

**FACTORS LEADING TO INDUSTRIAL CONFLICTS IN KENYA AND
THEIR EFFECTS ON ORGANIZATIONAL PRODUCTIVITY: A CASE
STUDY OF OIL CROP DEVELOPMENT LIMITED.**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF
MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE AWARD OF THE DIPLOMA IN SUPPLY
CHAIN MANAGEMENT TO THE MANAGEMENT UNIVERSITY OF
AFRICA.**

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DECLARATION

This is my original research project, and it has not been submitted for a diploma award at any other university.

Signature.....Date.....

Wambua Purity

DSM/5/00027/2/19

This research project has been submitted for review with my permission as University Supervisor.

Signature.....Date.....

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DEDICATION

This study initiative is in honor of my parents, friends and all those who supported me financially, morally and physically during the entire period I was undertaking this exercise.

ACKNOWLEDGEMENT

I would like to acknowledge the effort of my Supervisor Mr. Jakom who has sacrificed his time to guide me in order to carry the research project successfully. Much appreciation goes to the administrators at Management University of Africa for giving me permission to access their resource centers for the purpose of carrying out studies. My greatest appreciation is also extended to the management of Oil Crop Development Limited for the great support they accorded me in the whole exercise of undertaking the research.

ABSTRACT

The main aim of the research was to determine the factors leading to industrial conflicts and their effects in an organization's productivity: a case study of the Oil Crop Development Limited. An industrial dispute is described as a disagreement between management and workers about the terms of employment (Kornhauser, Dubin and Ross, 1994). In today's corporate environment, competition is the norm. Production, quality, revenues, and corporate social responsibility are all important areas where businesses may gain a competitive advantage. To gain a competitive advantage, businesses must first secure collaboration and harmony among all stakeholders. The study utilized a descriptive research approach to discover what caused the disputes and what potential remedies were available. The target population was 200 employees from which a sample size of 60 respondents was selected using stratified random sampling technique. The sample included shop stewards and human resource managers, as well as regular and casual employees at Oil Crop Development Limited. A questionnaire was distributed to the respondents as the study tool. Data was examined qualitatively and quantitatively. Qualitative data was provided as descriptive notes, whereas quantitative data was given as tables and figures. It was determined that the major reasons of the conflicts were bad working conditions, rates, terms of employment, and employee relations. Weak trade union movement, inefficient and inadequate social security, lack of employment benefits, opportunities for training, promotion, trained personnel at the health service, short contract and low pay are the main problems encountered by workers who end up having conflicts with their management, and if these conflicts are not well addressed during the initial stages, the workers end up striking, causing production time to be lost. The study revealed that industrial conflicts have a great impact on organizations productivity because where strikes occur there are work-stoppages which impoverish the workers actually involved in the conflicts and, thus, lessens their purchasing power. The organizations reputation is also ruined since customers don't want to be associated with an organization prone to conflicts which affects the organizations sales.

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LIST OF ABBREVIATIONS

OCDL	:	Oil Crop Development Limited
DSM	:	Diploma in Supplies Chain Management
FKF	:	Federation of Kenyan Employees
C .O.T.U	:	Central Organization of Trade Unions
GOK	:	Government of Kenya
MUA	:	Management University of Africa

OPERATIONAL DEFINITION OF TERMS

Wildcat strikes	: These are strikes undertaken by unionized workers without the union's leadership approval or authorization hence termed illegal.
Government Regulation	: Government regulations are policies set by the government in order to enable smooth running of organizations in the country.
Trade disputes	: refers to a disagreement between employers or between employers and employees, or between employers and trade unions, or between trade unions and trade unions, and is related to employment or non-employment, employment terms, or labor conditions (Trade Disputes Act, Cap 234 Laws of Kenya).
Lock out	: This is the act of closing a place of employment, suspending work, or refusing by an employer to continue to employ any number of people hired by him as a result of a disagreement in order to force those people employed by him to accept terms or conditions affecting employment. Trade Disputes Act (Cap 234 of the Kenyan Laws).
Redundancy	: meaning the voluntary loss of work, vocation, job, or career due to no fault of the employee, includes termination of employment at the employer's initiative if the employee's services are redundant (Trade Disputes Act, Cap 234 Laws of Kenya).

CHAPTER ONE

INTRODUCTION OF THE STUDY

1.0 Introduction

The chapter will lay down the structures and the substance that will act as the backbone of the entire study. It consists of study's background, problem statement of the research, objectives, questions of study, importance and scope of the research study.

1.1. Background of the study

A conflict is a struggle between two people or parties because of a difference in their ideas. An industrial conflict occurs when the views of the workers and those of the management differ and a means of reconciling becomes unattainable. Meredeen(1989) states that whether under capitalist, socialist or social market economies, conflict cannot be removed but it goes underground from where it sprouts with renewed vigour. Industrial conflicts are therefore inevitable and hence the reasons why it is important to understand their causes and how their occurrence affects an organizations productivity.

When there is an industrial disagreement, the parties concerned will usually try to put pressure on each other to adhere to their conditions (Kluwer and Nauta, 2008). Good industrial relations are required in order to maintain industrial peace. According to Verma (2005), it is in the interests of all parties to preserve good relations because when problems develop or stay unresolved, there are ramifications for everyone. To the employer, an industrial conflict causes a halt in production, an increase in the average cost of production because fixed expenses are still incurred, and a short-term drop in sales, turnover, and profits. The employer may also be obligated to reimburse clients with whom a contract for regular supply exists. In the long run, the organization suffers a loss of status, credit, and labor force alienation. In severe circumstances, there may be a loss as a result of property destruction, personal harm, physical intimidation, or annoyance, while an employee suffers a loss of pay and the psychological implications of being idle, and, if the disagreement is not settled peacefully, loss of job. Prolonged work stoppages will also have a negative impact on national productivity and income.

The Industrial Act of 1947 governs industrial disputes by establishing numerous courts of investigation, industrial tribunals, and boards of reconciliation (Industrial Relations, 2012). Industrial conflicts are classified into two types: interest disputes and rights or grievance issues. Interest conflicts concern the setting of a new pay level and other employment circumstances, whereas rights disputes concern the interpretation and implementation of current standards and typically include a worker or group of employees. A claim is brought in the area of right disputes that the workers were not handled in accordance with the rules of individual employment contracts, laws and regulations, and collective agreements. Such concerns may include redundancy, dismissal, salary payment, working hours, overtime, demotion, promotion, transfer, seniority, job classification, work regulations, and the fulfillment of safety and health obligations outlined in an agreement.

