

EMPLOYEE VIGOUR AND INDUSTRIAL HARMONY OF INDIGENOUS OIL AND GAS SERVICES COMPANIES IN RIVERS STATE, NIGERIA

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ABSTRACT

The study examined the relationship between employee vigour and industrial harmony of indigenous oil and gas services companies in Rivers State. Vigour was the predictor variable, while industrial harmony was the criterion variable measured with no grievance and no strike. Based on the conceptual framework, three (2) research questions were formulated and two hypotheses. Social exchange theory and the goal setting theory were adopted as the base line theories to underpin the study. Cross-sectional survey was employed as the research design. A total of forty-eight (48) managers and supervisors was drawn from the population of eight indigenous oil and gas services companies in Rivers State. The study adopted primary method of data collection. The questionnaire went through content validity test, while Cronbach alpha coefficient was employed in testing for reliability. The data collected were analyzed via descriptive analytical tool and inferential statistical tools with the aid of statistical package for social science. The result of the findings revealed a strong positive and significant relationship between employee vigour and no grievance, and also a strong positive and significant relationship between employee vigour and no strike of indigenous oil and gas services companies in Rivers State. Based on the findings the study concludes that employee vigour relates with the industrial harmony. The study recommended that relationship within the workplace should be structured to allow reciprocal respect and mutual understanding that will enhance employee vigour and in turn reduce grievance and strike of indigenous oil and gas services companies in Rivers State.

Key words: Employee vigour, Industrial harmony, grievance, strike and employee engagement.

INTRODUCTION

In politics or in industries, what concerns all should be brought to the open and be decided upon democratically and harmoniously in the best interest of all. The positive application of democratic principles in matters that concern all, i.e. showing fairness and equality to everyone in the industrial setting and the recognition of their right to take part in decision making, will effectively enhance the industrial atmospheres with less crises or total breakdown (Girigiri, 2018). Industrial harmony is key to organizations progress,

growth and expansion. It is crucial for business and people who take decision to invest and those working in the organization will thus have their opinion reflect in the organization. Industrial harmony results when the differences between trade unions on one hand, management or employer on the other can be resolved in the work place without having to resort to total breakdown or closures of the organizations (David & John, 2010). Put it differently, harmony exist when at all times, parties in relationship in the industrial sphere seek to resolving matters with minimum level of crises bearing in mind the negative consequences on both sides, in case of complete lock-down.

The foregoing is some of the essential ingredients for the socioeconomic and political developments which Third World Nations so badly need for work organizations to thrive. Unfortunately, the state of Nigeria industrial relations lacks this harmonious value and has not been palatable so far. Industrial harmony has to do with the creation of an atmosphere of peaceful and cordial relationship between the workers (Trade Unions) and the management cum government which, and as a matter of necessity is to ensure minimal suspicion in dealing with issues affecting the component parts. Industrial harmony, therefore, calls for a state of peaceful coexistence, where every part or component relevant in the industry must do its best in combination with the other parts to produce an overall pleasing result. At this juncture, it is pertinent to look at democracy and how it is connected to bringing better industrial relations in work place (Okon, 2008). Industrial harmony is a vital component of every modern economic system in the contemporary global society.

Its importance derives from a number of functions which it sub-serves. What this means is that a good industrial harmony or peaceful co-existence between workers (Trade Union) and management, at least will definitely showcase a give and take relationship that is mutually inclusive in nature and will in no small measure encourage high workers morale; and by so doing, the performance and Productivity profile of labour will be on the increase. Also, good industrial harmony fosters development of the industrial system

and ensures stability in the spheres of governance. This is so, especially with public sector industrial relations, which will have a positive effect in the affairs of private sector (David & John, 1992).

Industrial harmony can be defined as that atmosphere which when in place reduces industrial conflict, as it helps in the establishment of better communication between management and workers; where decision-making processes involve all interested parties, it will usher in improved creativity, enthusiasm and productivity including better service delivery, and job satisfaction and personal fulfillment will be the hallmark of employers and workers. Industrial harmony which will certainly lay the foundation for industrial democracy, according to Anugwom (2007) is seen as a means whereby workers have a share in decision affecting the company where they earn a living and therefore have a share in the responsibility for making it successful. In the contemporary business environment where performance improvement, efficiency, productivity, and profitability are the order of the day, industrial harmony is a standard that every organization must wish to achieve.

