service delivery. This would further serve as a guide for human resource managers to create a good balance so as to encourage workplace harmony.

Keywords: Organization, Management, Practices**,** Workplace, Harmony**.**

Introduction

Federal and state parastatals in recent time have experienced workers disharmony, instability and other forms of industrial conflict and strike. This nevertheless has results to low workers performance in the academic system. Apparently, most of these problems were encountered because of poor involvement in decision making process, incessant industrial disputes, brain-drain, under-funding or poor financing of quality education, cultism, corrupt practices and abuse of trust which are major issues that lead to industrial disharmony (Mukoro, 2013). In recent years, the concept of workplace harmony has been the topic of research. With a better grasp of the concept's importance in terms of leadership, the topic has of increase concern to surface more frequently, and research into it has increased. Industrial harmony has been a concern of organizations, researchers, employees and other stakeholders due to its importance on productivity (Fajana, 2012). Furthermore, the concept of industrial harmony is seen as a friendly and cooperative agreement on working relationship between employers and employees for their mutual benefit (Osad & Osas, 2013). According to Puttapalli and Vuram in Dickson and Biriowu (2020), industrial harmony is concerned with the relationship between management and employees with respect to the terms and conditions of employment and the work place. In effect, it is a situation where employees and management cooperate willingly in pursuit of the organization's aims and objectives.

Industrial harmony thus covers the area of responsibilities, employment policy, collective bargaining, communication and consultation (Odia & Omofonmwan in Dickson & Biriowu, 2020). Industrial harmony enhances labour productivity and in turn improves performance in different sectors where work take place, achieving economic growth, and enhancing living standards and quality of life. It creates a peaceful working environment conducive to tolerance, dialogue and industrial or labour disputes in Nigeria (such as negotiation, mediation, arbitration, conciliation and litigation or court adjudication). 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 in Dickson and Biriowu (2020) 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.

Furthermore, workplace harmony which could also be described as industrial agreement speaks to non-appearance of conflict by industrial unions which will undoubtedly bring about viable and proficient organization. Industrial harmony in its ideal form, presupposes an industry in a condition of relative equilibrium where relationship between individuals and or groups are cordial and productive (Dickson & Biriowu, 2020). Sayles and Strauss in

Dickson & Biriowu (2020) asserted that with the inevitable differences among groups within an organization, disharmony and differing objectives permeate modern organizations. This type of conflict prevents the existence of workplace harmony which reflects a state of organizational instability. On the other hand, Hanson in Dickson and Biriowu (2020) opines that industrial harmony represents absence of strike by industrial unions in organization which is bound to result in effective and efficient organization. Industrial harmony is important in industries as well as other federal and state establishments because it promotes employees' commitment which enables the achievement of organizational goals. Both the federal and state government establishment 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. These issues are incomplete, the impact of globalization and have pulled in the consideration and judgment of unions in the sector (Sholokwu & Olori, 2016).

Organizations are established with predetermined aims and objectives towards which efforts and resources are channelled to attain (Nwinyokpugi & Okere, 2019). They further said that the drivers of such organization are key players, the managers and the subordinates, who constitute the workforce. The relationship between these human factors in the production chain determines the extent to which these aims and objectives are met. Organisation managers are its leaders and are expected to possess the ability to influence the action of others by exercising the power conferred on them by the position they occupy in the organisation. Employees follow the prompting and directive of their leaders or managers to carry out their jobs. (Ng‟ethe, Mike, & Namusonge, 2012), is of the view that leaders use their influence to draw people towards achieving goals and to maximize results in the organization. Leaders attract loyalty and commitment from workers by the way they relate with them. Leadership also helps to stimulate, motivate, encourage, and recognize their followers in order to get key performance results, Gill, Flasher & Shacha in (Nwinyokpugi & Okere, 2019).

