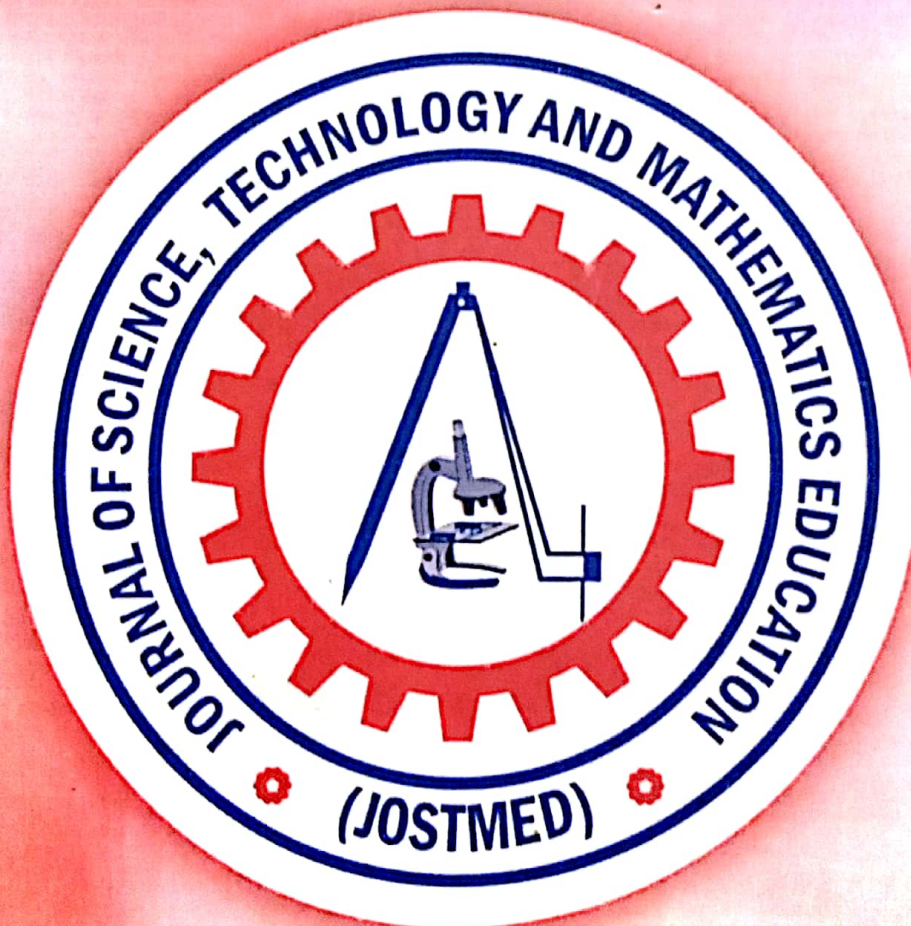


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Motivation of Worker: A Panacea for Resolving Industrial Conflicts

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Abstract

Every industrial organization strives for maximum productivity with the desire to maximize profit and that cannot be achieved in the environment that is full of chaos and conflicts. Conflict is a form of interaction among parties that differs in interest, perception and preferences. In resolving industrial conflict motivation becomes the necessary tool, as motivation is inner force that drives individuals to accomplish personal and organizational goals. Some of the motivating factors includes; interesting work, good wages, full appreciation of work done, job security. Strategies of motivating staff among others includes; understand members of your work team as individuals, use money as a reward and an incentive. The following recommendations were made among others for proper staff motivation in an industry; employees entitlement should be paid promptly, that is monthly salaries and other allowances should be paid as at when due, industrial manager should positively reinforce behaviours that lead to positive outcomes and the stake holders should ensure that the working environment is physically and psychologically safe for work.

Introduction

Industry refers to a group of enterprise either private business or government – operated corporation that produce a specific type of good or service for examples, the textile industries, electrical industries and steel industries. The word industry originated from the Latin word *industria*, which means “diligence” reflecting the highly disciplined way human energy, natural resources and technology are combined to produce goods and services in a modern economy (Heintz and Saez, 2008). An industry uses a range of inputs, such as capital, labour, machineries, natural resources and management to produce goods and services. One of the main aims of setting up an industry is to maximize the profit. Labour as a factor of production refers to workers as a group. Anyanwuocha (2003) defined labour as the physical and mental effort of human beings used in the process of production. the worker in an industry sell their own labour in exchange for an income they negotiate with the management. Without labour the production process can never be possible, so labour plays a significant role in the production of goods and services.

