PERCEIVED FACTORS INFLUENCING SETTLEMENT OF INDUSTRIAL DISPUTES BY KENYA NATIONAL UNION OF TEACHERS, NAIROBI BRANCH

EMILY AYEGA

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DECLARATION

STUDENT'S DECLARATION

I declare that this research project is my original work and has not been presented to any other university for the award of a degree.

Signature

Student’s Name EMILY AYEGA

Reg. No. D61/72067/2008

Date 8/11/2012

SUPERVISOR'S DECLARATION

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

Signature

Supervisor’s Name

Date 8/11/2012
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DEDICATION

This research project is dedicated to my mother, Racheal Ayega, my father, Philip Ayega, my siblings, John Cliff Ayega, Immaculate Ayega and Davis Ayega and friends for their inspiration, support, encouragement and understanding throughout the research period.

God bless you all.
ABSTRACT

Industrial relations has become one of the most delicate and complex problems of modern industrial society. Industrial progress is impossible without cooperation of labors and harmonious relationships. Therefore, it is in the interest of all to create and maintain good relations between employees and management. Organized labor exerts a strong influence upon the individual organization and upon the economic, social and political climate of a country. Due to the understanding of need to settlement of industrial disputes to the organization, this study aimed to establish factors affecting settlement of industrial disputes at Kenya National Union of Teachers, Nairobi branch.

The target population of this study was 99. Due to the population size of KNUT employees, the research took the census approach. This research study used primary data using questionnaires. Data collected was mainly quantitative in nature and was appropriately analyzed using descriptive statistics. This study found that study training among union officials affects settlement of industrial disputes among union officials at KNUT to a great extent. The study also found that effective communication skills, basic skills necessary for mediation and alternative dispute resolution were influencing settlement of industrial disputes to a great extent. The study also revealed that leadership styles among the top management affects settlement of industrial dispute at KNUT to a very great extent. Workers participation and communication affect settlement of industrial dispute at KNUT to a very great extent.

The study recommends that KNUT should be offering regular trainings to its employees so as to reduce disputes in the organization. The study also recommends that KNUT should use transformational leadership style in its management so as to prevent or reduce disputes. The study further recommends that the management of KNUT should involve the employees in decision making processes so as to enhance democracy in the organization. KNUT should also review its communication structure. KNUT can improve this by including more features to its websites and enhance the use of internal memos.
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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Industrial relations has become one of the most delicate and complex problems of modern industrial society. Industrial progress is impossible without cooperation of labors and harmonious relationships. Therefore, it is in the interest of all to create and maintain good relations between employees (labor) and employers (management) (Herbert & Henzler, 2005). In such relations whenever there is a clash of interest, it may result in dissatisfaction for either of the parties involved and hence lead to industrial disputes or conflicts.

Conflict arises out of clashing personal or party interests. In the industrial field the conflict occurs between the two parties to industry, those who work for profit and those who work for wages, or their agents. Given the existing economic system, superficial analysis suggests that industrial conflict must on this account continue to be there. All parties are working for money; what is accorded one in the nature of the case takes away from the other, therefore the conflict resolves itself into a struggle for purchasing power destined eternally to go on between those who supply stored up labor in the form of capital and those who furnish immediate labor by the sweat of their brows (Michaelowa, 2002). But such a simple resolution of industrial conflict completely ignores several factors entering into a condition of conflict, most important of which is the human (Herbert & Henzler, 2005).
Organized labour exerts a strong influence upon the individual organization and upon the economic, social and political climate of a country. In instances where the employees of an establishment are represented by a union, policies and practices affecting the employment relationship that were formerly decided by management alone become subject to joint determination (Daver, 2005). Industrial relations and human resource management are directly relevant to competitiveness, and how they are managed will impact on enterprise performance (Tripathi and Arya, 2002) for example: its productivity and quality of goods and services, labour costs, quality of the workforce, motivation, prevention of disputes and not only their settlement, and aligning employee aspirations with enterprise objectives.

### 1.1.1 Perception

According to Pun (2002), perception is the process of receiving and deriving meaning from stimuli present in an individual’s internal and external environment. Pun further states that to perceive is to see, hear, touch, taste smell or sense internally something, event or relation and to organize, interpreter and derive meaning from the experience. It is therefore a process made meaning to the environment from experience and varies from one person to another since different individuals see the same thing in different ways.

Perception is the process by which an individual selects, organizes and interprets stimuli into a meaningful coherent picture of the world (Schiffman and Kanuk, 2000). Human beings are constantly bombarded with stimuli during every minute and hour of the day. The sensory world is made up of an almost infinite number of discrete sensation which are constantly subtly changing. According to the principles of sensation, such heavy
intensity of stimuli one should turn off most individuals who would subconsciously block the receipt of such heavy bombardments of stimuli. Otherwise the numerous different stimuli that we are constantly exposed to might serve to confuse totally and keep as perpetually disoriented in a constantly changing environment. Dember (2000) summarize perception as the process, which attributes meaning to incoming stimuli through the human senses. Therefore, it constitutes of two factors, the stimuli and the individual factors. Knowledge of the perceptual process is essential since the manner in which users of a product or service interpret the information is affected by their cognitive understanding that they have established in their minds.

1.1.2 Settlement of Industrial Disputes

For more than a quarter century the labor movement in Kenya has made significant strides for workers. The transition from colonial rule to independence saw the installation of important labor laws which were progressive. A comprehensive minimum wage law mandates both wages and wage increases. Strikes are legal. Dismissals can and are regularly appealed by unions to the industrial court. In recent years, however, these rights have been gradually eroded because of an ever increasing population and a slow-growing economy where job creation has simply not kept pace with the numbers looking for work. It's a combination that could spell a disaster for the country. The Kenyan government has created a new Ministry of Manpower Development and Deployment to address the problem, but the Ministry's mandate--create jobs with little capital in a tight world economy--may be impossible (Tripathi and Arya, 2002).
Mwembe (2009) indicates that since the cost of living index is increasing, workers generally bargain for higher wages to meet the rising cost of living index and to increase their standards of living. In 2002, 21.4% of disputes were caused by demand of higher wages and allowances. This percentage was 20.4% during 2003 and during 2004 increased up to 26.2%. In 2005, wages and allowances accounted for 21.8% of disputes. The retrenchments have also been an important factor which accounted for disputes. During the year 2002, disputes caused by personnel were 14.1% while those caused by retrenchment and layoffs were 2.2% and 0.4% respectively. In 2003, a similar trend could be seen, wherein 11.2% of the disputes were caused by personnel, while 2.4% and 0.6% of disputes were caused by retrenchment and layoffs (Michaelowa, 2002).

