

# Effect Of Industrial Action On Health Care Delivery In Nigeria

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**ABSTRACT:** *The study examined the effect of industrial action on health care delivery in Nigeria. The study was guided by three specific objectives that include: to analyze the impact of collective bargaining on healthcare delivery services in Nigeria, to evaluate the effects of labour unionism on healthcare delivery services in Nigeria and to examine the impact of industrial affiliation on healthcare delivery services in Nigeria. This study adopted a cross sectional research design method. The population of the study consisted of five hundred and fifty five (555) employees drawn from four selected health care organizations operating in Nigeria. A stratified random sampling technique was adopted by the study to select a sample of two hundred and seventy six (276) respondents drawn from adopting Taro Yamane sample size determination formulae. The instrument used to collect primary data in this study was a structured questionnaire that had both closed-ended questions. The study used descriptive and inferential statistics to analyze data. Descriptive statistical analysis determined the means and standard deviation and the results presented in tables and figures. Inferential statistical analysis included multiple linear regression analysis model test and the results presented in tables. The Statistical Package for Social Sciences (SPSS) was used as a tool for statistical analysis and the results were presented in tables and figures. The result from the analysis established that the dimensions of industrial action adopted in this study have significant effect on health care service delivery in Nigeria. The research concluded that collective bargaining, labour unionism and industrial affiliation have significant effect on health care delivery in Nigeria. The study recommended that implementation of measures to improve the work environment and support professional growth can help mitigate the factors leading to industrial actions. Creating contingency plans, such as temporary staffing solutions and alternative service delivery models, can help mitigate the impact of industrial actions on patient care. These plans should be designed to ensure that essential services remain accessible and that patient care is not unduly compromised.*

**Keywords:** Industrial Action, Collective Bargaining, Industrial Affiliation,= and Public Hospitals and Health Care delivery

## INTRODUCTION

### Background to the Study

The Nigerian healthcare system faces significant challenges that undermine its effectiveness and efficiency. Among these challenges, industrial action by healthcare workers has emerged as a critical factor affecting the delivery of healthcare services. Understanding the context and implications of such industrial actions is essential for developing strategies to address the underlying issues and improve healthcare outcomes. Nigeria's healthcare system is characterized by a complex interplay of insufficient funding, inadequate infrastructure, and a shortage of medical personnel. Despite various reforms and investments, the system remains under strain, impacting its ability to provide consistent and quality care. According to Akinbami et al. (2019), Nigeria's healthcare expenditure is significantly lower compared to other countries with similar demographic profiles, contributing to persistent gaps in service delivery and healthcare outcomes.

The general ideology behind industrial action in the health care sector is that, workers believe that, by binding or coming together as a team, they will be able to fight for their rights against any economic exploitation and social injustice that could be meted on them by their employers with respect to the job (Tokubvo, 2023).

Case studies provide insight into the specific effects of industrial action in different regions of Nigeria. For instance, Afolabi et al. (2018) examined the 2017 strike by doctors in Lagos and its impact on healthcare delivery. The study revealed significant delays in medical treatments and a marked decline in patient satisfaction during the strike period. Additionally, Bello and Oladipo (2022) conducted a comparative analysis of industrial actions in Nigeria and South Africa, highlighting that while both countries face similar issues, the impact on healthcare delivery is more severe in Nigeria due to the already strained healthcare infrastructure.

Consequently, effective health care service delivery in Nigeria suffers if industrial participants oppose firms' adoption of modern ideologies and dispute solutions. They positively impact performance of health care services if they successfully negotiate better working conditions and remuneration packages for employees. These findings motivate health care employees who belong to unions to work more efficiently, thereby improving the company's performance. Industrial actions can have a negative impact on health care service delivery by causing employees to stop working or engage in sabotage. This is done when industrial unions rally their members to strike when peaceful negotiations fail. This means that to improve performance and avoid disruptions in workflow and business operations, employers must maintain good working relationships with their employees through industrial actions (Deery & Iverson, 2022).

The background of industrial action in Nigeria's healthcare sector reveals a complex issue with far-reaching implications for healthcare delivery. The combination of inadequate funding, poor working conditions, and frequent strikes creates a challenging environment for delivering consistent and high-quality healthcare services. Understanding these dynamics is crucial for developing effective strategies to address the root causes of industrial action and improve the overall effectiveness of the healthcare system.