The negotiation between the management and the workers may result into conflicts which may be due to demands of workers or the management conflict destroy individual self-esteem, increase tension within work teams, and decreases participation and productivity. Sambo, (2002) sees industrial conflict situation could be seen to be the inability of the employer and the employee to secure agreement on neither of their terms or of a point close to their preferred position. Both parties seek to destroy the other base. It conflict include total range behaviour and attitudes that expresses opposition and divergent orientation between industry owners and manager on one hand, working people and their organization on the other hand. Negative conflict in an industrial organization is a retarding factor to the production of goods and services. Workers in the industry embark on strike action to resolve conflict. Strikes might also be the strategy adopted when management refused to engage in discussion or as a reaction to unsatisfactory pay agreement. The workforce in this instance may refuse to work again until an improved offer is made. Varney (1989) reports that conflict remained the number-one problem for most of the teams operating within a large energy company, even after repeated training sessions on how to resolve conflict and how to minimize the negative impact on team members. One reason for this may be that managers and other leaders within organizations are

not giving the issue of resolving conflict enough attention. Varney's research showed that although most managers are aware of disagreements and have received training in conflict resolution, they seldom assign a high priority to solving conflict problems. With this in mind, it is critical that team members possess skills to resolve conflict among them. Conflict arises from differences. When individuals come together in work teams their differences in terms of power, values and attitudes, and social factors all contribute to the creation of conflict. It is often difficult to expose the sources of conflict. Conflict can arise from numerous sources within a team setting and generally falls into three categories: communication factors, structural factors and personal factors (Varney, 1989). Barriers to communication are among the most important factors and can be a major source of misunderstanding. Communication barriers include poor listening skills; insufficient sharing of information; differences in interpretation and perception; and nonverbal cues being ignored or missed. Structural disagreements include the size of the organization, turnover rate, levels of participation, reward systems, and levels of interdependence among employees. Personal factors include things such as an individual's self-esteem, their personal goals, values and needs. In order for conflict to be dealt with successfully, managers and team members must understand its unpredictability and its impact on individuals and the team as a whole. Withdrawal of labour will have at least in the long term, potentially profound implications for organizational functioning. The management is primarily concerned with profits, whereas the workers are more concerned with terms and conditions of service. Sambo, (2002) Confirmed that the strike action by the Arewa Textile Workers Union of April, 1997 was basically because of the style of management. A junior staff died and the management was not willing to provide vehicle to convey the corps home. Meanwhile all available vehicle could be dispatched if the deceased was a senior staff. When the conflict occurs in any industrial organization it will usually result in the loss of production time, the goods and services produced and discourages the customers from patronizing the industry and also creates negative image of the industry. For maximum production to be achieved the workers in the industry ought to be motivated. Since motivation energizes the worker into action to achieve the goal of the industry.

Concept of Motivation

Motivation is derived from the Latin root "moveers" which means to move. Consequently motivation can be defined as the process that stimulates human behaviour. Thus the literal meaning of motivation is the process of arousing movement in the organism. The movement is produced and regulated through the release of energy within the tissues. (Chauhan, 1981). Atkinson (1979) sees motivation as a "why" of behaviour, it is also referred to as an internal state of the organism that leads to the instigation, persistence, energy and direction of the behaviour. It is the drive or the intrinsic force within the human organism that makes him to contribute towards the achievement of the organizational goal. It leads to better job performance among workers and it could enhance productivity. Lindner (1998) perceived that motivation is operationally defined as the inner force that drives individuals to accomplish personal and organizational goals.