Regardless of how solid the fundamental connection between a management team and the workforce is, there is always room for error and misunderstanding on both sides. It is therefore prudent to establish an agreed-upon method for the parties to follow whenever a dispute occurs (Cole, 2002). It is also vital to create a supportive environment centered on the social and psychological requirements of all workers and management.

Oil Crop Developed Limited was established in 1985 in Nakuru with the function of providing certified seeds of different quantities to farmers in Kenya. It also supplies agricultural equipment such as tractors, fertilizers as well as manufacturing of vegetables oil. The company has over 500 employees working in different sections of the company. Since its inception 35years ago, the Company has had serious conflicts with employees protesting against poor pay, terms of employment as well as health and safety issues which resulted in strikes actions in 1998, 2002, and recently 2020. All these strikes caused great loss of production time, job and reduced the organizations profits.

1.2 Statement of the Problem

Despite the essential importance of Oil Crop Development Limited to the national economy and the significant success attained in achieving the industry's initial planned goals, it is prone to industrial standoffs, with employees routinely calling for strike action and striking. Mkok (2011) conducted research in this area, but with an emphasis on the government's attempts, through the Ministry of Labor, to settle these

conflicts and preserve employment, therefore reducing poverty among employees and safeguarding investors who have invested in a firm. Omollo (2006) conducted another study that looked into the link between employee indiscipline and a lack of education.

Despite the critical importance of such a study, there is no known study investigating the causes of rampant industrial conflicts and the effects they have on an organization's productivity. Establishing the cause would go a long way in providing long lasting solutions to the industrial dispute and conflict at the organization, as well as establishing the extent to which the entire action affects the organization's productivity.

1.3 Objectives of the Study

1.3.1 General Objective

The main aim of the research study was to establish factors leading to industrial conflicts and their effects on organizations productivity.

1.3.2 Specific objectives

- i. To find out the causes of industrial conflict and their effect on productivity
- ii. To find possible solutions to the causes of industrial conflicts
- iii. To establish the relationship between industrial conflict and organizational productivity.
- iv. To establish the nature of industrial conflicts

1.4 Research Question

- I. What are the sources of conflict occurring in an organization?
- II. Which are the types of conflict that occur in organization?
- III. What are the consequences of industrial conflict?
- iv. How does industrial conflict affect productivity?

1.5 Significance of the Study

The study's conclusions would be valuable and interesting to a variety of stakeholders.

1.5.1 The Management of Oil Crop Developed Limited

The employees and management of OCDL will benefit since it will disclose the sources of the rampant conflicts in the organization and propose solutions.

The company will also benefit since better relations will lead to greater productivity and increased brand value.

1.5.2 The Government of Kenya

The study will be extremely useful to the government of Kenya in particular the ministry of labor in designing and implementing policies of industrial conflicts resolution.

1.5.3 Other researchers

Other researchers will profit from this study since it will serve as a foundation for future research, as they will be able to build on it to perform a more extensive and definitive study.

1.6 Scope of the Study

This study was limited to the factors leading to industrial conflicts and their effects on an organizational productivity with specific reference to Oil Crop Development Limited which is located off Nakuru/Eldoret Road in Nakuru County. The study targeted 200 employees comprising of top management, middle management and support staff and the sample size of 60 employees. The study was conducted between the months of May 2021 to July 2021.

1.7 Summary

This chapter comprised the study's background that gives the genesis of the problem under research which is the causes of industrial conflicts and their effects on an organizational productivity. The research will benefit the management of OCDL in improving their employer employee's relationship in order to avoid conflicts at the organization. At the same time, it will benefit the government of Kenya as it will enable the formulation of better labor policies that will favor both the employer and the employee to avert industrial conflicts in organizations. Other researchers will find the project valuable since it will serve as a guideline for them to follow in order to produce presentable research papers. It was also established that poor working conditions, rates, terms of employment, and employee relations, Weak trade union movement, inefficient and inadequate social security, lack of employment benefits,

opportunities for training, promotion, untrained personnel at the health service, short contract, and low pay are the main causes of conflicts, and that these factors affect an organization's productivity by causing stoppages of work and production, an increase in the aver, and an increase in the aver. The employer may also be obligated to reimburse clients with whom a contract for regular supply exists. In the long run, the organization suffers a loss of status, credit, and labor force alienation.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter evaluates prevailing literature associated to the current study. It comprises the review of theoretical studies and the conceptual framework.

2.1 Theoretical Review

The research was based on the notion of contingency theory. This hypothesis was explored in the next section.

2.1.1 The Contingency Theory

Contingency theory is a type of behavior theory that asserts that there is no ideal way to structure an organization, lead it, or make choices. Instead, the best course of action is contingent (reliant) on the internal and external circumstances. In the late 1960s, many contingency plans were prepared concurrently. Contingency theory has always attempted to make broad generalizations regarding the formal structures that are frequently associated with or best fit the application of various technologies. Joan Woodward (1958) proposed that variations in organizational qualities such as range of control, centralization of power, and formalization of norms and procedures are directly determined by technology.

Mohsini and Davidson (1986) employ contingency theory to investigate the influence of structure and environment on performance as assessed by conflict. According to Ireland (1983), he employed contingency theory to discover managerial activities impacting project performance. Kelly and Fleming (1986) and Brandon (1987) sought to expand on this by developing models of leadership hierarchies. This theory is significant to the research because it investigated the origins of industrial disputes, how management responds to such conflicts, and how such conflicts affect productivity in a formal organization.

2.2 Empirical Review

2.2.1 Causes of industrial conflict

Despite the numerous variables that contribute to industrial conflicts, determining the specific cause or causes involved is difficult. Surface manifestations of work stoppage

may conceal deeper-seated and more fundamental factors that are not visible at first glance.

Bradson (2001) Observed that the causes of industrial conflict is the same in all capitalistic economies.