The overall structure of teachers' pay shares most of the pervasive characteristics of public sector pay systems in most developing countries and Kenya in particular (Michaelowa, 2002). In addition, many workers are owed arrears of wages and salaries. The lack of satisfaction has resulted to rampant absenteeism among teachers with the levels reaching 28.4% in the year 2003 (Glewwe, Ilias and Kremer, 2003). In addition, many teachers every year leave the profession for greener pastures. The Government keeps on incurring the cost of training teachers who do not last to offer their needed service in the teaching profession. To curb this turnover, the Government of Kenya hires an average of 2000 teachers every year to replace those who leave the profession to join other professions (Hyde, Muito and Muito, 2005).
1.1.3 Factors Affecting Settlement of Industrial Disputes

The effectiveness of the procedures and systems which are established for better information flow, understanding and, where possible, consensus building, is critical today to the successful management of organizations and for achieving competitiveness (Daver, 2005). Equally important are dispute prevention through communication, consultation and negotiation procedures and mechanisms which operate largely at the enterprise level. They are not particularly common in many African countries (Michaelowa, 2002). Their importance has increased in the current decade when changes in the way organizations are structured and managed have created the potential for workplace conflict.

In view of the fact that employers and workers both derive their purchasing or economic power and their psychologic or personal power from the same industrial enterprise, it should be possible on a basis of reason to find some means of satisfying these fundamental physical and psychologic needs of each party without at the same time destroying the source of their satisfaction. The present trend in labour relations and human resource management is to place greater emphasis on employee involvement, harmonious employer - employee relations and mechanisms, and on practices which promote them (Tripathi, 2002).

Besides, poor personnel management; conflicting legislative measure or government policies; and psychological factors such as denial of opportunity to the worker for satisfying his/ her basic urge for self-expression, personal achievement and betterment may also affect settlement of industrial disputes (Tripathi and Arya, 2002). Further, the management has a significant role to play in maintaining smooth industrial relations. For
a positive improvement in their relations with employees and maintaining sound human
relations in the organization, the management must treat employees with dignity and
respect. Employees should be given ‘say’ in the affairs of the organization generally and
wherever possible, in the decision-making process as well (Budd, 2004). A participative
and permissive altitude on the part of management tends to give an employee a feeling
that he is an important member of the organization – a feeling that encourages a spirit of
cooperativeness and dedication to work (Daver, 2005). An environment of mutual
respect, confidence, goodwill and understanding on the part of both management and
employees in the exercise of their rights and performance of their duties should prevail
for maintaining good industrial relations.

1.1.4 Kenya National Union of Teachers Nairobi Branch

The teachers of this country were subjected to different terms and conditions of service
by the many employers they belonged to including missionaries and local councils who
never allowed them to meet and exchange views. This kept them totally ignorant as
regards to their rights and therefore were seriously exploited by their masters. Despite
the fact that they were kept in the dark, they slowly learned the need to form
organizations still based on religious sect organized to the highest at provincial level
(Musyoka, 2011).

However by 1934 Messrs. James Gichuru and Eluid Mathu formed a teacher’s
organization known as Kenya African Teachers Union (KATU). In 1955, one of the
teachers’ leaders from Rift Valley Hon. Daniel T. Moi now the retired President of the
Republic of Kenya was elected to the Legislative Council now called National Assembly. At this meeting, one teacher’s organization called Kenya National Union of Teachers (KNUT) was born. It was not until 1960 when Joseph Kioni resigned from teaching to devote his energy full-time to KNUT. He established the first KNUT Office in one of the garages in Ruiru Town without salary, since the Union had no funds to pay him (Musyoka, 2011). This was so until 1964 when the Union began realizing some money from members through a check-off system.

1.2 Statement of the Problem

Yesufu (2000) observes that industrial relations problems do flow from circumstances both external and internal to the enterprise. The problem is that there has been overemphasis on the environment external to the enterprise, so that inadequate attention has been paid to the policies and practices needed within the enterprise (Herbert and Henzler, 2005). Productivity in Kenya can be constrained by poor industrial relation. Akintade et al (2000) maintained that industrial disputes occurred as a result of non-realisation of worker’s aims and aspirations. The outcome of poor industrial relations are strike actions, trade disputes, lock-out, go-slow, work-to-rule which have greatly proliferated. Although labor unions have been celebrated as fearless champions of the downtrodden working man (Musyoka, 2011), most of these industrial action have not been bearing fruits. This has made the need to establish factors that affect settlement of industrial disputes in these institutions more urgent.
The average salary of teachers remains the lowest in Kenya civil service (Musyoka, 2011). The salary scales for both primary and secondary school teachers are often very flat despite the rapidly increasing costs of living with very small salary increments awarded on the basis of seniority/experience, with little or no link with actual job performance. The recognized teachers' trade union (KNUT) and especially the Nairobi branch is very frequently threatening to take industrial action over the poor salaries and teachers employment terms. It has long-standing dispute settlement procedures (conciliation, arbitration, industrial or labour courts). Nationally, almost every year teachers in Kenya take to the streets to demonstrate against poor compensation. Essential as these are, they operate only when a dispute arises. In most cases, dispute prevention strategies such as communication, consultation and negotiation procedures and mechanisms are not employed.

Locally, Waweru (1976) did a study on the development of personnel and industrial relations in Kenya, Gathoronjo (2008) conducted a study on the perception of the ministry of labour on the causes of labour disputes in the public sector, Ngugi (2009) did a study on the factors influencing resolution of commercial disputes in the COMESA region while Makungu (2011) an investigation into the efficient and effectiveness of labor disputes resolution in the Ministry Of Labour Kenya. To the best of the researcher's knowledge, none of these studies has focused on the factors affecting settlement of industrial disputes in KNUT despite the rampant dispute between it and the government that in most cases end up in industrial actions.
1.3 Objectives of the Study

To establish the factors affecting settlement of industrial disputes at Kenya National Union of Teachers, Nairobi branch

1.4 Value of the Study

This study is of benefit to the Kenya National Union of Teachers as it outlines the factors affecting settlement of industrial disputes in KNUT. The study also outline the effect of training among union officials, leadership styles among the institutions top management, employee involvement and communication on settlement of industrial disputes in Kenya National Union of Teachers. This helps the management on various approaches that they can take to enhance the performance of the union.

To the government of Kenya, the study provides information that can be used to formulate policies in relation to settlement of industrial disputes in Kenya. The study also recommends the best methods that can be used to curb industrial disputes in the country.

To the researchers and academicians, the study provides a base upon which secondary material on the factors affecting settlement of industrial disputes in Kenya National Union of Teachers can be drawn. The study also provides good literature on settlement of industrial disputes in Kenya.
CHAPTER TWO: LITERATURE REVIEW

2.1 Industrial Relations

According to Mamoria and Sathish (2004), industrial relations constitute one of the most delicate and complex problems of the modern industrial society. This phenomenon of a new complex industrial set-up is directly attributable to the emergence of ‘Industrial Revolution’. The pre-industrial revolution period was characterized by a simple process of manufacture, small scale investment, local markets and small number of persons employed. All this led to close proximity between the manager and the managed (Mullins, 2005). Due to personal and direct relationship between the employer and the employee it was easier to secure cooperation of the latter. Any grievance or misunderstanding on the part of either party could be promptly removed. Also, there was no interference by the State in the economic activities of the people. Under such a set-up industrial relations were simple, direct and personal. This situation underwent a marked change with the advent of industrial revolution – size of the business increased needing investment of enormous financial and human resources, there emerged a new class of professional managers causing divorce between ownership and management, and relations between the employer and the employer became entranged and gradually antagonistic. This new set-up rendered the old philosophy of industrial relation irrelevant and gave rise to complex, indirect, and impersonal industrial relations (Nichols, 1997).

