

LABOUR MANAGEMENT RELATIONSHIP AND ORGANIZATIONAL PERFORMANCE IN SELECTED MINISTRIES IN AKWA IBOM STATE.

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ABSTRACT

The study focused on the relationship of labour management on organizational performance in selected Ministries in Akwa Ibom State. Labour management relations have attracted the attention of many scholars arising from the decline in the organizational performance due to the activities of the trade unions which often affects industrial peace and harmony. The study sought to examine the impact of employee involvement in decision making and consultation and examine the effect of reward and dispute resolution on job for higher performance especially in government establishments such as selected ministries in Akwa Ibom State. The researcher adopted primary and secondary sources of data to collect information from the respondents. The study made use of survey research design with the sample size of 236 drawn from the three Ministries, (Ministry of health, works and education). A stratified sampling method was adopted while analysis of variances (ANOVA) model was used to test the relationship between dependent and independent variables in the study. The study found out that employee involvement in decision making and consultation has a significant impact on job performance and that reward and dispute resolution has a significant impact on job satisfaction. The study therefore recommended that there should be proper co-ordination, involvement and consultation between government (employer) and the union (employee), especially in the decision making to make for robust synergy among them. This will help us boost employee's morale, improve trust and motivate them to put in their best for enhanced organizational performance.

INTRODUCTION

Labour management relationship are known to play significant role in fostering organizational performance. The relationship of labour management is the interaction between employees, as represented by labour unions and their employees.

Every organization has an objective which it wants to achieve and this cannot be made possible without an effective and cordial relationship between labour and management.

As employees put in their effort and best to work in an organization, they also deserve to be compensated and also have other benefits accrued to them.

In other words, as management is driving the effort of the employees to achieve the organization objective, they should also be interested in their welfare as this will not only boast their morale but will also bring about industrial peace and harmony, as the success of an organization is not only measured by the amount of profit the organization is able to make but also by the degree of industrial peace and harmony that it can maintain and sustained.

The objective of labour management relationship is to achieve harmonious employee relations and minimize conflict practices in employment. (Willay, 2011)

The labour management relations include aspect of industrial life such as collective bargaining, trade unionism, discipline and grievance handling, industrial dispute, employee participation in management and the interpretation of labour laws. However, the degree to which organizational membership utilizes their aptitude and abilities in the relationship is predicated on how employer appreciates the presence of various labour unions and organizations. Thereby averting cases of industrial dispute and strike over wages and conditions of services. The participative influence devoid of all kinds of restrictions on grounds of race, sex and religion and cooperative labour management relations enhances effective service delivery in public institution. (Harnett, 2011).

Workers should be motivated if the best is to be expected from them, money alone does not motivate a worker, job satisfaction and secure tenure of office are equally necessary if not more important. The problem of monopolizing decision making by management disrupts peaceful co-existence of labour management relations (Okpata and Ukeje, 2010).

Management should see worker participation in decision making as a way of increasing the commitment and control of workers. As a result of all this, one can easily appreciate the need for a good labour management relation, if high productivity must be maintained.

STATEMENT OF PROBLEM:

The labour and management are faced with difficulties of maintaining cordial and harmonious relationship in their day-to-day operations in the organization due to their personal and collective interest including the objective of the organization, which may be in conflict with each other. The problem of low performance in an organization occurs when there is no cordial relation between management and its workers, this brings about lack of understanding thereby preventing management and workers from achieving their goals. In such a situation, there is usually low productivity, low staff morale, low pay, lack of promotion and no maintenance culture. In some ministries employers are not aware of the effect of lack of communication to productivity, if information are not communicated effectively to the employees, it will put their efforts to the wrong direction and increase waste, there is a death in the flow of information from the lowest in the organization to the highest, especially where there is no good communication feedback mechanism.

Moreover, political influence in the appointment of principal officers, promotion of staff (including labour union representatives) and the general recruitment process has truncated the attainment of a functional labour union body due to the fact that management lacks participatory leadership influence and approach in its leadership style.

Consequently, many managements labour crisis has risen due to misunderstanding and misinformation. This is complicated by the fact that there is no formal forum for the management or leadership and employees to discuss their mutual interest. It is pertinent to state here that job performance by employees will result to overall performance in the organization.

OBJECTIVE OF THE STUDY

The main objective of this study is to investigate the impact of labour management relationship on the organizational performance while the specific objectives are as follows:

1. To examine the impact of employee involvement in decision making and consultation on job performance.
2. To investigate the effect of reward and dispute resolution on job performance

RESEARCH QUESTIONS

What is the impact of employee involvement on job performance?

What is the effect of reward and dispute resolution on job performance?

