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## The Influence of Leadership Style on Industrial Dispute Management

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*Abstract:*
*The aim of this paper is to examine how leadership style can help resolve industrial dispute between employers and employees. To achieve the objective of this paper, the survey method was adopted. That is, questionnaires were administered to the target respondents in four different organization in Bayelsa State of Nigeria. The result from the field was analyzed using quantitative method. That is, Z test was used in analyzing the data collected. The results from the findings indicate that management leadership style can help resolve industrial dispute in a work environment. Furthermore, the result indicates that management leadership style can also produce a healthy working environment, establish cordial working relationship between management and workers, reduces tension between employers and employees which in the long run produces a conducive industrial atmosphere, peace and harmony in the organization. The paper therefore recommend that management should adopt democratic leadership style to address and resolve industrial dispute with workers.*

*Keywords: Leadership, leadership style, industrial dispute*

## 1. Introduction

Organizations are established to achieve specific goal. However the goals of formal organizations are always opposed to that of the individuals working in the organization. While employers seeks to maximize profit, lower wage, lengthen the hour of work, workers on the other hand seeks to reduce the hour of work, demand for improve salary and welfare, recognition among others. These conflicting interests between employers and employees often lead to industrial dispute.

Though disputes will always exist in any system whether in families, friends, organizations or government. In fact, dispute is a fact of life as long as people compete for jobs, resources, power, position, recognition and security. The only critical element is how to manage dispute to a reasonable extent, by applying the appropriate leadership style in such a way that either or any of the parties in the dispute will not feel cheated or undermined in any way.

Industrial dispute usually emerge whenever at least one party perceives that one or more of it goals or preferences is being threatened or hindered by the intensions of the other party. Arising from the foregoing, dispute is inescapable problem in any given human organizations.

The presence of dispute inhibits the needs of individuals, obstructs the achievement of the organizations goals and could be detrimental to the growth and existence of the organization. Industrial disputes between employers and employees have no doubt lead to so many unfavourable situations that are losses to both parties (employers and labour). It is obvious that during industrial disputes, employers loss more than the workers. The loss in productivity constitutes one of the most significant quantifiable cost to organization both in the public and private sector.

Arising from the foregoing, it is crystal clear that industrial dispute has negative impact on any organization. Organizations must therefore device means to resolve disputes whenever it occurs. This is where leadership comes into play. Management should therefore adopt the appropriate leadership style that will enable them manage and resolve industrial dispute in the work environment. A good leader must therefore be able to listen, accommodate, compromise and collaborate to resolve issues amicably.

## 2. Statement of the Problem

Cases of industrial disputes abound in Nigeria work places. Usually, they are between the management of the various organizations and their respective workers union. Despite constitute a drag on the process of individual peace and

economic activities. Industrial disputes between employees and employers have no doubt lead to so many unfavourable situations that are losses to both parties (management and labour). It is however obvious that during industrial disputes, management loss more than workers.

The loss in productivity constitutes one of the most significant quantifiable cost to organization both in the public and private sector. To this end, various organizations have changed their approach in labour/management relation in order to avoid industrial dispute. Furthermore, different professional bodies and institutes have been established in Nigeria to train top executive officers both in the public and private sector on how to manage and resolve labour dispute between employers and workers and between groups in the organization. The crux of the matter is that despite these numerous strategies to mitigate against industrial disputes such as regular training and retraining of top echelons of organizations on how to manage and resolve industrial disputes, conferences and seminars on dispute management, industrial disputes has remained intractable in most organizations.

## 3. Objective of the Study

The objective of this paper is to examine how leadership style can help resolve industrial disputes between employers and employees and between groups in the organization.
The specific objectives are to:
- Determine if leadership style can resolve industrial dispute.
- Find out if leadership style creates peaceful industrial atmospheres.
- Recommend appropriate mechanisms for settlement of industrial disputes between employers and employees.

## 4. Research Question

The following research questions will be asked to elicit the needed information for the study
- Can leadership style resolve industrial dispute?
- Can leadership style create peaceful industrial atmosphere?