Labor relations are a broad field encompassing all the myriad interchanges between employers and employees. While labor relations are most often used to discuss this
exchange as it pertains to unionized employees, it may also refer to non-union employees as well. Labor relations are dictated in a large part by the government of a nation and the various regulations it provides to industry regarding the treatment of employees (Mamoria and Sathish, 2004). Labor relations outcomes are a series of rules which apply to work, setting down minimum (and other) wages and terms and conditions of employment for workers. These employment conditions can cover hours of work, leave, training, termination of employment and the like, as well as issues related to occupational safety and health, social security (sometimes), and conditions applying to special categories of workers. These rules also define the roles and responsibilities of the parties, individually and collectively (eg, through legislation; collective labour agreements; decisions by arbitrators and courts; and enterprise work rules) (Hater and Bass, 1988).

Webb and Webb (2002) indicate that the industry today is neither viewed as a venture of employers alone nor profit if considered as its sole objective. It is considered to be a venture based on purposeful cooperation between management and labor in the process of production and maximum social good is regarded as its ultimate end and both management and employees contribute in their own way towards its success. Similarly, labor today is no more an unorganized mass of ignorant works ready to obey without resentment or protest the arbitrary and discretionary dictates of management. The management has to deal with employees’ today not as individuals but also as members of organized social groups who are very much conscious about their rights and have substantial bargaining strength. Hence, the objective of evolving and maintaining sound industrial relations is not only to find our ways and means to solve conflicts to resolve
differences but also to secure the cooperation among the employees in the conduct of industry (Salamon, 2000).

Maintaining smooth industrial relation is not an easy task. Almost all the industrialized countries of the world fact the problem of establishing and maintaining good management worker relationships in their industries (Tripathi, 2002). Each country has sought to find our solution, depending upon its economic, social and political environment. However, industrial conflict still arises and therefore establishment and maintenance of satisfactory industrial relations forms an important plank in the personnel policies of modern organization. Kelly (1998) argues that perhaps the main cause or source of poor industrial relations resulting in inefficiency and labor unrest is mental laziness on the part of both management and labor. Management is not sufficiently concerned to ascertain the causes of inefficiency and unrest following the laissez-faire policy, until it is faced with strikes and more serious unrest. Even with regard to methods of work, management does not bother to devise the best method but leaves it mainly to the subordinates to work it out for themselves. Contempt on the part of the employers towards the workers is another major cause.

2.2 Stakeholders in Industrial Relations

In recent years the State has played an important role in regulating industrial relations but the extent of its involvement in the process is determined by the level of social and economic development while the mode of intervention gets patterned in conformity with the political system obtaining in the country and the social and cultural traditions of its
people (Tripathi and Arya, 2002). The degree of State intervention is also determined by
the stage of economic development. For example, in a developing economy like ours, work-
stoppages to settle claims have more serious consequences than in a developed economy
and similarly, a free market economy may leave the parties free to settle their relations
through strikes and lockouts but in other systems varying degrees of State participation is
required for building up sound industrial relations (Kaufman, 2004). In India, the role
played by the State is an important feature in the field of industrial relations and State
intervention in this area has assumed a more direct form. The State has enacted
procedural as well as substantive laws to regulate industrial relations in the country.

Blyton et al., (2008) the trade unions have a crucial role to play in maintaining smooth
industrial relations. It is true that the unions have to protect and safeguard the interests of
the workers through collective bargaining. But at the same time they have equal
responsibility to see that the organization does not suffer on account of their direct
actions such as strikes, even for trivial reasons. They must be able to understand and
appreciate the problems of managements and must adopt a policy of ‘give and take’ while
bargaining with the managements. Trade unions must understand that both management
and workers depend on each other and any sort of problem on either side will do harm to
both sides (Herbert and Henzler, 2005). Besides public are also affected, particularly
when the institutions involved are public utility organizations.
2.3 Industrial Disputes

Labour disputes, or industrial disputes, are open and intense conflicts and contradictions between the employees and employers. In these disputes, the claims of the employees and their struggles for social rights are often expressed in some specific ways—through collective disputes and collective actions (Herbert and Henzler, 2005). The contradictions and conflicts in industrial relations have become major factors affecting the stable and harmonious development of society and many economies.

The typical mode of labour dispute is collective action. Collective action, or industrial action, refers to where two parties of the labour relations go on strike, picket, or carry out other activities to block the normal operation of the businesses, in order to achieve their own propositions and goals (Tripathi, 2002). According to the principle of equality between labour and capital, the right to take collective actions, just like the right to assemble and the right to collective bargaining, is an equal right of both labour and capital in the general legal sense. The collective actions of labour include striking, collective sabotage, occupancy of the plant, picketing, etc.

Under a market economy, it is normal for labour disputes to arise in enterprises or industries. They result from the intensification of industrial disputes and also the processes and methods of settling the disputes. So in developed countries practicing a market economy, for some industrial disputes within a certain scope, especially those developed through due process at the enterprise or industry level, the laws take a protective and indulging attitude. But if the industrial disputes last for a long time and
industrial actions continually occur, there must be major problems in labour relations and flaws in the labour regulations and enterprise management. There are no normal ways to settle them (Daver, 2005).

Under a market economy, contradiction and conflicts between labour and capital are unavoidable and objectively exist. If they are properly dealt with, they can become an inner impulsive force for the development and promotion of the market economy. However, if they are not properly dealt with, they will influence the stability and development of social economy at the least, and cause social turmoil and threaten social security at the worst. It is improper to let industrial disputes develop without control, or to suppress them by force; they need to be lessened by regulation and proper guidance and control (Tripathi, 2002).

2.4 Factors Affecting Settlement of Industrial Disputes

According to Daver (2005), labor relations processes or arrangements have traditionally been expressed through the individual employment relationship and collective bargaining, and have a mediative function. They are directed to achieving a compromise between "market forces" (which seek to set the price and quantity of labor) and intervention in the market place by employers, workers and their representatives (and by government and its agencies, for political and social reasons) which establishes the various types of rules which govern the employment relationship. The essential rationale for intervention is three-fold - firstly, the right of those involved and affected by decisions in the marketplace to participate in resolving employment relationship issues;
secondly, the function of freedom of association and collective bargaining in redressing the balance of power between "capital" and "labor"; and, thirdly, to prevent labor exploitation (e.g., sweated and child labor). The relative "balance" between the role of market forces and intervening IR arrangements in regulating employment relationships will vary between countries.