### Problem Statement

Disputes are primarily an inevitable and systemic part of human existence that cannot be ignored or avoided in Nigeria work organizations. Over the years or decades, litigation has been the traditional technique of settling disputes that have not given head way in the work organizations. This is because the increasing growth of slow and costly court proceedings have deterred many organizations as well as employers and investors from choosing litigation to resolve their disputes. In spite of the enormous promises of reforms, organizations, employees and employers are increasingly looking to alternative dispute resolution, particularly towards arbitration in resolving their internal and external disputes and conflicts in within the health care sector. The processes of litigation has become more expensive, time consuming, challenging and cumbersome and increases in the number of courts cases that have created congestion and delays in their settlement.

Industrial action in Nigeria's healthcare sector has led to significant disruptions in health care service delivery, resulting in adverse effects on patient outcomes and overall healthcare quality. The frequent strikes and work stoppages have caused delays in medical treatments, reduced access to healthcare services, and increased patient wait times. These disruptions not only affect patients but also strain the remaining healthcare workforce and infrastructure. Understanding the impact of industrial action on healthcare delivery is crucial for developing strategies to mitigate its negative effects and improve the effectiveness of the healthcare system. This study aims to explore the nature and frequency of industrial actions in Nigeria's healthcare sector and evaluate their impact on healthcare delivery.

### Research Questions

The following research questions have been developed to guide the study:

- i. to what extent does labour unionism on healthcare delivery services in Nigeria?
- ii. what effect does industrial affiliation on healthcare delivery services in Nigeria.

### Objectives of the Study

The primary objective of this study is to investigate the impact of industrial action on the effectiveness of healthcare delivery in Nigeria, focusing on how different forms of industrial action disrupt healthcare services and influence patient outcomes.

While the specific objectives of the study are as follows:

- i. to evaluate the effects of labour unionism on healthcare delivery services in Nigeria.
- ii. to examine the impact of industrial affiliation on healthcare delivery services in Nigeria.

### Hypotheses for the Study

The following hypotheses were developed to guide the study's objectives:

H0<sub>1</sub>: labour unionism has no significant effect on healthcare delivery services in Nigeria

H0<sub>2</sub>: adoption of industrial affiliation does not have significant effect on healthcare delivery services in Nigeria.

### Significance of the Study

The significance of this study lies in its potential to provide insights into the relationship between industrial actions and the effectiveness of healthcare delivery in Nigeria. By examining the impact of strikes and work stoppages, this study aims to highlight the critical areas where improvements are needed and propose actionable solutions.

**Policy Makers:** understanding how industrial action affects healthcare delivery can help policymakers, healthcare administrators, and stakeholders develop better strategies to address the underlying issues, reduce the frequency of strikes, and improve overall healthcare services.

**Health Care Management:** this study also contributes to the broader discourse on healthcare management and labour relations in Nigeria, offering valuable lessons for other countries facing similar challenges.

**The Government:** the healthcare sector is essential for the financial of the nation. It helps to exchange, generate revenue to the government through tax assessment and it additionally offers business opportunities to the nation. The Government is accused of the obligation of guaranteeing assurance to both the industrial players and the nation.

**Researchers and Academics:** the research discoveries would give fundamental data that would profit researchers and future academics on the industrial action and effectiveness of healthcare delivery.

**Literature Building:** the study would add to the body of knowledge existing in the area under study as well.

### 1.7 Scope of the Study

**Conceptual Scope:** this study focuses on industrial actions within Nigeria's healthcare sector, examining their frequency, nature, and impact on healthcare delivery.

**Variable Scope:** the study identified three dimensions of industrial action; collective bargaining, labour unionism and industrial affiliation which served as the independent variable for the study and health care delivery as the dependent variable.

**Literature Scope:** The research is based on academic journal articles, case studies, and empirical data related to healthcare workers' strikes and work stoppages, especially in Nigeria.

**Unit of Analysis:** the employees of the selected health care organizations provided data for the completion of this study

### LITERATURE REVIEW

#### Industrial Action

Industrial action refers to various forms of collective employee actions aimed at pressuring employers to meet specific demands or address grievances. These actions can range from strikes and work stoppages to more moderate measures like work-to-rule and go-

slows. According to Wood (2021), industrial action typically emerges from disputes over wages, working conditions, or other employment terms, and serves as a tool for workers to exert pressure on employers or governments.

Industrial action is inevitable in any organization. In every organization where people/employees or, and employer of different background and interest have to interact in the collective effort towards achieving a set goals, conflicts is bound to occur (Rennie, 2019). Sherlekar, (2021) sees industrial action as all kinds of opposition or antagonistic interactions in, or among individuals, groups, and/or organizations. Industrial action is a dispute, difference, or struggle between two parties that is indicated by open expression of hostility and/or intentional interference in the goal; (Fajana 2020) achievement of opposing party. Interference may be in the form of active obstacle to prevent the opponent from achieving his goal or it may be just passive resistance e.g. refusing to give necessary information or materials to the opponent. Bloomsbury (2002) described industrial action as event occurring when two or more parties have opposing attitudes of approaches to a particular situation, issue, or person.