There are a number of causes for industrial conflicts which the researcher classified into three categories as follows:

2.2.2 Economic Causes:

These are accumulation of all factors affecting workers and which have an economic impact to them. They include:

2.2.3 Wages

The primary source of industrial confrontations is the need for pay increases. A big number of strikes are being planned to protest the rise in basic commodity prices and the high expense of life. Workers' actual salaries fall quicker as the price level rises, and they are unsatisfied with their current emoluments and fight for pay increases (Mkok 2011). A brief examination of the history of industrial conflicts revealed that low wages were the root cause of the majority of industrial conflicts.

2.2.4 Dearness Allowance and Bonus:

The fundamental reason for the demand for dearness allowance by workers was to match their earnings with the growth in costs. Bonus is also a significant cause of industrial dispute. A number of disagreements have arisen around the amount and method of bonus payout. Workers are increasingly convinced that they should receive a larger portion of the company's earnings. This truth has not been accepted by employers, and the refusal to accept it has caused conflict between employers and employees.

2.2 .5 Working Condition and Working Hours:

The employment environment at OCDL were discovered to be unsanitary. There is insufficient water, heating, lighting, and safety. Working hours are also extended. Industrial disputes are frequently caused by the need for more pleasant working conditions and shorter work hours.

2. 2. 6 Modernization and Automation of Plant and Machinery:

The endeavor to modernize and use automatic machinery to replace workers has been a major source of contention in O.C.D L. Workers go on strike from time to time to protest rationalization and automation. A strike in 1998 is an example of this, in

which workers resisted the adoption of sophisticated repackaging machines, resulting in the layoff of numerous people.

2.2 .7 Managerial Causes

These causes include those factors initiated by the management of an organization

2.2.8 Denial of Recognition to Trade Unions:

Employer failure to recognize trade unions or competitor unions for representation, abuse of trade union leaders by employers, and authoritarian management attitude were identified to be causes of industrial confrontations. Employers' attitudes toward labor unions has never been friendly. They aim to separate and dominate over them. Furthermore, even when the employees are eager to do so, management is typically unwilling to discuss the problems with them or their representatives, or to submit them to 'arbitration.'

2.2.9 Defective Recruitment Policies:

OCDL's recruitment processes are flawed. Contractors often handle recruitment, exploiting workers and suppressing their uniqueness. In the organization, poor promotion, demotion, transfer, and placement are a regular cause of contention.

2.2.10 Irregular Lay-Off and Retrenchment:

Layoffs and retrenchments have been identified as factors that contribute to industrial disputes. OCDL management adheres to the 'Hire and Fire' policy. Workers are not made permanent for an extended period of time, robbing them of their legal rights.

2.3.1. Defective Leadership

Ineffective leadership is another source of conflict. Leadership, both from management and from the employees, is woefully inadequate to persuade the workforce to work. The employers' representatives are not given enough authority to bargain with the employees. They are unable to make any promises to employees on behalf of management. Defective management leadership neglected labor issues, while ineffective labor leadership was unable to coordinate the work of their fellow members, resulting in confrontations.

2.3 2 Governmental causes

Employers as well as employees expect the government to formulate policies that are favorable to both to avert industrial conflicts. However, Government measures put in

place for settling the conflicts are not much effective causing workers to take matters in their own hands and engage in strikes.

2.3.3 Irrelevant policies

The policies put in place to resolve conflicts were found to be irrelevant in the context of the challenges of present industrial climate/culture, many have not been convinced of their utility satisfactorily. Improper and inadequate implementation by many employers of the government policies was also found to be a source of conflicts.

2.3.4 Trade unions

The government through the ministry of labor was found to have given the trade unions too much power to exercise. Strikes (1986) states that conflicts arise when the management allows trade unions to dictate the flow of information in an organization. Many trade unions have been interfered politically hence beating the logic they were formed to lobby for the rights of the workers.

2.3.5 Effects of industrial conflicts to an organizational productivity

Whenever conflicts occur in a workplace, the productivity of the company goes down. This is because labor disputes, particularly those that result in strikes, create a halt in work and production, a rise in the average cost of production since fixed expenses are still spent, and a drop in sales, turnover, and profitability. The employer may also be obligated to reimburse clients with whom a contract for regular supply exists. In the long run, the organization suffers a loss of status, credit, and labor force alienation.

2.3 Summary of the Gaps

According to the report, with the global economy falling deeper into recession and sectors struggling to recover from the consequences of Covid 19, thousands of workers at Oil Crop Development Limited are on temporary contracts with no benefits or job security and are paid the minimum wage each day. Unions are likewise underdeveloped, with primarily strained employee relations. This condition leads to labor disputes in this organization. Some of the remedies recommended by respondents include adopting yearly wage evaluations, bonuses and awards based on performance and discipline, improving teamwork and effective communication, particularly on topics impacting employees, and hiring more permanent personnel. Others include trade union recognition and strengthening, enhancing employee health and safety inside workplaces to conform with government laws and regulations, and contracts lasting at least three years with terminal benefits and highly compensated

overtime. These findings are consistent with those of (Mkok 2011), a research that focused on the efforts made by the Kenyan government through the ministry of labor to prevent industrial conflicts in order to sustain employment and eradicate poverty. Omollo (2006) investigated the relationship between industrial disputes and employee indiscipline and lack of education and found similar results, citing working conditions, terms of employment, pay rate, weak grievance handling mechanisms, and employee relationships as major factors causing industrial conflicts. All of these studies failed to capture the impact of industrial conflicts on organizational productivity, thus this study was conducted to address the gaps.

2.4 Conceptual Framework

The link between independent variables and dependent variables is depicted diagrammatically in the conceptual framework. This research study's independent variables were the factors leading to industrial conflicts which were represented in three categories i.e., economic causes, management causes and government causes. These were assumed to affect the organizational productivity. This illustration was represented in figure 2.1.