Conversely bad leadership among employees in the workplace de-motivates and leads to grievances, strikes among other form of industrial disharmony. It is observed that autocratic leadership breeds conflict atmosphere, and tends to discourage innovation and lowers employees' moral in the organization, (Gordon, 2013). The use of autocratic leadership style, has been revealed to lead to aggression, apathy and withdrawal from the workers, while a democratic leadership style promotes harmonious working relations between leaders and the employees. Any leadership style that is not amenable but confrontational can only lead to conflict and the defeat of organizational goals. Most federal and state parastatals is replete with cases of frequent strike actions, shutdowns, demonstrations, and grievances arising from lay-offs and most often, outright sack of workers.

Several studies have been carried out in the area of organisation, its management and its effects in organizational settings. Thomas and Kilman's in Singh (2013) analysis identified 5 management styles comprising the competing, collaborating, compromising, avoiding and accommodating styles. Similarly, Rahim and Magner in Nwiche and Amah (2016) identified 5 organisational management styles namely integrating, obliging, compromising dominating and avoiding styles. Using the Rahim-Magner model in their study of organizational management styles and organizational commitment of bank employees, (Kassim & Ibrahim, 2014) found that only 3 of these namely, integrating, obliging and compromising significantly correlated and predicted the variations in employees' commitment to the organization. As similar study found that that integrating style promote better understanding among team members. Chan, Huang and Peng in Kassim and Ibrahim (2014) studies concluded that effective conflict management results in positive outcomes such as job satisfaction, good supervisor-subordinate relationship, and cooperation, all of which may be assumed to be indices of harmony. Generally, many of these studies tend to look at management styles in relation to interpersonal conflicts; specifically, how individuals and team members attempt to handle situations they face at work, not necessarily managers' management to conflict with employees.

The literature on the handling of conflict is diverse as enormous attention is given to the phenomenon in organizations. The need for a harmonious work environment is a strategic concern but problematic. Thus, Aylott (2014) remarks that there is a struggle with the management of conflict because employees' responses are primitive and can be emotional. The diverse propositions concerning the handling of conflict could be streamlined into: (i) those which seem to focus on defined potential areas of conflict and recommend strategies to prevent or nip conflict in the bud. For instance, Mullins and Christy (2013) provide a list of potential areas of conflict and describe strategies for prevention. (ii) Those geared toward dealing with the conflict when it actually festers. The remit of this study lies in this second category which, for our concerns, we take as conflict management styles.

As stated earlier, the Thomas-Kilman model in Singh (2013) identified five organizational conflict management practices each of which has its consequences. These practices include competing, collaborating, compromising, avoiding and accommodating styles which are defined by their levels of assertiveness and cooperativeness. The competing styles focuses on the realization of one's own goals and an unwillingness to recognize the concerns of others. The style has little regard for the maintenance of relationship and relies enormously on coercive power. Similarly, collaborating style seeks to satisfy the concerns of all the parties in the conflict. It is characterized by both cooperation and assertiveness as well as the search for a mutually satisfactory outcome in so far as it offers the chance for consensus (Singh 2013). Also, very importantly, collaboration serves to maintain and

strengthen work relationships. The compromising style is a give and take approach wherein parties give up something such that there is no clear winner or loser. No party achieves complete satisfaction of needs and goals. That is, a solution that provides incomplete satisfaction is accepted by the parties involved. The style is neither highly cooperative nor highly assertive thus resulting in satisficing rather than maximizing solutions (Snell in Nwiche & Amah, 2016).

The avoiding style is defined by non-action. The conflict is viewed in negative terms and is not addressed. Preference here is to withdraw, do nothing, as it were, and hoping that the conflict would pass. Kassim and Ibrahim (2014) observe that this approach serves to reduce tension and to stall for more time. While the accommodating style: This is a non-assertive style which is opposite to competing. It seeks to achieve an atmosphere of harmony by a neglect of personal needs and interests, the thrust being to satisfy the needs of the other partner. A harmonious work environment is critical to the success of an organization, especially the construction sector. Managers of both the federal and state parastatals are faced with the challenge of ensuring workers' satisfaction, commitment and loyalty, increasing productivity level and most importantly, sustaining harmony and mutual trust in the workplace.