### Collective Bargaining

Collective bargaining is the process of negotiating the terms of employment between an employer and a group of workers (Audu, 2018). The terms of employment are likely to include items such as conditions of employment, working conditions and other workplace rules, as well as base pay, overtime pay, work hours, shift length, work holidays, sick leave, vacation time, retirement benefits, and health care benefits. Virgy (2018) is of the view that collective bargaining is a process of negotiation between employers and a group of employees aimed at agreements to regulate working salaries, working conditions, benefits, and other aspects of workers' compensation and rights for workers. The interests of the employees are commonly presented by representatives of a trade union to which the employees belong. The collective agreements reached by these negotiations usually set out wage scales, working hours, training, health and safety, overtime, grievance mechanisms, and rights to participate in workplace or company affairs (Yann, 2012). The union may negotiate with a single employer (who is typically representing a company's shareholders) or may negotiate with a group of businesses, depending on the country, to reach an industry-wide agreement. A collective agreement functions as a labour contract between an employer and one or more unions (Sunday, 2019). Collective bargaining consists of the process of negotiation between representatives of a union and employers (generally represented by management, or by an employers' organization) in respect of the terms and conditions of employment of employees, such as wages, hours of work, working conditions, grievance procedures, and about the rights and responsibilities of trade unions.

Upev and Idachaba (2015) are of the view that industrial disputes between the employee and employer can also be settled by discussion and negotiation between these two parties in order to arrive at a decision. This is also commonly known as collective bargaining as both the parties eventually agree to follow a decision that they arrive at after a lot of negotiation and discussion. Collective bargaining is concerned with the relations between unions reporting employees and employers (or their representatives) as it involves the process of union organization of employees, negotiations administration and interpretation of collective agreements concerning wages, hours of work and other conditions of employees arguing in concerted economic actions dispute settlement procedures (Elumah & Shobayo, 2016). On the other hand, Olorunsola (2011) noted that collective bargaining is a process in which the representatives of a labor organization and the representatives of business organization meet and attempt to negotiate a contract or agreement, which specifies the nature of employee-employer union relationship as it is a mode of fixing the terms of employment by means of bargaining between organized body of employees and an employer or association of employees acting usually through authorized agents.

### Industrial Affiliation

Industrial affiliation provides a variety of benefits to their registered members, which stem from the work that trade unions do. First, trade unions assist employees in negotiating and reaching agreements with their employers on appropriate pay and working conditions (Manda et al., 2015). Unlike individual employees, workers have a much easier time negotiating salary increases. Thus, by joining a trade union, an employee may be able to benefit from collective bargaining for better salaries and wages, among other benefits. Second, trade unions represent workers and protect them from potential employer exploitation. When employees have workplace concerns, trade unions take them up and discuss them with employers. These concerns include but are not limited to increased holidays and working hours. This means that if employees join trade unions, they will be able to discuss most, if not all, of their concerns without delay, fear, or intimidation. Trade unions are also advantageous to organizations because they enable employers to negotiate productivity agreements with their employees (Cote, 2023).

### Industrial Action and Healthcare Delivery

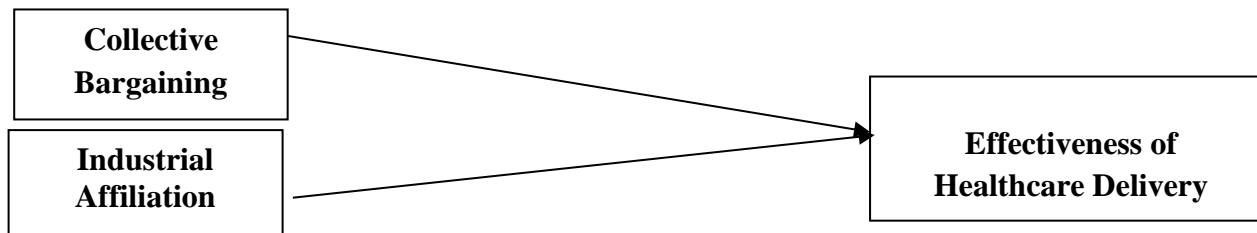
Industrial action in the healthcare sector can significantly impact service delivery by disrupting the provision of care. The consequences of such actions include reduced access to medical services, delays in treatment, and overall diminished effectiveness of healthcare delivery. The review by Olufemi and Adebayo (2022) illustrates how strikes and other forms of industrial action in Nigeria have led to interruptions in healthcare services, affecting patient outcomes and system efficiency.