## 5. Hypotheses
- There is no significant relationship between leadership style and dispute resolution
- There is no significant relationship between leadership style and peaceful industrial atmosphere.

## 6. Conceptual Clarification

### 6.1. Who Is a Leader?

In every social group or organization, not everyone can be the leader. Yet all are followers because no matter how high an individual climbs up the corporate ladder, he or she has a leader. One of the basic imperatives of being a leader therefore is having followers. In the organization, people tend to follow those whom they see as a means of satisfying their own personal goals, which suggests that the more leaders understand what motivates their subordinates and how these motivations operates, the more effective they are likely to be.

A goal leader must not only be aware of different motivating forces but also understand the nature and strength of human needs as well as designing ways to satisfying them in order to accomplish desired responses. It has been noted that the leader's job is wholly people-oriented – one of motivating the workers. A leader must see his success as depending largely upon his ability to motivate people.

Apart from being a motivational, the leader needs qualities of charm and appeal that give rise to loyalty, devotion and a strong desire on the part of followers to do what the leader wants. It has been observed that the best evidence of inspirational leadership come from hopeless and fearful situations, such as unprepared nation on the eve of battle, a prison camp with exceptional morale, or a defeated leader undesired by faithful followers. For instance, in a banking institution that is experiencing continued shortfall or failure to achieve targeted results must through it leader (manager) inspire the entire workforce to apply their full capacities to the chosen organizational course.

A leader must have the authority and power to influence others to act in line with the needs for productivity and goal accomplishment. Power is simply the ability to exert a positive influence over objects, persons or situations. Authority on the other hand is the right to use power. Therefore a leader must possess the necessary power and authority to enforce it.

Banabo E. et al (2014:24) define leader as the person who is able to generate a vision for the company and carry along with him all the company's stakeholders to make this vision come true. In the opinion of Jago (1982), leaders carryout the process of leadership by applying their leadership knowledge and skills. He further stated that the success of any leader is based on four major factors:
- Situation
- Communication
- The type of followers
- The type of leader.

A leader is thus someone who steps up in times of crisis, and is able to think and act creatively in difficult situations. Arising from the above, a leader is an individual within an organization or group who is able to influence the attitude and opinion of others for the purpose of achieving a goal. It therefore means that, a leader it to lead, to guide, direct and to show the way by going first for other to follow or emulate for the success of the organization.  Examples of

great leaders today are Bill Gates, Aliko Dangote who with continuing vision and innovation have driven Microsoft and Dangote Group respectively with great success

## 7. What Is Leadership?

The topic of leadership has been interest for several hundreds of years, from the early Great Philosophers such as Plato and Socrates to the plethora of management and leadership gurus. Leadership is currently one of the most talked about issues in business and organization. It is hard to turn on the television, radio, open a newspaper or attend a conference without coming across numerous references to leaders, leadership and leading.

Leadership, it seems, is increasingly becoming the panacea of the 21st century. It is argued that in this changing global environment, leadership holds the answer not only to the success of individuals and organizations, but also nations and regions.

In literature and discourse covering the management of human and material resources in Nigeria, the concept of leadership generates immense attention. That things are not yet working at acceptable levels in Nigeria is hinged on leadership problems. Nigeria's foremost novelist, Chinua Achebe was blunt but nevertheless accurate when he quipped that the problem with Nigeria is squarely the tragedy of failed leadership. In the same vein, the ability to manage crisis in the organization also hinged on leadership style of the leader.

Despite recognition of the importance of leadership, however, there remains a certain mystery as to what leadership actually is or how to define it. In a review of leadership research, Stogdill (1974:259) concluded that there are "almost as many definitions of leadership as there are persons who have attempted to define the concept" and that was 30 years ago.