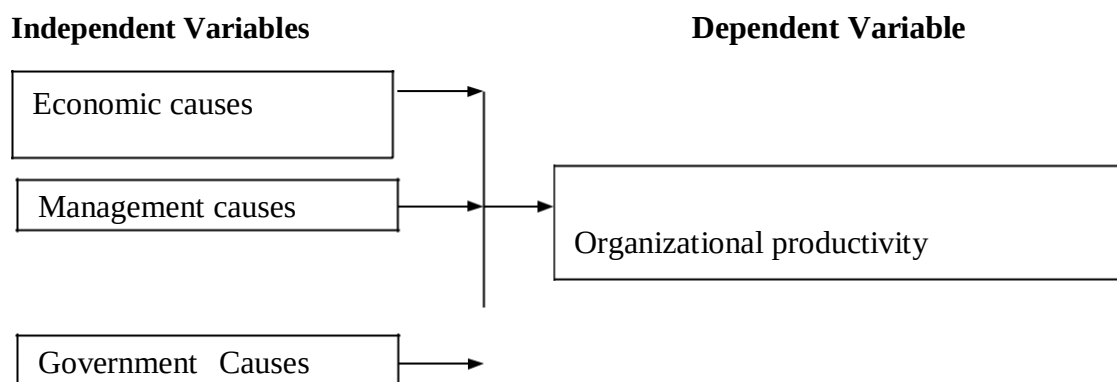


Figure 2. 1 Showing Conceptual Framework

2.5 Operationalization of Variables

Table 2. 1 Showing Operationalization of Variables

Variables	Indicators	Measurements
Economic factors	• Wages ▪ • Allowance and bonus ▪ • Working conditions	Likert Scale Of 1-5 1 = Strongly Agree To 5 = Strongly Disagree
Management factors	• Denial to recognize trade unions ▪ • Defective recruitment policies • Irregular layoffs	Likert Scale Of 1-5 1 = Strongly Agree To 5 = Strongly Disagree
Government factors	• Irrelevant policies ▪ • Powerful trade unions ▪	Likert Scale Of 1-5 1 = Strongly Agree To 5 = Strongly Disagree

2.6 Chapter Summary

The chapter presents theories related to the study, also the chapter reviewed literature related to the independent variables. The chapter conceptualizes the independent and depend variable and operationalized the variables.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter gives a full discussion of the study design used. It explains research methodologies, such as, what was done and how it was done. This covered the target population, research design, data collection procedures, sample and sampling techniques, instruments, pilot study, data analysis and presentation, ethical consideration finally the chapter summary.

3.1 Research Design

The study was conducted through a descriptive research design. Descriptive research describes the state of affairs as they are in an organization. The researcher can do little to manipulate the variables (Huberman, 2007).

3.2 Target Population

The target population is a group of people or research participants who are comparable in one or more characteristics and are the topic of a certain study (Mugenda, 1999). The population of interest in the study consisted of the employees, shop stewards and Human resource managers. The study targeted the employees; those on permanent employment, on contracts as well as the casuals. The target population therefore was 200 respondents working in the company and composed of 10 company human resources, 10 Shop stewards and 180 employees. The target population is shown in table 3.1

<i>Table 3. 1 Showing Target Population</i>	
<i>Target Group</i>	<i>Target Population</i>
Human resources managers	10
Shop stewards	10
Employees	180
Total	200

Source: (O.C.D.L Human Resource Department, 2021)

3.3 Sample and Sampling Procedures

A sample, according to Kothari (2004), is a subset of the target population that has been procedurally chosen to represent it. Examining is the process of picking representative elements of a population in a methodical manner. The small samples do not reproduce alien characteristics of the accessible population to an acceptable degree. To get a representative sample, the study used Mugenda and Mugenda (2003) sampling technique where percentage of 30% for a population of 100-1000, 10% for a population of 1000-10000, 1% for a population more than 10000 and 100% for a population less than 100.

Table 3. 2 Showing Sample Frame of the Respondents

Category	Target Population	Procedures	Sample Size
Human resource managers	10	10*30%	3
Shop stewards	10	10*30%	3
Employees	180	180*30%	54
Total	200		60

Sample size of 60 respondents was selected for the study. The study employed stratified sampling to select the company human resources managers and the shop stewards while random sampling was used to select the employees.

3.4 Data Collection Instruments

This relates to the tools used for data collecting and how they were created. The data collection instrument that was used to gather data from the selected respondents was a questionnaire. The choice of this tool was guided by the idea of data to be gathered, time available for the data collection and objectives of the study.

The study used essential data which was collected through self-directed questionnaires. The organized questionnaires were used to gather data. The questionnaires comprised of both open and closed ended questions intended to get explicit reactions for qualitative and quantitative study respectively. The questionnaires were directed through "drop and pick later" technique. They were administered to employees.

Sufficient time was offered to the respondent to response questions, and the respondent used semi-organized questionnaires to abstain from misconception or wrong understanding. The questionnaire employed a five-point Likert scale to assign scores of 5 to strongly agree (SA), agree (A), neutral (N), disagreed (D), and severely disagree (SD). This permitted the specialist to make inferences dependent on correlations produced using the reactions. The researcher chose to use questionnaires in order to gather a ton of data over an exceptionally brief time frame.

3.5 Pilot Study

Pilot studies are small-scale early investigations that seek to determine if key components of a larger research, often a randomized controlled trial (RCT), are possible (Kothari, 2007). The instruments were pilot-tested away from the target population in order to evaluate and review the interview questions before administering it on the sample.

3.5.1 Validity

Validity is the criteria for how effective the design is in employing methods of measurements that captured the data to address the research questions. The questionnaires and interviews were provided to the supervisor at the university for scrutiny and recommendations in order to determine content and face validity. Based on the supervisor's recommendations and comments, the contents and perceptions of the instruments were enhanced (Diem, 2002).

3.5.2 Reliability Test

Diem (2002) defined the reliability quality test as a measure of how well a research instrument produces consistent results after repeated trials. It assures that the instrument produces comparable results when utilized by an impartial researcher. To establish the dependability, the researcher employed the test-retest procedure. The primary goal of the test-retest is to assess the adequacy and clarity of the questions on the prepared instruments, the relevance of the information sought, the language used, and the content validity of the instruments based on the responses provided. According to Mugenda & Mugenda (2003), instrument dependability is the degree to which a research instrument produces predictable results or data after repeated trials. According to Kombo and Tromp, the cutoff criterion for the study was 0.7. (2006).