### Conceptual Framework

#### Independent Variable

Industrial Action

#### Dependent Variable



Source: Researcher's Model, 2024

## Theoretical Review

### The Tenets of Group Theory

Group theory rests on the contention that interaction and struggle among groups is the central fact of political life. The group theory emphasized on the group, rather than the individual or the society, as the basic unit in the study of politics. Bentley (1949), writing on the group theory was against the formalism and static quality of the institutional approach to political analysis and emphasized in his writings on the dynamics and process as characteristic of the activity of the state. Society, according to him, comprises of dynamic processes (actions) rather than specific institutions (structures) or substantive contents (values). There is no idea, which is not a reflection of social activity. He believes that if one is to study politics scientifically, one should look for significant measurable qualities in action. Action according to him is "always and invariably" a group process - never found in one man himself, it cannot be stated by adding men to men (Bentley, 1949).

What is emphasized is not the structural composition of a group but its activities. Thus the distinguishing mark in any group is the activity - why are they congregating? A group is not a mere collection of individuals and does not emerge unless the interactions among the individual members are both frequent and sufficiently patterned to produce directional activity. A genuine group, therefore, was different from a co-incidental collection or a categoric group. The fact that the same individual can belong to various group also makes it clear that the activity particular to the group was more important than its structural composition. The group being a mass of activity, the question was as to what gave direction to this activity. Here Bentley stated that group as a mass of activity is directed by interest. Interest is a shared attitude concerning a claim or claims to be made by one group upon certain other groups in a social system. It is the interest, which leads to the organization of groups. Group theory exponents argue that the form of politics of any society is ultimately determined by the interaction among groups within the society and the competition among such groups to influence government in the allocation of societal resources and exercise of power. Therefore each group attempts to gain access to decision points within the government and its success in this regard is usually affected by factors as group cohesion and organization, status, quality of leadership and wealth. In group approach, the entire social system is made up of several groups and each group endeavours to maximize its own interest.

Groups gain their full meaning in relation to the other groups. The resources of money, skill, power influence and organization available to the various groups vary from one group, to another, and these differences in skill of resources help to determine the extent a group is able to achieve its goals and interests. The crucial issue here is that groups within a setting will employ every weapon at its disposal to determine and project its image and interests over others, thus determining what happens to other groups in the scheme of things. This being the case, groups clamour for equal representation so as to have a level playing ground in the struggle with other groups. The implication is that any group in the negotiating team that have more weapons will use it to lord it over others, thus determining what happens to others and in negotiation, ones interest comes before others. Any class or group that has the upper hand defines the fate of others and use their weapon to attract more social weight than others.

The relevance of the group theory to the study is that it offers enough provisions in explaining the behaviour of the various groups that make up an organization, their motivation and orientation as well as their role in ensuring and enhancing the performance of the organization together with other elements in the organisation. We can thus deduce from the theory that the health care sector Employee is not a mere collection of individuals who share one or more features and do not interact with any degree of frequency, but rather, it is a group that frequently interacts with other stake holders with a clear sense of direction in furtherance of organizational goal. The implication of this is that the union, in the course of carrying out its activities, must not act in any way that is incompatible with the interest of management.

### Empirical Review

This section delves into the concrete evidence surrounding the effects of industrial action on healthcare delivery. By examining various studies conducted in different geographical contexts, this review provides a nuanced understanding of how strikes, work stoppages, and other forms of industrial action impact healthcare services. This examination highlights the real-world implications of industrial actions, offering insights into their effects on patient outcomes, service continuity, and overall healthcare effectiveness. Collins (2023), attempted to find out whether or not labour unionism in organizations are partners in progress, that complement management's effort towards enhancing organizational productivity and efficiency. It is also an attempt to find out if harmonious working relationship in an organization is influenced by labour unionism activities. The study has shown that labour unionism in the