The existence of industrial harmony in any organization or sector of the economy connotes the realization of a mutually beneficial work environment and seamless relationship between the management and the staff (Osad and Osas, 2013). In today's business world, the focus of the employers on employees' requirements has gone beyond basic salary but to understand the true essence of the employee energy and motivation towards work. Employees, in the present context, expect to be engaged in the organizational working, that is, their role should contribute and affect the business in a greater sense (Marciano, 2010). An insight into employees' psychological connection and vigor with their work can provide such an advantage in the resulting reality of the 21st century. Each and every organization across the globe wants to make the best use of its human resources in order to achieve competitive advantage in the market (Heaney, 2010).

Therefore, in order for companies to compete effectively, they must inspire employees to apply their full capabilities to their jobs and perform at a top level. The labor market is rapidly changing and in the next thirty years, the potential professional population will decrease by three-quarters of a million, according

to Dutch agency CBS (2015). While the number of elderly people increases, the number of working people decreases. This requires sustainable and wide employment of the total present amount of available energy, also at a macroeconomic level. Consequently, employers and employees must take their responsibility and make sure that they utilize this energy optimally. A strategic view on energy management, that is carried on both the highest and the lowest level in the organization, is a prerequisite. Sustainable talent development plays an essential role here. Employees are motivated, stimulated, and facilitated to work on their own fitness and vitality (Kodden 2014).

However, vigor represents an affective state which comprises individuals' feelings of possessing physical strength, emotional energy, and cognitive liveliness (for a qualitative study supporting this conceptualization, see Shrager & Shirom, 2009). There is evidence supporting the position that vigor represents a unique type of affect distinct from affects whose core content represent calm energy such as pleasantness (Russell & Steiger, 1982). The individual level of vigor is often considered as an indicator of a person's optimal psychological functioning. Most people want to feel energetic and view it as a significant dimension of their affective experiences (Shrager & Shirom, 2009). Vigor is characterized by "high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persist in the face of difficulties" (Schaufeli et al., 2002). Vigor is an affective construct (Shriom, 2004). It is also seen as a vital element to stimulate creative and proactive engaging behaviors relevant for the organization (Sonnentag & Niessen, 2008). Moreover, vigor is perceived as the opposite of emotional exhaustion (Schaufeli et al., 2002) amongst the dimension labeled energy (Gonzalez-Roma, Schaufeli, Bakker & Lloret, 2006; Schaufeli et al., 2002). Low levels of energy tend to indicate a high exhaustion level, whereas high levels of energy indicate a high amount of vigor (Gonzalez-Roma et al., 2006).

According to Bakker and Demerouti (2008), Vigor can be described in terms of an employee's levels of energy and the mental resilience while doing his/her work. Shirom (2003) indicated that Vigor refers to the mental and physical health of an employee. On the other hand, Harpaz and Snir (2014) expressed

dedication in terms of being highly involved in the work and is reflected through the feelings of enthusiasm, challenge, and significance. Furthermore, Truss et al., (2013) describes absorption as being fully focused and happily attached in one's work, whereby the employee feels that time passes quickly and has difficulties with detaching himself from work. Employees who are energetic and dedicated to their work can make a true difference for companies that want to create highly efficient and productive organization (Bakker & Leiter, 2010). Furthermore, employee engagement is also said to be a measure of job involvement (Harter, Schmidt & Hayes, 2002).

Furthermore, Richard and Theresa (2017) conducted a study on organizational culture and employee engagement among employees in public sector organizations of Ghana. Małgorzata and Barbara (2020) in their study on the impact of management methods on employee vigor in polish companies in Poland. All this study were done using different dimensions and measures of collective Employee job engagement and industrial harmony as well as in different locations and industry, thereby creating a vacuum in literature which this study intends to fill by examining the relationship between employee vigor and industrial harmony of indigenous oil and gas companies in Rivers state, Nigeria.