Several studies have carried out in the interrelatedness of the organisational management and workplace harmony. Mojaye and Dedekuma (2015) conducted a study on the influence of employee absorption on industrial harmony in the civil service of Delta State Nigeria. The study tries to establish a link between feeling, difficulty in leaving ones' work and good industrial relations and industrial peace. The study focused on the Delta State Civil Service and attempted to find out the role that workers absorption had played in ensuring industrial peace since the advent of the state. Questionnaires were administered to 325 civil servants out of which, only 299 were useful. One of the research questions was whether there is any relationship between industrial harmony and employee absorption. The study showed that while employee absorption may not necessarily lead to good industrial relations but it may engender industrial peace. In the same vein, Okon, Asu, Patrick and Antigha (2012) carried out a study to determine the impact of workers absorption characteristics on industrial harmony in University of Calabar Teaching Hospital and Federal Neuro- Psychiatric Hospital Calabar were the only tertiary health institutions in Nigeria's Cross River State and the 2575 total staff strength of the two organizations was the study population. A total of 266 subjects were randomly sampled. Pearson Product Moment Correlation test was conducted to test the null hypothesis and it was established that there was significant influence of workers absorption characteristics on industrial harmony in the study case. The study recommended that absorbed employees are characterized by being totally and happily immersed in one's work and having difficulty detaching oneself from it.

In another study conducted by Akuh (2015), it was investigated that industrial harmony for academic excellence: an imperative for a productive educational system in Nigeria. The objective of the study was to discuss the imperative of industrial harmony for academic excellence and a productive educational system in Nigeria. To ensure harmonious industrial relations, the leader of every institution will need to encourage, open and frank discussion of the institution problems with the subordinates; seek the opinion of those doing the institutional job that is the staff; explain their discussion to those who have to carry them out; recognize the contributions of all involved in the institutional job; set collaborative goals to encourage team work instead of autocracy and listen to rather than talk at their subordinates. Nkiinebari (2014) conducted a study on workplace democracy and industrial harmony in Nigeria. This study seeks to unravel the immediate causes of this workplace social distance. In an effort to provide the antidote for workplace cooperation, selected manufacturing firms in Port Harcourt Nigeria were studied. The population consisted of 588 workers of selected manufacturing firms in Port Harcourt and the sample size determined using the Krejcie and Morgan (1970) sample size table was 234. For data analysis, frequencies and descriptive were used, the use of percentages, mean scores and standard deviations were used alongside linear regression to examine the relationship between Workplace democracy and Industrial harmony. The study revealed that there is a high prevalence of tall structured organization which creates a gap between labour and management, thus mutual cooperation seemed not to be existing. Qualitative and quantitative methods were used in gathering and analyzing the data and recommendations were obvious that some mutual conditions among which due process, voting and collective bargaining are palliative agents capable of reducing the evident relationship strain between labour and management which have frequently resulted in strikes as the extremes.

Idowu (2012) investigated the impact of workers` training programmes on industrial strike reduction among industrial workers in Nigeria. The purpose of the study is to ascertaining the relevance of workers` training programmes, as an alternative approach to human capital formation, to industrial strike reduction among industrial workers in Nigeria. A total of 230 respondents were selected for the study using stratified sampling technique to reflect the two strata of public and private organizations. Two sets of questionnaires, with three subscales, titled „Workers Training Programmes Scale (WTPS) and Industrial Strike Reduction Scale (CRS) were used for data collection. All the hypothesized research questions were examined using Regression Analysis and t-test statistical methods at 0.05 alpha levels. The finding revealed that workers` training programmes (taken together) had significantly influenced industrial strike reduction among industrial workers. It was also found that only three independent variables (conflict skill, communication skill and interpersonal relations skill training programmes) have