Five major approaches that have led to our understanding of motivation according to Lindner (1998) are Maslow's hierarchy of theory, Herzberg's two-factor theory, Vroom's expectancy theory, Adams' equity theory, and Skinner's reinforcement theory. According to Maslow (1943) in Lindner (1998) employees have five levels of

needs: physiological, safety, social, ego and self-actualization needs. Maslow argued that lower level needs had to be satisfied before the next higher level needs to motivate employees. Herzberg's work categorized motivation into two factors: motivators and hygiene factors. Motivator or intrinsic factors such as achievement and recognition, produce job satisfaction. Hygiene or extrinsic factors such as pay and job security, produce job dissatisfaction. Vroom's theory is based on the belief that employee effort will lead to performance and performance will lead to reward. Reward may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated. Conversely, the more negative the reward the less likely the employee will be motivated. Adams' theory states that employees strive for equity between themselves and other workers. Equity is achieved when the ratio of the employee outcomes over input is equal to other employee outcomes over input. Skinner's theory simply states that those employees' behaviours that lead to positive outcome will be repeated and behaviours that lead to negative outcome will not be repeated. Managers should positively reinforce behaviours that lead to positive outcomes. Managers should negatively reinforce employee behaviour that leads to negative outcomes.

The concept of Industrial Conflict

In the course of human events, even in the best managed organization conflict certainly occasionally occur. All organization such as industries, schools and colleges have conflict potentials since they are collection of people with diverse personality types as well as because of the nature of the formal organization itself. Obi (2004) viewed conflict as human and social problems which involve mutual hostility differences, disagreements, opposition, and use of violence or crisis which can escalate to the level psychological welfare or physical or naked war. Waters (1995) in Obi (2004) defined conflict as a form of interaction among parties that differs in interest, perception and preferences.

Kyuhan (1993), industrial conflict is the situation where disputes and disagreements arise between employees' and employers over matters related to the working conditions. Conflict is endemic among human grouping because of the divergent interests which are usually diametrically opposed. While employers must maximize his profit by reducing to the minimum level the cost of production which is usually at the detriment of the employees, employees (usually represented by trade union) seek to secure a work condition of a bearable standard and better remuneration. In view of the above, conflict springs up. Industrial conflict (also refer to as trade union) therefore is defined as "any disagreement or dispute between workers and workers or between workers and employers regarding the condition of employments of workers and the general conditions relating to their employment" Industrial conflict can be formal or informal.

While informal conflict in an industrial organization is usually associated with low skilled and poorly educated workmen and such conflicts are generally unorganized, exhibited in individual actions such as absenteeism, sabotage, theft etc. Formal conflict on the other hand is associated with high skilled and well educated workers who are properly organized and such formal conflict is usually spearheaded by union leaders who are referred to as "agitators". Example of organized/formal conflict is strike or withdrawal of service.

Causes of Industrial Conflict

- There are various causes of industrial conflict but few will be highlighted;
- Wage demands which usually occur when agreement expires or especially concerning overtime payment.
 - Working condition: It is when the employees take action if there is a risk to either their lives or others at the work place.
 - Management policies: These include concerns over leave entitlements such as sick leave, holiday leave, promotion and redundancy. Management may change policies without adequate consultation.
 - Political and social issues: involve wider issues (environmental and political) where employees take action to support a cause. Employees are likely to take strong action to support a cause given to reduce union power.
 - Ineffective communication: This is a situation where the messages are not properly passed to the workers by the management.
 - Inadequate security at the work place.
 - Lack or inadequate social amenities.

Negative Effect of Conflict in Industry

- The existence of conflict within an industrial organization implies a breakdown of social cooperation and attempted or actual damage to capacity of rival group to make its normal contribution.
- Extreme conflict reduces reliance on reason and evokes emotional behaviour.
- Conflict can result in instability and chaos. Conflict often polarizes thought and action and can bring cooperation to a standstill.
- A continuous conflict can cause one or more employees to leave an organization.
- Conflict reduces performance effectiveness of staff and contributes to non-functionalism with the organization.
- The aftermath of conflict can make a leader to shift from democratic to autocratic leadership style.

Other manifestations of industrial conflict include; Strikes and lockouts, Absenteeism, Labour turnover, Material waste, Low morale, Inefficiency, Theft, Public disclosure of organizational practices.

