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# Industrial Democracy and Workers' Perception of Industrial Action: A Case Study of Workers in Setraco Construction Company Plc, Uturu

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## Abstract

*This study investigated industrial democracy and workers' perception of industrial action. Pluralist theory was adopted in this study as the theoretical framework while the survey method was used as the research design. Four research questions were generated and tested using an instrument titled "Industrial Democracy and Workers' Perception" (IDWP). The instrument comprised 20 research questions and was administered on 273 respondents drawn from a population of 860 staff of Setraco Construction Company, Uturu. Taro Yemanne statistical formula was used to determine sample size for the study while simple percentage was used to analysis the research questions. Findings show that perception factors such as industrial action, labour turn-over, and job satisfaction have significant positive correlation with industrial democracy. It is therefore recommended that employees should be involved in the decision-making process in the organization to promote industrial democracy.*

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**Keywords:** *Industrial democracy, workers perception, industrial action, decision making, job satisfaction, labour turn over.*

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## Introduction

Industrial democracy as a concept reflects the power structure in organization (Anya, 2015). However, Fejoh (2015) argues that workers are entitled to a significant voice on issues affecting them in the organization. Gordon (1998) opined that industrial democracy is a model which emphasizes employees' partial or complete participation in the running of an industrial organization. This implies that industrial democracy takes the form of workers participation in decision-making especially on issues that affect them (eg. collective bargaining). In a work environment, we have two actors - the employer and employees. Max Weber (1947) cited in Fejoh (2015) in his classical theories opined that power flows from the super-ordinate to sub-ordinate. This means that there is a relationship between the workers and the employers which does not show equality in status and power among the two actors (Laosebikan, 1995).

Industrial democracy in the views of Fejoh (2015) is workers participation at all levels of management, and it is a form of labour-management relations which therefore means co-operation to determine an act. However Anya (2015), Gordon, (1998), Laosebikan (1995) and Fajoh (2015) opine that industrial democracy reflect the structure that creates an opportunity for workers' participation in management and control of the industrial organization. According to Gordon (1998), workers participation in decision making process has been initiated via collective bargaining by the union with the management. Gordon further explained that without workers' participation in decision making, workers' alienation will persist. Actually the participation or non participation of workers in decision making truly helps in framing the ideals and perception of workers in an organization. Perception according to Nelson (2008) is a process consciousness of an object. It is a factor derived from the consciousness of the object which can make a huge difference in the quality of work. More so, workers participation in decision making which signifies industrial democracy influences workers' perception of an organization and industrial action. This is an antidote of workers' alienation.

However, the perception of workers influences their attitude towards industrial action, labour turnover, productivity and job satisfaction. Therefore, industrial democracy which is synonymous with work place democracy according to Lane (1985), functions as a good labour relations resulting in democratization of work organization. It features in organization in the form of participation of employees in decision making and influences the attitude of workers positively or negatively.

### Objectives of the Study

The main objective of this paper was to ascertain the relationship between industrial democracy and workers perception of industrial action. The specific objectives of this study were:

1. To examine the extent to which industrial democracy affects workers participation in decision making in Setraco Construction Company, Uturu.
2. To examine the extent to which industrial democracy enhances workers' job satisfaction in Setraco Construction Company, Uturu.
3. To ascertain how industrial democracy affects labour turnover in Setraco Construction Company, Uturu.
4. To ascertain how industrial democracy affects workers' perception of strike action in Setraco Construction Company, Uturu.

### Statement of the Problem

Research reports in the past show that industrial democracy is synonymous with workers' participation in management decisions in the organization (Fejoh, 2015). It is a concept that is well tolerated in the industrialized West as opposed to what is obtainable in the Nigerian work environment. The key reasons for the situation in Nigeria are not far from issues bordering on ownership and operations of industries. Although modern managers insist on the importance of workers' participation in decision making for both private and public organizations, Setraco Construction Company still relies on the traditional approach where decision making is seen as the exclusive responsibility of the top management staff.

This clearly breeds conflict in organizations (Edit, 2007). This study therefore, sought to examine industrial democracy as it influences workers' participation in decision making, and how workers perception of this participation affects their judgment or perception of industrial actions. The following questions guided the study:

- (1) To what extent has industrial democracy influenced workers' participation in decision making in Setraco Construction Company, Uturu?
- (2) To what extent has industrial democracy enhanced workers' job satisfaction in Setraco Construction Company, Uturu?
- (3) How does workers participation in decision making affect labour turnover in Setraco Construction Company, Uturu?
- (4) How does work place democracy affect workers' perception of industrial actions in Setraco Construction Company Uturu?