There are various factors that affect settlement of industrial disputes in the public sector such as training among union officials, top management competence, workers participation and employee involvement and communication.

2.4.1 Training among Union Officials
The workers in the country should be regarded as the most significant component of the citizen community and they should be psychologically satisfied by providing opportunities for education and training. It has been aptly said that the major capital stock of an industrially advanced country is not in its physical equipment, it is the body of knowledge amassed from the tested findings and the capacity and the training of population to use this knowledge effectively". It has now been increasingly realized that there is a growing need for the kind of education that will properly equip the workers and trade unions to meet their increasingly heavy economic and social responsibilities (Tripathi and Arya, 2002).

Labor relations and settlement of industrial disputes training provides the basic skills necessary for mediation (Michaelowa, 2002). The training includes an overview of Alternative Dispute Resolution, confidentiality, defining mediation and its stages, using
effective communication skills in the mediation process, and applying the interest-based approach in mediating disputes. Exercises and role-plays are used throughout the course to provide the participants an opportunity to practice the techniques and skills taught throughout the training.

According to CPID (2008) research study, more than half of the UK workforce (55%) has had no training on settlement of industrial disputes, despite it costing British business £24 billion a year. As a result, around a third of all employees (28%) simply allow industrial disputes to continue, causing untold damage to morale and productivity. This ‘head in the sand’ approach is widespread, even though eight out of ten British workers (82%) have to spend time dealing with disputes in the workplace, and the vast majority (89%) have experienced workplace disputes that has escalated. The research also reveals that every full-time UK employee spends an average of nearly two hours dealing with disagreements every week, translating to nearly six months out of the average career. The extent to which HR professionals’ time is consumed by disputes is still more marked, with 94% admitting that they have to deal with disputes regularly, spending an average of 3.4 hours a week managing disagreements between employees (Budd, 2004).

The crux of the issue is a marked lack of training, even among the top management who often shoulder the responsibility of day-to-day dispute management. More than two thirds (68%) of the top management say they have had no formal training in managing disputes, leaving them hopelessly under-skilled when addressing the issue (Kapur and Punia, 2002). However, 95% of workers cite dispute management as a critical leadership
skill in today's resource-short organizations. And training clearly adds value: among HR practitioners, a third said that training in disputes management skills for managers had led to a reduction in formal disciplinary and grievance cases; 28% of respondents cite improvements in team morale and 25% report that training had helped team productivity and performance. The vast majority (95%) of those receiving training as part of leadership development indicated that it helped, and incidences of positive outcomes from conflict increase significantly in line with the amount of training received (Michaelowa, 2002).

2.4.2 Top Management Competence

Organizations and managers are increasingly aware that they face a future of rapid and complex change. This wave of future oriented uncertainty, coupled with individual demands for increased participation at all levels of the organization, has dramatically changed perceptions of leadership, specifically with regard to the respective roles played by the leader and the follower (Tripathi, 2002). Transformational leaders are said to be responsible for settling disputes and motivating employees to go beyond ordinary expectations (Herbert and Henzler, 2005). The transformational leader elicits this performance level by appealing to follower's higher order needs and moral values, generating the passion and commitment of followers for the mission and values of the organization, instilling pride and faith in followers, communicating personal respect, stimulating subordinates intellectually, facilitating creative thinking and inspiring followers to willingly accept challenging goals and a mission or vision of the future. The leader thus identifies the future of the organization and "pulls, rather than pushes", lifting
individuals to focus their commitment and energies towards the organization and its goals. This can only take place if at all the organization’s top management is well skilled in settling of industrial disputes. This is because industrial disputes lead to strikes and low employees productivity (Daver, 2005).

Transformational leadership theorists suspect that a consequence of the transformational leader’s behavior is the emotional attachment to the leader and emotional and motivational arousal of followers (Daver, 2005). The degree to which a leader is regarded as being transformational depends on the effect he or she has on the follower, where followers of transformational leaders feel trust and respect towards leaders, and are motivated to perform extraordinary behaviors.

Bhagoliwal (2004) whereas transformational leaders motivate subordinates to perform beyond expectations, transactional leadership is based on the traditional, bureaucratic authority and legitimacy where followers receive certain valued outcomes when they act according to the leader’s wishes. The relationship is based on a series of exchanges or implicit bargains between leader and follower, clarifying role expectations, assignments and task oriented goals. Transactional leaders thus focus their energies on task completion and compliance and rely on organizational rewards and punishments to influence employee performance. According to Hater and Bass (1988) the dynamics of a quid pro quo dominates the transactional exchange, in which the leader clarifies task requirements and rewards for compliance. Transactional leadership theory rests on the notion that when the environment and the job do not motivate, direct and satisfy the
follower, the transactional leader has to rely on his or her behaviors to compensate for the deficiency. The leader clarifies what he or she expects from subordinates regarding acceptable standards of performance and what they will receive in return. Transformational and transactional leadership models thus differ with regard to the process by which leaders motivate subordinates and the types of goals set (Hater & Bass, 1988).

Non-transactional or Laissez Faire Leadership, transactional and transformational leadership, two active forms of leadership, are often contrasted to a passive laissez faire leadership style. As no attempt is made by the laissez faire leader to motivate others or to recognize and satisfy individual needs, researchers have concluded that this leadership style is indicative of an absence of leadership. The laissez faire leader avoids decision-making, the provision of rewards and the provision of positive/negative feedback to subordinates (Tripathi, 2002).

2.4.3 Workers Participation

Workers participation in management is in essential ingredient of industrial democracy. The concept of workers participation in management is based in “Human Relations” approach to management which brought about new set of values to labor and management (Yesufu, 2000). Traditionally, the concept of Workers’ Participation in Management (WPM) refers to participation of non-managerial employees in the decision-making process of the organization. Workers’ participation in management meets the psychological needs of the workers to a greater extent. That way it may also be treated as
the process of delegation of authority in the general areas of managerial functions (Mullins, 2005). According to one view, workers participation is based on the fundamental concept that the ordinary worker invest his labor in, and ties his fate to, his place of work and, therefore, he has a legitimate right to have a share in influencing the various aspects of company policy.

According to Kapur and Punia (2002) participation in management gives the workers a sense of importance, price and accomplishment; it given him the freedom and the opportunity for self-expression; a feeling of belonging to his place of work and a sense of workmanship and creativity. It provides for the integration of his interest with those of the management and makes him a joint partner in the enterprise”. Tripathi (2002) considers a management to be participative, if it gives scope to the workers to influence its decision making process on any level or sphere or if it shares with them some if its managerial prerogatives. It implies a situation where workers representatives are, to some extent, involved in the process of management decision making, but where the ultimate power is in the hands of the management. It is a mental and emotional involvement of a person in a group situation which encourages him to contribute to goals and share responsibilities in them. It is a mental and emotional involvement of a person in a group situation which encourages him to contribute to goals and share responsibilities in them.

