

# **A STUDY ON THE PERCEPTION OF THE MINISTRY OF LABOUR ON THE CAUSES OF LABOUR DISPUTES IN THE PUBLIC SECTOR**

*PRESENTED BY:*

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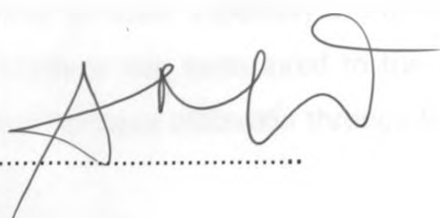
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## DECLARATION

This management Research project is my original work and has not been presented for a degree in any other university

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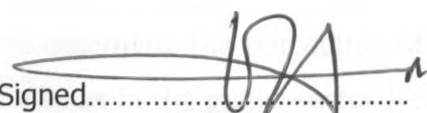
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## **ABSTRACT**

In the last ten years, the Ministry of labour has recorded increased labour disputes, strikes and work stoppages in the public sector. This has led to a higher labour turnover especially in the health and education sector where the skilled manpower has been lured to the western countries. It has also led to poor human resource utilization through loss of man-hours.

This project therefore sought to identify causes of labour disputes in the public sector as perceived by the ministry of labour, which is the custodian of labour laws in Kenya.

The target population comprised of members of staff in labour department who are in job group 'M' to 'R' totaling to 40. These are the people who are directly involved in industrial relations in the Ministry of labour and are not unionisable. Since the numbers involved were small a census was conducted.

To determine the perception of the Ministry of labour on the causes of labour disputes in the public sector frequencies and percentages were used. Scores of above 70 percent were considered to be severe, above 50 percent were considered moderate while those that had below 50 percent were considered to be minor. Tables, graphs, tabulations and pie charts were used to present the findings of the study.

The findings of the study indicated that labour disputes in the public sector arise from a multiple of sources and it's only the degree of severity that differed. Also it was found out that many of the causes were interrelated with one another.

This study will be important to the Government in developing a comprehensive labour policy on the causes of labour disputes in the public sector and to come up with measures to ensure a productive and peaceful public sector labour force. It will also enable the government assess the relevance of the current mechanisms and practices that promote good employment relations.

The study makes several recommendations among them the introduction of labour inspections in the public sector, the establishment of an independent body outside the government to oversee industrial relations in the public sector and establish a n elaborate labour policy.

This study is presented in five chapters. Chapter one contains the background to the study, while chapter two has the literature review. Chapter three has the research methodology while chapter four has data analysis and findings. Finally chapter five gives the conclusions and recommendations

## **DEDICATION**

This project is dedicated to my wife and friend Susan and my two daughters Betty and Josephine who supported me morally during this programme. Their unwavering support and understanding gave me strength to carry on even when the challenge of balancing my office work and studies seemed unbearable.

## **ACKNOWLEDGEMENTS**

I would like to take this opportunity to thank my supervisor Mr. Duncan Ochoro for his dedicated support and guidance that led to the successful completion of this project.

Secondly I would like to thank my colleagues for their support and understanding and thirdly special thanks to the Ministry of Labour staff who supported me in providing me with the data for my project.

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## **CHAPTER 1: INTRODUCTION**

### **1.0 Background**

The public sector is a major instrument of the government in the implementation and management of national development policies and programmes .In carrying out its functions the public service has an important influence not only on government's own programmes but also on those of the private sector. It therefore plays a very important role in determining the rate of economic growth.

Government policies, plans and strategies are implemented through Ministries and specialized departments. The ministry of labour is the one mandated to deal in all matters affecting workers both in the public and in the private sector .The industrial court, which is under the Ministry, is mandated to deal with labour disputes brought before it.

### **1.1 Public sector labour Disputes**

ILO (2000) defines a labour dispute as a condition of employment thought by an employee to hurt him or cause injustice and which he/she complains about by formally bringing it to the notice of management. The employment act cap 226 adds that a labour dispute is normally between workers and employers, which is connected with employment for non-employment or the terms of employment and conditions of labour.

A labour dispute may affect one or more employees Cole, (1997) has observed that disputes fall into two categories, that is, collective and individual disputes. Collective disputes involve issues taken up on behalf of groups of employees by their representatives whereas individual disputes involve individual employees only. Cole (1997), further stresses that for a dispute to

be considered a dispute it must be between workers and their employers and must be wholly or mainly about matters affecting their terms and conditions of employment. More often than not, the commonly affected areas are: Wages, salaries, overtime, leave, transfer, Promotion, seniority, styles of supervision, interpretation of service agreements and termination of service.

Public sector disputes are dealt with under established machinery. The government servants in a case of threatened or actual strike for example, the Minister may refer the matter for determination accordingly to collective agreement or the established machinery. The Trade Disputes Act chapter 234 requires parties to adhere to the terms of an agreement and therefore where the matter to which a dispute relates to have been settled by agreement the Minister may by order require the parties to comply with the award otherwise the strike or lockout will be declared unlawful (ILO, 2004).

The Trade Dispute Act chapter 234 further has provisions aimed at ensuring that essential services, life and property are not interfered with in the event of a trade dispute. It is an offence to cause to break or break a contract of service by those employed in an essential service that is enjoyed by the public.

Essential services include but not limited to: water, electricity, and health and air control. However, a trade dispute in an essential service will not be an offence where; it was reported and 21 days have elapsed and the dispute has not been settled or where notice has been given in writing after the lapse of the 21 days of intention to break the contract. The Minister may refer the dispute to the Industrial Court whose awards are binding to the parties (ILO, 2004).

## **1.2 The Ministry of Labour and Human Resource Development.**

The Ministry of Labour and human resource development is the custodian of

labour laws. It's the main government department charged with the responsibility to initiate, elaborate and implement government labour policy particularly the laws and general regulation of the labour relations exercise The Ministry's staff are responsible for conciliation and investigation process and to promote social dialogue. The other areas that the Ministry is responsible for include occupational safety, health, social security and vocational training

Its mandate is derived from Circular No. 1/2006 of March, 2006 and also from the following Acts of Parliament: Employment Act Chapter 226, Regulation of Wages and Conditions of Employment Act 229, Trade Disputes Act 234, Workmen Compensation Act 236, Trade Unions Act 233 and Industrial raining Act 237. ([Http://www.labour.go.ke](http://www.labour.go.ke)).

### **1.3 Statement of the Problem**

The Public Service sector plays a central role in the national development. The public service sector provides support and collaboration to all key sectors of the economy. The public service therefore is at the core of provision of the necessary environment for economic growth and acts as a catalyst for growth to other sectors of the economy.

The number of labour disputes and work stoppages in the public sector has risen to high levels in the recent times despite the fact that the sector is stringently controlled by the state by way of code of regulations and code of ethics. Finances are on the other hand controlled by way of budgets.

In the last ten years alone the Ministry of labour has recorded increased strikes in the health, public universities, teaching service and the mainstream civil service. This has led to a higher labour turnover especially in the health and education sector where the skilled manpower has been lured to the western word. It has also led to poor human resource utilization through loss of man-

hours.

Employment relationships in the public sector are also changing fast from the traditional 'permanent and pensionable' employees with guaranteed jobs for life to short term contracts, outsourced jobs, contracting out services, casual employment and above all employees bent on abandoning 'collective bargaining' in preference to individual performance related contracts (ILO 2005).

There is also a need to continuously study conditions of work life and terms of employment to make it more work friendly and flexible due to peculiarities of different national systems (ILO, 1973).

Studies on labour unrest have been done by the International labour organization, United Nations development and central organization of trade unions. These studies have focused primarily on the private sector and none that has focused on the perception of the Ministry of labour on the causes on labour disputes in the public sector given that the Ministry is handles all issues to do with labour relations. It's against this background that this study is being undertaken.

#### **1.4 Objectives of the study**

- (1) To establish the perception of the ministry of labour on the causes of labour disputes in the public sector.