### Assumptions



1. Industrial democracy influences workers' positive perception of strike action.
2. The study assumes that industrial democracy reduces labour turnover in organizations.
3. Work democracy affects positive perception of workers on organizational productivity.
4. The study assumes that industrial democracy in an organization affects workers' job satisfaction

### Industrial democracy

According to Lane (1985) industrial democracy can be defined as a situation where every worker is an owner and every owner is a worker. Similarly, Brooks (1991) opines that the phrase industrial democracy has been described as a variety of arrangement by which employees contribute to the functioning of the organization where they work. In general terms therefore, industrial democracy could be described as a movement towards all employees having the right access to information and activity in the important decision making procedure within the organizations. According to Webb (1902) cited in David, (2014) industrial democracy has two aims that have helped to frame the views of our society. The first aim centers on the desire to break up concentration of industrial power, as a guard against organizational self-interest and arbitrary managerial action. This was seen as requiring the disintegration of capitalist society and an increase in organizational accountability. In order to achieve this, therefore, it will either come through government actions or the total involvement of workers in decision-making or simply as the development of techniques to bring the two sides of industry (workers and employers) together. This form of industrial democracy is described as the "hard" model of industrial democracy (David, 2014). The second aim of industrial democracy was to increase social as well as material satisfaction in industrial society. This emphasized the importance of the workplace as a unit of social organization, the need to encourage personal development and job satisfaction at work and the need to achieve a proper balance between industries and communities. This model is described as the "soft" aim of industrial democracy. Today in Nigeria, the main process of industrial democracy has focused on hard model which centers on collective bargaining and joint consultation. Collective bargaining between employers and employees (union) providing a more equal ground in determining the individual wage-work bargain and how work is being organized (David, 2014). Betchoo (2014) opined that industrial democracy must be given more opportunities for employees' participation to increase production. If the scheme of industrial democracy is to reflect the broad trust of industrial relations to involve workers, activities in area of decision-making, then it is suggested that the following bench marks be adopted to ensure the efficacy of industrial democracy:

- (1) Power Effects: This means having real managerial power being redistributed.
- (2) The Moral Effects: Does the scheme increase satisfaction and personal commitment and involvement at all levels?
- (3) The Equity Effects: This has to do with the workers being effectively drawn into the exercise of power.
- (4) The Productivity Effects: This has to do with the actual results in terms of quality and quantity of the goods and services produced or provided.

All these guidelines or bench mark questions are implicitly measured to properly determine the total worker participation in decision making which metamorphoses into proper industrial democracy (Otieno, 2014; Aaron, 2011). At this point, it is important to state that trade unions are the primary agents of



industrial democracy. Since the beginning of 18th century till today, labour union has been the agent through which workers have enforced the regulation of industrial democracy through the following ways: collective bargaining, mutual insurance and litigation or legal enactments. According to Nelson (2005) and McShans (2006), workers' perception shapes the forms of industrial democracy, however, the concept of perception is described as the individual process of consciousness of an object influenced by intelligence, personality, motivation and interest. Workers perception, however, has to do with the ways and manner the worker's (union) of a company tends to understand the activities in the industries. However workers' perception is a determining factor that can make a difference in the quality of the work place and influences the workers' level of stability in the organization. Perception in the view of Snell (2006), has two aspects namely, negative and positive. Both negative and positive perception can be an important factor in shaping the attitude of workers as individuals or as groups towards industrial democracy (Snell, 2006). Finally, workers' perception differs from one individual to another and from one group to another; consequently, workers will view issues and facts differently as well as have different expectations from their employers. Finally, it is important to state that workers' perception in an organization is very crucial to the success, progress and development of industrial democracy, while industrial action has been a bridge in the fulfillment of industrial democracy or workers' participation in decision making (Armstrong, 2006; McShane, 2006).

