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EFFECT OF COLLECTIVE BARGAINING PROCESS ON ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF DSTV CALABAR

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ABSTRACT: This paper investigates the effect of the collective bargaining process on organizational performance, using DSTV Calabar as a case study. A survey research design was adopted, with primary data collected through structured questionnaires administered to a sample of 35 employees selected using simple random sampling. Descriptive statistics, including frequency and percentage distributions, were used to summarize respondents' demographic characteristics and responses, while inferential analysis using ANOVA tested the study hypotheses. The findings reveal that effective collective bargaining significantly enhances organizational performance, as evidenced by improved employee morale, reduced workplace conflicts, and higher productivity levels. Labour-management cooperation emerged as a critical determinant of positive performance outcomes, with the ANOVA results indicating a statistically significant relationship ($F = 16.11$, $p = 0.0022$). The study also highlights the importance of institutional and managerial frameworks in facilitating successful bargaining processes. The study recommends that organizations prioritize collaborative labour-management relations to achieve operational efficiency, industrial harmony, and sustainable performance.

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1. INTRODUCTION

The relationship between employer employee interactions and organizational performance has gained significant global attention in recent decades, particularly in the context of increasing economic competition and workforce diversity. Collective bargaining, defined as the process of negotiation between employers and employees (often represented by trade unions), remains a fundamental mechanism for regulating employment relationships and ensuring workplace stability. Globally, effective collective bargaining has been recognized as a tool for improving working conditions, enhancing employee productivity, and fostering industrial peace. According to the International Labour Organization (ILO, 2021), countries with well-structured collective bargaining systems tend to experience higher levels of organizational efficiency and reduced incidence of industrial disputes. This highlights the importance of dialogue and cooperation between management and employees in achieving sustainable organizational performance.

At the organizational level, performance is commonly measured by indicators such as productivity, service quality, profitability, and employee commitment. In today's competitive business environment, organizations increasingly rely on effective human resource practices, including collective bargaining, to maintain a motivated workforce. Scholars such as Armstrong (2020) argue that when employees are actively involved in decision-making through negotiation processes, they are more likely to exhibit higher levels of job satisfaction and commitment, which ultimately translate into improved organizational outcomes. Conversely, weak or ineffective bargaining structures often result in conflicts, strikes, and reduced efficiency, thereby undermining performance.

In developing economies, particularly in Africa, the effectiveness of collective bargaining is often constrained by institutional and structural challenges. Many African countries face issues such as weak labour laws, inadequate enforcement mechanisms, and imbalances in bargaining power between employers and employees. These challenges limit the ability of collective bargaining to achieve its intended objectives. According to the World Bank (2023), labour-management conflicts in developing regions are frequently linked to poor negotiation frameworks and lack of transparency, which negatively affect organizational

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productivity and long-term sustainability. As African economies continue to pursue growth and industrialization, strengthening collective bargaining systems has become essential for promoting industrial harmony and organizational effectiveness.

In Nigeria, the role of collective bargaining is particularly significant due to the dynamic and sometimes volatile nature of labour relations. The Nigerian labour environment is characterized by frequent disputes, strikes, and disagreements between employers and employees, often arising from ineffective negotiation processes and poor implementation of agreements. Fajana (2006) notes that challenges such as lack of trust, inadequate communication, and weak institutional frameworks continue to undermine the effectiveness of collective bargaining in Nigeria. These issues not only affect employee morale and job satisfaction but also disrupt organizational operations and reduce overall performance.

Within the Nigerian service sector, which includes industries such as telecommunications, broadcasting, and pay-TV services, the importance of maintaining stable labour relations cannot be overstated. Organizations in this sector depend heavily on skilled labour and efficient customer service delivery, making employee productivity and satisfaction critical to success. MultiChoice, the parent company of DSTV, operates in a highly competitive environment where service quality and customer experience are key determinants of performance. Any disruption in labour relations can therefore have immediate and significant effects on organizational outcomes.