organization is not destructive but a boost to the worker with intentions of motivating him to putting his best towards organizational productivity, by protecting his rights and interest. Productivity is therefore further enhanced when labour/management conflicts are mutually resolved creating more confidence in the worker and thereby making labour put in more effort towards the attainment of organizational goals. The study therefore recommends that management should recognize and acknowledge labour union activities and contributions to the organisation. This will bring about harmonious working relationship so as to enhance greater productivity and mutual resolution of conflicts. Moreover, management must identify itself with the employees' demands especially on improved conditions of service so as to minimize the level of conflict and to foster understanding between management and the union members. Okpalibekwe (2023), examined Trade Union, collective Bargaining and Organizational Performance, a study of the Nigeria Union of Local Government Employees of Idemili North Local Government Council of Anambra State. Trade Unions have often been accused of pursuing their own selfish interests without due consideration of their role in enhancing organizational performance. Adequate and detailed exposition on the role trade unions can play in organizational performance therefore becomes very necessary, thus this study intends to examine trade Unions, Collective Bargaining and Organizational Performance. The survey research method was adopted for the study and the study relied much on primary and secondary data. Three hypotheses were formulated as guide to the study and simple random sampling technique was used to select the study sample. The data generated were analyzed using percentages and mean scores and the hypotheses were tested using one sample t-test. The findings from the study showed that the Nigeria Union of Local Government Employees has helped to ensure industrial peace, employee commitment to optimum job productivity as well as effectively using collective bargaining to enhance organizational performance. The researcher concludes that the Nigeria Union of Local Government Employees of Idemili North is a veritable instrument for improved employee productivity as well as organizational performance. The researcher recommends that continuous and adequate awareness should be created among the stakeholders (Trade Union, management and Government) on their role in not only developing but sustaining a rancor free work environment which is a prerequisite for organizational performance.

## METHODOLOGY

This section describes the methods and procedures that were used to carry out the research. It covers the research methodology, specifically describing the research design, the population and sampling design, and finally the data collection methods. Additionally, the sampling design and sample size are discussed, and a detailed description of the sampling method and actual size provided.

### Research Design

Kothari and Garg (2014), articulates that study design is the arrangement of data collection and interpretation methods and environments in such a way as to help accomplish the research goal. Research design contains a blueprint for data gathering, variables measurement, and data analysis. This study adopted a cross sectional research design method. It also allows for more data to be collected and tested hence suitable for obtaining data on definitive goals of the defined issues in this study (Creswell, 2014). Cross sectional research design also provides an investigator with qualitative and quantitative data and answers the "what was" or "what is" in a social system by observing and describing the subjects' behaviour (Mwangi, 2018).

A cross sectional approach was adopted since it reports the way things are in the current state and their interrelations by showing the extent to which conditions in a situation are connected (Yin, 2014). In this case, it explains the effect of industrial action on health care service delivery. This research design was deemed suitable by the researcher because of the need to identify and describe the effects of industrial action on health service delivery in Nigeria and to gain an understanding of the relationship between dependent and independent variables that were being studied.

### Population of the Study

A population is a full set of individual cases with observable characteristics that are common (Mugenda & Mugenda, 2011). The population of the study consisted of 555 employees drawn from Fintech Nigeria offices in Delta State the employees were drawn from the Health care organizations, namely; Federal Medical Center Asaba, El Comfort, Irrua Specialist Hospital and University of Benin Teaching Hospital.

**Table 1: Population Distribution**

Firm	Staff Strength	Location	Percentage (%) of Total
Federal Medical Asaba	213	Delta State	7.7
El Confort	89	Delta State	7.0
Irrua Specialist Hospital	129	Edo State	8.6
University of Benin Teaching Hospital	132	Edo State	11.1
<b>Total</b>	<b>555</b>		<b>100</b>

Source: Selected Health Care Organizations in Nigeria (2024)

### Sample Size

According to Cooper and Schindler (2014), a smaller set of the larger population is referred to as a sample size. The sample must be carefully selected to be representative of the population and that the researcher must also ensure accurate catering for the subdivisions involved in the analysis. A formula proposed by Yamane (1967) was adopted by the researcher to select an appropriate sample size of 276 respondents as follows:

Where  $n$  = required sample size  $N$  = size of the population  $\varepsilon$  = allowable error

### Sampling Technique

Kothari and Garg (2014), sampling technique is the method of selecting items, individuals, organizations, from a population of interest such that by analyzing the sample we can equally generalize our findings back to the premise from which they were selected. Sampling technique is a work plan or arrangement that determines the population context, sample type and sample collection and the calculation of the sample size (Neuman, 2016).

Sampling techniques can be classified into two elementary groups, viz., probability and non-probability sampling. Non-probability sampling is a sampling method where the possibility of selecting any member of the population is unequal. This type of sampling does not rely on random selection but relies on the subjective management of the researcher. Types of non-probability sampling include convenience sampling, purposive sampling, snowballing, quota sampling, haphazard sampling, modal distance sampling, and expert sampling (Saunders et al., 2016).