### **Industrial Action**

According to Aaron (2011), industrial action could be defined or referred to as an action of dispute in which the employees down their tools in the form of covert and overt actions such as strikes, work to rule, lock out, overtime ban, lateness to work etc to press the employers to comply with their demands. Most importantly, industrial action is taken in support of claims of the employees against employers; however, industrial action is not limited to action by employees but also includes actions by the employers to force the workers to work for what they have failed to do. Similarly, industrial action refers collectively to any measure taken by workers (trade unions) to reduce productivity in a workplace. Quite often, industrial action is interpreted as a euphemism for strike but the scope is much more beyond that (Brooks, 1991). According to Michael and Scott, (2004) industrial action is broadly classified into two, namely covert and overt actions. Covert actions are usually carried out by individuals in secret which has no backing from the union, while overt action are moved by individuals or groups supported by the union and can take the following forms: strike, lockout, sympathy strike, overtime ban, work to rule, go-slow, non-cooperation, etc. These are forms through which overt industrial action could be expressed to achieve the collective interest (Michael and Scott, 2004). Strike is the most common and regularly used overt action against the employers of labour to institute industrial democracy. Strike action also called labour strike or industrial action is a work stoppage caused by the mass refusal of employee(s) to work. Strike usually takes place in response to employees' grievances and it became important during the industrial revolution, when mass labour became important in factories and mines (Akpala, 1991). Strike as the most significant aspect of industrial conflict is defined as the temporary stoppage of work in the pursuance of grievance or demand. In practice however, it has been difficult to separate strike from other forms of expression of industrial dispute as employer lock out workers and workers themselves embark on strike action. It is more useful to view both phenomena as part and parcel of the conflict situation, not as opposite rather as complementary (Girigiri, 1998).

Strike is a collective withdrawal of labour by employees. Under such action, employees refuse to perform all forms of work, not just selected duties. Strikes are usually, but not always, organized by a union. The

purpose of a strike is to pressure employer into complying with particular demands or refraining from doing something. Under the Labour Relations Act (2007) strike action may be 'protected action' if undertaken during a bargaining period for an enterprise agreement and other formal procedures have been complied with. Protected action may also cover other types of industrial action as well as strikes. 'Protected action' means that industrial tribunals will not intervene to resolve the dispute as long as it is conducted within the rules of legitimate protected action. The issue of whether employees have 'the right to strike' is one of the most contentious issues in industrial relations (Dessler, 2003). Strike action, also called labour strike, is a work stoppage caused by the mass refusal of employees to work. Strike usually takes place in response to employee grievances (Aaron, 2011). Sympathy strike is, in a way, a small scale version of a general strike in which one group of workers refuses to cross a picket line established by another as a means of supporting the striking workers. Sympathy strikes may be undertaken by a union as an organization or by individual union members choosing not to cross a picket line. A sympathy strike occurs where one union strikes in support of another, even though the union is not a party to negotiations with the employer (Dessler, 2003). Each time strike occurs, substantial man-hour is lost, a good example is the first general strike of (1945), the (1993) ASUU strike where universities in the country were closed for a couple of months thereby causing set back in the tertiary institutions.

The Nigeria Labour Congress, NLC, and Trade Union Congress, TUC, the two major umbrella bodies of workers union in Nigeria mobilized workers for an indefinite strike action which commenced on Monday, 9th January, 2012 to drive home the protest against the fuel subsidy removal of January 1st 2012 (Kenrick, 2010; Akpala, 1991). In summary, industrial action in a work environment affects labour turn over of workers. This is influenced by the perception of workers in relation to industrial democracy in a particular organization.

### **Labour Turn Over**

Employee turnover is an important issue that poses a significant challenge for organizations. Since human capital is central to an organization's performance, workforce attrition can have a profound impact on an organization's performance, growth and general business outcomes. Employee turnover is defined as "the rate at which employees enter and leave a company in a given fiscal year." HR professionals and organization executives focus on turnover for three main reasons; it has significant cost implications; it affects overall business performance; and has the potential to become difficult to control, resulting in a talent crunch, where it is hard to find quality candidates with the skill sets required to fill open positions.

Employee departures affect organizations in terms of measurable financial costs as well as intangible knowledge-based and productivity costs. According to a 2008 HRM study, the cost to replace and hire new staff may be as high as 60% of an employee's annual salary, whereas total costs of replacement, including training and loss of productivity, can range from 90% to 100% of an employee's annual salary. Those expenditures can be difficult to absorb, whether an organization is a small company or a large global firm. Loss of employee talent hinders the development of new products, disrupts client relationships and delays customer deliverables. These may bring about production delays, along with replacement costs of employee turnover; negatively affect overall business performance and success. Vacant positions also cause a decline in overall productivity. Employees who remain with the organization are less productive and efficient while they assume the responsibilities of the vacant position in addition to their own duties. Once a vacant position is filled with a new employee, those individuals are still contributing less to their primary job responsibilities and, subsequently, to the organization overall as a result of having to train the new worker, (Ademolekun, 1983).