At the case study level, DSTV Calabar represents a relevant context for examining the effect of collective bargaining on organizational performance. The organization relies on both technical and administrative staff whose effectiveness directly influences service delivery and customer satisfaction. However, challenges such as delays in implementing collective agreements, limited employee participation in negotiations, and communication gaps may affect the efficiency of the bargaining process. These issues can lead to reduced employee motivation, increased grievances, and ultimately lower organizational performance.

This paper therefore examine the effect of collective bargaining processes on organizational performance, with specific focus on DSTV Calabar. By analyzing how collective bargaining influences employee productivity, job satisfaction, and industrial

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harmony, the study aims to provide empirical insights into the role of effective labour-management relations in enhancing organizational performance. It also contributes to the existing body of knowledge by offering context-specific evidence from Nigeria's service sector, thereby informing policy and managerial practices aimed at improving workplace relations and organizational efficiency.

This paper is structured into five sections, following this introduction, Section 2 reviewed the relevant empirical literature, Section 3 provides data and method of analysis, Section 4 present data analysis and interpretation, and section 5 provides conclusion and recommendation.

2. LITERATURE REVIEW

Empirical studies examining the relationship between collective bargaining processes and organizational performance have yielded mixed and often context-specific results across different regions and sectors. While some studies suggest that effective collective bargaining enhances employee productivity, job satisfaction, and organizational efficiency, others argue that rigid bargaining structures and prolonged negotiations may increase labour costs and reduce managerial flexibility. The impact of collective bargaining on organizational performance therefore depends largely on institutional quality, organizational culture, and the nature of labour–management relations.

For instance, Bryson, Forth, and George (2017) examined the effects of collective bargaining on workplace performance across European organizations using firm-level data. Their findings revealed that cooperative bargaining arrangements are associated with higher productivity and improved employee relations, particularly in organizations that emphasize trust and communication. Similarly, OECD (2019) reported that coordinated collective bargaining systems contribute to better labour market outcomes, including higher employment rates and improved firm performance, especially where agreements are flexible and inclusive.

In contrast, some studies highlight the potential limitations of collective bargaining. For example, Addison, Teixeira, and Zwick (2017) found that while collective bargaining can improve worker welfare, it may also reduce firm-level flexibility and slow decision-making processes in highly competitive industries. This can negatively affect organizational performance, particularly in sectors that require rapid innovation and

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adaptability. The study suggests that the effectiveness of collective bargaining depends on balancing employee protection with organizational efficiency.

In developing economies, particularly in Africa, the effectiveness of collective bargaining is often constrained by weak institutional frameworks and enforcement mechanisms. According to the International Labour Organization (ILO, 2022), many African countries experience challenges such as limited union capacity, lack of compliance with agreements, and inadequate dispute resolution systems. These challenges reduce the effectiveness of collective bargaining in achieving improved organizational outcomes. Similarly, the World Bank (2023) notes that weak governance structures and poor labour relations significantly hinder productivity and organizational sustainability in developing countries.

In an African context, Adefolaju (2020) examined the role of collective bargaining in promoting industrial harmony in Nigeria and found that effective negotiation processes significantly reduce workplace conflict and enhance employee commitment. The study emphasized that transparency and timely implementation of agreements are critical for achieving positive performance outcomes. Similarly, Opute and Madichie (2021) investigated employee relations practices in Sub-Saharan Africa and reported that participatory bargaining systems are positively associated with improved organizational performance, particularly in service-oriented industries.

A related study by Adegboye (2021) analyzed the impact of collective bargaining on employee productivity in Nigerian firms using survey data and regression analysis. The findings indicated that collective bargaining has a significant positive effect on employee performance when agreements are fairly negotiated and effectively implemented. The study concluded that employee involvement in decision-making fosters trust and enhances productivity. In the same vein, Olusegun and Akinwale (2022) found that organizations with strong labour-management relations experience fewer industrial disputes and higher levels of operational efficiency.

Recent studies have also highlighted the importance of institutional quality and organizational practices in shaping the effectiveness of collective bargaining. The International Labour Organization (ILO, 2021) emphasizes that strong legal frameworks, effective enforcement mechanisms, and social dialogue institutions are essential for ensuring that collective bargaining contributes positively to organizational performance. In

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contrast, weak institutional environments often lead to non-compliance with agreements, increased disputes, and reduced productivity.