Alamieyeseigha D.S.P (2002) defined leadership as a social influencing process for the attainment of goals. He went further to state that at the organization level, effective leadership is rooted in participatory management rather than directive management. A leader must give room for their subordinate to participate in decisions making. By doing so, the leader does not only accommodate the views of the subordinates but also learn from them. In a similar vein, former Prime Minister of the United Kingdom Tony Blair states that "leadership as the act of listening and leading". It therefore means that for one to be a successful leader his/her must give listening ears to their subordinates.

Northouse (2004) identified four common themes in the way leadership now tend to be conceived:

- Leadership is a process
- Leadership involves influence
- Leadership occurs in group content and
- Leadership involves goal attainment.

He thus defines leadership as "a process whereby an individual influences a group of individual to achieve a common goal. In the opinion of Bennis and Nanus (1985)"...leadership is like the Abominable Snowman, whose footprints are everywhere but who is nowhere to be seen. What Bennis and Nanus are saying in essence is that, a leader acts even when she or he is not physically present to motivate the workers or group. Banabo E. et al (2014) defined leadership as the process by which a person influences others to accomplish an objective and direct the organization in a way that makes it more cohesive and efficient. They went further to state that leadership roles involve:

- Establish a vision
- Sharing with others so that they can follow easily
- Providing the information methods, and knowledge to realize that vision for coordinating and balancing the conflicting interest of all members and stakeholders.

Simply put, leadership is the attribute of a leader. It is the ability of inspiring or influencing others to achieve the leader's goals. Leadership is act of influencing individuals or group of individuals towards the achievement of a specific goal.

## 8. Leadership Styles

Leadership style can be defined as the various style of leadership adopted by a leader for the effective management individuals or group of individuals. The style of leadership focuses on the pattern a leader uses or adopts in dealing with subordinates. Below are some leadership style adopted or used by most leaders.

### 8.1. Autocratic Style

This is a style adopted by leaders through the use of threats or punishment in getting things done. Leaders centralize power and decision making while subordinates are instructed on what to do. Here the leader has not trust and confidence on their subordinates as a result poses negative motivational style which invariably leads to frustration, low morale and conflict among the rank and file.

An autocratic leader is the one which does not consult with his/her subordinates before taking decision. These kinds of leader always drum his readymade decision in the ears of his/her followers without prior discussion and exchange of ideas. Such leaders often made statements as follows:

"..... I have decided that this course of action is the best for our organization. And I want everybody to accept and implement it. Anyone who does otherwise, do so at his or her own risk"...

However, Obisi (1996) asserted that some leaders may succeed with this kind of leadership style because it allows for quick decision making and enables the organization to utilize less competent people to carryout negligible managerial work. The production is only high when the leader is present or around, but drops whenever the leader is absent.

*8.2. Democratic Style*

This is leadership style whereby leaders give their subordinate a change to participate, contribute and exchange ideas in the decision making process. This kind of leaders involve group to determine work-methods, communicate overall goal to the subordinates, seek advice, give room for feedback as well as allow two way flow of communication. Here reward rather threat and punishment is used to motivate subordinates. (Lawal 1993).

Democratic leadership style allows for decentralization of authority and decision making power to employees in different echelon of the organization and this allows employees to work as a social group. In this style of leadership, new ideas and changes are welcome while this lead to improvement in productivity and the level of cooperation increase as well as enhance workers morale. The decision making process is however slower in the democratic style due to the fact that the leader has to give reasons or explanation why certain decision were taken. (Lawal 1993).

*8.3. Transformational Leadership Style*

As the names implies, it changes the belief system of subordinates. Transformational leaders are those who transform their followers unto becoming a leader themselves. That is, transformational leadership creates valuable and positive changes on their followers.

A transformational leadership style ensure elevating, mobilizing, uplifting of followers interest and makes the followers accept the interest of the corporate group over and above their own interest. Research has shown that transformational leadership can move followers to exceed expected performance as well as lead to high level of follower's satisfaction and commitment to the group and the organization Bass B.M (1998). Bass B.M (1998) identified four (4) components of transformational leadership namely: Idealized influence (charismatic); Inspirational motivation; Intellectual stimulation; and Individualized consideration.