Organizations that do not develop strategies for addressing employee turnover may find themselves with pervasive skill shortages to fill the positions in the future. According to Armstrong (2005) the workforce is changing dramatically; with demographic shifts, increased outsourcing and entrepreneurship on the rise, specific skill sets and competencies may be moving rapidly out of various industries. The impact is already being felt in today's economy.

Labour turnover comes in two primary forms: voluntary and involuntary, when an employee resigns or quits, this constitutes voluntary labour turnover. An employee who is fired represents involuntary labour turnover. However, labour turnover costs the organization a significant amount of money in recruitment and training expenses, in addition to productivity costs while the new employee learns the ropes. Although turnover is generally seen as negative, some involuntary turnover such as discharging a poor performing worker helps the employer.

According to Aja (1998) labour turnover is more in organizations that do not practice industrial democracy or workers' participation in decision making. In view of this, labour turnover increases if wage reductions are implemented, particularly among highly skilled and productive worker without due consultation with the workers or trade unions. Other reasons for high labour turnover in organizations are job dissatisfaction, regular strike actions, another job offer, a spousal relocation, disagreements with coworkers and superiors or dissatisfaction with actions taken at the company etc

### **Job Satisfaction:**

One of the most challenging tasks in management today is keeping the most qualified employees satisfied and being able to retain them on the job. Armstrong (2006), defines job satisfaction as the attitudes and feelings people have about their work. Positive and favorable attitudes toward the job indicate job satisfaction. Negative and unfavorable attitudes indicate job dissatisfaction. Ngonyama and Ruggunan (2015) views job satisfaction as an affective or emotional reaction to the job resulting from the incumbent's assessment of actual outcomes with the required, anticipated and deserved outcomes. Wright and Kim (2004) explains this assessment by asserting that employees seek to achieve and maintain correspondence with their environment. Correspondence with the environment can be described in terms of the individuals fulfilling the requirements of the environment, and the environment fulfilling the requirements of the individuals which shows workers participation on issues affecting their welfare.

This means that employees will experience job satisfaction if they feel that their individual capacities, experience and values can be utilized in their work environment and that the work environment offers them those opportunities and rewards via participation (Fejoh, 2015). Templer and Cawsey (1999) state that attracting and retaining high profile employees is a critical feature of globally competitive organizations. However, an organizations aptitude to retain erudite workers is a critical element in determining its present and future success.

According to Armstrong, (2009) job satisfaction is a pre-requisite for employee performance in any organization. It is important for both the employee and the employer. For the employee, job satisfaction gives them a sense of belonging, security and fulfillment. In return, it leads to employee commitment, decreased absenteeism and reduced employee turnover and increases organizational productivity. For the employer, employee job satisfaction ensures committed staff and stable workforce which reduce cost of recruitment and training. Gulon (1998) defined satisfaction as the extent to which an individual's needs are satisfied and the extent to which the individual perceives satisfaction stemming from his total work situation. Okoth (2003) asserted that job satisfaction is a positive-state, resulting from the appraisal of one's



job experiences and perception. Job satisfaction is a collection of feelings and beliefs that managers/workers have about their jobs. She further argued that workers, who are high in job satisfaction generally like their jobs, feel that they are being fairly treated and believe that their jobs have many desirable features such as interesting work, good pay and job security. According to Gumato (2003) job satisfaction is the extent to which employees favorably perceive their work. High job satisfaction indicates a strong correlation between an employee's expectations of the reward accruing from a job and what the job actually provides. Workers who are satisfied in their jobs will be co-operative and well motivated while those who are dissatisfied will be more inclined than others to produce low quality output, go on strike, and be absent from work, invoke grievance procedures or even leave the organization. In summary, authors like (Lane, 1985; Nelson, 2005; Mac Shans, 2006; Shall, 2006 and David, 2011) are of the view that industrial democracy in an organization is the sure way of bringing industrial action to an acceptable situation. These authors flow with the unitary system theory believing that the organization is exiting as a family with common interest. According to these authors, workers participation in decision-making gives them a sense of belonging which makes them see industrial action as an action against one's self.