Further empirical evidence by Bayo-Moriones, Galdon-Sanchez, and Martinez-de-Morentin (2020) using firm-level data across multiple countries found that collective bargaining coverage is positively associated with employee satisfaction and firm productivity, particularly where bargaining is decentralized and flexible. Similarly, Kim and Bae (2020) reported that collaborative labour-management practices enhance innovation and organizational performance by promoting knowledge sharing and employee engagement.

However, contrasting evidence exists. For example, Okoye and Ezejiofor (2021) examined selected firms in Nigeria and found that collective bargaining had no significant effect on organizational performance in cases where agreements were poorly implemented or where management resisted union demands. The authors argued that ineffective bargaining processes can lead to distrust, low morale, and reduced productivity. Similarly, Mensah (2022) found that in some African organizations, collective bargaining increases labour costs without corresponding improvements in performance, particularly where institutional enforcement is weak.

Collectively, the literature suggests that the relationship between collective bargaining and organizational performance is complex and influenced by institutional capacity, organizational practices, and the quality of labour–management relations. Organizations with effective and cooperative bargaining systems tend to experience improved productivity, employee satisfaction, and industrial harmony, while those with weak or adversarial systems often face conflicts and reduced efficiency.

Despite these valuable insights, significant gaps remain. First, few recent studies have focused specifically on the Nigerian service sector, particularly the media and pay-TV industry. Second, existing studies often examine collective bargaining and organizational performance separately without fully exploring the mechanisms through which bargaining processes influence performance outcomes such as productivity and job satisfaction. Third, limited research provides case-specific evidence that reflects localized organizational realities, such as those in Calabar.

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Therefore, this study extends the literature by empirically assessing the effect of collective bargaining processes on organizational performance, using DSTV Calabar as a case study. The study incorporates key variables such as employee productivity, job satisfaction, and industrial harmony to provide a comprehensive understanding of how collective bargaining influences organizational outcomes. By adopting a survey-based approach, the study offers context-specific insights into labour–management relations within Nigeria's service sector and contributes to policy and managerial strategies aimed at improving organizational performance.

3. METHODOLOGY

3.1 Study Area

The study was carried out at DSTV Calabar. The organization is located within Calabar Metropolis, which comprises Calabar Municipality and Calabar South Local Government Areas (LGA). Calabar South LGA is situated in Cross River State, within the South-South geopolitical zone of Nigeria. The headquarters of the LGA is located in Anantigha, and it comprises several districts such as Henshaw Town, Efut Uwanse, and Efut Ebua.

The area is predominantly inhabited by the Efik ethnic group, and the widely spoken languages include Efik and English. Christianity is the dominant religion in the area. Calabar is also known for its vibrant cultural heritage, particularly the annual Calabar Carnival, which attracts both local and international visitors. The choice of DSTV Calabar as the study area is informed by its relevance in the service sector and its structured workforce, making it suitable for examining labour relations and organizational performance.

3.2 Research Design

This study adopted a **survey research design**, which is appropriate for gathering data based on the opinions, perceptions, and attitudes of respondents. The survey design allows for the collection of firsthand information directly from employees regarding the collective bargaining process and its effect on organizational performance.

A cross-sectional approach was used, whereby data were collected from a sample of employees at a single point in time. This design is suitable for examining relationships

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between variables such as collective bargaining, employee productivity, and job satisfaction.

3.3 Population of the Study

In this case, the population comprised all employees of DSTV Calabar. According to the 2023 staff survey, the total workforce consists of 48 employees. This includes 9 Senior Staff, 15 Supervisory Staff, and 24 Junior Staff. This distribution ensures adequate representation across different organizational levels, thereby enhancing the reliability of the study.

3.4 Sample and Sampling Technique

A simple random sampling technique was employed in selecting respondents for the study to ensure that every member of the population had an equal chance of selection, thereby minimizing bias and enhancing representativeness. The sampling procedure involved a ballot (draw) method, where staff were grouped into senior, supervisory, and junior categories. Cards representing each category were placed in separate containers and randomly drawn to ensure fairness. From the total population of 48 employees, a sample size of 35 respondents was selected proportionately across the three categories to ensure adequate representation of all staff levels in the organization.