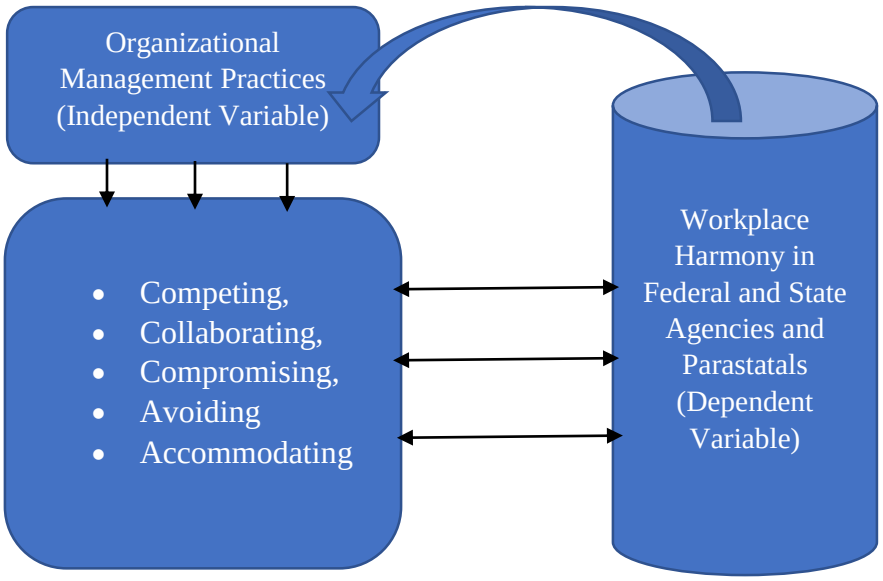
significantly influenced industrial strike reduction. However, it was found that management skill and computer skill training programmes were not as significant in influencing industrial strike reduction in selected work organizations. Also, there was no significant difference in the level of female and male workers` participation in workers` training programmes in both public and private organizations selected for the study.

Ukonu and Gideon (2016) also investigated the role of national industrial court in sustaining harmony in Nigerian health sector: a case of university of Abuja teaching hospital. The main objective is to examine the role National Industrial Court (NIC) has played in sustaining harmony in Nigeria health sector while the specific objective is to examine the role National industrial Court has previously played and can still play futuristically to enhance the desired industrial harmony in University of Abuja Teaching Hospital, the entire health sector and other sectors of the economy. This study concludes, that the role of National Industrial Court in sustaining industrial/organisational harmony especially in the health sector cannot be over emphasised. Basically, industrial harmony is requisite to economic growth, development and industrial advancement in any economy. As such, whether in the instances of inter union disputes or in the demesnes of employee and employer relationship, NIC has risen to the challenge to extinguish the rising tensions that might have escalated out of proportion in UATH as well as other institutions. A harmonious workplace that guarantees satisfaction of workers' and employer's aspiration is essential for enhanced organisational productivity and growth. A disharmonious work environment presents itself in the form of disagreement or opposition to particular ideas, interests, persons or state of things and indicates a level of incompatibility in the society, organization or group. Disharmony among employees in the workplace is the current state of activities in Anambra state as observed within federal and state parastatals, hence the intending study will examine organizational management practices as predictors of workplace harmony in federal and state agencies and parastatals in Anambra state. In specific terms the study determined;

1. Organisational management practices as predictor of workplace harmony in federal agencies and parastatals in Anambra state.
2. Organisational management practices as predictor of workplace harmony in state agencies and parastatals in Anambra state.

UNIJERPS
Unizik Journal of Educational Research and Policy Studies VOL.16 (2);
https://unijerps.org
2021 Impact Factor: 5.641; 2020 Impact Factor: 5.355.
July-December, 2023
Indexing and Impact Factor URL: http://sjifactor.com/passport.php?id=21363

Conceptual Framework sowing the interrelatedness of the Variables



Research Questions

The following research questions guided the study.

1. How does organisational management practices predict workplace harmony in federal agencies and parastatals in Anambra state?
2. How does organisational management practices predict workplace harmony in state agencies and parastatals in Anambra state?

Hypotheses

The following null hypotheses was tested at 0.05 alpha.

1. There is no significant prediction between organisational management practices and workplace harmony in federal agencies and parastatals in Anambra state.
2. There is no significant prediction between organisational management practices and workplace harmony in state agencies and parastatals in Anambra state.