On the other hand, authors like Akpala, (1991); Brooks, (1991); Girigiri, (1998); Micheal and scott, (2004) and Aaron, (2011), are of the view that industrial conflict is an inevitable situation in an organization due to conflicting interest of the two parties involved in the organization. The workers' interest will be to have an improved working condition in the form of more wages, less working hours etc while the employers will be looking for more profit. However, an increase in the workers' interest will mean a decrease in the employer's profit. Following the views of these two schools of thought, it becomes obvious that the contending issue is the difference in interest between the two actors in human relations. However, human relation's ideal condition is that irrespective of the differences that exist in the relations, the two parties are working for the interest of both parties. This interest is anchored in the establishment of industrial democracy which will give the two actors the opportunity to address their peculiar problems by participating in decision-making process which will produce industrial democracy as the perfect measure to conflict existence in our industries.

### **Theoretical Framework**

Scholars have described two major theoretical perspectives that contrast in their understanding and analysis of employees' industrial action. Each view point offers a particular perception of workplace relations and therefore interpret such events as workplace conflict, the role of unions, industrial action etc. The two theories are pluralist and unitary theory. Pluralist theory tends to explain conflict as inherent in workplace. In pluralism, the organization is perceived as being made up of powerful and divergent sub-groups each with its own legitimate loyalties and with their own set of objectives and leaders. In particular, the two predominant sub-groups in the pluralist perspective are the management and the employees (Edet, 2007; Polsby, 2006).

The unitary theory, perceived as an integrated and harmonious whole with the ideal of "one happy family", where management and members of staff all share a common purpose, emphasizing mutual cooperation. Furthermore, unitary theory has a paternalistic approach where it demands loyalty of all employees being predominantly managers in its emphasis and application (Cole, 2005; Edet, 2007). In this research, pluralist theory was adopted to explain the interrelationship between workers and employers in relation to the workers' perception of industrial action and how it affects productivity. Outside the flexibility expected from all forms of industrial actions, industrial democracy should be given the opportunity to grow among the industries to increase productivity and reduce industrial conflict (Betchoo, 2014). The actualization of

industrial democracy in the 21<sup>st</sup> century is rooted in the pluralist theoretical perspective which is an industrial relations theory which argues that conflict in organizations are inevitable due conflicting interest of the contending actors but could be ameliorated with the growth of industrial democracy. Turnbull and Blyton (2014) opine that pluralist theory or perspective regards organization as composed of a variety of section groups with divergent interest, thus conflict between the two actors in the field. According to Haralambus (2004) the pluralist perspectives shows or explains the difference of interest that exist in the industrial society or relations between the employers and employees. This theory was adopted because of its ability to explain the contradicting interest of both the employers and the workers. This constant conflict among the industrial relations actors tend to be understood with the pluralist theory. A number of sociologists that support the pluralist position opined that it is only through the trade union that the concept of industrial democracy could be actualized in the process of industrial relations

### Materials and Methods

This study adopted the survey research method of analysis. According to Sekaran (2003), survey method is concerned with finding out about the what, where and how of a particular phenomenon. The research design was found appropriate due to its ability to allow the researcher to get information from both primary and secondary data from a large population. The survey was carried out with the use of questionnaire administered on the sample respondents that are members of staff, Setraco construction company, Uturu. The population of the study was the entire workforce of the selected company. The researcher found out that the workforce was graded into three, junior staff, intermediate staff and the senior staff. The junior staff comprised direct workers, artisans who are mostly company trained labourers. The intermediate staff was made up of supervisors and technicians that are skilled manpower, while the senior staff comprised all management staff, both middle and top-management staff. The staff strength of the company as at the time of this study was eight hundred and sixty (860), which formed the population size of the research study.

**Table 1: Distribution of Respondents by Sex**

Gender	Frequency	Percentage (%)
Male	218	80
Female	55	20
Total	273	100

Source: Field work 2016

A total of 273 copies of the questionnaire were distributed by the researcher and 273 were filled and returned. The number of returned questionnaire was 100 percent. The demographic elements of the respondents included gender, age, working experience (Number of Years in the Company), positions occupied by members of the workers' union. Out of the total respondents, 20% were women while 80% were men. This simply means that; Setraco Construction Company Nigeria Uturu processing plant depends more on men than women as its workforce.