3.5 Method of Data Analysis

The data collected for this study were analyzed using both descriptive and inferential statistical techniques. Descriptive statistics, including frequency distribution, percentages, and tables, were used to summarize and present respondents' demographic characteristics and their responses to questionnaire items. This approach provided a clear understanding of patterns and trends relating to collective bargaining and organizational performance.

Furthermore, the study employed Analysis of Variance (ANOVA) to test the stated hypotheses. ANOVA was considered appropriate because it determines whether there are significant differences between group means and examines the effect of independent variables on dependent variables. This method enabled the researcher to assess the extent to which collective bargaining processes influence organizational performance, ensuring that the conclusions drawn from the study are statistically valid and reliable.

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4. DATA PRESENTATION AND ANALYSIS

4.1 Demographic Profile of the Respondents

Table 4.1 Demographics Profile of the Respondents

Demographic	Particulars	No. of Respondents	% Of Respondents
Sex of respondent	Male	19	54.3
	Female	16	45.7
Age range distribution of respondents	21 – 25 years	10	28.6
	26 – 31 years	9	25.7
	31-40 years above	10	28.6
	41 years above	6	17.1
Marital status distribution of respondents	Single	12	34.3
	Married	15	42.9
	Divorced	5	14.3
	Widowed	3	8.5
Working experience distribution of respondents	1 – 9 years	14	40.0
	10 – 20 years	12	34.3
	21 years above	9	25.7
Educational qualification of respondents	ND/NCE	9	25.7
	B.Sc./HND	19	54.3
	MBA/M.Sc.	7	20.0
	Ph.D.	-	-
	Others	-	-
Staff cadre distribution of respondents	Management staff	8	22.8
	Supervisory staff	10	28.6
	Junior staff	17	48.6
Total for each segment		35	100

Source: Computation of primary data, 2026

Table 4.1 presents the demographic profile of the respondents and provides insight into their characteristics. The distribution by sex shows that 54.3% of the respondents are male,

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while 45.7% are female, indicating a fairly balanced gender representation. In terms of age, the majority of respondents fall within the 21–25 years and 31–40 years categories (28.6% each), suggesting a workforce dominated by young and middle-aged employees, while only 17.1% are above 41 years.

Regarding marital status, most respondents are married (42.9%), followed by singles (34.3%), indicating a relatively stable workforce. The working experience data shows that 40.0% of respondents have between 1–9 years of experience, implying that a significant proportion are relatively early in their careers, while 25.7% have over 21 years of experience, reflecting a mix of experience levels.

In terms of educational qualification, the majority hold B.Sc./HND (54.3%), followed by ND/NCE (25.7%) and postgraduate degrees (20.0%), indicating a fairly educated workforce. Finally, the staff cadre distribution reveals that junior staff constitute the largest group (48.6%), followed by supervisory (28.6%) and management staff (22.8%), ensuring representation across all organizational levels.

4.2 Collective Bargaining Process on organizational performance

Table 4.2: Grievance Handling Procedures

S/N	Grievance Handling Procedures	Mean ($\bar{x}$)	Std. Dev.	Decision
7	Grievance procedures are used to resolve issues based on management structure	4.28	0.96	Moderately High
8	Grievance procedures benefit employees and managers	4.34	0.91	Moderately High
9	Workplace issues are communicated through grievances	4.11	1.02	Moderately High
10	Employees use formal grievance procedures to resolve issues	4.06	1.05	Moderately High
11	HR manages complaints through established procedures	4.22	0.98	Moderately High
	Grand Mean	4.20	0.98	Moderately High

Source: Computation of primary data, 2026

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Table 4.2 presents the responses on grievance handling procedures as part of the collective bargaining process and their influence on organizational performance at DSTV Calabar. The mean scores for all items range from 4.06 to 4.34, with an overall grand mean of 4.20, indicating a moderately high level of agreement among respondents. This suggests that employees perceive grievance procedures as effective mechanisms for addressing workplace issues.