When the representativeness of the sample is primary, probability sampling is used. Probability sampling is any sampling method in which randomness is applied in selection of study subjects, such that any element of the populations has an equal chance of being selected. Probability sampling techniques can be further categorized into cluster sampling, systematic sampling, simple random sampling, and stratified random sampling techniques. In cluster random sampling, a population is first divided into clusters which have heterogeneous populations, then a simple random sample is selected from a random sample of clusters. In systematic random sampling, a population is randomly. Selection is then conducted in a systematically, e.g. selection of every  $n$ th item of the population is done until the required sample size is achieved (Kothari & Garg, 2014).

To select the sample units for the study, the stratified random sampling technique was applied. The technique was used to ensure equal distribution and generalization of the results to the general population. In addition, it ensured that all the study units were well represented (Ghauri & Grønhaug, 2010). The target population was divided into the four strata, viz., assurance, advisory, tax and internal firm services. For each departmental category, sequential numbers were assigned to the entire list of employees. An applicable number of corresponding random numbers were generated by computer according to the sample proportion and size calculated for each departmental category. The employee whose sequential number corresponded with the computer generated random number was then selected as study participants.

### Research Instrument

Structured questionnaire were adopted in this study as a method of collecting primary data. According to Saunders et al., (2016), a questionnaire is generally a good tool for collecting structured data or information. The questionnaire was based on closed ended questions which were written in tandem with the specific objectives of this study. The closed ended questions incorporated a 5-point type Likert scale which is an interval scale that specifically uses five anchors designated as: strongly disagree, disagree, neutral, agree and strongly agree. The Likert scale measures the level of agreement or disagreement is considered appropriate in measuring perception, attitude and values (Ahmed, 2015).

A Likert scale was preferred because it enabled the researcher to convert responses into a quantitative format for ease of data analysis using computer-based software, SPSS. The questionnaire consisted of two sections. The first section comprised of general questions seeking to establish respondents' demographic information such as gender, age, level of education and work experience. The second section addressed the first specific objective of the study concerning the effect of GIG Economy on sales force productivity.

### Reliability and Validity of Research Instrument

To ensure reliability and validity, the data collection instrument was piloted. Validity refers to the degree to which a score from a measure represents the variable to which it is intended. In the other side, the reliability of survey instruments relates to the instrument's capacity to be reliable in obtaining findings. The validity of the instrument is significant, because it guarantees that the scores reflect what they are intended to measure. In this analysis the evaluation criteria for validity was used. The relevance of the test assesses the degree to which a result on a calculation is associated with other variables (Cohen & Swerdlik, 2015).

The reliability of the test instruments was tested using Cronbach's alpha, which tests internal accuracy, which varies from 0-1 for the alpha coefficient. A higher value means that the instrument is accurate, and that alpha over 0.7 is appropriate according to Cooper and Schindler (2014). The questionnaire was administered through drop-and -pick latter method so as to accord the participant sufficient time to relate with and complete the research instrument. The researcher established contact persons in the organization to facilitate follow-up in order to enhance the response rate.

**Table 2: Cronbach Alpha Result**

Reliability Statistics	
Cronbach's Alpha	Items
.891	4

Source: Pilot Study (2024)

**Table 3: Cronbach Statistics**

Item-Total Statistics	
Proxies of Industrial Action	Cronbach's Alpha
Collective Bargaining	.760
Industrial Affiliation	.764
Health Care Delivery	.813
Total	.891

**Source:** Questionnaire Analysis (2024)

The table provided the results of the reliability test. In this test, Cronbach's alpha reliability coefficients were calculated and resulted in a cumulative score of 0.891. This score signifies the robust validity and reliability of the collected data. Results were calculated for each of the study variables: collective bargaining (0.760), industrial affiliation (0.764), and the healthcare delivery (0.813).

#### Method of Data Collection

To enable collection of data from the field, the researcher obtained an introductory letter approved by the ministry of health. Marshall and Rossman (2016) reiterate the importance of data collection in research as it facilitates the dissemination of precise information and the development of meaningful programs. The researcher notified the respondents that the questionnaire was intended to collect data for research purposes only and that strict confidentiality would be applied upon their responses. The respondents were assured that their participation was entirely optional and that they could withdraw from the study at their own will. The questionnaire was self administered.

#### Data Analysis Technique

Data analysis methods involved data preparation, descriptive analysis and inferential analysis. After quantitative data was obtained through questionnaire, it was prepared for analysis by editing, coding and categorizing. It was then entered into a data analysis tool which is the statistical package for social sciences (SPSS) computer software for analysis. The choice of SPSS over other statistical software was because it is user friendly. Descriptive and inferential statistics were generated for analysis. The accuracy check of the data was carried out to ensure that the data was accurate and appropriate for review. Descriptive statistics enable a researcher to describe and compare variables numerically (Saunders et al., 2016).