3.6 Data Collection Procedure

Questionnaires were provided by hand and collected after a few days. Both open-ended and closed-ended questions were provided. To guarantee that the responses provided were relevant, closed-ended questions were utilized. To create apparent dimensions along which responses were assessed, the researcher had to explicitly phrase the questions. Respondents were given the flexibility to express their feelings on the supplied areas for appropriate explanations in open ended questions. This strategy was deemed beneficial for the study since it ensured secrecy. Because the surveys were self-administered, the researcher's presence was not necessary (Kothari, 2004).

3.7 Data Analysis and Presentation

Data analysis is the process of bringing order, structure, and meaning to a large amount of information (Mugenda, 1999). Descriptive statistics were used to assess the acquired data. Engaging statistics is the quantitative description of the salient elements of a group of data that gives easy summaries about the sample and the observations collected. Descriptive statistics included frequencies tables and rates. Charts and graphs were additionally used to present the information.

3.8 Ethical Considerations

These are the observed set of conduct when carrying out a research project in order to determine the unacceptable and acceptable code of behaviors.

3.8.1 Informed Consent

Informed consent includes an intentional consent to partake in research. Getting assent included advising the member about their privileges, the goal of the examination, the cycles to be gone through, and the implied dangers and advantages of partaking in the investigation. To guarantee that the examination consents to the ethical issues relating research undertaking, an authorization to direct the exploration was looked for from the individual researchers. A letter of introduction was acquired from MUA to proof the motivate of the study.

3.8.2 Confidentiality

Confidentiality is the condition wherein the researcher knows the requirement of a research objective, but takes steps to protect that identity from being revealed to other people. This furnishes the respondent with the boldness to give answers unafraid. A

complete honesty of the multitude of exercises concerning the examination was explained to the researchers and this elaborates the study expectation which was uniquely for learning purposes.

3.8.3 Privacy

Privacy for research respondent is an idea in research codes and morals which gives that an individual in any examination subject has the privilege to security when partaking in an exploration. This furnishes them with the affirmation that their own view was not revealed. An undeniable degree of secrecy and protection was provided and the discoveries of the examination were just submitted to the Management University of Africa and Nakuru County Government.

3.8.4 Anonymity

Anonymity of data makes sure that the information recorded can never be connected to the respondent who gave it. Regarding the witnesses and to protect them from misuse resulting from the information they provide for the investigation, data was presented in such a way that it did not relate to persons who provided it except by the researcher who may have needed clarification during data analysis.

3.9 Chapter Summary

The chapter discusses the research design, target population, sample and sampling techniques, research instrument, pilot study, data collecting procedures, data processing, and presentation, as well as ethical concerns.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction

The researcher analyzed data in this chapter using both quantitative and qualitative methodologies. Data is examined and interpreted using analytical tools such as graphs and pie charts, as well as by judgment based on observations.

4.1 Presentation of the findings

4.1.1 Response rate

Table 4. 1 Showing response rate

Category	Frequency	Percentage
Response	55	92
Non Response	5	8
Total	60	100

Source: Author (2021)

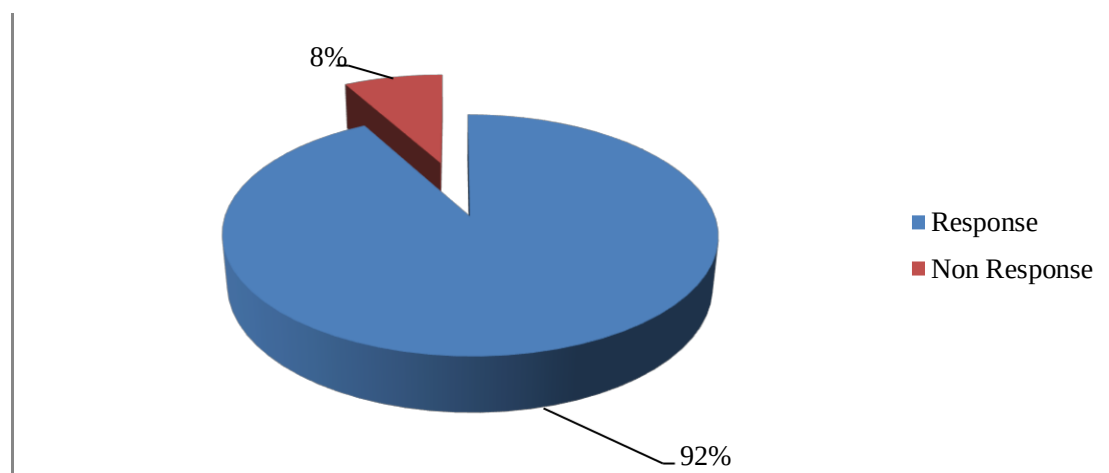


Figure 4. 1 Showing Response Rate

The response rate of the respondents is shown in table 4.1 and Figure 4.1. Out of 60 questionnaires distributed only 55 questionnaires represented by 92% Filled in and returned for analysis while 5 questionnaires represented by 8% were never returned.

4.1.2 Gender

Table 4. 2 Showing Gender of the respondents

Category	Frequency	Percentage
Male	41	74
Female	14	26
Total	55	100

Source: Author (2021)