STATEMENT OF HYPOTHESIS

HO₁ Employee involvement has no significance impact on job performance

HO₂ Reward and dispute resolution has no significant effect on job satisfaction.

CONCEPTUAL REVIEW

Labour Management Relationship

In recent years, and following the industrial revolution which created the modern employment relationship after the 19th century, labour management relations have attracted the attention of many scholars arising from the decline and practice of trade unions and need for industrial peace and harmony.

According to Okpata (2004) labour management relations is concerned with the internal arrangement between the employers and trade union in a bipartite relationship within an industry or across industries or within an enterprise to regulate their relations affecting employment and its compensation, according to him labour management relation connotes a relationship between workers, not as individuals but in their identity as the employer. Onah (2009) defined management labour relation as a relationship between workers not as an individual but in their collective entity with the employer.

Management must relate with labour if the organization must survive the absence of this relation will robe the organization of the worker's loyalty and high performance. Charles (2008) called it human relation and he defined it as the working together of management and employees in the spirit of mutual understanding and team work, with the definitions above,

we can now understand that when management and labour are integrated into group, they will work harmoniously and productively for economic benefit and social satisfaction of all.

Labour management relations is part of industrial relations, but industrial relations are broader, whenever an intervention by government as third party occurs the relationship becomes more involved and is known as industrial relations (Olowookere, & Elegbeleye, 2013).

Accordingly, Anto (2000) observed that the knowledge of labor management relations is aimed at achieving positive significant relationship between subordinates and supervisors for a harmonious and result-oriented administration in the organization. Traces of misunderstanding and conflicts in the form of strike and other industrial action by trade unions is therefore seen as an inevitable factors arising from the nature of leadership influence that is in existence between the trade union leaders and the management team or their representatives in the institution. This is because workers perceive bad leadership influence as exploitation by the employer(s) if the organization fails to adopt a participatory approach in their decision making. Good and sustained labour management relations increase the morale of the employees. Employees work with great zeal with the feeling in mind that the interest of employer and employees is one and the same, this led to increase production. It makes all the worker's feel that he is a co-owner of the company or institution. The employer in his turn must realize that the gains of industry are not for him alone but they should be shared equally and generously with his workers. In other words, good leadership influence and action is the key accomplishment of industrial peace and reduces the level of industrial disputes since labour conflict is unavoidable in organizational life but rather could be curtailed, sidetracked, managed and resolved (Aminu, 2009).

LABOUR RELATIONSHIP TECHNIQUES

Monetary rewards: There was no doubt that we live in a money motivated world. Any number of human relations cannot compensate for lack of monetary rewards. Rewards could act as the catalyst for improved performance and better productivity. They can be effective method to reward performance excellence and reinforce everyone alignment towards company goals (Deming, 2000).

Improving the quality of working condition: Plus, job enrichment employees have aspirations and needs. This category focuses on the organizational efforts to meet those aspirations and needs in relation to providing good working environment.

Promotion: Credits for work done and job security create relationship with employees. Credit for work done wants issues from the egoistic classification of needs and can be supplied by management through verbal praise of excellence work, monetary rewards for suggestions, and public recognition through rewards

Formal communication. At the centre of any successful employee relationship is the important aspect of keeping employees informed about general matters affecting their work role. Misunderstanding arising from day-to-day activities and improved trust between employers and employees may be attributed to lack of proper communication system, Communication is a two-way process that needs to be made for upward as well as for downward communication, formal communication channels are those that are officially acknowledged and approved, such as circulars, meetings, posters and so on. According to Oluwatumise, (2020) organizations should acknowledge the supreme importance of formal communication channels in the organization, and ensure that adequate mechanisms exists to stimulates and channel the exchange of information, suggestions, feelings and opinions between management and employees. There should be both upward and downward communication with the use of appropriate communication channels in the organization (Oluwatumize, 2020)

Employee participation: This involves employees participating in decision making. Processes of an organization. The employee participates in an organization through consultations, collective bargaining to workers. Employee participation refers to the practice in which employees take part in management decision and it is based on the assumption of community of interest between employer and employee in furthering the long-term prospects of the enterprise and those working in it. Kerapitak (2020)

Benefits of Labour Relationship Management

- It promotes teamwork which achieves organization goals. Teams are collections of people who must rely on group collaboration if each member is to experience the optimum of success and goal achievement (Willey, 2011)
- Good labour relationships boost employee morale and encourage discipline among employees. Hence reducing labour unrest like strikes which would affect organization performance.
- Good relationship with employees promotes motivation at work that is employees will be willing to work. Motivation helps to increase the amount of commitment, which improves performance and create a good company image.