Conceptual Framework

The conceptual framework showing the relationship between employee vigour and industrial harmony of indigenous oil and gas companies in Rivers State is in figure 1

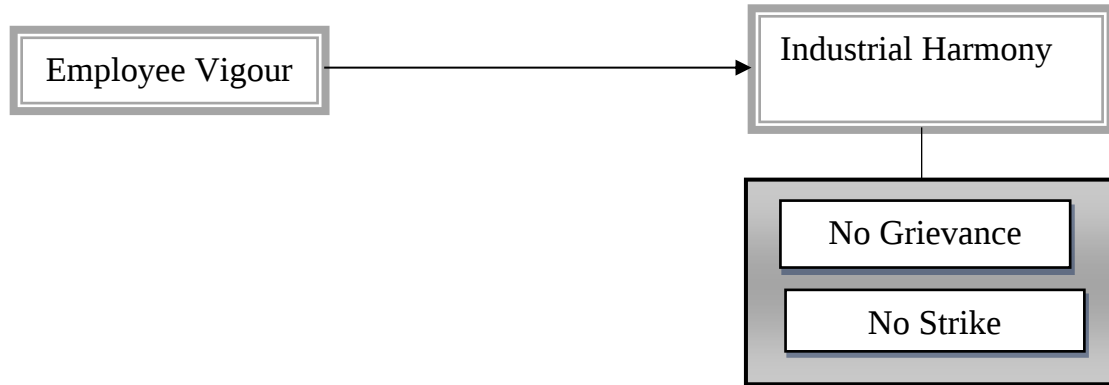


Figure 1.1: Conceptual framework of the relationship between employee vigour and industrial harmony of oil and gas companies in Rivers State

Source: Research Desk, (2023). Dimensions adopted from Colquitt, (2018) and measures from Ladan (2012).

Furthermore, to guide this study, the following research questions were raised:

- i. What is the relationship between employee vigour and no grievance of industrial harmony of indigenous oil and gas companies in Rivers State?
- ii. What is the relationship between employee vigour and no strike of industrial harmony of indigenous oil and gas companies in Rivers State?

LITERATURE REVIEW

Theoretical Foundation

The social exchange theory and the goal setting theory were used as the base line theory for this study as it as been used by several scholars in related study. As explained in details below:

Social Exchange Theory

Social exchange theory is a sociological theory developed to analyze the behaviour of people in terms of exchange of resources. This theory opines that people get involved in social exchange as a result of limited

or scarcity of resources, thereby needing other parties' inputs (Levine & White 1961; referred in Das & Teng, 2002) (SET).

According to Zafirovski (2005), social exchange theory derives from the corresponding claim of rational choice model and behaviourism, as its key bases and sources. He opines that the actors in SET while being guided by cost-benefit considerations makes choices freely in regards to alternative courses of action. Within contemporary management research, the aspect of SET that has garnered by far the most research attention has been the notion of workplace relationships (Shore, Tetrick, Taylor, Coyle-Shapiro, Liden, & McLean-Parks, 2004). This model of SET stipulates that certain workplace antecedents lead to interpersonal connections, referred to as social exchange relationships (Cropanzano, Byrne, Bobocel & Rupp, 2001). Social exchange relationships evolve when employers "take care of employees," which thereby engenders beneficial consequences. The essence of SET is that obligations are generated through a series of interactions between the parties who are in state of reciprocal interdependence. Accordingly, an exchange requires a bi-directional transaction - something has to be given and something returned, which was consistent with Robinson. Perryman and Hayday (2004) description of engagement as a two-way relationship between the employer and employee.

Goal Setting Theory

The theory of goal setting has been extensively researched in the past four decades. Mitchell and Daniels, (2003, p. 231) as cited in Teo and Low (2016, p.88) argued that goal setting "is quite easily the single most dominant theory in the field with over a thousand articles and reviews published on the topic in a little over 30 years". Goal setting refers to goal being set for the future for subsequent performance of an individual or organizations. The pioneer of goal setting theory Edwin Locke. When individuals or organizations set more difficult goals, they perform better on the other hand, if the set goals are easy then the performance of the individuals or organizations decreases states that when individuals or organizations set more difficult goals, then they perform better (Locke & Latham 2006). Therefore,

when goals are set in an organization it motivates the employees to improve on their level of job engagement in order to achieve the stated goals.

This theory by Locke was developed inductively after studying the psychology of organizations and industries over the years. When a person or organization is committed to achieving goals and do not suffer from any conflicting goals, then the achievement of the goal is positive. “Goals refer to future valued outcomes, the setting of goals is first and foremost a discrepancy-creating process” (Locke & Latham, 2006). Hence, in order to apply goal setting in a day to day work, a ‘commitment analysis’ should be undertaken to draw up objectives and goals. It allows continuous improvement in objectives and performance standards (Moynihan, 2008). In addition, goal setting helps in developing an action plan designed to guide people and organizations, thereby making it a major component of personal development and management literature.