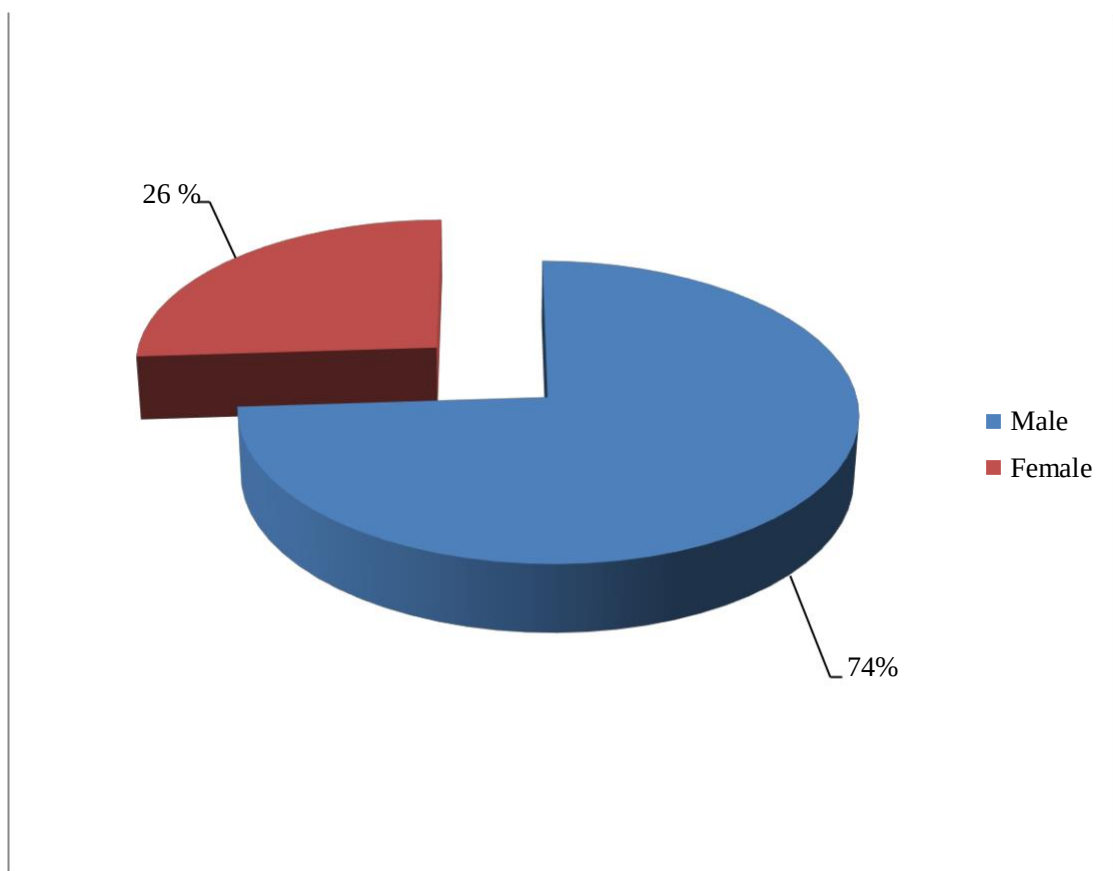


Figure 4. 2 Showing Gender

Table 4.2 and Figure 4.2 show the gender response rate of the respondents. According to the survey findings, 74% of respondents were male, while 26% were female. Despite the fact that the gender distribution was unbalanced, the quality of the outcome remained unaffected.

4.1.3 Level of Education

Table 4. 3 Showing Level of Education

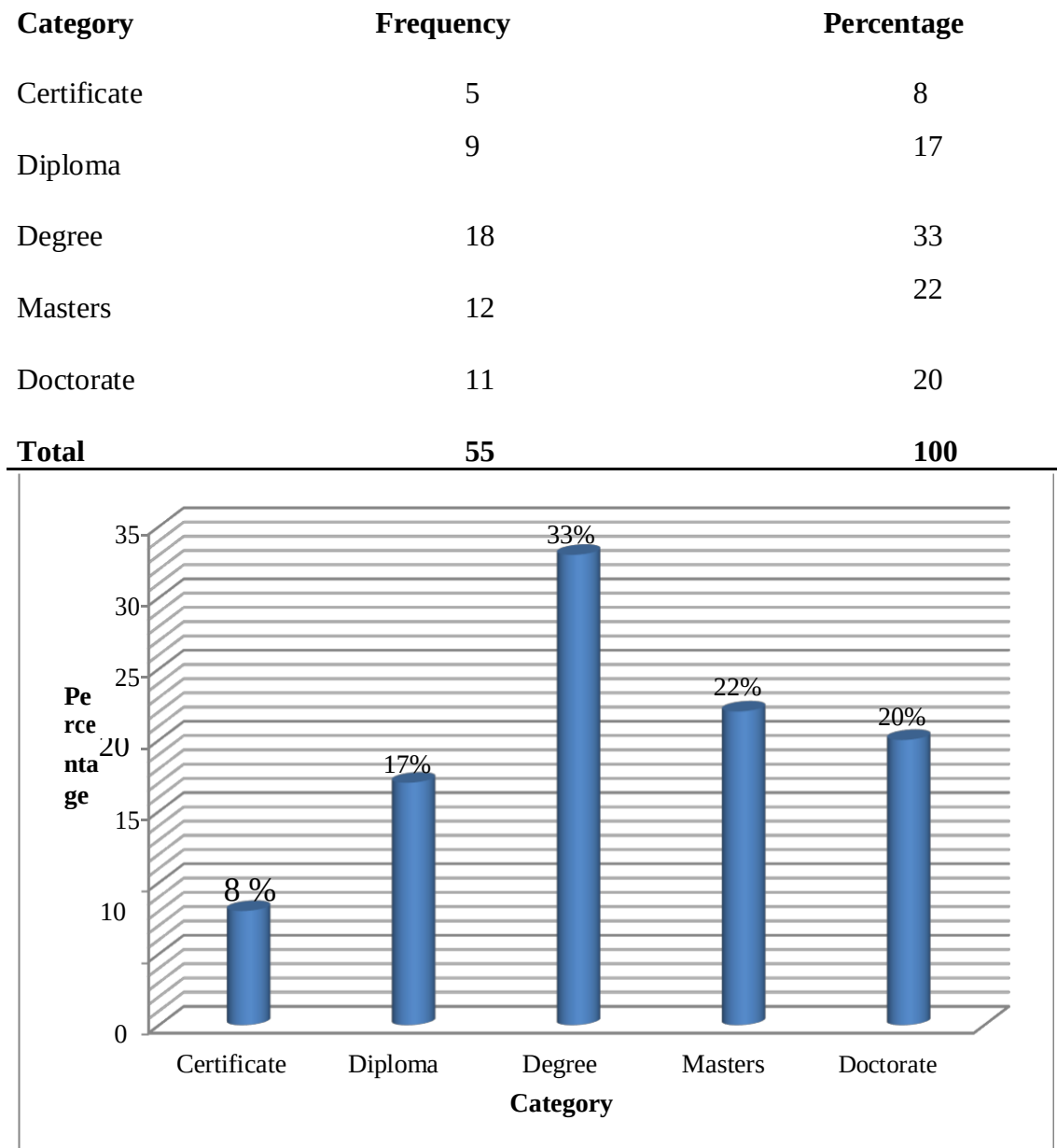


Figure 4. 3 Showing Level of Education

The response rate of respondents in terms of education level is shown in table 4.3 and figure 4.3. According to the survey findings, 8% of respondents had a certificate level of education, 17% had a diploma level of education, 33% had a degree level of education, 22% had a master's level of education, and 20% had a doctorate level of education. This implies that the majority of respondents held a bachelor's degree or above.