Relationships between Management and Labour

According to Harnett (2011) he defined a worker as any person who has agreed to render service to another and in the process of rendering this service to obey his orders and to submit to his instructions and directives for remuneration called wages, Anto (2013) defined labour as any person who has undertaken to place his gainful activity in return for a remuneration under direction and control of another person who may be an individual, a private or public company or a corporation who is styled the worker

Most management practitioners have come to recognize that paying attention to employees in their organization is as important as any attention paid to the technical side of their plans if not more important. Onah (2008) is believed to be the first to emphasize the value of the individual worker to an economic system, he was said to have rated workers higher than everything else in importance.

Management should exercise certain powers and enjoy some privileges, but not at the detriment of its workers and the organization as a whole, totalitarian attitude or being too bossy on workers does not constitute what can be rightly called labour management relation. Aminu (2009) stated that an employer, who is strict and fair is usually respected by his workers, so management should be just, firm and impartial towards things that concern its workers. It should also be noted that a reasonable manager should always make necessary arrangement to ensure that all materials required for the efficient performance of the job are made available at the right time and place. Creating and maintaining employee motivation.

Every employee is important to an organization; putting personal touch to job environment is a good element of labour management relations, for instance a chat with a junior staff at his table by a top management might mean much to the junior staff and bolster his sense of belonging and willingness to work harder. Meanwhile as one considers the need to be reasonable, the employees should also cultivate the right attitude to work by willing to accept change and pledge his loyalty as well (Charles, 2008).

An employee who puts all his efforts at work, expects good pay, conducive condition, holiday and sick leaves, security of job. When all these lacks, there is no labour turnover, industrial dispute and conflict. Poor attitude to work result to poor performance at work, no matter how vast the resources of an organization may be if it has not got capable and well satisfied employees, it will scarcely be successful in its operation, hence the need for a good labour management relation.

Relationship between Labour Management and Organizational Performance

Labour relationship is the major factor determining the performance of employees. Good relationship with employees can be created through motivating employees, effective communication, good working conditions and effective communication. Deming (1997) as he cited workforce as a major contributor to higher contributor to high productivity levels. A basic obligation of employees is adequate performance. How well an employee fulfils his or her obligation depends on the degree to which the management and the employees on what defines satisfactory performance. The values, beliefs and behaviour of the enterprises employees are held to occupy strategic role in corporate success. All organization which aims at high performance need to have a policy agenda to create relationship with their or working people, which support their business objectives what this therefore calls for is to have an employee management relation.

Also, staff contributed more to the organization if they were treated as responsible and valued employees. The need for recognition, security and sense of belonging was more important in determining worker's morale and productivity than the physical conditions under which they work. (Kerning, & Jaegar, 2010).

Effects of Reward and Dispute Resolution

Reward for individuals and employee remain one of the most controversial areas (Raji et al 2021), which is a part of compensation package used to motivate, retain as well as attract employees to stay. Recognition is important because it serves as a form of feedback where it helps to inform employees on how well they are performing. Schultz (2021) asserted that in order to create ongoing motivation and commitment through employee recognition, reward must be communicated to all employees. Employee reward programmes is a method of motivating employees to change work habits and key behaviour for the benefit of the organization.

Kerdpitak & Jermsitti Parsert (2020) argue that effective administration of reward package to employees in a fair, reasonable & equitable manner would significantly enhance employee's level of dedication.

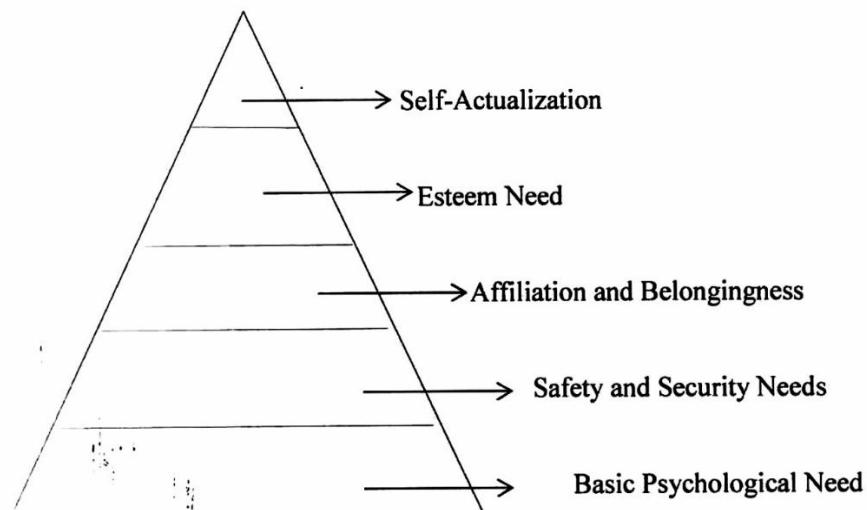
Dispute resolution or dispute settlement is the process of resolving disputes between parties. The term dispute resolution is conflict resolution through legal means. Human Resources (HR) management should address union disputes as soon as they arise. When a union employee feels that he has been unjustly reprimanded or terminated, he can file a grievance. The HR manager or a labour relations specialist is responsible for processing a union-employee grievance, which usually is a three-step process. The process includes a union steward who represents the employee's interests. If the matter isn't resolved within the allotted three steps, the case goes to arbitration. The arbitration process can be as lengthy and costly as litigation, both being processes that HR management would like to avoid whenever possible (Sampson 2018).