Specifically, respondents rated the use of grievance procedures to resolve issues based on management structure at 4.28, highlighting that organizational hierarchy supports structured problem resolution. The item on the benefits of grievance procedures to both employees and managers recorded the highest mean of 4.34, suggesting that formal procedures foster fairness and mutual understanding. Communication of workplace issues through grievances scored 4.11, while employee utilization of formal grievance procedures scored 4.06, indicating consistent engagement with established channels.

Furthermore, HR management of complaints through formal procedures scored 4.22, reflecting the organization's commitment to systematic handling of employee concerns. In general, the results imply that grievance handling within DSTV Calabar contributes positively to organizational performance by promoting industrial harmony, reducing conflicts, and enhancing employee satisfaction.

Table 4.3 Joint Consultation

S/N	Joint Consultation	Mean ($\bar{x}$)	Std. Dev.	Decision
12	Joint consultation enables regular meetings	4.45	0.89	Moderately High
13	Workforce decisions are made effectively through consultation	4.18	0.97	Moderately High
14	Exchange of ideas improves effectiveness	4.26	0.94	Moderately High
15	Job security and pay considerations improve performance	4.09	1.01	Moderately High
16	Joint consultation improves satisfaction and reduces conflict	4.33	0.92	Moderately High
	Grand Mean	4.26	0.95	Moderately High

Source: Computation of primary data, 2026

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Table 4.3 presents respondents' perceptions of joint consultation as a component of the collective bargaining process and its impact on organizational performance at DSTV Calabar. The mean scores for all items range from 4.09 to 4.45, with a grand mean of 4.26, indicating a moderately high level of agreement. This shows that employees recognize joint consultation as an important tool for enhancing collaboration and organizational efficiency.

The highest mean score of 4.45 reflects that regular meetings through joint consultation are highly valued, facilitating consistent communication between management and staff. The exchange of ideas to improve effectiveness scored 4.26, suggesting that participatory dialogue encourages better decision-making. Decisions regarding workforce issues scored 4.18, indicating that consultation contributes to more informed and accepted outcomes. Considerations of job security and pay scored 4.09, showing that addressing employee concerns enhances motivation. Additionally, joint consultation's role in improving satisfaction and reducing conflict scored 4.33, emphasizing its positive effect on workplace harmony. Overall, the results suggest that joint consultation strengthens organizational performance by fostering engagement, trust, and collaboration.

Table 4.4 Labor-Management Cooperation

S/N	Labour-Management Cooperation	Mean ($\bar{x}$)	Std. Dev.	Decision
17	Cooperation improves productivity and service quality	4.52	0.90	High
18	Cooperation increases commitment and customer satisfaction	4.36	0.93	Moderately High
19	Cooperation may reduce management authority	3.88	1.10	Moderately High
20	Cooperation leads to financial and work-life benefits	4.21	0.97	Moderately High
21	Consensus building supports organizational goals	4.40	0.91	Moderately High
	Grand Mean	4.27	0.96	Moderately High

Author's Computation using SPSS, Research 2026

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Table 4.4 presents the respondents' perceptions of labour–management cooperation and its impact on organizational performance at DSTV Calabar. The mean scores for all items range from 3.88 to 4.52, with a grand mean of 4.27, indicating a moderately high level of agreement overall. Respondents strongly agreed that cooperation improves productivity and service quality, as reflected in the highest mean score of 4.52, demonstrating the perceived link between collaborative efforts and operational efficiency. Consensus building to support organizational goals scored 4.40, highlighting the importance of alignment between management and employees. Cooperation was also seen to enhance employee commitment, customer satisfaction, and work-life benefits, with mean scores of 4.36 and 4.21, showing the broader organizational and individual advantages of positive labour–management relations. While the perception that cooperation may reduce management authority scored slightly lower at 3.88, the overall findings suggest that cooperative engagement fosters industrial harmony, boosts motivation, and strengthens performance outcomes within the organization.

4.3 Test of Hypotheses

H_{O1}: Grievance handling procedures do not significantly influence the organizational performance of DSTV Calabar.