Descriptive analysis for this study was conducted consisting of means and standard deviations and the outcome presented in tables and figures. Inferential analysis includes various tests of significance for testing hypotheses in order to determine the validity of data in making conclusions. It is essentially on the basis of inferential analysis that interpretation is performed (Cooper & Schindler, 2014). Inferential analysis for this study consisted of multiple linear regression model. Multiple linear regression analysis was used to test the statistical significance on the association that existed between the independent variables.

### RESULTS AND DISCUSSIONS

#### Data Presentation

This section presents the results and findings including response rate and demographic information. The results are presented in term of descriptive statistics and regression results based on the specific objectives. The findings are presented in form of tables, figures and charts

A total of 276 copies of questionnaire were administered to respondents obtained from assurance, advisory, tax and internal firm services department. Table 3 indicates that the study had a response rate of 94.6% and a non-response rate of 5.4%. According to recommendations by Baruch (2022), a response rate of above 80% is sufficient for data analysis. Therefore, an overall response rate of 94.6% was sufficient for analysis. This indicated the study results were acknowledged and reliable due to the strong response rate.

**Table 4: Response Rate**

Category	Frequency	Percentage
Responded	261	94.6
Non-Responded	15	5.4
<b>Total</b>	<b>276</b>	<b>100</b>

**Source:** Field Survey Analysis (2024)

**Table 5: Demographic Information**

Event	Frequency	Percentage
Male	148	56.7
Female	113	43.3
<b>Total</b>	<b>261</b>	<b>100</b>
<b>Age</b>		
18 – 25	65	24.9
26 – 35	45	17.2
36 – 45	92	32.5
46 – 55	27	10.3
56 – 59	32	12.3

<b>Total</b>	<b>261</b>	<b>100</b>
<b>Level of Education</b>		
Other Certification	18	6.9
Diploma	32	12.3
Bachelor	112	42.9
Masters	96	36.8
Ph.D	3	1.2
<b>Work Experience</b>		
Less than one Year	23	8.8
1 – 5 years	73	27.9
6 – 10 years	103	39.5
Above 10 years	62	23.8
	<b>261</b>	<b>100</b>

**Source: Field Survey Analysis (2024)**

The demographic information of the respondents was based on gender, age bracket, level of education and the number of years they had worked with the organization. The findings from Table 6 show that the male respondents accounted majority at 56.7% while female respondents accounted for 43.3%. Thus, an indication that there was a fair representation of both gender respondents in the research.

The results in Table 6 shows that majority (35.2%) of the respondents were aged between 36 to 45 years, 35.2% aged between 36 to 45 years, 24.9% aged between 18 to 25 years, 17.2% between 26 to 35, 12.3% between 56 to 59 years and 10.3% aged between 46 to 55 years. This shows the study involved respondents that cut between all the age brackets.

The findings from Table 5 show that the most of the respondents indicated that they had attained a Bachelor's degree as their highest level of education at 42.9%, 36.8% had Master's degree, 12.3% had a Diploma, 6.9% certificate and 1.2% had Ph.D. Higher education level of an employee is important in making an organization a success because an individual has the knowledge and skills required to improve the productivity of the organization.

Table 6 indicates that majority (39.5%) of the respondents had a work experience ranging from 6 to 10 years, 27.9% between 1 to 5 years, 23.8% above 10 years and 8.8% less than one year. These findings suggest that the respondents participating in this study had the requisite expertise to provide the researchers with the knowledge that was of interest.

**Regression Analysis****Table 6: Collective Bargaining and Health Care Service Delivery**

Model Summary	R	R Square	Adjusted Square	R	Std. Error of the Estimated	Durbin Watson	ANOVA	
							F	Sig
1	.266 <sup>a</sup>	.276	.274		1.085	1.699	130.631	.000 <sup>b</sup>
	Coefficients							
		B	Std Error		Beta	T	Sig.	
	(Constant)	2.859	.218			13.227	.007	
	Work Engagement	.026	.039		.026	11.429	.007	
a. Predictor: (constant), Collective Bargaining								
b. Dependent Variable: Health Care Service Delivery								

**Source: SPSS Computation (2024)**

The results of the regression analysis for the second hypothesis are summarized in Table 6. The R-value for the collective bargaining and effective health care service delivery is 0.026, suggesting a positive relationship. The R-squared value of 0.276 suggests that collective bargaining accounts for only 27.6% of the observed variation in effective health care service delivery. Observing the ANOVA table, we find that a value of 0.07, higher than the assumed alpha threshold 0.05, indicates a statistical significance. According to the table of coefficients, the analysis has a coefficient of 0.07, well above the 0.05 threshold for statistical significance. As a result, we can conclude that there is positive link between collective bargaining and health care service delivery, lending credence to the alternative hypothesis and disproving the null hypothesis.