#### **1.5 Importance of the study**

The study will be important to:

1. The Government in developing a comprehensive labour policy on the causes of labour disputes in the public sector and to come up with measures to

ensure a productive and peaceful public sector labour force. It will also enable the government assess the relevance of the current mechanisms and practices that promote good employment relations

## CHAPTER 2: LITERATURE REVIEW

### 2.0 Overview

Human resources are the most important asset of an organization. Many small and large organizations are stressing the role of a committed work force in a country's competitiveness. Global competition is intensifying, technology is widely available and a country such as Kenya which has few natural resources on which to depend on, the organization of work is central, particularly the large part of the work of the economy performed through paid employment Edwards (1996). Yodar and Staudohar (1982) emphasis the importance of human resource in business and government since it's the people who perform the work and provide the creativity that sustains operations. Every organization should strive to induce good labour relations and ensure industrial peace by avoiding labour unrest such as strikes, work stoppages, boycotts and lockouts.

They stress that working relationships are dynamic and they refuse to stay put or stand still. They have observed that there are changes in people's ideas, expectations and in the environment from which organizations operate. Tyson and York (1996) point out that technology is not only reducing costs and opening up ways to compete but also changing the nature of work.

Cole (1997) observes that there has been a reduction in the work force and the use of labour due trade union pressures, effects of new technology, uncertainty about future markets and financial cutbacks especially for the public sector. Miner and crane (1995) point out that the nature of the public sector employment relationships has been changing particularly, the shift to market-based forms of organization and service delivery. This has prompted far-reaching reforms of employment practice. Miner and crane (1995) further

suggest that the recent restructuring within the sector and financial pressures have altered fundamentally the frameworks within which public organizations are managed. Notions of affordability, flexibility and organizational efficiency are now being referred to as the 'new public management'.

## **2.1 The Ministry of labour**

According to ILO 2000, the Government through the Ministry of Labour is charged with the responsibility to initiate elaborate and implement government labour policy particularly the laws and general regulations of the industrial relations exercise. The Government of Kenya is therefore a significant player in industrial relations. The Government through the Ministry is a member of the tripartite committee in which it represents its interests.

The Ministry also forms the Labour Advisory Board (LAB), which is responsible for the employment of labor legislation ratification of ILO Conventions and all issues relating to labour issues. The Ministry is also responsible for the National Tripartite Consultative Committee, and also for the industrial relations and labour issues forwarded to the committee by partners. The Ministry also processes and analyses data and other information on wage trends and also facilitates meetings of the Wages Advisory Board in addition to all other wage councils.

The Ministry also facilitates the main tripartite and social dialogue institutions responsible for policy formulation implementation and monitoring. Other areas the ministry is responsible for include occupational safety, health, social security and vocational trainings. The Ministry also settles labour disputes because it is involved in conciliation.

## **2.2 The Public service**

Kenya, at independence inherited a small workforce of 60,000 people. This



workforce was effective and efficient but as days progressed the size of the civil service started to increase. This led to growth in Government expenditures in terms of: Wages and salaries, Shortage of other supporting resources, co-ordination problems, supervision problems, low morale, poor performance, lack of training, lack of motivation and commitment.

According to the UNDP report (2007) Kenya had about 650,000 employees in the public and semi- public sectors between the years 2005-2006 out of which about 487,500 are unionisable. Ndegwa (1991) States that the public sector is composed of: civil service, the teaching service, parastatals and the local authorities.

According to Nzuve and Sigh (1997) the major problem in any organization is how to provide conditions for good labour relations. In some cases managers may be led to wonder whether they should give in to a strike and whether they really need a union. Every organization should strive to induce good labour relations and ensure industrial peace by avoiding labour unrest such as strikes, work stoppages, boycotts and lockouts.

They have further noted that the major sources of poor labour relations in and labour unrest are found in management and trade unions. Management in certain cases may not be concerned enough to find out causes of dissatisfaction and unrest until faced with serious labour unrest. According to sessional paper number 10 of 1965, labour unrest reduces gross domestic product of a country, workers wages and reduce company's profits. Bennet (1997) argues that labour unrest results in higher labour, higher training costs, lower morale, absenteeism and additional demands being placed on the remaining staff.

Nzuve and Sigh (1997) have stated that the two major sources of labour

disputes are related to either employment contracts or conditions of work.

### **2.3 Labour Disputes**

According to the International Labour Organization, disputes primarily refer to instances in which units or individuals within an organization work against rather than with one another ILO (2005).

Disputes exist in relationships when aspirations of parties cannot or are perceived not to be capable of being achieved simultaneously or when party's values, needs or interests diverge or are perceived to diverge. For example in a restructuring situation employees and by extension unions would be more concerned with how the remaining employees will be rewarded for increased workload while management may be more interested in how to increase profit margin or reduce costs. Industrial disputes are, therefore inevitable in employment relationships. It may be real or perceived, can be managed but cannot be eradicated (ILO, 2005). Cole (1997) stresses that no relationships are without their difficulties and employee's relations are no exemption.

According to ILO (2005) disputes have positive aspects: - they may spur initiative, create energy and stimulate new ideas. But unfortunately it can also cause the misdirection of efforts against workmates instead of towards the achievement of the organization goals.

Tyson and York (1997) argue that order and lack of conflict is not natural and that the normal one being that of conflict, disagreement and violence. They further argue that disputes can be either explicit or implicit. Explicit disputes can be in the form strikes, confrontation leading to lock outs and various forms of withdrawal of cooperation by workers in furtherance of their claims. Examples of implicit disputes are: High labour turnover, Absenteeism, high accident rates due to inattention, poor training and customer complaints in a

sense are indicative of at least lack of interest or motivation to work towards the company and what it represents. Martinko and Luthans (1979) observe that failure to resolve disputes may lead to frustration that further leads to aggression, withdrawal fixation and compromise reaction on the part of the employees.

Tyson and York (1996) further argue that each strike is unique and complex phenomenon and cannot therefore be compared with one another because each represents people with different motives acting out of the various stages in the conflict cycle.

## **2.4 Public Sector Disputes**

According to ILO (2004) public sector disputes are dealt with under established machinery. The Government servants in a case of threatened or actual strike for example, the minister may refer the matter for determination accordingly to collective agreement or the established machinery. The Law requires parties to adhere to the terms or agreement and therefore where the matter to which a dispute relates to have been settled by agreement the minister may by order require the parties to comply with the of award otherwise the strike or lockout will be declared unlawful.

The Trade Dispute Act Chapter 234 has provisions aimed at ensuring that essential services, life and property are not interfered with in the event of a trade dispute. It's an offence to cause to break or break a contract of service by those employed in an essential service that is enjoyed by the public.

ILO (2004) identify essential services include: water, electricity, and health and air control. However, a trade dispute in an essential service will not be an offence where; it was reported and 21 days here elapsed since and the dispute

has not been settled or where notice has been given in writing after the lapse of the 21 days of intention to break the contract. The Minister may refer the dispute to the industrial court whose awards are binding to the parties.

## **2.5 Characteristics of Disputes**

ILO (2005) points out that, industrial disputes are inevitable in employment relations, may be real or perceived, can be managed and cannot be eradicated. ILO (2005) further states that there is always a tendency to view industrial disputes negatively and thereby avoidable in dealing with it but conflict represents an opportunity, a challenge or an adventure and as such it can always be seen in both negative and positive ways.

Armstrong (1999) observes that organizations aim at achieving prosperity, growth, survival and that ideally, success should benefit all stakeholders in an organization. He adds that a single pursuit of organizational objectives can act to the detriment of employees well being and security. There may be tension between accomplishing organizational purposes and the social-ethical obligations of an organization to its employees. It's therefore imperative to improve employment relations by developing fair policies and procedures and implementing them consistently.

## **2.6 Signs of Potential Disputes**

Bennet (2003) argues that labour disputes normally may start as grievances in the work place and may manifest themselves in the following ways: -Lack of interest in work, Negative statements about the job, Unwillingness to cooperate, Increased absenteeism and Poor job performance.

Nzuve and Singh (1997) have noted that there are conditions necessary that organizations must maintain in order to minimize labour unrest. These include: Recognition by the employer that the workers are part of the team working

towards the common goal, Willingness on the part of the workers to deliver the goods, fair attitudes towards redressing workers grievances, Refusal to be influenced by political leaders, Fair attitudes of supervisors towards workers rights, Fair wages, Introduction of suitable systems of workers education, Training in labour and human skills, Equitable share of the gains of increased productivity, Establishment of adequate communication channels and Establishment of an atmosphere of participation among others.