Donovan and Williams (2003), stated that the advantages of goal setting theory include choice, efforts, persistence, cognition and limitation. Furthermore, many researchers point out that there is a positive correlation between goal setting and improved business and organizational results. This is because goal setting theory encompasses all aspects of building organizations with efficiency (Koppes, 2014). According to Locke and Latham (2006), there are five basic principles that allow goal setting to perform better. These include clarity, challenge, commitment, feedback, and task complexity.

Conceptual Review

Employee Vigour

Vigour refers to energy, mental resilience, determination and investing consistent effort in job (Rayton and Yalabik, 2014). Vigour is one of the aspects of work engagement that implies high levels of energy and mental resilience while working. There is also a determined investment in the actual work, together with high levels of persistence even when faced with difficulties. This aspect can be determined based on Atkinson's motivational theory. Motivation is strength of doing work or resistance against that. Therefore, strength and resistance are addressed as aspects of employee engagement and their concept is constant with popular definition of motivation (Latham and Pinder, 2005). According to Shirom (2011), Vigour can be considered as a motivational concept and as Mauno, Kinnunen, & Ruokolainen (2007) observed, vigour is comprised of high degrees of energy and the experience or presence of mental resilience during work.

It is the willingness to fully invest one's energy into the work and the ability to be persistent in the face of challenges, setbacks and problems. (Schaufeli, Salanova, Gonza, & Bakker 2002). Likewise, Mauno et al (2007) notes that vigour is significantly associated with motivation and can actually be considered a consequence of motivation within the workplace: in their opinion, Mauno et al (2007) describe motivation as the contemporary or immediate effect on direction, energy and persistence of activity. The authors (Mauno et al. 2007) further argues that both concepts (intrinsic motivation and vigour) share a lot in common, where intrinsic motivation denotes the desire by the individual to perform a particular activity because it gives inherent pleasure and satisfaction.

Vigor is often about vitality. Many descriptions of vitality point to the Latin word *vita*, meaning "life," as in life force, life energy, liveliness, lust for life. Vital people perform better and enjoy things more. According to research conducted by Diehl and Stoffelsen (2007), vital employees do not only look happier, they also seem to do things with little or no effort, have practically no complaints, recover faster, and have plenty of energy left at the end of the day. According to Bakker and Demerouti (2008), vigor can be described in terms

of an employee's levels of energy and the mental resilience while doing his/her work. Vigor is a core dimension of work engagement, which is defined as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (Schaufeli et al., 2002).

Vigor is characterized by "high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persist in the face of difficulties" (Schaufeli et al., 2002). Vigor is an affective construct (Shriom, 2004). It is also seen as a vital element to stimulate creative and proactive engaging behaviors relevant for the organization (Sonnentag & Niessen, 2008). Moreover, vigor is perceived as the opposite of emotional exhaustion (Schaufeli et al., 2002) amongst the dimension labeled energy (Gonzalez-Roma, Schaufeli, Bakker & Lloret, 2006; Schaufeli et al., 2002). Low levels of energy tend to indicate a high exhaustion level, whereas high levels of energy indicate a high amount of vigor (Gonzalez-Roma et al., 2006).

Concept of Industrial Harmony

Industrial Relations is the process and institution through which employment is managed, such as trade union and employees' associations (Kuper and Kuper 1996). Fox, A. (2003) defines industrial relations as "the process of interest accommodation by which conditions of work are fixed; relations are regulated and power is shared in the field of labour". Yesufu (1985), on his part sees industrial relations as "the whole web of human interactions at work which is predicated upon and arises out of the employment contract". Both definitions recognized that industrial relations is concerned with the systems, rules and procedures used by union and employers to determine the reward for effort and other conditions of employment, to protect the interest of the employed and their employers and to regulate the ways in which employers treat their employees. Hyman, (1999) emphasized that the term industrial relations is relevant in and applies to the context within which modern society organizes its various economic and production services. Industrial relations deals with the problem of employment, conditions of work, pay, security of employment and other

issues such as labour no grievances, trade disputes and their resolution within the frame work of rules and regulations, mutually to by employer and its employees.