4.1.4 Work Experience

Table 4. 4 Showing Work Experience

Category	Frequency	Percentage
0-5 years	10	18
6-10 years	20	36
Over 11 years	25	46
Total	55	100

Source: Author (2021)

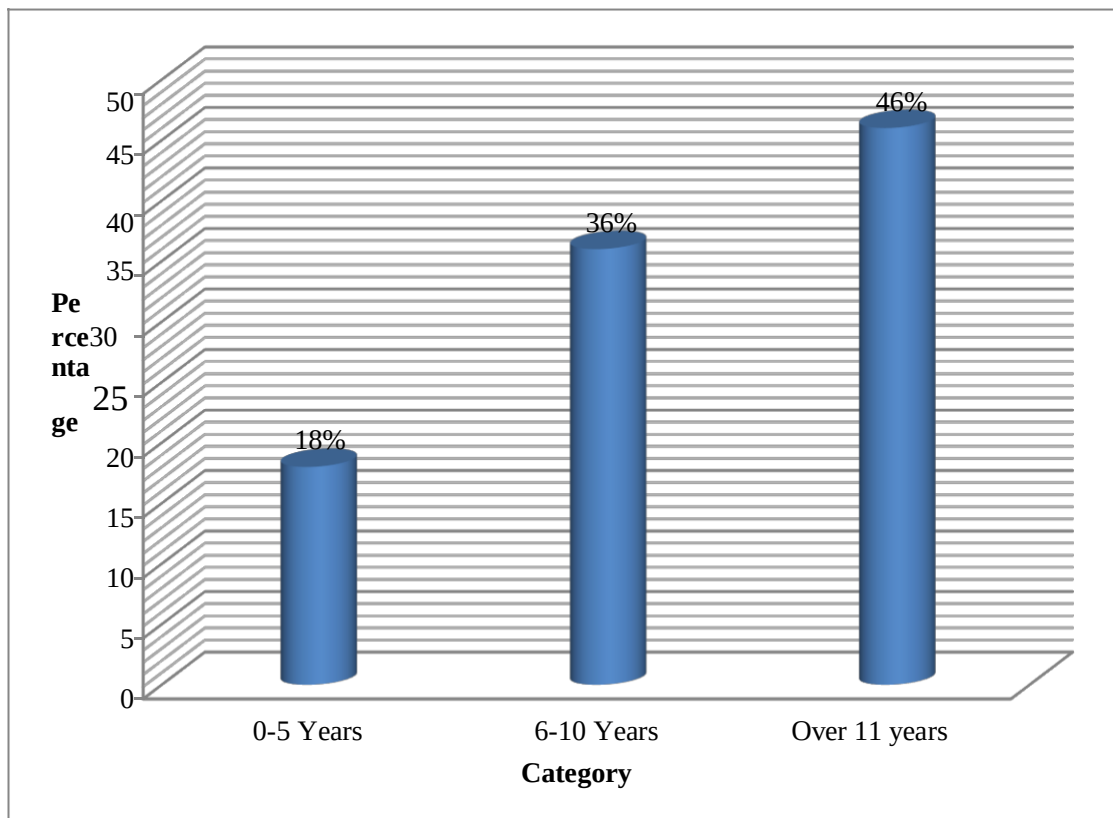


Figure 4. 4 Showing Work Experience

The response rate in terms of job experience is shown in table 4.4 and picture 4.5. According to the survey findings, 18% of respondents had worked in the firm for less than 5 years, 36% had worked in the company for 6-10 years, and 46% had worked in the company for more than 11 years.

4.1.5 Causes of industrial conflicts and their effects on an organizational productivity

This study sought to determine the causes of industrial conflicts and the effects they had in organizations productivity; the researcher found three main causes i.e. economic causes, Managerial causes and Governmental causes. All the causes had almost the same impact on an organizational productivity. The study results were as follows;

Table 4. 5: causes of industrial conflicts and their effects on organizations productivity.

Statements		SD	D	N	A	SA	TO	ME	%	SD
							TA	AN	ME	
							L		AN	
Economic causes	F	6	5	9	19	17	55	3.46	69.6	1.04
Poor wages	%	10	8	17	33	32	100			
Long working hours										
Inadequate allowance and bonuses										
Automation of services										
Managerial causes	F	10	10	6	17	12	55	3.17	63.4	1.32
Denial of recognition of trade unions	%	17	17	11	32	23	100			
Defective recruitment policies										
Irregular layoffs										
Governmental causes	F	8	5	7	20	15	55	3.21	64.2	1.29
Irrelevant policies	%	17	8	14	33	28	100			
Political interference of trade unions										

The study results revealed that 69.6% (mean=3.46) of the respondents were of the view that economic causes such as poor pay, inadequate allowances and bonuses, long working hours as well as automation of services leading to workers' layoffs were causes of industrial conflicts. 63.4% (mean=3.17) were of the opinion that the management caused industrial conflicts by failing to recognize trade unions, having defective recruitment policies, irregular layoffs and having defective leadership in the organization. 64.2% (mean=3.21) were of the view that Governmental causes such as irrelevant policies that don't fit in today's industrial conflicts resolutions as well as political interference of workers' unions caused industrial conflicts. All the three were found to have massive impact on an organizational productivity by causing work stoppages and loss of production hence loss of profit to the organization.

4.2 Limitation of the study

Limitations are aspects of the study that might affect the results negatively (Mugenda and Mugenda, 2003). One significant drawback was that some respondents declined to work with the researcher due to a lack of interest in the study. To circumvent this constraint, the researcher presented a letter of introduction from Management University of Africa as proof that the study was solely for academic reasons. This involved asking the respondents not to reveal their identity on the research instruments and also giving them freedom to respond or not to reveal to any questions on the instruments. The respondents were assured that any information they gave was kept confidential and was used for academic research only.

Because they were uninterested in the study, several respondents declined to collaborate with the researcher. To bypass this constraint, the researcher presented a letter of introduction from Management University of Africa as confirmation that the study was conducted only for academic purposes.