Theoretical Framework

Maslow's Hierarchy of Needs Theory (Abraham Maslow, 1943)

Hierarchy of needs theory, popularly known as Maslow's need hierarchy theory was one of the first theories to emphasize and examine the important contributors of job satisfaction which leads to employee retention. According to Abraham Maslow, human needs are categorized under five heads in order of preference thus forming a five-level hierarchy consisting of basic physiological needs, safety and security needs, belongingness/affiliation needs, and self-actualization.

Maslow's Need Hierarchy Theory



Source: Maslow's Need Hierarchy Theory, 1943

Maslow developed this theory to explain human motivation aspect in general. However, it is applicable to the work environment and is being used to explain job satisfaction most popularly. In the organizational context, the basic physiological needs include the pay package and medical benefits of an employee. Safety and security needs manifest through the efforts or the equipment provided by the employer for the physical safety of an employee, first-aid boxes, sick rooms, and so on are a few examples in this category. It also includes security aspect that includes company's structure and policies regarding employee selection and retention. If the employees feel safe and secure in the workplace, he tends to develop a feeling of belongingness towards the workplace. Once he is satisfied with the environment in which he is working, then comes the third phase of belongingness and affiliation. Now he starts seeking recognition and appreciation from his colleagues and superiors. He would wish to be treated as an important part of the organization and develop a positive and harmonious relationship with others. The final step is where the employee seeks self-actualization. In this stage, the employee shows his best capability of doing a task. In fact, each stage is a step taken towards the last stage, therefore, the organization should pay emphasis in satisfying the low-level basic needs of an employee as an attempt to progress towards his high order needs. Recently, this approach is losing its popularity as it does not consider the cognitive process of an employee and does not provide any empirical evidence (Maslow. 1943).

Herzberg's Two Factor Theory (Frederick Herzberg, 1959)

The Two-factor theory developed by Herzberg (1959) a psychologist, (also known as Herzberg' motivation-hygiene theory and Dual-Factor Theory) states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. Two- factor theory fundamentals: Attitudes and their connection with industrial mental health are related to Maslow's theory of motivation. In relation to intrinsic and extrinsic, Herzberg derived hygiene (dis-satisfiers) factors associated with the conditions under which the work is performed i.e salary, benefits, company policy, supervisor, work conditions, leadership style or working with competent and social co-workers; and motivation factors which consist of work dimensions of autonomy and responsibility.

EMPIRICAL REVIEW

Okputa (2010) carried out a study on employee relationship and organization performance, a case study of Tororo Cement factory. The purpose of the study was to examine the role of employees in Tororo cement factory, to establish the level of organizational Performance in Tororo cement and to find out the relationship between the employee relationship and organizational performance of Tororo Cement.

The study found that there is high level of employee turnover because of lack of motivation, inefficient communication, poor working condition and lack of employee participation. The company employs more professional employees than unprofessional employees. On the level of organization performance, the poor performance is as a result of poor relationship with employees. The study also revealed that a positive strong corelation exists between employee relationship and organization performance. The study recommends the following: management should improve the working conditions, motivate employees, improve communication within the organization and involving employees in decision making so as to improve relationship with employees to improve organization performance.

Ikechukwu, Ema and Ndukwe (2015) carried out a study that identified the causes of inefficiency and the challenges of leadership on labour management relations with case study of Ebonyi State University (EBSU), Nigeria. It shows a significant effect of labour leadership influence on labour of trade unions like the Academic Staff Union of Universities (ASUU),

Non-Academic Staff Union (NASU), and the Senior Staff Association of Nigeria Universities (SSANU) in the case study. The paper therefore recommends that the management of labour unions in state owned universities in developing countries should be detached from the influence of the government and the university principal officers.

METHODOLOGY OF THE STUDY

The study used survey design to portray accurately the characteristics of particular individuals' situation, or group.