**Table 2: Distribution of Respondents by working experience**

Working Experience	Number of staff	Percentage (%)
Below 5 years	87	32
5yrs - 10yrs	164	60
11yrs - Above	22	8
Total	273	100

Source: Field work 2016

**Working Experience:** 32% of the respondents had working experience below 5yrs while 60% had an

experience of between 5-10yrs and lastly 8% had a working experience above 10yrs in the company. Table 2 shows the numbers of staff and their working experiences.

**Table 3: Distribution of Respondents by level of Education**

Level of Education	Number of staff	(%)
WAEC or Below	190	70
1 <sup>st</sup> Degree/Equivalent	68	25
M.sc and above	15	5
Total	273	100

Source: Field work 2016

#### Level of Education:

Seventy percent of the respondents were those that have the SSCE and below. They constitute a majority of the workforce. 25% of the workers were graduates from universities and most of them belong to administrative cadre. While 5% were those with a master's degree and above. They belonged to the core management staff of the company and are involved in decision making. They are not members of the Union.

#### Research Question I

To what extent has industrial democracy influenced workers participation in decision making in Setraco Construction Company, Uturu.

In response to the above question, the respondents answered the following questions 2,3,4,5 in the questionnaire as shown in table 6 below.

**Table 4**

S/N	Questionnaire Items	SA (4)	A (3)	D (2)	SD (1)	Total scores	Total respondent	Mean scores	Group mean
2.	Workers are - consulted in any issues affecting them before management takes decision	112	92	52	17		273		
		448	276	104	17	845		3.09	
		41%	34%	19%	6%	100%			
3.	There is high rate of labour turn over in Setraco due to non-participation of workers in decision making.	40	25	120	88		273		
		160	75	240	88	563		2.06	
		15%	9%	44%	32%	100%			2.28
4.	Workers participate very often in industrial action due to non-involvement of workers in decision making	25	18	132	98		273		
		100	54	264	98	516		1.89	
		9%	7%	48%	36%				
5.	Workers of Setraco are satisfied with their levels of participation in decision making.	142	79	30	22		273		
		568	237	60	22	577		2.11	
		52%	29%	11%	8%				

Source: Field Work, 2016



Item 2 in the questionnaire sought for information of whether the workers are consulted by the management of Setraco Company before taking decisions that affect them. Out of the 273 respondents, 112 representing 41% strongly agreed with the statement, while 92 respondents representing 34% agreed to the same statement. On the other hand, only 52 and 17 respondents (19% and 6% respectively) disagreed and strongly disagreed with the statement.

This shows that the percentage of those that strongly agreed and agreed was 75% while those that disagreed and strongly disagreed was only 25%. Therefore the majority of the respondents are of the view that, management makes consultations before taking any decision that affects the workers. Similarly, question 3 in the questionnaire sought for information on if there is high labour turnover due to the non-participation of workers in decision making.

In response to the question 40 and 25 respondents representing 15% and 9% respectively strongly agreed and agreed to the statement while 120 and 88 respondents representing 44% and 32% respectively did not support the statement. The sum percentage of respondents that supported the statement is 24% while 76% of the respondents did not support the statement. In line with this, the majority of the workers are of the view that there is low labour turnover in Setraco due to high rate of workers participation in decision making.

Item 4 sought for information on whether workers participate often on strike action due to non-involvement of workers in decision-making process. Out of 273 respondents, 25 and 18 respondents representing 9% and 7% supports the statements while 121 and 87 respondents representing 44% and 32% disagree with the statement. This means that 16% of the total respondents support the statements while 76% stated that workers did not participate in any strike action due to the fact that members of the workforce participate in decision making process. Since they participate in decision making in the organization, they saw no need to embark on any form of industrial action.

Item 5 items in the questionnaire sought information on whether workers are satisfied with the level of participation in decision making process. In response to the question 142 and 79 respondents representing 52% and 29% respectively were in support of the statement while 30 and 22 respondents representing 11% and 8% were not in support of the statement. This result simply shows that 221 respondents representing 81% of the population state that they are satisfied with the level of workers participation in decision making, while 52 respondents representing 17% are not in support of the statement. In view of this therefore, Setraco workers are satisfied with the level of workers participation in decision making process.

## Research Question 2

To what extent has industrial democracy enhanced workers job satisfaction in Setraco Construction Company, Uturu?