In the words of Marshall (1996), Industrial relations, (also known as labour relations) are the interdisciplinary and somewhat diffuse study of the institutions and rule-fixing processes of the labour. Its core subject-matter has always been collective bargaining between trade unions or analogous organizations on the other hand. The term "employee relation" found increasingly in management writing, was once a synonym for industrial relations. The unpleasant side of industrial relation and on which the public often associate industrial union is no strike. The no strike shows a breakdown of cordial relationship between the employee represented by the labour union and employer or management. No strike is the most overt and significant aspect of industrial conflict. But they are unfortunately only a part of the phenomenon of conflict. Most no strikes involved attempts by either the union or management to change the bargaining power of the other party. When a no strike is adequately used for the demand of the employees, it can force employers to concede to the demands of the employees. It can impose exorbitant costs and thereby induce them to reach agreement.

A no strike may be used to effect a change in the structure of bargaining and to win substantive demand by workers. Collective bargaining can therefore be described as the industrial machinery for determining wages and conditions of employment with a view to improving the quality of work life of the employees. It encourages the power of the union to enter contract with management to determine the terms and conditions of service of its members as well as establish the procedure for handling disputes. It is therefore very important for employers of labour to ensure a cordial relationship between themselves and the workforce in order to ensure that there is always that air of collaboration, understanding, dialogue and absence of conflicts. Rather than a strike action, when the workforce is aggrieved, management can prevail upon the workforce and make negotiations in recognition of the corporative stance meted to them in the past during similar situations.

Dimensions of Industrial Harmony

No Grievance

This is a deliberate slackening of the rate of production by organized labour. Industrial action in which employees perform their duties but seek to reduce productivity or efficiency in their performance of these duties. Nwachukwu, (2009) sees incidence of no grievance as a solution to the deliberate slowing of pace by workers to win demands from their employers. Baridam, (2012) defined incidence of no grievance as an occasion when employees do not embark on strike, instead of working slowly and with less effort than usual to try to persuade an employer to agree to higher pay or better working conditions. It is a period when an organization's employees work more and more effectively to show they are satisfied with their pay, conditions, etc. A slow-down is an industrial action in which employees perform their duties but seek to reduce productivity or efficiency in their performance of these duties.

A slowdown may be used as either a prelude or an alternative to a strike, as it is seen as less disruptive as well as less risky and costly for workers and their union. Striking workers usually go unpaid and risk being replaced, so a slowdown is seen as a way to put pressure on management while avoiding these outcomes. Other times slowdowns are accompanied by intentional sabotage on the part of workers to provide further disruption. Nonetheless, workers participating in a slowdown are often punished, sometimes by firing and other times by law. Another form of slowdown is known as the rule-book slowdown. This refers to the "rule books" that govern workers' actions, usually either for safety or quality purposes. In practice, many rules are loosely interpreted in the interest of efficiency. A union seeking to employ a slowdown tactic may take advantage of these common rule oversights by having workers "work to rule", obeying each and every rule to the fullest extent, which consequently will greatly reduce productivity.

This is a situation in which employees only do as much work as their contracts say they must do, as a way of showing that they are unhappy about pay and conditions of work etc. It is an industrial action in which employees do no more than the minimum required by the rules of their contract, the aim being to slow down

production or otherwise disrupt the employer's business. Here, employees only do as much work as their contracts say they must do, as a way of showing that they are unhappy about pay conditions etc, but do not no strike. Such an action according to Inyang, (2017) is considered less disruptive than a no strike or lockout; and just obeying the rules is less susceptible to disciplinary action.

Notable examples have included nurses refusing to answer telephones and police officers refusing to issue citations. Refusal to work overtime, travel on duty or sign up to other tasks requiring employee assent are other manifestations of using work-to-rule as industrial action. Work to rule has been given the following judicial definition: " 'Work to rule' has a perfectly well-known meaning, namely, 'Give the rules a meaning which no reasonable man could give them and work to that.' " Sometimes the term "rule-book slowdown" is used in a slightly different sense than "work-to-rule": the former involves applying to the letter rules that are normally set aside or interpreted less literally to increase efficiency; the latter, refraining from activities which are customary but not required by rule or job description but the terms may be used synonymously. Work to rule reduction is enhanced through industrial harmony, as the presence of industrial harmony discourages work to rule action by members of employees.

No Strike

The success of any organization depends not only on the ability to effectively and efficiently coordinate and control the available resources or profitability but largely on its ability to enhance good relation within or among individuals and groups in the work environment. As a result, the inability of the management to ensure peace and harmony in the working environment may lead to misunderstanding which if unresolved will eventually lead to industrial conflict as well as no strike actions by employees.