The scheme has economic, psychological, ethical and political objectives. Its psychological objective of the scheme is to secure full recognition of the workers. Association of worker with management provides him with a sense of importance,
involvement and a feeling of belongingness (Salamon, 2000). He considers himself to be an indispensable constituent of the organization. Socially, the need for participation arises because modern industry is a social institution with the interest of employer, the shareholders, the community and the workers equally invested in it. The ethical objective of participation is to develop workers free personality and to recognize human dignity. The political objective of participation is to develop workers conscious of their democratic rights on their work place and thus bring about industrial democracy.

Workers' participation is possible at all levels of management; the only difference is that of degree and nature of application (Akintade et al, 2000). For instance, it may be vigorous at lower level and faint at top level. Broadly speaking there is following five levels of participation: Information participation ensures that employees are able to receive information and express their views pertaining to the matters of general economic importance. In Consultative participation workers are consulted on the matters of employee welfare such as work, safety and health. However, final decision always rests at the option of management and employees' views are only of advisory nature (Kaufman, 2004).

Thus the workers' participation schemes in India provide wide scope for application and upliftment of workers. But in practice, these schemes have not met with success though they are successful in some private sector units. The factors responsible for the failure are attitude of the management towards the scheme is not encouraging. The preventatives of workers are not given due recognition by the management; the attitude of trade unions
towards the schemes is negative as they consider these schemes are reducing the power of Trade Unions. Some Trade Unions boycott Joint Management Council meetings, the success these schemes require certain conditions, management should appreciate the scheme and accept them in full faith, trade unions have to cooperate with the schemes and workers have to be educated (Salamon, 2000).

2.4.4 Communication
Mediation’s is a process available to the parties involved in contract negotiations by which an outside party is called in by union and management to help them reach a settlement. The neutral mediator does not ultimately resolve the dispute, but instead tries to move the parties towards agreement by maintaining communication and suggesting alternative solutions to dead-locked issues (Budd, 2004). The mediator’s function is to provide a positive environment for dispute resolution by drawing on extensive professional experience in the field of labour management interaction. The mediator must possess thorough knowledge of the issues, and an ability to innovate solutions to problems. The mediator must be an effective communicator, know the importance of timing and most of all, have the confidence and trust of the parties. A mediator must possess attributes such as integrity, impartiality and fairness (Glewwe, Ilias and Kremer, 2003).

Collective bargaining is a source of solving the problems of employees in the work situation collectively. It provides a good climate for discussing the problems of workers with their employers. The employees put their demands before the employers and the
employees agree upon the conditions of work” (Kapur and Punia, 2002). Collective bargaining takes place when a number of work people enter into negotiation as a bargaining unit with an employer or a group of employers with the object of reaching agreement on conditions of the employment of the work people (Daver, 2005). The I.L.O. workers manual defines collective bargaining as, negotiation about working conditions and terms of employment between an employers, a group of employers or one or more employer’s organizations, on the one hand, and one or more representative workers organization on the other with a view of reaching an agreement.

From the point of the view of the society, collective bargaining; if properly conducted, result in the establishment of a harmonious industrial climate which helps for the socio-economic development of the nation. It builds up a system of industrial jurisprudence by introducing civil rights in industry and ensures that management is conduct by rules rather than by arbitrary decisions. It extends the democratic principles from the political to industrial field. Collective bargaining enhances the status of the working class in the society (Mullins, 2005). Wage earners have enhanced their social and economic position in relation to other groups. Employers have also retained high power and dignity through collective bargaining. Collective bargaining serves as a peace treat between the employers and employees. However the settlement between the two parties is a compromise (Mullins, 2005). Collective bargaining creates a system of “Industrial Jurisprudence”. It is a method of introducing civil rights into industry. It establishes rules which define and restrict the traditional authority exercised by employers over their employees placing part of the authority under joint control of union and management.
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction
This chapter is a discussion of the methodology that was used by the researcher to find answers to the research question. In this chapter the research methodology was presented in the following order, research design, population, data collection and finally the data analysis.

3.2 Research Design
The study adopted a descriptive survey approach. Descriptive survey is the precise measurement and reporting of the characteristics of the phenomena under investigation, and describes phenomena, situations and events. This approach is appropriate for this study, since the researcher intends to collect detailed information through descriptions and is useful for identifying variables and hypothetical constructs.

3.3 Target Population
The population for this study was all the 99 employees working in KNUT Nairobi branch comprising of 16 officials and 83 employees. This is because the employees are conversant with the factors influencing settlement of industrial disputes in the branch. Due to the population size of KNUT employees, the research took the census approach.

3.4 Data Collection
This research study used primary data using semi structured questionnaires. The questionnaire had two sections. Section one covers the general demographic information of the respondents while the second section was dedicated to the factors affecting
settlement of industrial disputes. The questionnaire was administered using a drop and pick later method.

3.5 Data Analysis
Data collected was mainly quantitative in nature and appropriately analyzed using descriptive statistics. This includes frequencies, percentages, mean and standard deviations. Tables and other graphical presentations such as pie charts and bar graphs as appropriate were used to present the data collected for ease of understanding and analysis.
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction
This chapter discusses the interpretation and presentation of the findings. The purpose of the study was to establish the factors affecting settlement of industrial disputes in Kenya National Union of Teachers with specific focus to Nairobi branch. The study also sought to establish the effect of training among union, leadership styles among the institutions top management, employee involvement and communication on settlement of industrial disputes in Kenya National Union of Teachers. The chapter also provides the major findings and results of the case study and discusses those findings and results against the literature review chapter.

4.2 Response Rate
Figure 4.1 illustrates the response rate of the respondents that participated in the survey. The researcher targeted a sample of 99 key employees from Knut out of which 84 responses were obtained. This represented an 84.85% response rate. According to Babbie (2002) any response of 50% and above is adequate for analysis thus 84.85% is even better.

Figure 4.1 Response rate
4.2 General Information of the Respondents

The study found it crucial to ascertain the broad information of the respondents since it structures the charity under which the study can fairly entrance the pertinent information. The analysis relied on this information of the respondents so as to classify the different results according to their knowledge and responses. In this section, the researcher requested the respondents to indicate their gender, age bracket, level of education and work experience.

4.2.1 Gender of the respondents

In relation to their gender, 70.2% of the respondents indicated that they were male while 29.8% indicated that they were female. This shows that majority of the respondents in this study were male.

Figure 4.2: Gender of the respondents

4.2.2 Age bracket of the respondents

Figure 4.2 above shows the age of the respondents. From the findings 28.6% of the respondents were aged between 45 and 50 years, 23.8% were aged between 41 and 44 years, 21.4% were aged between 35 and 40 years, 10.7% were aged between were over
51 years in age, 8.3% were aged between 31 and 34 years, 4.8% were aged between 25 and 30 years and 2.4% were aged between 18 and 24 years. From these findings we can deduce that majority of the respondents were aged between 45 and 50 years.