In response to the research question above, items 11 and 14 were used to collect data that helped the researcher to answer the research question.

Table 5

S/N	Questionnaire Items	SA (4)	A (3)	D (2)	SD (1)	Total scores	Total respondents	Mean scores	Group mean
11	Workers are satiated with the management on how they take part in decision making process	165	84	18	6		273		
		660	252	36	6	954		3.49	
		60%	31%	7%	2%	100%			
14	Workers are satisfied with their job because they are part of the decision making process in the company	180	60	20	13		273		3.49
		720	180	40	13	953		3.49	
		66%	22%	7%	5%	100%			

Source: Field Work, 2016

Item 11 in the questionnaire sought information on whether the workers are satisfied with the management on how they participate in decision making. Out of 273 respondents, 165 and 84 respondents, representing 60% and 31% respectively of the respondents strongly agreed and agreed with the statement. However, 18 and 6 respondents representing 7% and 2% respectively did not accept the statement. This shows that 91% of the total respondents supported the statement while 9% of the respondents disagreed with the statement. In line with the result above, majority of the respondents are of the view that Setraco workers are satisfied with the way management get workers involved in decision making process.

Item 14 in the questionnaire sought information in response to the research question, whether the workers are satisfied with their job because they are involved in decision making process in the company.

In response to item 14 above, 180 and 60 respondents representing 65% and 22% respectively absolutely supported the research question while only 20 and 13 respondents representing 7% and 5% did not support the statement. In conclusion, 87% of the respondents are of the view that Setraco workers are satisfied with their job because they are incorporated in the decision making process of the organization.

### Research Question 3

How does workers participation in decision making affect labour turnover in Setraco Construction Company, Uтуру?

Items 16 and 17 in the questionnaire were used to gather information which help in answering the above research question.

TABLE 6

S/N	Questionnaire Items	SA (4)	A (3)	D (2)	SD (1)	Total scores	Total respondents	Mean scores	Group mean
16	Workers leave the company as soon as they are employed due to non involvement of workers in decision making process in the company.	31	40	83	120		273		
		124	120	164	120	528		1.93	
		11%	15%	30%	44%	100%			2.57
17	Workers that are not involved indecision making mostly resign from their jobs	138	80	30	25		273		
		552	240	60	25	877		3.21	
		51%	29%	11%	9%				

Source: Field work, 2016

Item 16 in the questionnaire sought information on whether workers' participation in decision making affects the rate of labour turnover in Setraco Construction Company Uturu. Out of the 273 respondents 138 and 80 respondents representing 51% and 29% respectively positively supported the research questions while 30 and 25 respondents representing 11% and 9% disagreed with the statement. In relation to the workers response above, it shows that Setraco workers are of the view that Labour turnover is not on the increase due to the fact that workers are incorporated in the decision making process of the company. This gives the workers opportunity to discuss their needs before it becomes a union matter.

**Research Question 4**

How does work place democracy affect workers perception of industrial actions in Setraco Construction Company, Uturu?

In order to respond to the above question, the following items in the questionnaire, question 6, 7 and 8 were used to provide answers to the research question.



Table 7

S/N	Questionnaire Items	SA (4)	A (3)	D (2)	SD (1)	Total scores	Total respondent	Mean scores	Group mean
6.	Workers Union is very active and functional in Setraco Construction Company Uturu.	160	94	19	-		273		
		640	282	38	-	960		3.5	
		59%	34%	7%	0%	100%			
7	Setraco management promotes workers to position that enables them to participate in decision making process.	148	103	18	4		273		
		712	309	36	4	1061		3.8	3.43
		54%	38%	7%	1%	100%			
8	Workers do not go on strike to demand their rights in Setraco Construction Company.	122	103	-	48		273		
		488	309	-	48	845		3.0	
		45%	38%	-	17%	100%			