No strikes are the most significant aspect of industrial conflict. No strike is defined as the absence of stoppage of work in the pursuance of grievance or demand. In practice however, it has been difficult to separate no strike from other forms of expression of industrial dispute as employer lock out workers and workers themselves embark on no strike action. It is more useful to view both phenomena as part and parcel

of the conflict situation, not as opposite. Rarely does a no strike occur over a single issue for an obvious cause may be linked with several other issues that not immediately apparent to the observation that have caused dissatisfaction because solutions to them have been long in coming. The actual occurrence of no strike depends on several factors including prevailing circumstances (Adetiba, 2022).

No strike action also called labour no strike or industrial action is a work stoppage caused by the mass refusal of employee(s) to work. A no strike usually takes place in response to employee no grievances (Omolayo, 2020). Ojielo (2022), no strikes are sometimes used to put pressure on government to change policies. Occasionally, no strike destabilizes the rule of a particular political party or ruler. In such cases, no strikes are often part of a broader social movement taking the form of a campaign of civil resistance. To the industrial no striker, no strike speaks to the activity of his major right to pull back his administrations. No strike is an extremely strong apparatus and can be intense if the workers on no strike speak to key work or if the creation lost brought about by the business amid the no strike is exceptionally huge. The no strike likewise makes the administration to unite genuinely in future transaction; in that capacity, effective no strikes improve the dealing position of the union for next arrangement.

Several reasons may drive employees to go on no strike, and one of them is low wages (Abiwu, 2019). Low pay is one of the primary reasons why employees decide to no strike, many employees also believe that, by going on no strike, they have very little to lose since they are not taking home very much money anyway. Poor working conditions are another reason why employees may engage in job action (Cameron, 2018). Many members complained that their employer is not giving them enough time to recover from health conditions (Boynton & Little, 2019), does also not guarantee them minimum break times while some are given little time to go to the bathroom, or even eat (Boynton & Little, 2019). This shows that poor working conditions can drive workers into no strike action.

Poor communication with the employer is also another factor that may drive employees to go on no strike (Cameron, 2016). Trade unions are more likely to call for job action when there are high levels of mistrust

between them and the employer (Cameron, 2018). Numerous no strikes have taken place because the employer says that the organization is undergoing tough financial times during negotiations, but employees see otherwise in financial books of the firm (Cameron, 2016). Workers cannot trust an employer who refuses to increase wages while claiming financial difficulties, and at the same time, the firm continues to report profits (Cameron, 2013). Once trade unions think that the employer is lying to them, they are likely to push their members to go on no strike. To prevent this from happening, organizations should always make sure that, before they begin any wage negotiation, the rest of the business should be synchronized with the human resource department.

Awarding senior management wage increments and bonuses while ignoring other employees may also result in no strikes (Gerdeman, 2018). Trade unions, together with employees, may not take seriously any employer who argues that wages need to be limited during negotiations, but at the same time, the organization's board of directors has approved special payments to top management (Cameron, 2013). Many employees acknowledge that senior management makes a lot of money as compared to lower-level employees, but they are likely to be unhappy if they perceive this high pay as unfair (Gerdeman, 2018). Whereby these conditions are met in various organizations especially in the oil and gas sectors, no strike actions will be reduced to its barest minimum level where there will no more no strike actions in the country.

Empirical Review

Okon, Asu, Patrick and Antigh (2012) carried out a study to determine the impact of inter-union conflicts on industrial harmony. University of Calabar Teaching Hospital and Federal Neuropsychiatric Hospital Calabar were the only tertiary health institutions in Nigeria's Cross River State and the 2575 total staff strength of the two organizations was the study population. A total of 266 subjects were randomly sampled. Pearson Product Moment Correlation test was conducted to test the null hypothesis and it was established that there was significant influence of inter-union conflicts on industrial harmony in the study case.

Recommendations to reduce the inter-union conflicts and enhance industrial harmony include, among others, the removal of salary disparity among unions, and the review of law and working conditions.

Moorthy (2005) carried out a study on industrial relations scenario in Textile Industry in Tamil Nadu. The paper attempted to identify the changes that have occurred in industrial relations scenario in textile industry in Tamil Nadu after the economic reforms introduced during the nineties. The study concluded that economic reforms have affected industrial relations in textile industry in Tamil Nadu as there is a declining tendency in industrial disputes. The prevailing atmosphere of labour unrest could be attributed to total violation of certain norms of discipline by a section of trade unions and also by some employers.