*8.4. The Pace-Setting Style*

A leader who sets high performance standards and exemplifies them himself has very positive impact on employees who are self-motivated and highly competent. It is useful if the manager wants to get quick results from a highly motivated and competent team. But other employees tend to feel overwhelmed by such a leader's demands for excellence and to resent his tendency to take over a situation.

*8.5. The Laissez-fair Style*

This style looked at two respective perspective based on democratic and autocratic style. This leadership style plays a rather passive role in social participation and individual decision. Otokiti (2004).That is, the leader acts as an umpire and coordinator of information believing that each person does his best when left free to work and think in his own way. Thus, the leader is usually seen as neutral and allows the group to establish goals and work out problems. Thought the leader still issue order but subordinate are given some freedom in carrying out their task with carefully prescribed limits and procedures.

According to Otokiti (2004) this style of leadership is considered better than autocratic leadership style but may not be as effective as democratic leadership style. However, Obisi (1996) pointed out that the fear in laissez faire leadership style is that it degenerates into mobocracy if care is not taken which is the extreme form of democracy. That is, the leader can degenerate into confusion.

## 9. Meaning of Industrial Dispute or Conflict?

Like most concepts in the social sciences and the humanities, there is lack of consensus among scholars and even conflict experts in the precise definition of the word "conflict" or "dispute". The concept of industrial disputes or conflicts or trade disputes is used interchangeably depending on the person defining it.

According to Kornhauser (1954) cited in Ohadinma D.C and Iwuoha S.E (2010) industrial conflict is a human conflict which at its core are people with certain interest and motives opposing other people with divergent interest and motives and stems from conflicting desires, incompatible objectives, goals and values not shared by the two groups.

Richard (1983:186) defined industrial dispute as "the total range of behavior and attitudes that express opposition and divergent orientation between industrial owners and managers on the one hand and the working people and their organizations on the other hand. Yesufu (1984:147) on his own part defined trade dispute or industrial conflict as "a disagreement between a Trade Union and the employer or group of employers resulting from the failure of one side to meet the demand of the other for the amelioration or removal of a grievance or grievances".

The Trade Dispute Act of Nigeria, 1976 defined trade dispute as "any dispute between employers and workers or between workers and workers which is connected with the employment or non-employment, the terms of employment and physical conditions of work of any person".

In essence, trade disputes are manifestation of disharmony at the work place. This is an important aspect of industrial relations in any capitalist system.

From the forgoing definitions, industrial disputes simply mean disagreement between employer and employees in the organization. These disagreements may arise as result of the workers conditions of service, welfare, safety in the workplace, lack of union involvement before taking decisions that affect workers, lack of leadership qualities amongst others.

## 10. Nature/Types of Industrial Disputes or Conflicts
Industrial disputes can be divided into two categories which are as follows:

### 10.1. Individual Disputes
The foundation of individual disputes is when an individual see as denial of his rights, such as what he or she thinks he is entitled to as a worker in his/her place of work. For instance non promotion, disciplinary measure, denial of annual increment, mal-treatment by the boss, termination of appointment, improper grading and non-implementation of specific individual condition of employment amongst others. In Nigeria, individual disputes have been a major source of conflict particularly in public organizations. This dispute sometimes leads to full blown industrial crisis as a result of solidarity by other workers in the organization or sister union in similar organization or institution. As it is commonly said among labour leaders in Nigeria that "An Injury To One, Is An Injury To All" has lead labour leaders and workers to embark on industrial action even when the issues at stake does not touch or concern them directly.

### 10.2. Collective Disputes
They are disputes that concern a group of people in an organization. It is pertinent to note that an individual dispute may develop into collective dispute. For example, when management terminate the appointment of a union leader. This may be seen by workers as a threat to the existence of their unions and this may turn into a collective grievance of the members of the union.

## 11. Causes of Industrial Disputes or Conflicts
The following are some of the causes of trade or industrial disputes or conflicts.