Nzuve (1997) has further outlined ways of reducing tension between employees and employers. He argues that Consultative participation between workers and management can reduce tension between employees and management. This gives workers and their representatives the right to be informed. Workers may give their views or raise objections though the right of making decisions remains with the management. Co- management approach can also be used to reduce tension in the work place. The workers may be allowed share the right to decide.

Self-management by workers can also be used. Workers are allowed to manage themselves either directly or indirectly or through representatives. Both employees and employers sometimes resort to the use of industrial action and the imposition of sanctions upon the employer/employee as part of this power –based process.

Many disputes are caused by lack of information and management should take the responsibility of communication with workers regularly through downward communication. Workers should also be involved in financial management, upward problem solving and task formulation in order to reduce tension in the work place.

## **2.7 Labour Disputes Path**

According to the ILO (2005) grievances tend to grow and manifest themselves into disputes according to a particular process. The causes, aggravators and moderators of disputes are what are described as the disputes path.

Disputes fall within the following group: Interest, rights, structural, value and data disputes. In organizations workers have many divergent interests. Interests may cause tension between various parties in an organization and hence cause disputes referred to as interest disputes. The interests may be real or perceived, psychological or other needs. Rights disputes are caused by disagreements over the interpretation of the existing rights contained in laws and agreement. Structural disputes are caused by the inequality in control, ownership or distribution of resources or by limits to time and environment while Value disputes are caused by different values and beliefs. Data disputes are caused by lack of information, misunderstanding or different interpretation of information. Relationship disputes are caused by breakdown in interpersonal acceptance, liking, communication and understanding.

The ILO (2005) further states that the emergence of disputes can be made worse by actions or attitudes known as aggravators or can be improved by actions or attitudes of moderators. An aggravator's expectation would be unrealistic on the part of either party, whereas a moderator emergence would be effective communication skills of one or both parties.

Disputes in workplaces may manifest themselves in the form of strikes, boycotts, go slows overtime bans and low productivity. Nzuve and Singh (1992) define a strike as a concerted and temporary withholding of an employee's services from the employer for the purpose of exerting greater concessions in the employment relationship than the employer is willing to grant at the bargaining table. Dessler (2003) concurs with Nzuve and Singh (1992) that a

strike is a withdrawal of labour.

Flippo (1984) identifies six forms of labour strikes. These are: recognition, economic, jurisdictional, wildcat, sit-in and sympathy strike. In a recognition strike the employees try to force the employer to recognize and deal with the union while on the other hand Economic strike is the typical strike based on a demand for better wages, hours of work and working conditions than the employer is willing to grant. Dessler (2003) adds that it results from failure to agree on the terms of a contract. Jurisdictional strikes occurs when two unions argue about which union has jurisdiction over the type of work and attempt to exert pressure upon the employer to allocate it to one or the other. Martinko and Luthans (1979) add that jurisdiction strikes involve forcing an employer to assign work to employees belonging to one union rather than another. Wildcat strikes are the quick, sudden and unauthorized types of work stoppages. Such strikes are not approved by the union leadership and are contrary to the existing labour agreement. Dessler (2003) points out that this kind of a strike occurs during the term of a contract. In a Sit-in strike the employee's strikes but remain at their jobs in the plant. Such strikes are illegal since they constitute an invasion of private property. Sympathy strike occurs when other unions are not party to the original strike but agree to strike in sympathy with the original union.

## **2.8 Employer Organizations**

Leat (2001) notes that employers like employees have formed their organizations to take care for their interests. The government though it's the largest employer its not a member of the federation of Kenyan employers but most other employers are members of the federation. It's the main employers' voice in industrial relations. As at 2000 the Federation had a membership of 254 I organizations. In effect the FKE represents almost all the medium and large-scale organization in Kenya. Equally the federation now represents an

increasing number of small or micro-enterprises mainly through their membership to industrial Associations.

## **2.9 Workers Organizations (COTU)**

The central organisation of trade unions is a grouping of trade unions. Trade unions that are registered by the registrar of trade unions including those representing public servants are free to join COTU.

The giant Teachers Union (KNUT) is not affiliated to Central Organization of Trade Unions (COTU) - a Federation of National Unions. About 244,000 members belong to COTU affiliated union today. This is far below the number up to mid 1990's when retrenchment started.

## **2.10 The Industrial Court of Kenya**

It was established in 1964 under The Trade Disputes Act Chapter 234. It is a special court that arbitrates trade disputes between employers and employees from both the private and public sectors. Its mission is to promote industrial peace, harmony and social justice based on the voluntary principle. The court thus discourages the parties in dispute from extreme measures since they recognize the mutual responsibility in ensuring industrial growth. The court too protects workers against unfair labour practices in redundancies and intimidation as spelt out in the Industrial Relations Charter. The court too registers collective Bargaining Agreements before they are implemented in order to ascertain that it conforms to relevant directives and guidelines.

However, in special circumstances the court has power to review a collective bargaining agreement or parts of it. Further the court interprets the guidelines in the collective bargaining agreement. In addition, the court ensures that the National interests are given paramount importance in the awards made. The court can also initiate the revision of an Act by Parliament for the benefit of the



workers especially in wages and conditions of work. The court also advises unions and employers on handling industrial relation matters. The court is therefore an integral part of industrial relations and the dispute settlement mechanism in Kenya and too a major and innovator in economic change and policy formulation leading to improvement of quality of life.

The court awards are final but dissatisfied parties can appeal to the same court for reconsideration. However there are no means by which the court awards can be enforced. But the awards take effect from the date of publication in the Kenya Gazette.

The court is a tripartite body since its membership is composed of government, union and the Employers' representatives. The Minister for Labour appoints these members. Most decisions of the court are usually arrived at by consensus but where that is not possible, the judge makes a final decision.

### **2.11 The Concept of Social Dialogue**

It is about how tripartism is made to work to ensure a steady and working industrial relations exercise. To reach an agreement there must be dialogue between the tripartite partners. It's about consideration between partners. Social dialogue is clearly enshrined in the industrial relations charter and in the legal framework. Implied is the involvement of certain institutions in dialogue to reach an agreements of concern is the industrial and commercial consultative Committee (ICCC). It was established in 1997 as a forum for the key stakeholders in the economy to have chance to address or influence economic policy issues suggest solutions and sometimes resolve the relevant agency to implement them. It's made up of so many members representing various institutions.

## 2.12 Reform dilemma

According to the Federation of Kenya Employers' Report of 2006 there has been a sharp rise in labour unrest since the year 2003. This signals that workers have a high expectation and have for a long time felt that grievances have not been reasonably been met. Workers are demanding increased wages but on the other hand economists argue that higher compensation will aggravate the problem of unemployment. They argue that excessive labour costs are discouraging business from hiring new workers. By definition excessive labour cost would result when total compensation for workers is out of line with the productive contributions that these workers are capable of making to firms that would consider hiring them. To break this problem down, high labour costs can be seen as resulting from a combination of: overall compensation of workers, including wages and benefits being excessively high, productivity being excessively low, rigidities in the legal and institutional environment which prevent compensation and productivity from matching up closely UNDP (2006).

World Bank and IMF noted that there was an escalating wage cost in the public and private sector in Kenya and that there is a need to manage the escalating wages in Kenya. There are four possible ways in which the costs to business of hiring workers could fall. These are: workers receive lower compensation including wages and benefits, the industrial relations regarding workers rights to organization, conflict resolution, and hiring and firing- operates with more flexibility for business, workers perform their workplace operations at a higher level of productivity or the government absorbs some portion of the costs of hiring workers. The rigidity in the labour systems is hindering hiring, hours of work, firing, and minimum wages standards.

### **2.13 The Legal Framework**

The institutional and legal framework for labour disputes settlement in Kenya is a product of the following: the Legislation particularly the Employment Act of 1976 which regulates the conditions of employment in the work place and the regulation of wages and Employments Act of 1951 which has the guidelines for Regulations wages by collective bargaining and/or wage councils.

The other is the Trade Union Act of 1952 whose mandate is to regulate the formation of trade unions and employers Association as well. The Trade Disputes Act of 1965 has the mandate to regulate the dispute settlement mechanisms and the establishment of institutions for this purpose. The Factories and Other Places of Work Act of 1951 have a policy framework for occupational health and safety in the workplace. The Workmen's Compensation Act regulates the compensation of workers injured in the workplace.