Source: Field work, 2016

Item 6 sought information on whether the workers Union is very active and functional in Setraco Construction Company. Out of the 273 respondents 160 and 94 respondents representing 59% and 34% respectively agreed with the statement while 19 respondents representing only 7% did not agree with the statement. This shows that 96% of the respondents which is majority of the workers accepted that workers union is very effective in Setraco. This promotes the existence of industrial democracy in the organization. In response to item 7 on the questionnaire which sought for information on whether workers were promoted into positions that enable them participate in decision making process, out of the 273 respondents 148 and 103 responded strongly agreed and agreed respectively which as well represent 54% and 38% of the total respondents respectively. However, 18 and 4 respondents disagreed and strongly disagreed representing 7% and 1% respectively. Going by the data, 92% of the total respondents are of the opinion that workers are promoted to higher positions that enable them participate in decision making process of the company. In response to question 8 in the questionnaire, which sought information on whether workers embark on strike action to demand for their right from management? Table 9 shows that out of the 273 respondents 122 and 103 respondents representing 45% and 38% respectively are in support of the statement while only 48 respondents representing 17% did not support the statement. In conclusion therefore, 93% of the total respondents are of the view that workers do not embark on strike action to demand for their right which supports the position that the level of industrial harmony that exists in the company is high.

### Discussion

The results in Table 6 questions 2 revealed that a total of 204 respondents representing 75% of the sample size accepted the fact that there is a cordial relationship between the workers and the management because there is high level of industrial democracy existing in the company. This shows that out of 273 respondents the majority were in support of question 2 in the questionnaire. Similarly, questions 3, 4 and 5 in table 6 shows that 65, 43 and 221 respondents representing 24%, 16% and 81% shows that majority of the workers positively affirm that there is high level of industrial democracy in Setraco Construction Company Uturu.

Table 7 question 11 shows that out of 273 respondents, a total of 249 respondents representing 91% of the workers are satisfied with their jobs due to the existence of industrial democracy which gives the workers a sense of belonging in the management of the organization. Similarly, question 14 also disclosed that a total of 240 respondents representing 88% of the total respondents are of the view that Setraco workers are satisfied with the level of industrial democracy which makes them to be satisfied with their job. Table 8 questions 16 and 17 show that a total of 31 and 40 respondents representing 11% and 15% respectively do not believe that labour turnover is being affected by the level of participation of workers in decision making process. In line with the research question 17, workers did not accept the fact that employees leave their job because they are not part of the decision making process.

Table 9 question 6 shows that 254 out of 273 respondents representing 93% of the respondents accepted that workers union is in existence and active. The active nature of the union gave the workers the opportunity to participate in decision making process in the company. More so, question 7 of table 9 stated that 250 respondents representing 93% of the population affirmed that workers are promoted to positions of trust which gave them the opportunity to participate actively in the decision making process in the organization. However, management is of course not under any moral obligation to accept and implement the unanimous decisions of employees. Decisions already taken by the management also come to the employees preferably with alternatives for administration and workers. These findings agreed with Gulon (1998) findings that aspects of job such as degree of freedom to act, the scope to use and develop skills and abilities, affect industrial democracy and job satisfaction positively.

When Workers participate at the highest level where decisions are jointly taken on matters relating to production, welfare and other highly important issues in the management of the organization, they are bound to have job satisfaction which anchored on active industrial democracy. The result here confirms what Bhatti and Quareshi (2007) hypothesized, that high performing effective organizations have a culture that encourages employees' involvement in decision-making process which is a form of industrial democracy. However, the existence of industrial democracy in the company was due to the effective workers union in the company. Workers in the company opined that, in almost every situation regarding the welfare of the workers, the management pay much attention to it. It was also discovered that members of the workers union are being in-cooperated on issues affecting both the workers and the management. Industrial action as a tool for enforcing industrial democracy is very inactive because the workers unions are being integrated on all issues, thus for the past ten years there has not been any industrial action supported by the union against the management of Setraco Construction Company, Uturu. Irrespective of this, one cannot say that there is no conflict between the management and the workers, but such situations have been taken care of due to the existing good relationship between the workers and management. These situations ultimately encourage the existence of industrial democracy in the company.

### Conclusion and Recommendations:

In conclusion, it may said that industrial conflict is known to be inevitable between the management and the workers. In Setraco construction Company, Uturu, there are issues that affect the existence of industrial democracy. But the study has revealed that because there is high management-labour relationship in Setraco Company, it is difficult for overt industrial actions such as strike, work to rule, lock out, to take place in the organization. However, some actions of the workers showed that, there is a strained employee - employer relationship which did not affect the high level of industrial democracy that existed in Setraco Company, Uturu. The study recommends that Setraco Company should continue with the good relationship that is in existence between the workers and the management. Furthermore, the researchers

recommend that trade union leaders should be more involved in the decision making process to reduce all forms of covert actions and freely bring to bear the true industrial democracy in the organization.

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