Research Method

This study adopted the correlations survey research design. The correlation survey research design is one which seeks to determine the relationship, the magnitude of relationship and the type of relationship which exist between two or more variables. Relationships among two or more variables without any attempt to influence them. Correlational research is used to describe the relationship between two or more naturally occurring variables (Nworgu, 2016). It is

adopted for this study to establish the predictive effect of the independent variables on the dependent variable. The population for this study comprised of two thousand five hundred and fifty-six (2556) employees in four hundred and two (402) federal and state agencies and parastatals in Anambra state. The multistage sampling technique was used to randomly select six hundred and thirty (630) employees (federal agencies and parastatals – 315, state agencies and parastartals-315) which constituted the sample for the study. A multistage sampling technique was employed in selecting sample for this study. The first stage adopted the simple random sampling technique to select 42 federal and state agencies and parastatals (10 % of the total agencies and parastatals), in the second stage the disproportionate stratified sampling technique was used to stratify the selected agencies and parastatals. After this process the simple random sampling was used to select 15 employees in each workplace agency and parastatals selected. This yielded a total sample size of 630 workplace employees.

The instrument for data collection were structured questionnaires titled organizational management questionnaire and the workplace harmony questionnaire. These instrument where self-structured through the review of related literature and subjected to validity and reliability, face and content validation of the instrument was done by three experts from the Department Guidance and Counselling, Faculty of Education Nnamdi Azikiwe University, Awka. The pilot testing of the instrument was done by administering copies of the instrument to fifty (50) employees randomly selected by the researcher. The reliability of the study was established using the Cronbach alpha statistics and yielded coefficients of 0.769 and 0.821 for the organizational management questionnaire and workplace harmony questionnaire. The method of data collected for this study was done thorough direct delivery approach by the researcher with the help of three (3) research assistants who were given orientation on the administration and retrieval of the questionnaire they were further informed of the need to match each respondents response on both questionnaires together for easy analysis. The administered questionnaire was analysed using statistical package for social sciences (SPSS), the multiple regression analysis was used to answer the research questions and the null hypotheses raised, BETA standardized coefficients, t-value and Pvalue guided the decisions of the researchers.

Presentation of Results

Research Question 1: How does organisational management practices predict workplace harmony in federal agencies and parastatals in Anambra state?

Table 1: Simple linear regression analysis on the prediction of organizational management practices on workplace harmony in federal agencies and parastatals in Anambra state

Variable	r	R squared	Adjusted R-squared	B	BETA	% var added
Organizational management practices	0.082	0.007	0.007	0.115	0.082	0.70

Table 1 shows that a very low positive linear relationship between organizational management practices and workplace harmony was recorded, with a Pearson r of 0.082. It further reveals that the organizational management practices of federal agencies and parastatals in Anambra state had R^2 adjusted of 0.007, this shows that organizational management practices had a predictive power of 0.70 percent for workplace harmony in federal agencies and parastatals.

Hypothesis 1: There is no significant prediction between organisational management practices and workplace harmony in federal agencies and parastatals in Anambra state.

Table 2: Regression analysis on the prediction of organizational management practices on workplace harmony in federal agencies and parastatals in Anambra state

Variable	R	R squared	Adjusted R-squared	B	BETA	% var added	Sig. value	Pvalue	tvalue	df	Remark
Organizational management practices	0.082	0.007	0.007	0.115	0.082	0.70	0.05	0.041	2.019	1448	S

Table 2 shows that organizational management practices in federal agencies and parastatals in Anambra state had a R^2 change of 0.007. This further shows organizational management practices has a predictive power of 0.70 percent for workplace harmony in federal agencies and parastatals in Anambra state. Also, at 1df numerator, 1448df denominator and 0.05 level of significance, the tvalue is 2.019 and a pvalue of 0.041 which is less than 0.05, hence the null hypotheses is rejected. Organizational management practices is a significant predictor of workplace harmony among federal agencies and parastatals in Anambra state.

Research Question 2: How does organisational management practices predict workplace harmony in state agencies and parastatals in Anambra state?