Mojaye and Dedekuma (2015) conducted a study on the influence of communication on Industrial Harmony in the Civil Service of Delta State Nigeria. The study tries to establish a link between communication and good industrial relations and industrial peace. The study focused on the Delta State Civil Service and attempted to find out the role that effective communication had played in ensuring industrial peace since the advent of the state. Questionnaires were administered to 325 civil servants out of only 299 were useful. One of the research questions was whether there is any relationship between industrial harmony and effective communication. The study showed that while effective communication may not necessarily lead to good industrial relations but it may engender industrial peace. Operationalized framework depicts the relationship between the employees work engagement and industrial harmony.

Sonal and Theophilus (2016) conducted a study titled impact of collective bargaining agreement and organizational harmony in some selected banks in the Accra Metropolitan Assembly. The specific objectives of this study was to: determine the effect of collective bargaining agreement on harmony of the organization, investigate the how it helps to enhance performance in the organization The population for this study comprised of upper, middle and lower staff members of selected banks. The total population of the study was 242 staff members which constitute 50, 62 and 40 staff respectively from banks respectively. The sampling technique that was adopted for this research was non- probability quota sampling. The total

of 242 questionnaires were distributed among the staff members of the selected banks 50 questionnaires were distributed and 50 usable questionnaires were returned giving a response rate of 100%. The data collected were coded and input into a computer software called Statistical Package for the Social Sciences (SPSS) version 16.0 for the analysis. Both quantitative and descriptive statistics were used in the analysis. The descriptive analytical tools include the use of cross tabulation while the quantitative analytical tools include correlation coefficients, correlation matrix and regression equation model. The research study uses multiple regression analysis in order to analyze impact of independent variables on dependent variable. The finding shows that there was a significant relationship that exist between the dimensions of collective bargaining agreement and organizational harmony in the banks.

Vigour and Industrial Harmony

Vigour denotes to energy, mental resilience, determination and investing consistent effort in job (Rayton & Yalabik, 2014). Mauno, Kinnunen, & Ruokolainen (2007) observed, vigour is comprised of high degrees of energy and the experience or presence of mental resilience during work that result of harmony in the workplace. It is the willingness to fully invest ones energy into the work and the ability to be persistent in the face of challenges, setbacks and problems. (Schaufeli, Salanova, Gonz, & Bakker 2002). It is also seen as a vital element to stimulate creative, harmony and proactive engaging behaviors relevant for the organization (Sonnentag & Niessen, 2008). Moreover, vigor is perceived as the opposite of emotional exhaustion (Schaufeli et al., 2002) amongst the dimension labeled energy (Gonzalez-Roma, Schaufeli, Bakker & Lloret, 2006; Schaufeli et al., 2002). Osamwonyi and Ugiabe (2013) examined the relationship between industrial harmony and organizational success. The conclusion drawn in the work suggests that industrial harmony are the most potent panacea for organizational ailments. With the right industrial mechanisms, as they maintain, organizations would achieve a lot more than they would if they used other means.

However, considering these reasoning, there seem to be no clear relationship between vigour and industrial harmony, thus the following hypothesis:

H₀₁: There is no significant relationship between vigor and incidence of no grievance of oil and gas indigenous companies in Rivers State.

H₀₂: There is no significant relationship between vigor and incidence of no strike of oil and gas indigenous companies in Rivers State.

METHODOLOGY

The study was carried out through a cross-sectional research design where all the variables were investigated at one time observation and the respondent are not under the control of the researcher. The population of this study was made up of all the registered indigenous oil and gas companies that are into servicing activities of oil and gas with operational offices in Rivers State, Nigeria (DPR Report, 2018). Furthermore, thus, the entire population of this study was forty eight (48) management staff from the head of departments, supervisors and managers, which was adopted as the sample size. Also, the Primary data was collected using a self-administered questionnaire that featured closed- ended questions on a five point Likert scale ranging from strongly disagree to strongly agree. The research questionnaire was validated using the content validity technique while reliability was tested with the use of Cronbach's Alpha Correlation Coefficient with coefficients of all the study variables greater than 70%, as the threshold. The study applied both descriptive and inferential statistical analysis; the hypotheses were tested using the Spearman Rank-Order Correlation Coefficient with aid of the Statistical Package for Social Sciences (SPSS).

DATA ANALYSIS AND RESULTS

Test of Hypothesis

Hypotheses One

HO1: There is no significant relationship between vigour and no grievance of indigenous oil and gas service companies in Rivers State.