The legal framework is enshrined in section 80(1) of the constitution of Kenya, which guarantees freedom of Association and the right to form and join trade unions. The Labour Advisory Board has the mandate to address aspects of labour law as well as international labour standards hence it plays an important role in formulating and implementing Labour Laws in Kenya.

The other is the industrial Relations charter of 1962 which since then has been the basic voluntary tripartite initiative regulating the exercise of industrial relations in Kenya. The charter is based on voluntary participation since it's a voluntary agreement between three social partner; Government, labour and industry.

### **2.14 The General Wages Advisory Board**

It is important to note that the Collective bargaining machinery only applies to

unionized workers. Hence the GWAB deals with a huge chunk of the labour force that is not unionized numbering millions. These are scattered across many sectors. The GWAB is therefore concerned with wage regulation and wage setting for this large group unionized workers. The Board is provided for in the regulation of wages and conditions of Employment Act of 1951. The purpose of the board is to protect certain workers in certain sector of industry from exploitation or institutions where unions do not exist or are too weak to have effect. The Ministry of Labour under this act has power to form wage councils in sectors where the Board has power to regulate wages and conditions of Employment.

Usually wages have tended to be reviewed annually while other conditions of Employment remain constant. For many years the GWAB main activity has been to review wages. Other conditions of work have tended to receive minimal attention. Today there are fifteen wages council in Kenya. It's the responsibility of the ministry of labour to enforce wages council's orders through labour inspection. Of importance to note, equally is that unions are steadfast in monitoring the enforcement of Collective Agreements.

### **2.15 Employment Contracts**

Cole (1997) defines an employment contract as an agreement between two parties, that is, employer and employee and has added that a contract should be in agreement with the laws of the land. A contract may include hours of work, salary, promotion, benefits, termination or dismissal.

The employer is expected to pay wages, provide work, take reasonable care to employees and indemnify employees for expenses and liabilities incurred in the course of employment. And on the other hand the employee is expected to render a personal service, take reasonable care in the performance of his

duties, obey lawful orders from his employer, act in good faith towards his employer and should not engage in such acts like espionage and refrain from impeding his employer's business.

### **2.16 Conditions of Work.**

Terms and conditions of work in Kenya are largely governed by a number of acts of parliament such as employment act chapter 226, regulation of wages and conditions of work act chapter 229; Trade disputes act chapter 234, workmen compensation act chapter 236 among others. Conditions of work include: leave, medical attention, rest days, dismissal, health and safety, wages among others.

## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.0 Research Design**

This is a descriptive survey. Primary data was collected from labour department of the Ministry of labour.

### **3.1 Target Population**

The target population comprised of members of staff in labour department who are in job group 'M' to 'R' totaling to 40. These are the people who are directly involved in industrial relations in the Ministry of labour and are not unionisable. Since the numbers involved were small a census was conducted. A census method was chosen in order to allow a thorough and holistic examination of the subject under consideration with the ministry of labour being the natural choice as it is the custodian of labour laws and it's the ministry that is mandated to deal with all labour matters affecting workers both in the private and public sector

### **3.2 Data Collection**

In order to provide answers to the problem a census was carried out on the staff members of the Ministry of labour between job groups 'M' to 'R'. These Employees are not unionisable and are directly involved in industrial relations in the Ministry. They are based at the District, province and at the ministry's headquarters. The questionnaires were delivered and collected after they were filled.

Employees were asked to rank their responses according to the perceived severity. A total of 37 out of the expected 40 responses were received. This

figure represented a 95.5 percent response rate.

Questionnaires received were edited for correctness and consistency. Data was analyzed using SPSS and presented in form of tables, charts and graphs.

### **3.3 Data Analysis**

Before processing the responses, the questionnaires were sorted out and edited for completeness and consistency. The data was coded to enable computer analysis and grouping into proper categories.

To determine the perception of the Ministry of labour on the causes of labour disputes in the public sector frequencies and percentages were used. Scores of above 70 percent were considered to be severe, above 50 percent were considered moderate while those that had below 50 percent were considered to be minor.

Tables, graphs, tabulations and pie charts were used to present the findings of the study.

## **CHAPTER 4: DATA ANALYSIS AND FINDINGS**

### **4.1 Introduction**

This chapter presents the results of the survey. The study was centered on the causes of labour disputes as perceived by the Ministry of labour, which is the custodian of labour laws. The results are based on a 95.5 percent response rate.

According to the findings of the research causes of labour disputes in the public sector can be divided into three categories. These are: major, moderate and minor causes of labour disputes.

### **4.2 Major causes of labour disputes**

The first category represents those causes that respondents felt were severe causes of labour disputes in the public sector .In this category between 73 and 92 percent of the respondents agreed that these were the main causes of labour disputes. Table1 below gives a summary of scores in this category. It's observed that decreased employee morale and poor handling of grievances had the same ranking.92 percent of the responses indicated that they agreed with both statements that they caused labour disputes in the public sector. Further it was observed that its only 8 percent disagreed. This was a very small percentage.

They were closely followed by low wages with 89 percent. It's also interesting to note that lack of working tools, distrust of authority and communication breakdown had the same scores. In terms of frequencies causes of labour disputes in this category were cited 27 times out of 37 occurrences.



**Table1: Major causes of labour disputes.**

No	Cause of labour disputes	Frequency (Agreed)	% (Agreed)	Disagreed (%)
1	Decreased employee morale	34	92	8
2	Poor grievance handling	34	92	8
3	Low wages	33	89	11
4	Prevailing economic conditions	31	84	16
5	Lack of HR skills	30	81	19
6	Poor working conditions	29	78	22
7	Lack of protective clothing	28	76	24
8	Lack of tools	27	73	27
9	Distrust of authority	27	73	27
10	Communication breakdown	27	73	27

Source: research data

### 4.2.1 Decreased employee morale

An overwhelming majority of the respondents, i.e. 34 out of 37 felt that decreased employee morale was the most severe factor that contributed to labour unrest in the public sector. This accounted for 92 percent of all respondents who agreed that decreased employee morale caused labour disputes. As shown in the table 2 below, 27 per cent of the total respondents strongly agreed while about 65 percent agreed with the statement. At the same time 5.4 percent were uncertain while 2.7 percent disagreed with the statement. There were no respondents who strongly disagreed. The high percentage is an indicator that public sector employee were demoralized.

**Table 2: Decreased employee morale**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	10	27.0	27.0	27.0
agree	24	64.9	64.9	91.9
uncertain	2	5.4	5.4	97.3
disagree	1	2.7	2.7	100.0
Total	37	100.0	100.0	

**Figure1**

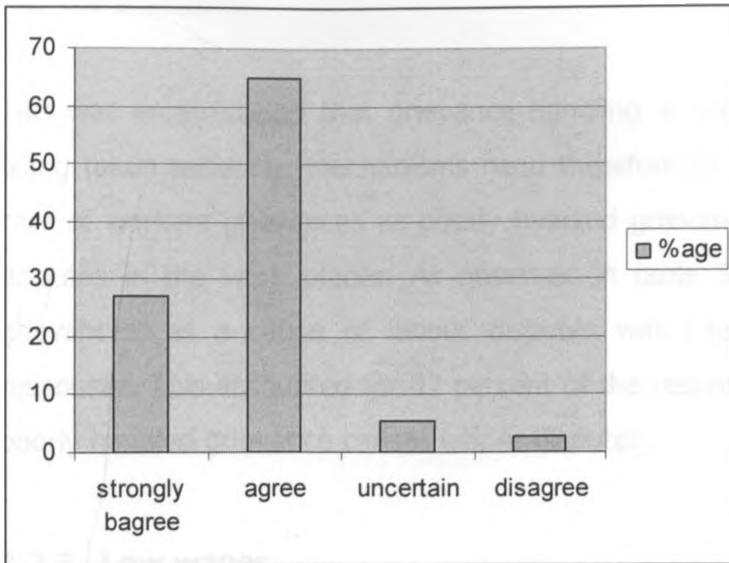


Figure 1 above also depicts the same scenario

**4.2 2 Poor grievance handling**

Further, it was found out that poor grievance handling was also a major contributory factor to labour disputes. As indicted in table 3 below, 27 percent of the total respondents strongly agreed; while about 65 percent agreed with the statement. 5.4 percent were uncertain as to whether poor grievance handling caused labour disputes while 2.7 percent disagreed. There were no respondents who strongly disagreed. It can also be observed that poor grievance handling and decreased employee morale had the same cumulative scores of 92 percent of the respondents agreeing with either statement.