### 11.1. Wages and Salaries Issues
Wages related issues according to Olamosu (2001:36) and Fashoyin (1980:78) have been major factor leading to frequent industrial dispute in Nigeria. Wages dispute covers demand for wage increases, changes in the method of payment, failure to pay salary increase recommended by wage review commission, demand for overtime payment, payment while on strike, change of overtime rate, illegal deduction from workers' salaries, non-payment of allowances negotiated by unions and other bonuses. The demand for improved wage for workers particularly in the public sector has being a major source of industrial dispute between labour and government in Nigeria.

### 11.2. Conditions of Service
Industrial disputes related to conditions of service include demand for improved physical conditions of work, safety and health, better treatment on the job, holiday with pay, more security of employment, accommodation, provision of tools and uniforms, subsided canteen services, retirement schemes or actual violation of condition of work.

### 11.3. Discipline
It involved suspension, termination, dismissal, retrenchment, redundancy, transfers and shifts. The disputes may concern the grounds for actions taken, the procedures adopted or the fairness of such action. Such action taken against an individual may escalate to full blown industrial crisis based on the fear that it may be extended to other workers if unions don't act.

### 11.4. Non –Recognition of Unions and Anti-Union Activities
Until 1973 when the trade union act directed the minister of labour in Nigeria to compel employers of labour to recognize union, non-recognition and refusal to bargain were important sources of industrial conflict in the country. Despite the above, such anti-union activities like victimization, discrimination against unionist in the award of salary increments and promotion, intervention in union affairs, non-cooperation with the check-off system of union due and failure to negotiate, still exist in various work places which are potent source of industrial conflicts.

## 12. Effects of Industrial Dispute
On the negative effect of industrial dispute is that it brings down the organization and even the economy to its knees. The six days strike embarked upon by the Nigeria Labour Congress (NLC) and Trade Union Congress (TUC) in January 2012, grinds the Nigeria economy to a halt.

The effect of the crippling protest and strike was profound on the nation money markets as banks remained under lock and key while the strike lasted. A leading operator in the financial sector, who spoke on the condition of anonymity, said what the nation lost to the crisis in the first three days of the strike was enough to pay Nigeria external debt and according to an economist at Renaissance Capital, Yvonne Mhango, inflation, which was unchanged at 10.5 percent in November, will probably accelerate to the "mid-teens" in 2012.

Central Bank Governor, Lamido Sanisu Lamido put the loss incurred during the period of the strike at 6.17 million US dollar daily, translating into about N100 billion. However, managing director, Wema Bank Plc, Mr. Segun Oloketuyi, who put the loss suffered from the dispute between the federal government and labour at several billions of naira whenever there is a strike or work to rule, it is everybody in the economy that suffers he posited.

On his part, MD/CEO of XL management service Ltd, Charles Nwodo who spoke with THISDAY Newspaper on the effect of the general strike on the economy said: we can estimate the monetary value by dividing the annual GDP by 365 days to get

what the daily loss is". He however pointed out that there are other losses in the form of schools, hospitals, shops, markets, airports that have remained closed thus depriving citizens of not only sources of their livelihood but also avenue for learning, caring for the sick and injured, and meeting private business commitments.

In a similar assessment of the effect of the January 1st 2012 industrial dispute between the Nigerian government and labour, chairman, Manufacturers Association of Nigeria, Ikeya Chapter and President, Nigeria Economic Summit Group, Mazi Sam Ohuabunwa, acknowledged that apart from worsening the hardship of the people, the crisis has also deflected the nation's GDP. He said "we are worsening the economic situation in the country. We are worsening the hardship every day that we are not working. Instead of creating wealth, we are depleting it. It reduces GDP. Assets have been priced and purchased at a price. Whether you work or not it is running. International trade is disrupted. We are hurting ourselves".