**Table 7: Industrial Affiliation and Health Care Service Delivery**

Model Summary	R	R Square	Adjusted Square	R	Std. Error of the Estimated	Durbin Watson	ANOVA	
							F	Sig
1	.100 <sup>a</sup>	.260	.258		1.096	1.642	120.1	.009 <sup>b</sup>
<b>Coefficients</b>								



		<b>B</b>	<b>Std Error</b>	<b>Beta</b>	<b>T</b>	<b>Sig.</b>
	(Constant)	2.727	.218		13.227	.009
	Talent Acquisition	.486	.044	.010	10.962	.009
<i>a. Predictor: (constant), Industrial Affiliation</i>						
<i>b. Dependent Variable: Health care Service Delivery</i>						

**Source: SPSS Computation (2024)**

In Table 7, the R-value (100) shows a positive relationship between participation in the industrial affiliation and health care service delivery. With an R-squared value of 0.060, the industrial affiliation accounts for only 60% of effective health care service delivery; the remaining 40% is due to variables not considered in the study. The analysis of variance results show that none of the parameters is statistically significant, with a value of 0.09, which is higher than the 0.05 alpha level. The coefficient result confirms a statistical correlation between the variables, which is reinforced by the calculated value of 0.09. Since the results did not support the null hypothesis, we can conclude that industrial affiliation is significantly correlated with health care service delivery. This result aligns with those of Washington (2022) who attempted to find out the influence of trade union affiliation on organizational performance in the tea processing industry in Kenya. The findings revealed that trade unions play an important role in their members' work lives. Trade union activities, such as collective bargaining, strike actions, and employee representation, empower workers and eventually make them confident and productive, increasing organizational performance. The study recommends that trade union activities and a positive working relationship with trade unions be encouraged because they are linked to improving organizational performance.

**SUMMARY, CONCLUSION AND RECOMMENDATIONS**

This section presents a summary of the results and findings in line with the research questions followed by conclusions based on the key findings from the analysis. Thereafter, recommendations were provided in terms of suggestions for improvements and further studies in that order based on the specific objectives of the study.

**Summary of Findings**

This study has explored the impact of industrial action on the effectiveness of healthcare delivery in Nigeria, focusing on various forms of industrial action including labour unionism, collective bargaining and industrial affiliation. The study relied heavily on primary data as questionnaire was the major instrument used in gathering data for the study. The questionnaire was divided into two sections. Section "A" sought information relating to the demographic characteristics of the respondents. Section B sought information on the subject of the study. In addition, to the questionnaire, relevant information to supplement questionnaire responses especially from key employees of the selected health organizations. The analysis reveals several key findings:

- i. there is a significant effect between collective bargaining and healthcare delivery services in Nigeria
- ii. adoption of industrial affiliation does have significant effect on healthcare delivery services in Nigeria.

**Conclusion**

The hospital as ivory tower of health service delivery has very salient roles to play in the national development as well as manpower development. There expected roles in the development of the nation have often been forestalled due to federal and state governments intervention or encroachment in health care sector autonomy. The frequency of industrial crisis/disputes was discovered to be high in the Nigerian system. The problem of industrial actions in the Nigerian health care system were found to be lack of education of some industrial leaders, the rigid structure of relationships, lack of flow of communication, management and government meddling with union affairs, frequent trade disputes, under funding and inadequate laboratory facilities.

Collective bargaining was found to have effect on health care delivery in Nigeria. Collective bargaining as one of the processes of industrial action, performs a variety of functions in work relations. It could be viewed as a mean of industrial jurisprudence as well as a form of industrial democracy. It is a means for resolving workplace conflict between labour and management as well as the determination of terms and conditions of employment

**Recommendations**

Based on the study's findings the following recommendations are made for this study:

- i. To study recommend implementing more transparent and effective negotiation mechanisms that address the key concerns of healthcare workers, including salary adjustments, working conditions, and career development opportunities.
- ii. Establishing a well-defined framework for resolving disputes can help prevent industrial actions and reduce their impact on healthcare delivery.
- iii. There is need for increased government investment in healthcare infrastructure, resources, and workforce development. Adequate funding can improve working conditions, reduce grievances, and enhance the overall effectiveness of the healthcare system.

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