**Table 3: Poor grievance handling**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	10	27.0	27.0	27.0
	Agree	24	64.9	64.9	91.9
	Uncertain	2	5.4	5.4	97.3
	Disagree	1	2.7	2.7	100.0
	Total	37	100.0	100.0	

Source: research data

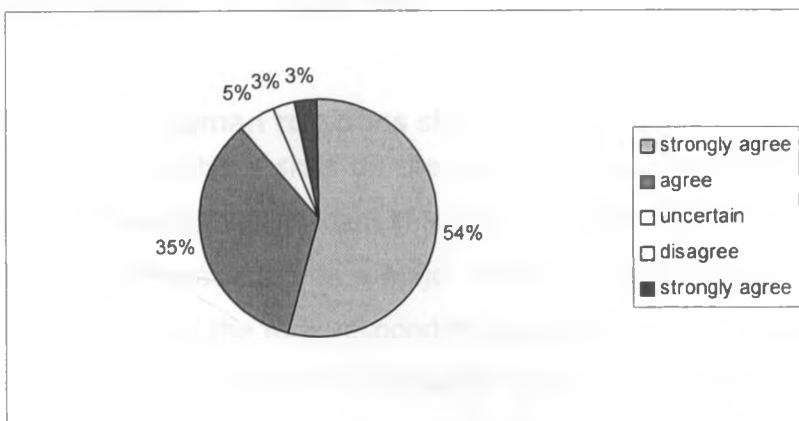
27 percent of all respondents strongly agreed, while about 65 percent agreed with the statement.

This was an indication that grievance handling in the public sector was not being taken seriously. Mechanisms need therefore to be put in place to take care of workers grievances as poorly handled grievances tend to lead labour disputes in the work places. As observed in table 3 above poorly handled grievances, as a cause of labour disputes was cited 34 times out of 37 responses. This accounted for 92 percent of the respondents who agreed that poorly handled grievance causes labour disputes.

### 4.2.3 Low wages

It's also interesting to note that low wages as a cause of labour disputes ranked third in terms of severity. This is against the widely held perception that low wages was the most severe cause of labour disputes in the public sector. As shown in figure 4 below 54 percent of all respondents strongly agreed while 35 percent agreed with the statement. 5 percent were uncertain as what caused labour disputes. Cumulatively about 6 percent disagreed with the statement.

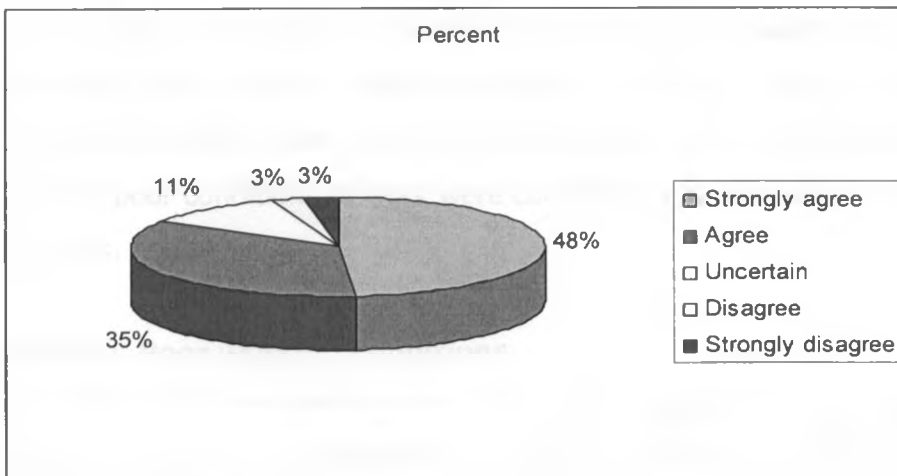
**Figure 2**



#### 4.2.4 Prevailing economic conditions

As shown in figure 5 below 48 percent of all respondents strongly agreed while 35 percent agreed that prevailing economic conditions could cause labour disputes. At the same time 11percent were uncertain as whether prevailing economic economic conditions could lead to labour disputes in the sector while on the other had 3 percent either strongly disagreed or simply disagreed.

Figure3



Cumulatively those who agreed accounted for 84 percent while those who disagreed accounted for 16 per cent

#### 4.2.5 Lack of human relations skills

Lack of human relations skills on the part of supervisors and managers also featured prominently. Its evident that human relations is not taken seriously and that's why it was cited as a major cause of labour disputes in the public sector.81 percent of the total respondents agreed that lack of human relations in the part of supervisors in the public sector was responsible for labour disputes in the sector while 19 per cent disagreed. Table 6 and figure 6 below depict this scenario.

**Table 4: Lack of HR skills**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly agree	7	18.9	18.9	18.9
	Agree	23	62.2	62.2	81.1
	Uncertain	7	18.9	18.9	100.0
	Total	37	100.0	100.0	

**Source: research data**

#### **4.2.6 Poor working conditions**

It also came out clearly that working conditions in the public sector were not good and this situation was contributing to labour unrest. As it can be observed in table5 below out of the 37 respondents who were interviewed 29 felt that poor conditions of work were contributing to poor employee-employer relations.

**Table 5: Poor working conditions**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly agree	11	29.7	29.7	29.7
	Agree	18	48.6	48.6	78.4
	Uncertain	3	8.1	8.1	86.5
	Disagree	1	2.7	2.7	89.2
	Strongly disagree	4	10.8	10.8	100.0
	Total	37	100.0	100.0	

**Source: research data**

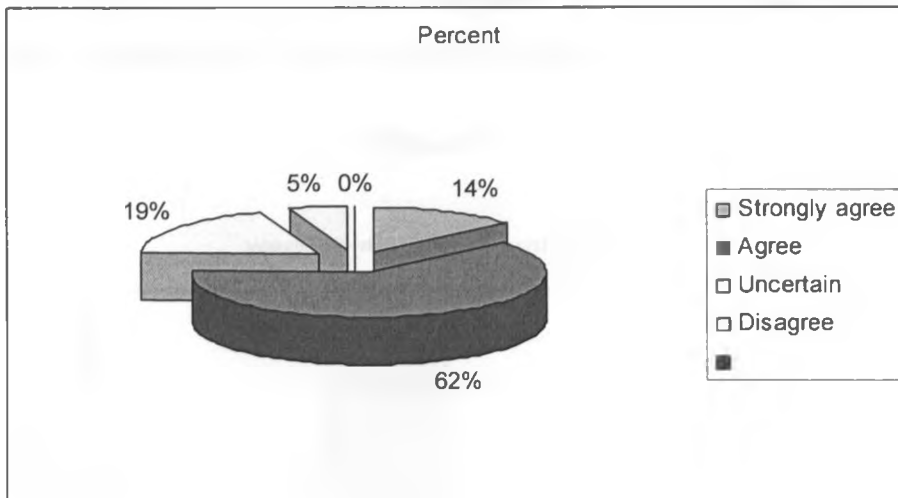
In terms of percentages table 5 above shows that those who strongly agreed with the statement accounted for 30 percent and those who agreed accounted for 49 percent. Those who either strongly disagreed or simply disagreed accounted for 3 and 11 percent respectively.

#### 4.2.7 Lack of protective clothing

It's also evident that employees working in areas that require protective clothing were not being provided with the necessary clothing and at the same time workers lacked the basic working tools.

As shown in figure 7 above 76 percent of the total respondents agreed with the statement that lack of protective clothing was responsible for labour disputes in the public sector while 24 percent disagreed with the statement.

**Figure 4**



#### 4.2.8 Workers distrust of authority

It also came out that employees in the public sector did not trust the government to improve their terms and conditions of employment. The concept of social Dialogue should therefore be employed in order to reduce the mistrust between the employer and the employees in the public sector. As shown in the table 6 below 27 out of 37 felt that public sector employee did not trust the government. This accounted for 73 percent of those responded to the statement of which 11 percent strongly agreed while 62 percent simply agreed. 27 percent disagreed with the statement.