**Figure 4.3: Age bracket of the respondents**

4.2.3 **Highest Level of Education**

The researcher requested the respondents to indicate their highest level of education. From the findings as shown by figure 4.3 above, 54.8% of the respondents had bachelors' degree, 31% had diplomas/certificates and 14.3% had secondary education. These findings clearly show that majority of the respondents in this study had bachelors degree as their highest level of education.
4.2.4 Work Experience

In an effort to determine the work experience of the respondents, the researcher requested the respondents to indicate the number of years they had been working in their institution. From the findings, 50% of the respondents reported that they had been working in their organisation for between 10 and 20 years, 26.2% indicated that they had been working in their organisation for between 20 and 30 years, 20.2% had been working in their organisation for between 1 and 10 years and 3.6% had been working in their organisation for over 30 years. From these findings we can deduce that majority of the respondents in this study had a working experience of between 10 and 20 years.
4.3 Industrial Disputes

4.3.1 Engagement of KNUT and Government/TSC in Specific Dispute Form

Table 4.1 summarizes the finding of the study on the frequency to which KNUT and government/TSC engage in industrial conflict as illustrated by mean score of 4.54. From the finding, most of the respondents pointed that KNUT demand for higher wages from government/TSC very frequently, KNUT demand for allowances frequently as depicted by mean score of 3.83, KNUT engage in demand for layoffs to a moderately frequently as depicted by mean score of 3.46. further the study established that KNUT engage in poor personnel management moderately frequent as shown by mean score 3.38, also the study revealed that KNUT engage in demand for psychological factors such as denial of opportunity to the worker for satisfying their basic urge for self-expression, personal achievement and betterment moderately frequently as depicted by mean score of 3.17, Conflicting legislative measure or government policies was also among the demand that KNUT advocates for in moderate frequent as illustrated by mean score of 3.06 while few
of the respondent indicated that KNUT engage in retrenchments issues to moderate frequent a as shown by mean score of 2.54.

Table 4.1 Engagement of KNUT and Government/TSC in Specific Dispute Form

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>STDe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demand of higher wages</td>
<td>4.54</td>
<td>0.509</td>
</tr>
<tr>
<td>Demand of allowances</td>
<td>3.83</td>
<td>0.482</td>
</tr>
<tr>
<td>Retrenchments</td>
<td>2.54</td>
<td>1.141</td>
</tr>
<tr>
<td>Layoffs</td>
<td>3.46</td>
<td>1.062</td>
</tr>
<tr>
<td>Poor personnel management</td>
<td>3.38</td>
<td>1.345</td>
</tr>
<tr>
<td>Conflicting legislative measure or government policies</td>
<td>3.06</td>
<td>1.141</td>
</tr>
<tr>
<td>Psychological factors such as denial of opportunity to the worker for satisfying his/ her basic urge for self-expression, personal achievement and betterment</td>
<td>3.17</td>
<td>0.338</td>
</tr>
</tbody>
</table>

4.4 Training

Tripathi and Arya, (2002) purported that training on settlement of industrial disputes provides the basic skills necessary for mediation. Another study by CPID (2008) had earlier revealed that more than half of the UK workforce (55%) has had no training on settlement of industrial disputes, despite it costing British business £24 billion a year. As a result, around a third of all employees (28%) simply allow industrial disputes to continue, causing untold damage to morale and productivity.

4.4.1 Extent that Training Affect Settlement of Industrial Disputes

In an effort to determine the effects of training on settlement of industrial disputes in organizations, the researcher requested the respondents to indicate the extent to which
training was affecting settlement of industrial disputes among union officials at KNUT. According to figure 5 above, 40.5% of the respondents reported that which training was affecting settlement of industrial disputes among union officials at KNUT to a great extent, 29.8% indicated to a very great extent, 26.2% indicated to a moderate extent, 2.4% indicated to no extent at all and 1.2% indicated to a little extent. From these findings we can deduce that which training was affecting settlement of industrial disputes among union officials at KNUT to a great extent.

Figure 4.6: Training and Settlement of Industrial Disputes

4.4.2 Extent that Training Affect Settlement of Industrial Disputes at KNUT

Table 4.1 above shows the extent to which the stated factors related to training were affecting settlement of industrial disputes. According to the findings, the respondents agreed with a mean of 4.1310 that effective communication skills influence settlement of
industrial disputes to a great extent. The respondents also agreed with a mean of 4.0476 that basic skills necessary for mediation influence settlement of industrial disputes to a great extent. Further, the respondents agreed with a mean of 3.9048 that alternative dispute resolution was influencing settlement of industrial disputes to a great extent. Kapur and Punia, (2002) had earlier indicated that training includes an overview of Alternative Dispute Resolution, confidentiality, defining mediation and its stages, using effective communication skills in the mediation process, and applying the interest-based approach in mediating disputes.

Table 4.2: Training and settlement of industrial disputes

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>STDev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic skills necessary for mediation</td>
<td>4.0476</td>
<td>.90387</td>
</tr>
<tr>
<td>Alternative dispute resolution</td>
<td>3.9048</td>
<td>1.00143</td>
</tr>
<tr>
<td>Effective communication skills</td>
<td>4.1310</td>
<td>1.02710</td>
</tr>
</tbody>
</table>

4.5 Management Competence

According to Tripathi, (2002) the wave of future oriented uncertainty, coupled with individual demands for increased participation at all levels of the organization, has dramatically changed perceptions of leadership, specifically with regard to the respective roles played by the leader and the follower and hence employees need to be involved in the management of their organizations.
4.5.1 Extent that Management Competence Affect Settlement of Industrial Dispute at KNUT

The researcher requested the respondents to indicate the extent to which management competence affect settlement of industrial dispute at KNUT. From the findings as shown by figure 4.6 above, 57.1% of the respondents indicated that management competence affects settlement of industrial dispute at KNUT to a very great extent. This was followed by 27.4% of the respondents who reported that management competence was affecting settlement of industrial dispute at KNUT to a great extent, 14.3% indicated to a moderate extent, and 1.2% indicated to a little extent. These findings clearly show that management competence affects settlement of industrial dispute at KNUT to a very great extent.