Motivating Factors

The following motivating factors are necessary to resolved industrial conflict. Lindner (1998) outlined some factors which the employers have to consider to resolved industrial conflict; Making work to be interesting, good wages, full appreciation of work done, job securities, good working conditions, promotions and growth in the organization, feeling of being in on things, personal loyalties to employees, tactful discipline, and sympathetic help with personal problems. He compares these motivating factors to Maslow's need- hierarchy theory provides some interesting insight into employee motivation. The number one ranked motivator is interesting work which is a self-actualizing factor. The number two ranked motivator is good wages, is a physiological factor. The number three ranked motivator is full appreciation of work done, is an esteem factor. The number four ranked motivator is job security, is a safety factor. Therefore, according to Maslow (1943), in Lindner (1998), if managers wish to address the most important motivational factor of

employees they should focus on interesting work, physiological, safety, social, and esteem factors which must first be satisfied. If managers wish to address the second most important motivational factor of employees, good pay, increased pay would suffice. Contrary to what Maslow's theory suggests, the motivational factors are mixed. Maslow's conclusions that lower level motivational factors must be met before ascending to the next level are still subject to debate. The following example compares the highest ranked motivational factor (interesting work) to Vroom's expectancy theory. Assume that a employee just attended a staff meeting where he/she learned a major emphasis would be placed on seeking additional external program funds. Additionally, employees who are successful in securing funds will be given more opportunities to explore their own research and extension interests (interesting work). Employees who do not secure additional funds will be required to work on research and extension programs identified by the director. The employee realizes that the more research he/she does regarding funding sources and the more proposals he/she writes, the greater the likelihood he/she will receive external funding. A study of industrial employees, conducted by Kovach (1987), yielded the following ranked order of motivational factors: (a) interesting work, (b) full appreciation of work done, and (c) feeling of being in on things. Another study of employees, conducted by Harpaz (1990), yielded the following ranked order of motivational factors: (a) interesting work, (b) good wages, and (c) job security. Why do we need motivated employees? The answer is survival (Smith, 1994). Motivated employees are needed in our rapidly changing workplaces. Motivated employees help organizations survive. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform, of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly (Bowen & Radhakrishna, 1991). For example, research suggests that as employees' income increases, money becomes less of a motivator (Kovach, 1987). Also, as employees get older, interesting work becomes more of a motivator.

Strategies for Motivating Staff.

There are several techniques for motivating staff. All of these techniques derive from an appreciation of the various motivating factors. The techniques are attempt to address those things which could help unlock the energy of the workers and encourage them to voluntary deploy this energy to the business of the organization. (Oladimeji, 1999).

The techniques include:

Understand members of your work team as individuals; the employers have to understand individual differences of the employees and the lever of their competences. It helps in assigning of the responsibilities.

Use money as a reward and an incentive, money or good wages is a strong motivating factor if properly utilized it serve as energy booster and encourage hard work and to increase the morale of the worker the employer should reward and recognize achievement.

Spell out requirement clearly; the duty or responsibilities of individual should be clearly made know, and there should be division of labour. Motivation through the work itself-design and re-design the work to make it challenging and motivating to the work.

Exercise leadership; Leadership as a leaders inducing follower to act for certain goals represents the values and the motivations, the wants and the needs, the aspirations and expectation of both leaders and the lead. The leadership is concerned with the initiation, organization and direction of action of the in group in objectives of the group.

Train and develop people, for any job to be satisfying it must provide sufficient opportunity for professional growth. The provision for intellectual and moral development through in-service course, all lead to increase productivity and efficiency on the part of staff and eventually to the achievement of maximum results. Use motivation language in all your communication, the manager need to be sensitive to the sentiments or core values of his staff. The use of words or languages which could evoke resentment from the staff should be avoided.

Conclusion

It is basically cleared that for any industry to achieve maximum productivity of goods and services and also for the goal of the industry been achieved. It have become most for the management of industrial organization to motivate his / her workers as labour is one of the main factor of production. For employers to be able to harness people skills, an organization needs to create an environment which motivates. It must be an environment in which employees readily see that their personal interests are compatible with the organization's objectives.

Recommendations

Base on above discussion the following recommendations were made on how motivation could be used as a tool to resolve industrial conflict:

1. Industrial manager should positively reinforce behaviours that lead to positive outcomes, such reinforcement could be cash reward, praise, promotion and presentation of award, so that those positive behaviours could be repeated.
2. Industrial managers should negatively reinforce employee behaviour that leads to negative outcomes such negative reinforcement could be pay- cut, blame and delayed promotion, so that those negative behaviours could be discontinued and serve as a good lessons for others to avoid such negative behaviours.
3. Industrial managers should show interest in all the staff to help them feel that they are members of the industry. One way this can be done is to listen to the staff complaints.
4. The stake holders should ensure that working environment be physically and psychologically safe for work.
5. Employees entitlement should be paid promptly, that is monthly salaries and other allowances should be paid as when due.

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