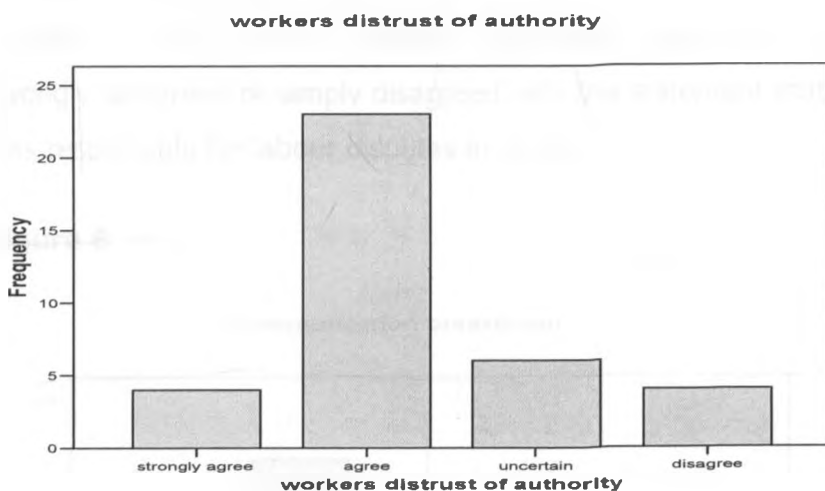
**Table 6 Workers distrust of authority**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly agree	4	10.8	10.8	10.8
	Agree	23	62.2	62.2	73.0
	Uncertain	6	16.2	16.2	89.2
	Disagree	4	10.8	10.8	100.0
	Total	37	100.0	100.0	

Source: research data

Figure 8 below shows the number of those who strongly agreed, agreed, uncertain or those who simply disagreed. It's also important to note that there were no respondents who strongly disagreed.

**Figure 5**



#### **4.2.9 Communication breakdown**

As shown in the table 7 below 73 percent of all those who were interviewed felt that communication breakdown was responsible for labour disputes in the public sector while 27 percent disagreed.

Communication channels should be established and flow of information within the sector enhanced to reduce tensions that may be a source of labour disputes in the sector.

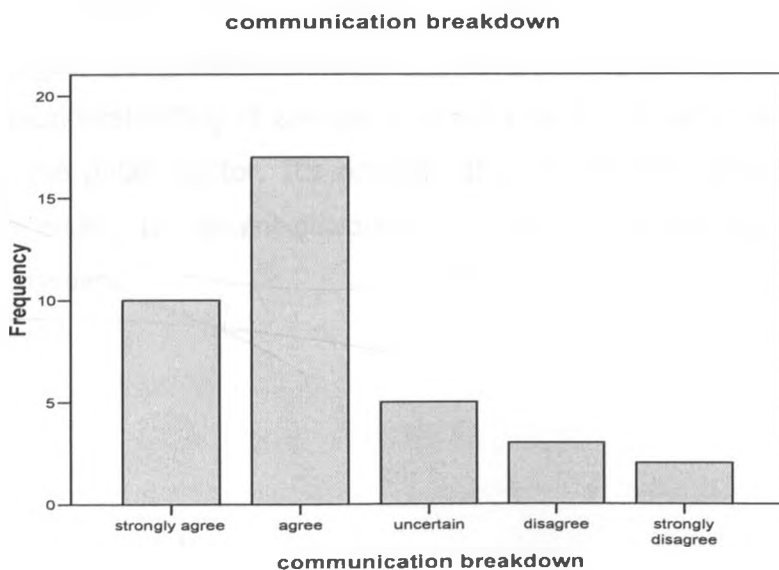
**Table 7 Communication breakdown**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	10	27.0	27.0	27.0
	Agree	17	45.9	45.9	73.0
	Uncertain	5	13.5	13.5	86.5
	Disagree	3	8.1	8.1	94.6
	Strongly disagree	2	5.4	5.4	100.0
	Total	37	100.0	100.0	

Source: research data

In figure 9 below it can be clearly seen that the number of those who strongly agreed or simply agreed heavily outweighed those who were uncertain, strongly disagreed or simply disagreed with the statement that communication was responsible for labour disputes in sector.

**Figure 6**





### 4.3 Moderate causes of labour disputes

As shown in table 11 below the second category represents the causes that the respondents felt were moderate in terms of severity. For each cause those that had either agreed or strongly agreed accounted for between 70 and 50 percent with a frequency of between 25 and 20 out of 37 occurrences.

**Table 8: moderate causes of labour disputes in frequencies**

No	Cause of labour dispute	frequency (agreed)	% Agreed	% Disagreed
1	Misunderstanding of clauses in E.C.	25	68	32
2	Ethnicity	23	62	38
3	Political influence & Interference	23	62	38
4	Lack of schemes of service	22	60	40
5	Unduly heavy workloads	22	60	40
6	Retrenchments	20	54	46
7	Signing of performance contracts	20	51	49

Source: research data

#### 4.3.1 Misunderstanding of clauses of employment contracts

The table 12 below shows the percentages of those who strongly agreed, agreed, disagreed, uncertain or strongly disagreed with the statement that misunderstanding of clauses of employment contracts causes labour disputes in the public sector. It's revealed that 46 percent agreed, 21 percent were uncertain, 19 percent-disagreed while 14 percent strongly disagreed with the statement.

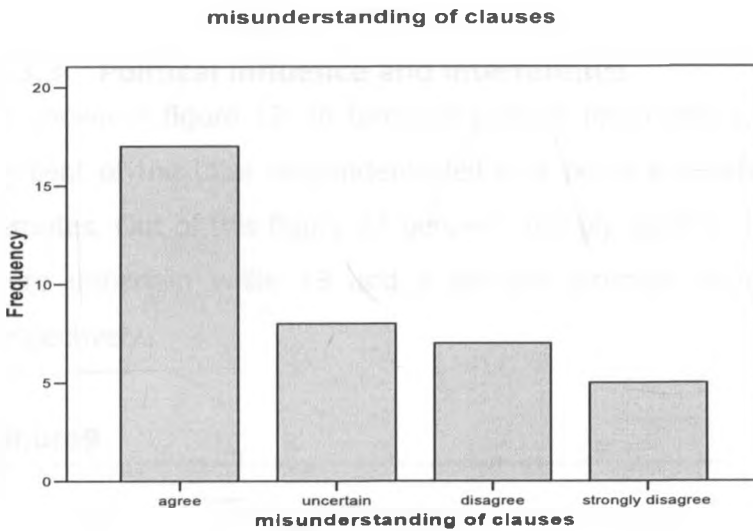
**Table 9: misunderstanding of clauses of employment contracts**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	17	45.9	45.9	45.9
	Uncertain	8	21.6	21.6	67.6
	Disagree	7	18.9	18.9	86.5
	Strongly disagree	5	13.5	13.5	100.0
	Total	37	100.0	100.0	

Source: research data

Figure 10 below also depicts this scenario.

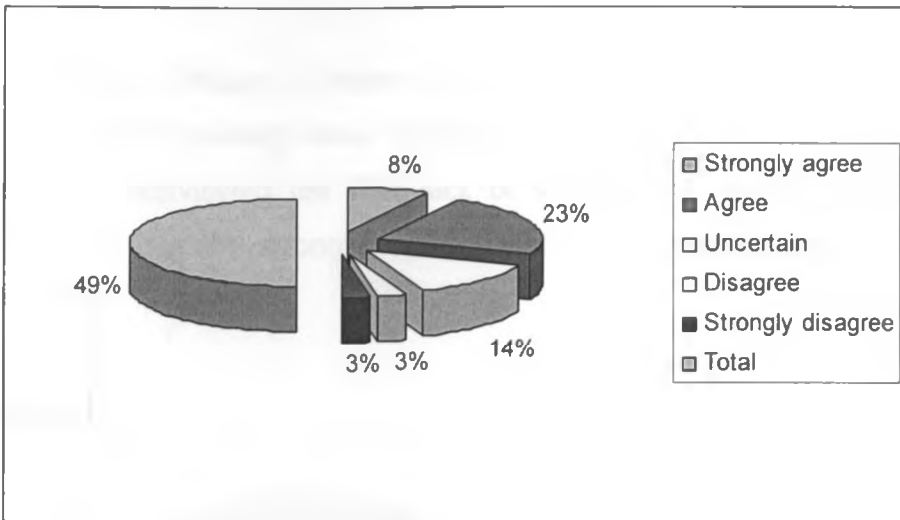
**Figure 7**



**4.3. 2 Ethnicity**

It's generally observed in figure 11 below that 62 percent of the total respondents were in agreement that ethnicity causes labour disputes. Out of this figure 24 percent strongly agreed, 46 percent agreed 27 percent were uncertain as to whether ethnicity causes labour disputes. It is also observed that 5 percent either strongly disagreed or just disagreed with the statement.