Some respondents were not being willing to provide the information required fully due to the fear of being reprimanded by the managers for giving out information that they consider confidential. To address this constraint, the researcher informed them that the research was solely academic in nature and that any information acquired would be kept secret.

4.3 Chapter Summary

This chapter presented the presentation of the findings on gender, age and level of education, while finding of the specific objectives depended on economic, Managerial and Governmental factors that cause industrial conflicts and also a discussion on the results of the researcher based on the case study company which was the Oil Crop Development Limited. Finally, the highlights on the limitations of the study which might affect the results negatively.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter focuses on the research questions generated by the study. It also summarizes the findings based on the research questions, promotes the study, and concludes.

5.1 Summary of Findings

According to the report, as the global economy continues to deteriorate, hundreds of workers at Oil Crop Development Limited are on temporary contracts with no benefits or job security, earning the minimum salary per day. Unions are likewise underdeveloped, with primarily strained employee relations. This condition leads to labor disputes inside the corporation. Some of the remedies recommended by respondents were adopting yearly wage evaluations, bonuses and awards based on performance and discipline, improving teamwork and effective communication, particularly on topics impacting employees, and hiring more permanent personnel. Others include trade union recognition and strengthening, enhancing employee health and safety inside the organization to comply with government laws and regulations, and contracts lasting at least three years with terminal benefits and highly compensated overtime.

These findings are consistent with those of (Mkok 2011), a research that focused on the government's efforts through the Ministry of Labor to settle conflicts with the goal of sustaining employment and reducing poverty. Omollo (2006) investigated the relationship between industrial conflicts and employee indiscipline and lack of education and found similar results, citing working conditions, terms of employment, pay rate, weak grievance handling mechanisms, and employee relations as major factors causing industrial disputes and unrests.

5.2 Recommendations

5.2.1 Economic causes

Little wage or salary, bad working conditions, inflexible business rules and regulations, low recognition for work done, terms of employment, intimidation of employees and their representatives, long working hours, and job instability are all long-term causes of industrial conflict. Annual salary reviews, bonuses and rewards based on performance and discipline, improved teamwork, clear communication, particularly on matters affecting employees, more workers on permanent terms of employment, recognition of trade unions, health and safety of employees within the company should comply with government rules and regulations, contracts should be at least three years long, and overtime should be well compensated are proposed solutions.

5.2.2 Managerial causes

Oil Crop Development Limited's management should provide greater freedom to its staff in order to provide job satisfaction, growth on the job through promotion, training, and job rotations, and so improve morale and loyalty. Disputes should be resolved as soon as possible to avoid simmering emotions and loss of confidence. Employees should also be given freedom of expressing themselves without intimidation from the management and their views and that of their trade unions or representatives listened to and worked upon.

5.2.3 Government causes

The researcher recommended that regulatory policies should create transparency between workers and employers. Trade unions should be given space to operate freely without being interfered with by politicians.

5.3 Conclusions

The new Kenyan constitution of 2010 grants all citizens equal rights and liberties. The principal pieces of law governing employment concern in Kenya are the Labor Relations Act of 2007, the Employment Act of 2007, the Work Injuries Benefits Act of 2007, and the Occupational Safety and Health Bill of 2007. The Acts define the common law principles of the workplace, including fundamental working conditions and benefits. The study's findings, however, show that, despite this thorough legal framework, there is a substantial proportion of temporary employment in Oil Crop

Development Limited. Workers in Kenya are obliged to endure bad industrial relations, poor working conditions, high job instability, long working hours, discrimination, and low salaries as a result of growing unemployment rates. It was also discovered that during compliance audit visits by brand customers, staff are given working facilities and safety clothing, as well as advice on what to say to the audit authorities in order to pass the compliance audit. However, the survey revealed that management has made substantial success in resolving industrial problems, with employees being supplied with better working conditions, medical services, health and safety equipment, and cheap food canteens on the O.C.D.L grounds. Employees will also be free to join trade unions, and a day care center will be maintained by corporate employees to care for young babies while their mothers' jobs are being built. The study's sample size was limited to human resource managers, shop stewards, and employee representatives. It would be beneficial if the scope was broadened to encompass all personnel levels.

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APPENDIX I: LETTER OF INTRODUCTION

I am a Management University of Africa student. I am obliged to present a research paper on FACTORS LEADING TO INDUSTRIAL CONFLICTS AND THEIR EFFECTS ON ORGANIZATIONAL PRODUCTIVITY as part of the coursework evaluation. I would be grateful if you could please Fill out the questions to help me collect data. Your input, along with those of others, will aid me in my study and will be used just for academic purposes; thus, do not enter your name on the questionnaire.

Regards

PURITY MBULA WAMBUA

APPENDIX II: QUESTIONNAIRE

A: DEMOGRAPHIC INFORMATION

1. What is your gender?

Male ☐

Female ☐

2. What is your highest level of education?

Certificate ☐ _____

Diploma ☐ Degree

☐ Masters ☐ _____

Doctorate ☐

3. For how long have you worked in this organization?

0-5 years ☐

6- 10 years ☐

Over 11 years ☐

Please check the relevant box for each of the statements below..

Note that: SA: Stand for Strongly Agree A: Stand for Agree U: Stand for Undecided D: Stand for Disagree SD: Stand for Strongly Disagree.

SECTION A

Economic causes of industrial conflicts

Statements	SAA		UDSD		
Poor salary and wages, long working hours and low or no bonuses or allowances is a major cause of industrial conflicts					
The automation of services rendering workers jobless causes industrial conflicts					
Industrial conflicts affect negatively the productivity of an organization					

SECTION B

Managerial causes

Statements	SAA		UDSD		
Failure by the management to listen to workers grievances and adhere to trade unions directives causes industrial conflicts					
The management flawed hiring and recruitment processes cause industrial conflicts					
Irregular layoffs causes industrial conflicts which affect the organizational productivity negatively					

SECTION C

Government causes

Statements	SAA		UDSD		
Political interference has weakened trade unions leaving workers with no other options but engage in strikes					
The laid down policies by the government to cushion workers against exploitive employers are irrelevant and defective					
Industrial conflicts affect the productivity of an organization					