Table 1: Correlation Result of Vigour and No Grievance

			Dedication	No Grievance
Spearman's rho	Vigour	Correlation Coefficient	1.000	.795**
		Sig. (2-tailed)	.	.000
		N	40	40
	No Grievance	Correlation Coefficient	.795**	1.000
		Sig. (2-tailed)	.000	.
		N	40	40

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Research survey, 2023.

From the analysis reported in Table 1 and research question as answered by the respondent, the findings indicated that vigour has a strong positive relationship with no grievance as indicated by rho-value of rho-value of rho (0.795**). This means that vigour increase influence of no grievance. Similarly, with P-value (=0.000) value 0.01 level which is less than (alpha) (0.05). it shows that the relationship between vigour and no grievance is significant. Based on this result, the null hypothesis was rejected and the alternate accepted.

Hypothesis Two

Ho₂: There is no significant relationship between Vigor and incidence of no strike of indigenous oil and gas servicing companies in Rivers state, Nigeria

Table 2: Vigor and Incidence of no Strike

			Vigor	No Strike
Spearman's rho	Vigor	Correlation Coefficient	1.000	.874**
		Sig. (2-tailed)	.	.000
		N	40	40
	No Strike	Correlation Coefficient	.874**	1.000
		Sig. (2-tailed)	.000	.
		N	40	40

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Research survey, 2023.

From the analysis report and research question as answered by the respondent, the findings indicated that Vigor has a strong positive relationship with incidence of strike as indicated by rho-value of rho(0.874**) . This means that as Vigor influences incidence of strike. Similarly, with the P- value (= 0.000) value 0.01 level which is less than (alpha) (0.05). It shows that the relationship between Vigor and incidence of strike is significant. Based on this result, the null hypothesis: there is no significant relationship between Vigor and incidence of strike of oil and gas indigenous servicing companies in Rivers state was rejected and the alternate accepted.

DISCUSSION OF FINDINGS

From the analysis report and research question as answered by the respondent, the findings indicated that vigour has a strong positive relationship with no grievance as indicated by rho-value of rho-value of rho (0.795**). This means that vigour increase influence of no grievance. Similarly, with P-value (=0.000) value 0.01 level which is less than (alpha) (0.05). This implies that vigor has a significant relationship with no grievance of indigenous oil and gas companies in Rivers state. Also, from the analysis in table 3, the findings indicated that Vigor has a strong positive relationship with incidence of strike as indicated by rho-value of rho(0.874**) . This means that as Vigor influences incidence of strike. Similarly, with the P- value (= 0.000) value 0.01 level which is less than (alpha) (0.05). It shows that the relationship between Vigor and incidence of strike is significant. Hence, vigor has a significant relationship with no strike of indigenous oil and gas companies in Rivers state. These findings are confirmed the empirical work of Kayumba (2019), Gopal and Gosain (2010) as well as Novak and Stern (2008). Kaumba (2019) study showed that all organizations that were part of study collective bargaining are better performed than those who do not engage in them. Furthermore, unionized organization believe and used the collective bargaining tools or mechanism in resolving trade disputes among management and employees using the collective bargaining machineries. Moreover, the findings show that there is a weak positive and significant relationship between substantive agreement and cost efficiency involved in creating industrial harmony among employees that are grieved and embarked on industrial strike which directly affects business performance.

CONCLUSSION AND RECOMMENDATION

The study successfully examines the relationship between of employee vigour and industrial harmony of oil and gas servicing companies in Rivers state. Based on the result of the analyses carried out, the study was able to establish that employee vigour has a strong and positive relationship with industrial harmony of oil and gas servicing companies in Rivers state. Most specifically, the study was able to address the two research questions. Firstly, it was established that employee vigor significantly influences incidence of grievance of industrial harmony of oil and gas servicing companies in Rivers state and secondly, it was established that employee vigour significantly influences incidence of strike of industrial harmony of oil and gas companies in Rivers state.

Based on the findings made in the course of this study, it was recommended that: Employee vigour is very important aspect of the developing the needed strategy for industrial harmony and survival of a firm, as it has the potential for helping organization develop resilience characteristics, thus management of indigenious oil and gas companies should channel efforts towards ensuring that the needs of employees are met in order to enhance their vigor, and in addition, make resource distribution to be premised on well recognized formats, process and structure, which align and clearly identify with fairness and equity in the treatment of employees of the organization for the purpose of promoting their vitality (vigour) and reducing their grievance frequency and strike.

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