UNIJERPS
Unizik Journal of Educational Research and Policy Studies VOL.16 (2);
https://unijerps.org
2021 Impact Factor: 5.641; 2020 Impact Factor: 5.355.
July-December, 2023
Indexing and Impact Factor URL: http://sjifactor.com/passport.php?id=21363

Table 3: Simple linear regression analysis on the organizational management practices on workplace harmony in state agencies and parastatals in Anambra state

Variable	r	R squared	Adjusted R-squared	B	BETA	% var added
Organizational management practices	-0.106	0.011	0.011	-0.122	-0.06	1.10

Table 3 shows that a low negative linear relationship between organizational management practices and workplace harmony was reported, with a Pearson r of -0.106. It further reveals that the organizational management practices of state agencies and parastatals in Anambra state had R^2 adjusted of 0.011, this shows that organizational management practices had a predictive power of 1.10 percent for workplace harmony in state agencies and parastatals.

Hypotheses 2: There is no significant prediction between organisational management practices and workplace harmony in state agencies and parastatals in Anambra state.

Table 4: Regression analysis on the prediction of organizational management practices on workplace harmony in federal agencies and parastatals in Anambra state

Variable	R	R squared	Adjusted R-squared	B	BETA	% var added	Sig. value	Pvalue	tvalue	df	Remark
Organizational management practices	-0.106	0.011	0.011	-0.122	-0.06	1.10	0.05	0.000	-5.162	1448	S

Table 4 shows that organizational management practices in state agencies and parastatals in Anambra state had a R^2 change of 0.011. This further shows organizational management practices has a predictive power of 1.10 percent for workplace harmony in state agencies and parastatals in Anambra state. Also, at 1df numerator, 1448df denominator and 0.05 level of significance, the tvalue is 5.162 and a pvalue of 0.000 which is less than 0.05, hence the null hypotheses was rejected. Organizational management practices is a significant predictor of workplace harmony among state agencies and parastatals in Anambra state.

Discussion

The result presented in table 1 and 2 reveals that, there is a very low and positive linear relationship between organizational management practices and workplace harmony in federal agencies and parastatals in Anambra state. In the same vein, organizational management practices is a significant predictor of workplace harmony among federal agencies and parastatals in Anambra state. These findings is in agreement with the findings of Okon, Asu, Patrick and Antigha (2012) as they established a significant influence of workers' absorption characteristics on industrial harmony in the study case. Furthermore, the findings conform with, Akuh (2015), who reported that to ensure harmonious industrial relations, the leader of every institution will need to encourage, open and frank discussion of the institution problems with the subordinates; seek the opinion of those doing the institutional job that is the staff; explain their discussion to those who have to carry them out; recognize the contributions of all involved in the institutional job; set collaborative goals to encourage team work instead of autocracy and listen to rather than talk at their subordinates.

Similarly, result reported in table 3 and 4 shows that, there a low negative linear relationship between organizational management practices and workplace harmony in state agencies and parastatals in Anambra state. It further shows that organizational management practices is a significant predictor of workplace harmony among state agencies and parastatals in Anambra state. This study somehow relates with the with Idowu (2012) who found that workers` training programmes (taken together) had significantly influenced industrial strike reduction among industrial workers. It was also found that only three independent variables (conflict skill, communication skill and interpersonal relations skill training programmes) have significantly influenced industrial strike reduction. However, it was found that management skill and computer skill training programmes were not as significant in influencing industrial strike reduction in selected work organizations. Also, there was no significant difference in the level of female and male workers` participation in workers` training programmes in both public and private organizations selected for the study. The finding further aligns with Mojaye and Dedekuma (2015), who reports that while employee absorption may not necessarily lead to good industrial relations but it may engender industrial peace.

Conclusion

The findings of this study concludes that on the whole, organisational management practices jointly predicts workplace harmony in federal and state parastatals in Anambra state. It is further concluded that management of organizations can gain prospects on how the management practice adopted would impact performance within the workplace in terms of the quality and efficiency of service delivery. This would further serve as a guide for human resource managers to create a good balance

so as to encourage workplace harmony. Furthermore, the study be used as a guide in the recruitment process, as it can also be used by managers to determine how to form or select diverse teams to work in different organizations and departments of such organisations.