Figure 4.7: Management Competence and Settlement of Industrial Dispute

![Bar chart showing the extent to which management competence affects settlement of industrial dispute at KNUT. The chart indicates that 57.1% affect to a very great extent, 27.4% to a great extent, 14.3% to a moderate extent, and 1.2% to a little extent.](image-url)
4.5.2 Management Competence and Settlement of Industrial Dispute

Table 4.5 above shows the extent to which stated types of management competence affecting settlement of industrial dispute at KNUT. From the findings, the respondents agreed with a mean of 4.1667 that transformational leadership was affecting settlement of industrial dispute at KNUT to a great extent. The respondents further agreed with a mean of 3.9762 that democratic leadership style was affecting settlement of industrial dispute at KNUT to a great extent. The respondents also agreed with a mean of 3.7976 that transactional leadership influences settlement of industrial dispute at KNUT to a great extent. Finally, the respondents agreed with a mean of 3.4048 that laissez-faire leadership was settlement of industrial dispute at KNUT to a moderate extent.

| Table 4.3: Management Competence and Settlement of Industrial Dispute |
|-----------------------------------------------|-----------------|------------------|
| Transformational leadership                    | 4.1667          | .75782           |
| Laissezs Faire leadership                     | 3.4048          | 1.09895          |
| Transactional leadership                      | 3.7976          | .91546           |
| Democratic                                    | 3.9762          | 1.19210          |

4.5 Worker Participation and Employee involvement

According to Yesufu, (2000) employee involvement in management is an essential ingredient of industrial democracy and hence it influences settlement of industrial disputes positively.
4.5.1 Extent that Employee Involvement Affects Settlement of Industrial Dispute at KNUT

The study sought to establish the extent to which employee involvement affect the settlement of industrial dispute at KNUT. Figure 4.7 above shows the extent to which employee involvement affects the settlement of industrial dispute at KNUT. According to the findings, 59.5% of the respondents indicated that employee involvement was affecting settlement of industrial dispute at KNUT to a very great extent, 23.8% indicated to a great extent, 15.5% indicated to a moderate extent and 1.2% indicated to no extent at all. From these findings we can deduce that employee involvement affects settlement of industrial dispute at KNUT to a very great extent.

Figure 4.8: Employee Involvement

4.5.2 Worker Participation and Settlement of Industrial dispute

Table 4.9 above shows the extent to which the respondents agreed that the stated facets of worker participation affect settlement of industrial dispute. From the findings, the respondents agreed with a mean of 4.1786 that full recognition of the workers was influencing settlement of industrial dispute at KNUT to a great extent. In addition, the
respondents agreed with a mean of 4.1071 that developing worker conscious of their democratic rights was affecting settlement of industrial dispute to a great extent. The respondents also agreed with a mean of 3.7500 that developing workers free personality was influencing settlement of industrial dispute to a moderate extent. Mullins (2005) had earlier argued that the ethical objective of participation is to develop workers free personality and to recognize human dignity. The political objective of participation is to develop workers conscious of their democratic rights on their work place and thus bring about industrial democracy.

Table 4.4: Worker participation and settlement of industrial dispute

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full recognition of the workers</td>
<td>4.1786</td>
<td>1.06602</td>
</tr>
<tr>
<td>Develop worker free personality</td>
<td>3.7500</td>
<td>1.05139</td>
</tr>
<tr>
<td>Develop worker conscious of their democratic rights</td>
<td>4.1071</td>
<td>1.00622</td>
</tr>
</tbody>
</table>

4.6 Communication

Herbert and Henzler, (2005) argued that mediation in communication is a process available to the parties involved in contract negotiations by which an outside party is called in by union and management to help them reach a settlement.

4.6.1 Extent that Communication Enhance Settlement of Industrial Dispute

In an effort to determine the relationship between communication and settlement of industrial disputes, the researcher requested the respondents to indicate the extent to
which communication affect settlement of industrial dispute at KNUT. According to the findings as show by figure 4.8 above, 53.6% of the respondents indicated that communication was affecting settlement of industrial dispute at KNUT to a very great extent, 28.6% indicated to a great extent, 13.1% indicated to a moderate extent, 2.4% indicated to a little extent and 2.4% indicated to no extent at all. From these findings we can conclude that communication affects settlement of industrial dispute at KNUT to a very great extent.

Figure 4.9: Communication and Settlement of Industrial Dispute

4.6.2 Communication and Settlement of Industrial Dispute

Table 4.13 above shows the extent to which the stated facets of communication affect settlement of industrial disputes at KNUT. According to the findings, the respondents agreed with a mean of 4.1905 that importance of timing influences settlement of industrial disputes at KNUT to a great extent. This was followed by confidence and trust of the parties with a mean of 4.0476, labor management interaction with a mean of 3.9762 and neutral mediation process with a mean of 3.7976. Herbert and Henzler, (2005) had earlier indicated that the mediator’s function is to provide a positive
environment for dispute resolution by drawing on extensive professional experience in
the field of labor management interaction. The mediator must be an effective
communicator, know the importance of timing and most of all, have the confidence and
trust of the parties. A mediator must possess attributes such as integrity, impartiality and
fairness.

Table 4.5: Communication and settlement of industrial dispute

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neutral mediation process</td>
<td>3.7976</td>
<td>.97905</td>
</tr>
<tr>
<td>Labor management interaction</td>
<td>3.9762</td>
<td>.90482</td>
</tr>
<tr>
<td>Importance of timing</td>
<td>4.1905</td>
<td>.93752</td>
</tr>
<tr>
<td>Confidence and trust of the parties</td>
<td>4.0476</td>
<td>1.16065</td>
</tr>
</tbody>
</table>
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

According to the findings of this study training among union officials was affecting settlement of industrial disputes among union officials at KNUT to a great extent. Training on settlement of industrial disputes provides the basic skills necessary for mediation. The study revealed that effective communication skills, basic skills necessary for mediation and alternative dispute resolution were influencing settlement of industrial disputes to a great extent. Training includes an overview of Alternative Dispute Resolution, confidentiality, defining mediation and its stages, using effective communication skills in the mediation process, and applying the interest-based approach in mediating disputes.

On the relationship between management competence and settlement of industrial dispute at KNUT, the study established that management competence affects settlement of industrial dispute at KNUT to a very great extent. On the same the study revealed that transformational leadership, democratic leadership and transactional leadership influences settlement of industrial dispute at KNUT to a great extent. They also indicated that laissezs Faire leadership was affecting settlement of industrial dispute at KNUT to a moderate extent.

To establish the extent to which worker participation and employee involvement affect the settlement of industrial dispute at KNUT, the study established that employee involvement affects settlement of industrial dispute at KNUT to a very great extent.
Employee involvement in management is an essential ingredient of industrial democracy and hence it influences settlement of industrial disputes positively. The study also found that full recognition of the workers was influencing settlement of industrial dispute at KNUT to a great extent. In addition, developing worker conscious of their democratic rights and developing workers free personality were also influencing settlement of industrial dispute to a great extent. The ethical objective of participation is to develop workers free personality and to recognize human dignity. The political objective of participation is to develop workers conscious of their democratic rights on their workplace and thus bring about industrial democracy.

On the relationship between communication and settlement of industrial disputes, the study found that communication affects settlement of industrial dispute at KNUT to a very great extent. It was also revealed that the importance of timing influences settlement of industrial disputes at KNUT to a great extent. Other communication related factors that affect settlement of industrial disputes include confidence and trust of the parties, labor management interaction and neutral mediation process. The mediator in the settlement of an industrial dispute must be an effective communicator, know the importance of timing and most of all, have the confidence and trust of the parties. A mediator must possess attributes such as integrity, impartiality and fairness.