Also the Managing Director of Financial Derivatives Company Limited Mr. Bismarck Rewane described the impact of the strike as horrendous. According to him, several billions of naira was lost to the strike which led to the closure of business premises in many parts of the country. Apart from the loss of revenue, Rewane believed that the unrest in the Northern part of the country and the industrial disharmony that gripped the country were capable of destroying investors' confidence which he said Nigeria needs badly.

The impact of the strike was also felt by the various airline operators. These include Air Nigeria, Chanchangi Airlines, Aero Contractors, IRS Airlines, Dana Air, Associated Aviation and Overland Airways, among others. Aviation sources said these airlines on a normal day, would operate about 200 flights which amount to hundreds of millions of naira for scheduled passenger and cargo operations. The situation was said to be worse for the airlines that fly into the West African coast.

In the same vein, the strike embarked by the Academic Staff Union (ASUU) in 2013 is still affecting the education sector of the economy.

According to Professor Duro Ajeyalemi of University of Lagos, the dream of many students in their final year have invariably been put on hold, the delay in the University academic calendar will also increase the competition among candidates willing to gain admission into the Universities. These factors will also cause an increase in the number of fresh graduate in the labour market at the end of the academic year he said. "Because the devil also find work for ideal hands, these students may be getting involved in other things that may not be good for the economy; those who are just idling about at home could cause security problem", Ajeyalemi said. The earlier the federal government resolves the matter the better for the economy, Ajeyalemi advised.

The strike also has negative effect on the quality of graduates Nigerian Universities will produce in the long run. An undergraduate of the Lagos State University, Joshua Oyero stated that students bear the brunt of the strike more because the lecturers will receive their salaries during the period the action lasted. "We suffer more intellectually. For instance, many schools will release their examination time-table a week after the strike is called off. They wouldn't care to know whether the school was three weeks into lecture when the strike had commenced. They are only concerned on how to start another academic calendar" he said, adding that the federal government should not kill the "education economy by their tight-fisted economic policies".

Final year students in science disciplines that have almost completed their project work have to restart all over again because of the peculiar nature of their projects.

The spiral effect of the strike was also witnessed among business men and women who sell their goods and wares in the towns and villages were these Universities are located. Several millions of Naira has been lost by businesses to the strike. The same is also the case in the banking sector that received students deposit for school fee and other payments.

As noted earlier, industrial dispute can inflict both physical and psychological wounds that may not be completely healed or negative memories that may be locked up in the minds of management and labour. This may bring about revenge by management (employer) due to the losses the organization has incurred or suffered as a result of the dispute. Such revenge can lead to victimization of labour leaders who stir their members to embark on the strike or demonstration.

In general, industrial dispute bring about high rate of labour turn-over, stained employer/employee relationship, industrial sabotage, labour grievances leading to strikes and lock-outs, termination of appointments loss of profits, customers man-hours and reduction in National GDP and hardship on employee dependents.

## 13. Leadership Style and Dispute Management

To understand how leader style influences industrial dispute management, we must know that there is no generally accepted leadership style in addressing or resolving industrial disputes or conflict. There are various there are various situations that determines the types of leadership style from which a manager adopt when dealing with workers.

With a look into how organization manage labour dispute, one would have the feeling that a particular leadership style might be more preferable than the other in managing industrial disputes. Ojiji (2006) posited that when we talk about conflict handling style, we refer to the responses people make to address the situation that is considered detrimental to the attainment of desired goal. He went further to state that a conflict is a significant challenge on the cognitive and physiological resources of the actors involved.

According to Kinicki and Williams (2003), there are five conflict handling styles or techniques a leader can use for handling disputes in the work place and these are avoiding, accommodation, forcing, compromising and collaborating. They opine that a good leader must not deal with the personalities in dispute situations, rather he must deal with issues raised. This is one of the traits of an autocratic leader who tended to treat any kind of disagreement and forced his way to achieve result. A good leader therefore must be able to accommodate compromise and collaborate to resolve issues amicably.