ACKNOWLEDGEMENTS

My sincere gratitude goes to the Almighty God for the successful completion of this project amidst several challenges and uncertain events around the globe. Secondly, I wish to thank the Vice Chancellor of Nnamdi Azikiwe University Prof. Charles Okechukwu Esimone under whom this research investigation was carried out and completed. The researcher appreciates his support, approval, and assistance towards this investigation and throughout the period of its execution. I also wish to sincerely acknowledge and appreciate the National and Desk office of TETFUND at Abuja and at Nnamdi Azikiwe University Awka for the opportunity to conduct this investigation and their assistance in sponsoring this research work under the reference number **TETF/DR/CE/UNI/AWKA/IBR/2022/VOL.I.**

Also, not forgetting the support of administrative staff in federal and state agencies and parastatals in Anambra state. I will not fail to acknowledge my co-researcher and colleagues, Dr. Fabian Chinedu Osita for the cooperation, intellectual contribution and sprit of team work throughout the period of this research investigation, from conception to application to execution. My sincere gratitude also goes to the Dean Faculty of Education Prof. V.N Nwogbo and the Head of Department of Guidance and Counselling Dr. J. Akuezuilo as well as all non-academic staff in the department.

REFERENCES

Aylott, E. (2014). *Employee relations.* London: : Kogan Page.

Akuh, E.A. (2015). "Industrial harmony for academic excellence: an imperative for a productive educational system in Nigeria." *European Journal of Educational and Development Psychology Vol.3, No.4, pp.36-44.*

Dickson, A. P., & Biriowu, C. (2020). Employee absorption and industrial harmony of tertiary institutions in Rivers State, Nigeria. *The strategic Journal of Business and Change Management, 2(1)*, 410-421.

Fajana, S. (2012). *Industrial Relations in Nigeria: Theory and Features.* Lagos:: Labofin and Company.

Gordon, J. R. (2013). Autocratic Leadership Style. *(On-line:http://www.action wheel.com/autocraticleadership-style.html). Retrived on November 12 2021*.

Kassim, M., & Ibrahim, H. (2014). Conflict management styles and organizational commitment: A study among bank employees in Penang. *International journal of business, economics and law. 4, (1),* 45-53.

Mojaye, E.M & Dedekuma, S.E (2015). "Influence of Communication on Industrial Harmony in the Civil Service of Delta State Nigeria".

Mukoro, S. (2013). Improving industrial harmony and staff performance in a school organization through effective

communication. *International Jorunal of Scientific Research in Education, 6(3)*, 265-270.

Mullins, L., & Christy, G. (2013). *Management and organizational behaviour (10th ed.).* . UK: Pearson.

Ng"ethe, J. M., Mike, E. I., & Namusonge, G. S. (2012). Determinants of Academic Staff Relation in Public Universities in Kenya: Empirical review. *International Journal of Humanities and Social Science, 2(21)*, 205-212.

Nkiinebari, N.P. (2014). Workplace Democracy and Industrial Harmony in Nigeria. *International Journal of Innovative Research & Development, 3*, (1), 223-245.

Nwiche, C. A., & Amah, E. (2016). Organizational Conflict Management Styles And Industrial Harmony In Nigerian Manufacturing Firms. *IOSr Journla of Business and Management (IOSR-), 18(8)*, 24-31.

Nwinyokpugi, P. N., & Okere, A. E. (2019). Position Power Management and Workplace Harmony in the Construction Sector in Rivers State. *International Journal of Business and Managerment Invention, 8(1)* , 34-44.

Nworgu, B.G. (2016). *Correlation and Regression Analysis for Education and Social Sciences.* Enugu: Immaculate Publications Limited.

Okon, B.A., Asu, O,T., Patrick, A.E. & Antigh, B.U. (2012)The impact of inter-union conflicts on industrial harmony: The case of tertiary health institutions in Cross River State, Nigeria.

Sholokwu, B. M., & Olori, W. O. (2016). Management practices and industrial harmony in oil and gas forms in rivers state, Nigeria. *International Journal of Advanced Academic Research, 9(11)*, 99-177.

Singh, S. (2013). *Industrial relations.* Delhi: : AITBS publishers.

Ukonu, O.I & Gideon A. E. (2016). The Role of National Industrial Court in Sustaining Harmony in Nigerian Health Sector: A Case of University of Abuja Teaching Hospital. *Journal of Management and Sustainability, 6*, (1), 235-345.