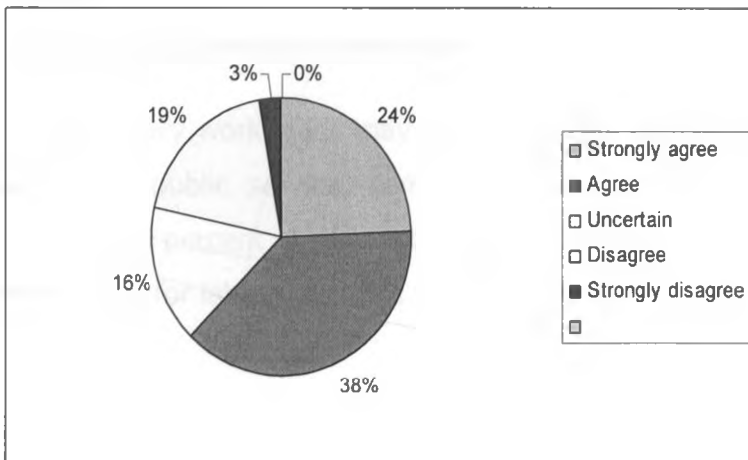
**Figure 8**



**4.3.3 Political influence and interference**

As shown in figure 12, In terms of political interference, it's revealed that 62 percent of the total respondents felt that political interference causes labour disputes. Out of this figure 24 percent strongly agreed, 38 percent agreed, 16 were uncertain while 19 and 8 percent strongly disagreed and disagreed respectively.

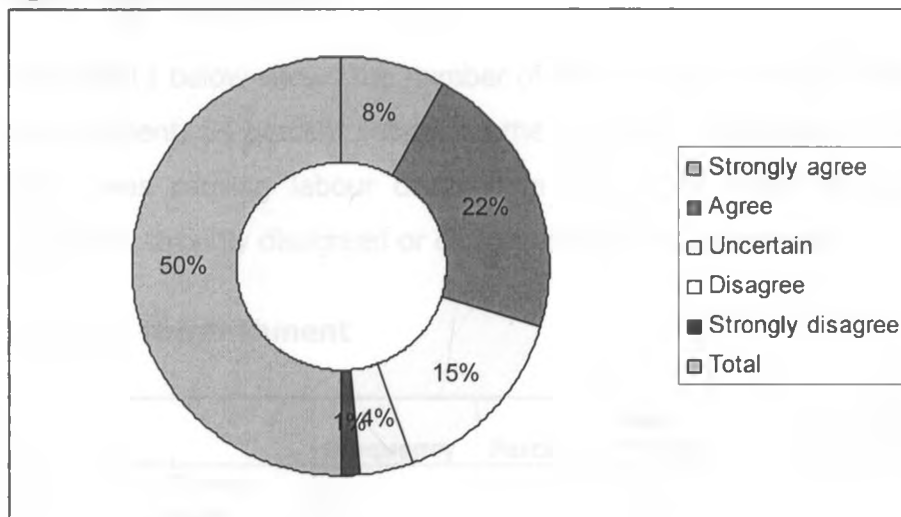
**Figure9**



#### 4.3.4 Lack of scheme of service

A close look at figure 13 below its evident that lack of schemes of service played a role in causing labour disputes in the public sector.62 percent of all who were interviewed felt that lack of schemes of service causes labour disputes.37 percent strongly agreed while 14 percent agreed with the statement.

Figure 10



#### 4.3.5 Unduly heavy workloads

Though heavy work loads may not be uniform or may not apply to the whole of the all public service, some areas are affected for example in public hospitals.60 percent of the respondents felt that unduly heavy workloads were responsible for labour disputes in sector while 40 percent disagreed

**Table 10: Unduly heavy work loads**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	2	5.4	5.4	5.4
	agree	20	54.1	54.1	59.5
	uncertain	3	8.1	8.1	67.6
	disagree	8	21.6	21.6	89.2
	strongly disagree	4	10.8	10.8	100.0
	Total	37	100.0	100.0	

#### 4.3.6 Retrenchment

The table11 below shows the number of those responded to the statement on retrenchment, 54 percent supported the view that retrenchment in the public sector was causing labour disputes in the sector while 46 percent were uncertain, strongly disagreed or disagreed with the statement.

**Table11: retrenchment**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	5	13.5	13.5	13.5
	Agree	15	40.5	40.5	54.1
	Uncertain	11	29.7	29.7	83.8
	Disagree	3	8.1	8.1	91.9
	Strongly disagree	3	8.1	8.1	100.0
	Total	37	100.0	100.0	

Source: research data

#### 4.3.7 Signing of performance contracts

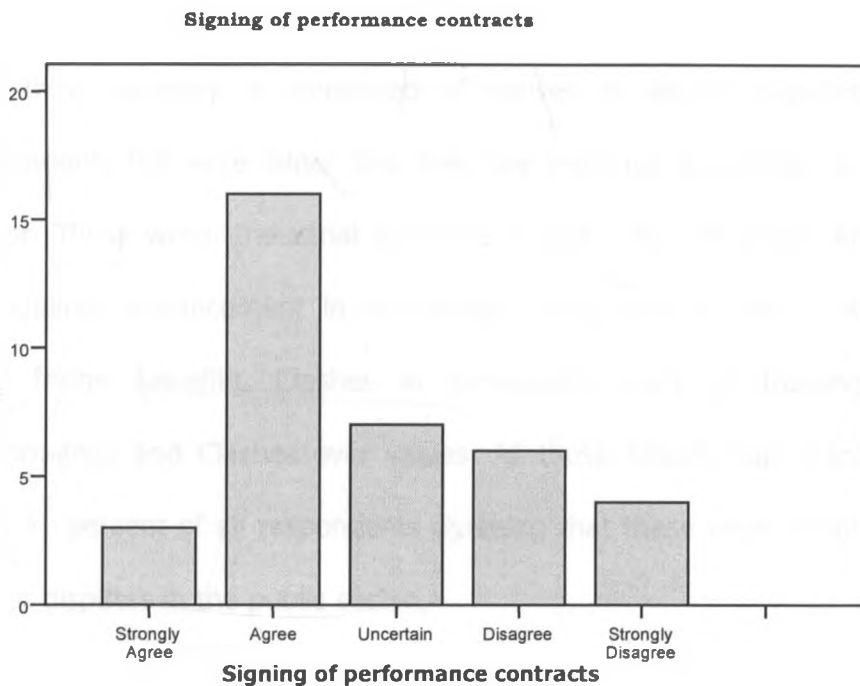
As shown in table 12 Signing of performance contracts also plays a role in causing labour disputes.51percent of those that were interviewed agreed with the statement while 49 percent were uncertain, strongly disagreed or disagreed with the statement.

**Table 12: signing of performance contracts**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	3	8.1	8.1	8.1
	Agree	16	43.2	43.2	51.4
	Uncertain	7	18.9	18.9	70.3
	Disagree	6	16.2	16.2	86.5
	Strongly disagree	4	10.8	10.8	97.3
	44	1	2.7	2.7	100.0
	Total	37	100.0	100.0	

Source: research data

**Figure 11**



#### 4.4 Minor causes of labour disputes

Table13: minor causes of labour disputes in frequencies

NO.	Cause of labour disputes	Frequency	Agree (%)	Disagree (%)
1	Industrial accidents	18	49	51
2	Trade union influence	17	46	54
3	Workers indiscipline	17	46	54
4	Advancement in technology	15	41	59
5	Long working hours	15	41	59
6	Disagreement over fridge benefits	13	35	65
7	Clashes in personality	9	24	76
8	Lack of training in work performance	8	22	78
9	Clashes over values	15	22	78

The third category is composed of causes of labour disputes that the respondents felt were minor and therefore were not a problem in the public sector. These were: Industrial accidents, Trade union influence, And workers indiscipline, Advancement in technology, Long working hours, agreements over fridge benefits, Clashes in personality, Lack of training in work performance and Clashes over values. All these factors had a score of less than 51 percent of all respondents agreeing that these were minor causes of labour disputes in the public sector.