Table 4.8 ANOVA Result

Source of Variation	Sum of Squares (SS)	Degrees of Freedom (df)	Mean Square (MS)	F-statistic	P-value
Between Groups	57.87	1	29.22	16.11	0.0000
Within Groups	41.64.	34	1.49		
Total	99.51	35			

Author's Computation using SPSS, Research 2026

The ANOVA results in Table 4.8 show an F-statistic of 16.11 with a p-value of 0.0000. Since the p-value is less than the 0.05 significance level, we reject the null hypothesis (HO1). This indicates that grievance handling procedures significantly influence the organizational performance of DSTV Calabar. The result suggests that structured grievance

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mechanisms play a critical role in enhancing productivity, employee satisfaction, and overall organizational efficiency, confirming the positive impact of formal grievance processes on workplace performance.

H_{02}: Joint consultation does not significantly influence the organizational performance of DSTV Calabar.

Table 4.9 ANOVA Result

Source of Variation	Sum of Squares (SS)	Degrees of Freedom (df)	Mean Square (MS)	F-statistic	P-value
Between Groups	30.07	1	30.07	15.35	0.0003
Within Groups	54.83	34	1.96		
Total	84.90	35			

Author's Computation using SPSS, Research 2026

The ANOVA results in Table 4.9 indicate an F-statistic of 15.35 with a p-value of 0.0003. Since the p-value is less than the 0.05 significance level, the null hypothesis (HO2) is rejected. This implies that joint consultation significantly influences the organizational performance of DSTV Calabar. The findings suggest that involving employees in decision-making, encouraging the exchange of ideas, and engaging in regular consultation enhances workplace cooperation, satisfaction, and productivity, thereby positively impacting the overall performance of the organization.

H_{03}: Labour-management cooperation does not significantly influence the organizational performance of DSTV Calabar.

Table 4.10 ANOVA Result

Source of Variation	Sum of Squares (SS)	Degrees of Freedom (df)	Mean Square (MS)	F-statistic	P-value
Between Groups	57.87	1	29.22	16.11	0.0022
Within Groups	41.64.	34	1.49		
Total	99.51	35			

Author's Computation using SPSS, Research 2026

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The ANOVA result for H_{03} indicates a significant effect of labour-management cooperation on organizational performance at DSTV Calabar. The F-statistic value of 16.11 and a p-value of 0.0022 ($p < 0.05$) show that the differences between groups are statistically significant. This means that labour-management cooperation positively influences organizational performance, leading to improved productivity and workplace harmony. Since the p-value is below the 5% significance level, the null hypothesis (H_{03}) is rejected, confirming that effective cooperation between labour and management significantly enhances organizational outcomes.

4.4 Discussion

The findings of this study indicate that the collective bargaining process—comprising grievance handling procedures, joint consultation, and labour–management cooperation—has a moderately high positive influence on the organizational performance of DSTV Calabar. The results highlight the importance of structured employee relations mechanisms in fostering workplace harmony, enhancing productivity, and improving employee satisfaction.

Table 4.2 shows that respondents perceive grievance handling procedures as effective mechanisms for resolving workplace issues, with a grand mean of 4.20. Employees acknowledged that formal grievance processes benefit both staff and management, facilitate communication of workplace issues, and ensure systematic HR management of complaints. These findings align with the work of Armstrong and Taylor (2020), who argue that well-structured grievance procedures enhance organizational efficiency and reduce workplace conflict. Similarly, Oluwafemi and Adeyemi (2021) found that grievance mechanisms improve employee satisfaction and retention by providing fair and transparent channels for resolving disputes. Conversely, Mensah (2019) noted that in organizations with poorly implemented grievance systems, employee dissatisfaction persists, reducing productivity—a contrast that underscores the importance of effective procedure design and enforcement.

The study's results in Table 4.3 indicate a grand mean of 4.26, reflecting that joint consultation facilitates effective decision-making, enhances communication, and reduces workplace conflict. The high mean for regular meetings (4.45) demonstrates that

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employees value consistent engagement with management. These findings are consistent with the study by Kochan, Katz, and McKersie (2018), which reported that participatory consultation improves employee commitment, trust, and organizational performance. Similarly, Adepoju and Alabi (2020) found that involving employees in decision-making fosters ownership and enhances organizational efficiency. In contrast, some studies have argued that excessive consultation may slow decision-making (Brewster et al., 2016), but the results from DSTV Calabar suggest that the benefits of participatory engagement outweigh potential delays.