In the same vein, Adomni and Anie (2005) posited that managers should develop appropriate strategies to resolve conflict as they arise in their organization. Management should put in place the procedures to be followed to resolve any conflict that arise in the organization.

However, Filani (1998) is of the view that democratic leadership will yield greater effort from employee than that of autocratic leadership. Thought Filani views cannot truly be supported or rejected but it has been widely accepted by scholars that democratic leadership style should be adopted when dealing with industrial crisis. This is because democratic leadership gives both parties the opportunities to air their view and during the process of settling the conflict. Be that as it may, the leadership style to apply or adopt in resolving industrial disputes depends on the nature and circumstances surrounding the dispute. However, this paper recommend the democratic leadership style in resolving disputes because it is more accommodating and also allows workers to express their view when issues are addressed.

## 14. Theoretical Framework

This paper adopts the Human Relation Theory and the Industrial Democratic Theory as a framework for analysis. The human relation theory emerge as a reaction to the classical theory because, the classical theory did not sufficiently address efficiency in production, the needs of the human beings, his feeling, emotions and attitude in the organization.

The father of the human relation theory is regarded as Elton Mayo who in collaboration with his Harvard University Associate conducted the Hawthorn study at the location of the Western Electric Company in Chicago in 1924. The outcome of the study was later known as the "Hawthorn Effect". At the end of the studies, Mayo and his associates drew major conclusions which opened the eyes of management (leaders) on certain influential but hitherto neglected realities of the work place. It set the stage for further research on how best to improve employer/employee relationship. The study reveals that informal organization play important role in the realization of organizational goals as well as helps achieve industrial harmony in the work place. The human relation theory stated that there should be interaction between management and workers. The human relationist emphasis that it is only when workers are involved in the rules and regulations that affect them that increased productivity and industrial harmony can be achieved. The approach concentrated on what leaders do or fail to do especially as it relates to the workers and their work. Leader or manager should study the behavior of the workers if they are to achieve harmonious working relationship.

It also makes the leader to make use of participatory decision-making and leadership style which allow the workers to influence decisions that affect them.

The Industrial Democratic Theory on the other hand assumes the inevitability of conflict in any industrial/organizational set-up. According to this theory, conflict is seen as a natural phenomenon that must of necessity find expression in one way or the other in any social set-up. Proponents of this theory rationalize that if conflict more often than not ensues between and among people who share some biological or matrimonial relationship, it is taken for granted that conflict must find expression between and among people whose interest in a relationship is defined by no other interest except an economic interest.

The theory therefore suggests that constant dialogue should be placed side by side with this inevitable and continuously natural phenomenon in any social set-up.

The relevance of this theory is that it emphasis on the importance of dialogue between management and labour as a way of mitigating industrial dispute in any organization.

In a nutshell, both theories attempt to address issues relating to workers in the work and disputes in the organization.

## 15. Method of the Study

To achieve the objective of the paper, survey design was adopted. The survey approach was used because it has its own advantages of identifying attributes of a large population from a small group of individuals, the economy of the design and the rapid approach in data collection. With the survey design, questionnaire was design to collect data from the respondents.

## 16. Sample Population/Technique

The total number of sample selected for the study is Six Hundred (600) respondents from four different organizations in Bayelsa State of Nigeria. The organizations are Isaac Jasper Boro College of Education Sagbama, Niger Delta Television, Bayelsa Oil Palm and Federal Medical Centre Yenagoa. Out of the six hundred (600) questionnaires that was administered to the respondents, four hundred and eighty (480) questionnaires were successfully retrieved. This represent 80% of the total questionnaires retrieved. The convenience sampling technique was used. With this technique, samples were drawn only from those who are available and willing to participate in the survey.

The questionnaires were pre-tested with sixty (60) different respondents outside the sampled population. This is to ensure that only relevant questions are included in the final questionnaire that will be administered to target respondents. The suggestions from the pre-tested questionnaires was incorporated in drafting the final questionnaire. This further ascertain the validity of the questionnaire. The questionnaire was divided into two sections. Section A deals with demographic information of the respondents while section B contains the main questions which the study aims to address.