## **CHAPTER 5: CONCLUSION AND RECOMMENDATIONS**

### **5.0 Introduction**

This chapter presents the discussion, conclusion, and recommendations based on data analyzed in the previous chapter. This study sought to identify causes of labour disputes as perceived by the ministry of labour, which is the custodian of labour laws.

### **5.1 Observations.**

An overwhelming majority of the respondents were of the opinion that public sector employees are demoralized. 92 percent of all respondents agreed that decreased employee morale was responsible for labour disputes in the public sector.

It was also observed that poor grievance handling and decreased employee morale had the same scores of 92 percent. This was an indication that grievance handling in the public sector was not being taken seriously. Mechanisms need therefore to be put in place to take care of workers grievances as poorly handled grievances tend to lead labour disputes in the work places. Nzuve (1992).

It's also interesting to note that low wages as a cause of labour disputes ranked third in terms of severity. This is against the widely held perception that low wages was the most severe cause of labour disputes in the public sector but as it was found out poor grievance handling and low morale ranked higher than low wages. It's therefore necessary to have an elaborate



motivation and grievance handling programmes addressing this area. This will help in improving industrial harmony in the sector.

There is also Lack of human relations skills on the part of supervisors and managers and its evident that human relations is not taken seriously and that's why it was cited as a major cause of labour disputes in the public sector. 78 percent of the respondents agreed that this was a major contributor to labour disputes in the public sector.

It was also observed that terms and conditions of employment were not good and were not being improved in line with the prevailing economic conditions. In terms of frequencies 29 out of 37 respondents felt that terms and conditions of employment were responsible for labour unrest in the sector. This accounted for 76 percent of total respondents. This high percentage is an indicator that terms and conditions of work were not good in the public sector.

It also came out that employees in the public sector did not trust the government to improve their working conditions. The concept of social Dialogue should therefore be employed in order to reduce the mistrust between the employer and the employees in the public sector.

Communication channels should be established and flow of information within the sector enhanced to reduce tensions that may be a source of labour disputes in the sector.

The second category represents the causes that the respondents felt were moderate in terms of severity. For each cause those that had either agreed or strongly agreed accounted for between 70 and 50 percent with a frequency of between 25 and 20 out of 37 occurrences. These included: misunderstanding of clause in employment contracts, ethnicity political influence and

interference among others.

The third group is composed of causes of labour disputes that the respondents felt were minor and therefore were not a problem in the public sector. These were: Industrial accidents, Trade union influence, And workers indiscipline, Advancement in technology, Long working hours, agreements over fridge benefits, Clashes in personality, Lack of training in work performance and Clashes over values. All these factors had a score of less than 51 percent of all respondents agreeing that these were minor causes of labour disputes in the public sector.

## **5.2 Conclusion**

The findings of the study indicated that labour disputes in the public sector arise from a multiple of sources and it's only the degree of severity that differed. Also it was found out that many of the causes were interrelated with one another for instance there is a relationship between prevailing economic conditions, low wages and decreased employee morale.

The public sector is expected to operate like the private sector yet the primary goal of the public sector is to serve the public rather than to earn profit. At the same time its not easy to define its objectives in quantitative or monetary terms

## **5.3 Recommendations**

- Labour inspections should be introduced in the public sector in order to promote compliance with, ILO conventions and recommendations, through national labour legislations, as well as good labour practices, to realize basic workers rights and social justice and development of

sound and effective industrial relations practices as a basis of constructive social dialogue and industrial peace the same way its done in the private sector.

- An independent body outside the normal government machinery should be established to oversee industrial relations in the public sector because as it is now the government is supposed to supervise itself.
- The Ministry Of labour, in collaboration with the central organization of trade unions and the federation of Kenya employers should develop an integrated framework for promoting awareness on good labour relations and decent work issues; and implementation and enforcement of ILO conventions within the public sector.
- In addition the government should come up, with a an elaborate policy on health, grievance handling procedures, communication, wage administration and other areas that affect work life of public sector employees. This will incense improve in industrial harmony in the public sector.
- The government should also be a member of the federation of Kenya employers just like private organizations in order to improve industrial relations in the sector.

#### **5.4 Constraints**

The first Constraint that was encountered during the study was the availability of the respondents. A big number of the respondents could not be reached in good time. Also since industrial relations in the public sector is a new phenomenon there was delay in filling the questionnaire as respondents

awaited for clearance to give out the information required.

## **5.5 Achievements**

However the study was to bring out the causes of labour disputes in the public sector and categorize them in terms of their severity.

## **5.6 Areas for further research**

The public sector is big and therefore each sub-sector for instance the teaching service, the judiciary and the mainstream civil service should in future be studied separately because during this study it emerged that causes of labour disputes were not uniform for example what may cause a labour dispute in the teaching service may not apply in the mainstream civil service.

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## APPENDIX ONE: QUESTIONNAIRE.

### PART A.

(A) Name of Department .....

(B) Station .....

### Instructions

Please indicate the degree of agreement or disagreement in each of the following statements. There are five possible answers for each question. The answers are written inside the boxes. Choose your answer to each statement or sentence and put a (x) in the appropriate box. Please give your choices or answers truthfully and honestly. All information you give will be kept confidential. The following are the description of the answers or choices provided at the end of every question.

1. SA: Strongly agree.
2. A: Agree.
3. U: Uncertain.
4. D: Disagree.
5. SD: Strongly disagree.

1	Low wages causes labour disputes	SA	A	U	D	SD
2	Long working hours causes labour unrest	SA	A	U	D	SD
3	Industrial accidents in the Place of work cause Labour disputes.	SA	A	U	D	SD
4	Poor working conditions causes labour disputes	SA	A	U	D	SD
5	Lack of working tools causes labour disputes	SA	A	U	D	SD
6	Communication breakdown causes labour disputes	SA	A	U	D	SD
7	Clashes over values causes labour disputes	SA	A	U	D	SD

8	Lack of human relations skills on the part Supervisor's managers and shop stewards may Causes labour disputes.	SA	A	U	D	SD
9	Workers indiscipline causes labour disputes	SA	A	U	D	SD
10	Retrenchments causes labour disputes	SA	A	U	D	SD
11	Disagreement over fringe benefits results in labour Disputes	SA	A	U	D	SD
12	Workers distrust of authority results in labour disput	SA	A	U	D	SD
13	Advancement and poor introduction of technology Results in labour disputes.	SA	A	U	D	SD
14	Misunderstanding of clauses in of labour contracts Results in labour disputes	SA	A	U	D	SD
15	Prevailing economic conditions may Lead to industrial disputes.	SA	A	U	D	SD
16	Labour disputes results in a decrease In employee morale	SA	A	U	D	SD
17	Labour disputes reduce teamwork.	SA	A	U	D	SD
18	Industrial disputes reduces job performance	SA	A	U	D	SD
19	Labour disputes stimulate new ideas, spur initiative And create energy.	SA	A	U	D	SD
20	Labour disputes leads to labour turnover	SA	A	U	D	SD
21	Labour disputes cause industrial accidents in the Place of work.	SA	A	U	D	SD
22	Labour disputes inhibit training in the work place.	SA	A	U	D	SD
23	Labour disputes lead clients complaints.	SA	A	U	D	SD
24	Labour disputes leads to increased absenteeism	SA	A	U	D	SD
25	Clashes in personality leads labour disputes	SA	A	U	D	SD
26	Political influence causes labour unrest	SA	A	U	D	SD
27	Labour unrest leads to workers indiscipline	SA	A	U	D	SD
28	Unduly heavy workloads may cause labor unrest	SA	A	U	D	SD



29	Labour disputes results in a decrease in employee Moral.	SA	A	U	D	SD
30	Labour disputes causes industrial accidents in the Place of work	SA	A	U	D	SD
31	Signing of performance contracts causes labour disputes	SA	A	U	D	SD

**PART TWO.**

**1)** List down five major causes of labour disputes in the public sector.

- i. ....
- ii. ....
- iii. ....
- iv. ....
- v. ....