5.2 Conclusion

This study concludes that study training among union officials affects settlement of industrial disputes among union officials at KNUT to a great extent. The study also found
that effective communication skills, basic skills necessary for mediation and alternative
dispute resolution were influencing settlement of industrial disputes to a great extent

The study also concludes that management competence affects settlement of industrial
dispute at KNUT to a very great extent. The study also established that transformational
leadership, democratic leadership and transactional leadership influences settlement of
industrial dispute at KNUT to a great extent

This study established worker participation and employee involvement affects settlement
of industrial dispute at KNUT to a very great extent. In addition the study found that full
recognition of the workers; developing worker conscious of their democratic rights and
developing workers free personality were also influencing settlement of industrial dispute
to a great extent.

Finally, the study established that communication affects settlement of industrial dispute
at KNUT to a very great extent. Other communication related factors that affect s
settlement of industrial disputes include confidence and trust of the parties, labor
management interaction and neutral mediation process.

5.3 Recommendation

Base on the study objectives, the study recommends that KNUT should be offering
regular trainings to its employees so as to reduce disputes in the organization.

The study also found that management competence influence settlement of industrial
disputes to a great extent. Transformational leaders are said to be responsible for settling
disputes and motivating employees to go beyond ordinary expectations and hence it can influence settlement of industrial disputes positively. This study therefore, recommends that KNUT should use transformational leadership style in its management so as to prevent or reduce disputes.

The study also established that workers participation and employee involvement in management is in essential ingredient of industrial democracy. The study therefore recommends that the management of KNUT should involve the employees in decision making processes so as to enhance democracy in the organization.

The study also found that communication was highly influencing industrial disputes settlement in KNUT. The study, therefore, recommends that KNUT should review its communication structure. KNUT can improve this by including more features to its websites and enhance the use of internal memos.

5.4 Areas of Further Study

The study suggests that further research to be done on the factors hindering implementation of collective bargaining agreement within organization in order to give both negative and positive sides that can be reliable. The study also suggested further research to be done on factors affecting labour relations and settlement of industrial disputes by focusing on other sectors rather than public institution in order to depict reliable information that illustrates real situation in all sector.
REFERENCES


Musyoka, S. K. (2011). *Benefits of Kenya National Union of Teachers’ welfare programmes to Primary school teachers in Mwingi district, Kenya*


APPENDICES

Appendix I: Research Questionnaire

This questionnaire consists of two parts; kindly answer all the questions by ticking in the appropriate box or filling in the spaces provided.

SECTION A: GENERAL INFORMATION

1. Gender: Male [ ] Female [ ]

2. Your age bracket (Tick whichever appropriate)
   - 18 - 24 Years [ ]
   - 25 - 30 Years [ ]
   - 31 - 34 years [ ]
   - 35 - 40 years [ ]
   - 41 - 44 years [ ]
   - Over 51 years [ ]

3. What is your education level? (Tick as applicable)
   - Primary [ ]
   - Secondary [ ]
   - Diploma/certificate [ ]
   - Bachelors’ degree [ ]
   - Others—specify………………………………………………………………………………………………………………………………………………………………………………………………………………

4. Years of service/working period (Tick as applicable)
   - 1-10 years [ ]
   - 10-20 years [ ]
   - 20-30 years [ ]
   - Over 30 years [ ]

SECTION B: INDUSTRIAL DISPUTES

5. How frequent are the following forms of disputes between KNUT and the government/TSC? Use a scale of 1 – 5 where 1= rarely and 5 = very frequent.

<table>
<thead>
<tr>
<th>Demand of higher wages</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

50
Demand of allowances

Retrenchments

Layoffs

Poor personnel management

Conflicting legislative measure or government policies

Psychological factors such as denial of opportunity to the worker for satisfying his/her basic urge for self-expression, personal achievement and betterment

SECTION C: FACTORS INFLUENCING SETTLEMENT OF INDUSTRIAL DISPUTES

TRAINING AMONG UNION OFFICIALS

6. To what extent does the training among union officials affect settlement of industrial disputes at KNUT?

To a very great extent [ ]
To a great extent [ ]
To a moderate extent [ ]
To a little extent [ ]
To no extent [ ]

7. What is the extent to which the following facets of training among union officials affect settlement of industrial disputes at KNUT?

<table>
<thead>
<tr>
<th></th>
<th><strong>Very great extent</strong></th>
<th><strong>Great extent</strong></th>
<th><strong>Moderate extent</strong></th>
<th><strong>Little extent</strong></th>
<th><strong>Not at all</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Basically skills necessary for mediation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Alternative dispute resolution
Effective communication skills

TOP MANAGEMENT COMPETENCE
8. To what extent does top management competence affect settlement of industrial disputes at KNUT?
   To a very great extent [ ]
   To a great extent [ ]
   To a moderate extent [ ]
   To no extent [ ]

9. What is the extent to which the following facets of top management competence affect settlement of industrial disputes at KNUT?

<table>
<thead>
<tr>
<th></th>
<th>Very great extent</th>
<th>Great extent</th>
<th>Moderate extent</th>
<th>Little extent</th>
<th>Not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational leadership</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Laissez Faire Leadership</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transactional leadership</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Democratic</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

WORKER PARTICIPATION AND EMPLOYEE INVOLVEMENT

10. To what extent does the worker participation and employee involvement affect settlement of industrial disputes at KNUT?

   To a very great extent [ ]
   To a moderate extent [ ]
11. What is the extent to which the following facets of worker participation and employee involvement affect settlement of industrial disputes at KNUT?

<table>
<thead>
<tr>
<th>Facet</th>
<th>Very great extent</th>
<th>Great extent</th>
<th>Moderate extent</th>
<th>Little extent</th>
<th>Not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full recognition of the workers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop workers free personality</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop workers conscious of their democratic rights</td>
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</tbody>
</table>

**COMMUNICATION**

12. To what extent does the communication affect settlement of industrial disputes at KNUT?

<table>
<thead>
<tr>
<th>Extent</th>
<th>Very great extent</th>
<th>Great extent</th>
<th>Moderate extent</th>
<th>Little extent</th>
<th>Not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a very great extent</td>
<td>[ ]</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>To a moderate extent</td>
<td>[ ]</td>
<td>To a great extent</td>
<td></td>
<td>[ ]</td>
<td></td>
</tr>
<tr>
<td>To no extent</td>
<td>[ ]</td>
<td>To a little extent</td>
<td>[ ]</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

13. What is the extent to which the following facets of communication affect settlement of industrial disputes at KNUT?

<table>
<thead>
<tr>
<th>Facet</th>
<th>Very great extent</th>
<th>Great extent</th>
<th>Moderate extent</th>
<th>Little extent</th>
<th>Not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neutral mediation process</td>
<td></td>
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<tr>
<td>Labor management interaction</td>
<td></td>
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<tr>
<td>Importance of timing</td>
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<tr>
<td>Confidence and trust of the parties</td>
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<td></td>
</tr>
</tbody>
</table>

THANK YOU