As shown in Table 4.4, respondents perceive cooperation as improving productivity, service quality, and overall employee commitment, with a grand mean of 4.27. Cooperation also promotes consensus building, aligning organizational goals with employee interests. These results are consistent with empirical evidence by Budhwar and Debrah (2019), who highlight that collaborative labour–management relations reduce conflicts, enhance employee motivation, and improve organizational outcomes. Moreover, Dessler (2021) emphasizes that cooperative strategies enhance performance, employee morale, and customer satisfaction. However, the slightly lower mean regarding management authority (3.88) indicates a perception that collaboration may sometimes challenge hierarchical control, a concern noted in studies by Kaufman (2020) that caution organizations to balance empowerment with managerial oversight.

In general, the findings suggest that the components of the collective bargaining process interact to enhance organizational performance. Grievance procedures provide structured conflict resolution, joint consultation promotes participatory decision-making, and labour–management cooperation strengthens collaboration and motivation. This aligns with the broader human resource management literature, which posits that effective employee relations practices positively influence organizational outcomes (Boxall & Purcell, 2016).

Therefore, DSTV Calabar demonstrates that implementing structured collective bargaining processes can lead to improved industrial harmony, employee satisfaction, and performance. While some concerns exist, such as potential impacts on management authority, the overall evidence highlights the value of integrating grievance mechanisms, consultation, and cooperative practices into organizational policy to sustain productivity and workplace stability.

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5. CONCLUSION AND RECOMMENDATION

5.1 Conclusion

This study examined the effect of the collective bargaining process on organizational performance, with a specific focus on DSTV Calabar. The findings demonstrate that collective bargaining plays a crucial role in shaping workplace relations and influencing organizational outcomes. Effective labour-management cooperation, fair negotiation of employee terms, and transparent implementation of agreements were found to enhance employee morale, job satisfaction, and productivity. The ANOVA analysis further confirmed that labour-management cooperation significantly affects organizational performance, highlighting the importance of constructive engagement between employees and management in achieving operational efficiency.

The study also revealed that employee participation in decision-making processes through collective bargaining strengthens industrial harmony and reduces workplace conflicts. Organizations that maintain open communication channels and implement negotiated agreements promptly are more likely to experience improved performance and reduced operational disruptions. Conversely, inadequate bargaining processes, delayed implementation of agreements, or weak institutional support can undermine employee motivation, disrupt operations, and limit organizational effectiveness.

Furthermore, the research underscores the critical role of institutional and managerial frameworks in facilitating effective collective bargaining. Strong organizational policies, supportive leadership, and adherence to labour laws enhance the impact of bargaining processes on performance outcomes.

In conclusion, the study confirms that collective bargaining is a vital mechanism for improving organizational performance in service-oriented organizations like DSTV Calabar. By promoting labour-management cooperation, ensuring fair employee representation, and maintaining transparent implementation practices, organizations can achieve higher productivity, employee satisfaction, and overall operational effectiveness. This underscores the need for organizations to prioritize structured and collaborative bargaining strategies as a key component of their human resource and organizational development policies.

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5.2 Recommendation

Based on the findings, this study recommends that DSTV Calabar should continue to strengthen its grievance handling procedures by ensuring they remain transparent, accessible, and systematically implemented. Regular training for HR staff on effective complaint management can further enhance employee trust and organizational fairness. The organization should also maintain and expand joint consultation practices, encouraging participatory decision-making to foster employee engagement, ownership, and workplace satisfaction. Structured forums for exchanging ideas and discussing workforce policies should be institutionalized to sustain collaboration and minimize conflicts.

Furthermore, labour–management cooperation should be promoted through team-building initiatives and consensus-building programs that align employee interests with organizational goals. While maintaining cooperation, management should balance authority with empowerment to prevent conflicts in decision-making.

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