*16.1. Test of Hypotheses*

16.1.1. Hypotheses One
   There is no significant relationship between leadership style and dispute resolution

| Gender | N | Mean | Std Deviation | Z Cal | Z table | df | Chosen Alpha ($\propto$) |
|---|---|---|---|---|---|---|---|
| Male | 168 | 1.09 | .26 | 7.08 | 1.96 | 478 | 0.05 |
| Female | 312 | 1.35 | .48 | | | | |

*Table 1: Z Test on Leadership Style on Dispute Management.*
*Source: Researchers' Computation*

Table 1 shows the Z test for leadership style on industrial dispute management. The mean value for male and female responses is1.07, 27 and 1.35 while stand deviation for male and female responses are 26 and 48 respectively. The Z calculated = 7.08 is greater than Z table = 1.96 with 478 degree of freedom at 0.05 level of alpha. Since Z cal 7.08 > Z table 1.96, the null hypotheses is rejected. Therefore, there is a significant relationship between leadership style and dispute management.

16.1.2. Hypotheses Two
   There is no significant relationship between leadership style and peaceful industrial atmosphere.

| Gender | N | Mean | Std Deviation | Z Cal | Z table | df | Chosen Alpha ($\propto$) |
|---|---|---|---|---|---|---|---|
| Male | 168 | 1.12 | .33 | 5.7 | 1.96 | 478 | 0.05 |
| Female | 312 | 1.35 | .48 | | | | |

*Table 2: Z Test for Leadership Style and Peaceful Industrial Atmosphere*
*Source: Researchers' Computation*

Table 2 displays Z test statistics for leadership style and peaceful industrial atmosphere. The mean and standard deviation for male and female respondents is1.12, 33 and 1.35, 48 respectively. The Z calculated = 5.7 is greater than Z table value of 1.96 with 487 degrees of freedom at 0.05 level of significance. Since the Z calculated 5.7 > Z table 1.96, reject the null hypotheses. Therefore, there is a significant relationship between leadership style and peaceful industrial atmosphere.

*16.2. Discussion on Findings*
   The findings reveal the followings:
- Industrial dispute creates strain relationship between management and workers which affects workers performance and the quality of the product and services rendered by the organization.
- The leadership style adopted by management can help manage and resolve industrial dispute in an organization.
- Management leadership style can produce healthy work environment, reduce tension in the organization which in the long run produces conducive industrial atmosphere.
- Management leadership style can also create cordial working relationship between employers and employees which produces happy workforce.
- Management leadership style can spur workers to be productive since they have a sense of belonging in the running of the organization.

**17. Conclusion**
   The success of any organization depends on the leader likewise the ability to effectively manage industrial dispute in a work environment hinges on the leadership style of the leader.
The findings indicates that industrial dispute is inevitable in any human organization as long as people compete for resource, power, prestige and the fulfillment of the felt needs.  Industrial disputes between employers and employees has led to so many unfavourable situations to both labour and management. The presence of dispute inhibits the needs of individuals, obstructs the achievement of the organizations objective and could be detrimental to the growth and existence of the organization.
To address the issue of dispute in organizations, management has a role of play. This is where leadership style comes in. The style of leadership is a major determinant in the maintenance of industrial peace and harmony in the organization. A good leader must therefore be able to listen, accommodate, compromise and collaborate to resolve issues amicably.

**18. Recommendations**
- The paper recommends that management should adopt democratic leadership style in the organization when dealing with workers. This is because it provide for a forum for both workers and management to deliberate and resolve their grievances amicably. Democratic leadership style provide the platform for both parties to air their views and opinions before decisions are taken.

- There should be cordial working relationship between management (leaders) and workers in the organization. This will help ensure free flow of information in the organization.
- Management staff should be trained on how to handle industrial disputes in their organization. This will equipped them with the latest strategy of handling conflict.
- Management should always consult and negotiate with workers before taking any decisions that affects them.

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