The researcher adopted both primary and secondary sources of data to cover information from the respondents.

The population of the study was 574 employees from the selected ministries in Akwa Ibom State. The ministries of health, works and education.

The Taro Yamane formula was used to get the sample size of 236 respondents.

The research instruments used was a set of questionnaires that include open ended questions and a rating scale of 5 point Likert.

Quantitative data were analyzed using descriptive analysis in form of percentages and frequencies, qualitative data obtained was transcribed, organized into categories, sub categories and themes as they emerged from the field and presented in prose form and people's quoted words according to the themes and objectives of the study. The social package for statistical science (SPSS) software aided in data analysis. To achieve hypothesis (i) and (ii), ANOVA test was employed.

DATA PRESENTATION

To examine the impact of employee involvement in decision making and consultation on job performance.

Response to hypothesis 1

Statement	SA 5	A 4	UN 3	D 2	SD 1	Total	Mean	SD
Criteria development/legitimacy improves organizational performance	152	70	5	-	-	1055	4.6	.775
Application and resume review/relationships enhances sales growth	102	85	-	23	17	913	4.0	1.05
Interviewing/communication increases organizational effectiveness	192	35	-	-	-	1100	4.8	.072
Test administration/ commitments improves organizational performance	89	65	17	26	30	838	3.7	1.12
Making the offer/options increases organizational performance	145	70	8	4	-	747	4.6	.850

Source: field survey, 2021

The table above showed the impact of employee involvement in decision making and consultation on job performance of selected ministries in Akwa Ibom State. Majority of the

respondents with the highest mean scores of 4.6, 4.0, 4.8, 3.7 and 4.6 strongly agreed that making the offer/options increases organisational performance.

This implies that employee involvement in decision making and consultation will help boost the employee's morale and also improve trust between them

Determine the impact if rewards and dispute resolution on job performance of selected ministries in Akwa Ibom state.

Response to hypothesis 2

Statement	SA 5	A 4	UN 3	D 2	SD 1	Total	Mean	SD
Salary/collective bargaining increase organizational performance	142	65	-	10	10	1000	4.4	.775
Fringe benefits/negotiation promotes growth	90	85	12	13	17	869	3.8	1.40
Promotion/compromising improves employee performance	145	45	7	10	20	966	4.3	.954
Award and recognition/mediator enhances organizational performance	199	28	-	-	-	1107	4.9	.689
Wages and bonus/arbitration improves financial performance	95	80	8	20	24	883	3.9	1.12

Source: field survey, 2021

The table above showed the impact of rewards and dispute resolution on job satisfaction of selected ministries in Akwa Ibom State. Majority of the respondents with the highest mean scores of 4.4, 3.8, 4.3, 4.9, 3.9 strongly agreed that award and recognition/mediator enhance

organizational performance, promotion/compromising improves employee performance, wages and bonus/arbitration improves financial performance and fringe benefits/negotiation promotes growth. The implication here is that reward and dispute resolution mechanism have significant impact on job performance of employees

Impact on employee involvement in decision making and consultation on job performance.

ANOVA in impact of employee involvement in decision making and consultation on job performance.

Model	Sum of squares	Df	Mean square	F	Sig.
1. Regression	7.412	1	8.424	8.885	0.000
Residual	10.019	226	.775		
Toal	17.431	227			

Source: field data, 2021

Table 4.8 shows the test on selection and method of negotiation on job performance, F-statistics = 8.885, p-value =0.000<0.05% significance level with mean square of 8.424. we therefore reject the null hypothesis and accept the alternative hypothesis. This implies that employee involvement in decision making and consultation has a significant impact on job performance of selected ministries in Akwa Ibom State.

Rewards and dispute resolution has no significance impact on job performance of selected ministries in Akwa Ibom State.

ANOVA test on rewards and dispute resolution on job performance

Model	Sum of squares	Df	Mean square	F	Sig.

1. Regression	7.412	1	8.424	8.885	0.000
Residual	72.019	226	.775		
Toal	79.431	227			

Source: field data, 2021

Table 4.11 shows the test on rewards and dispute resolution on job satisfaction, f-statistics = 8.885, p-value =0.000<0.05% significance level with mean square of 8.424. This implies that rewards and dispute resolution has a significance impact on job satisfaction of selected ministries in Akwa Ibom State.

DISCUSSION OF RESULTS

The study examined the Relationship of Labour Management on Organizational Performance (A Study of Selected Ministries in Akwa Ibom State). The study employed ANOVA test to test the hypotheses. The ANOVA result of hypothesis one was to examine the impact of employee involvement in decision making and consultation on job performance of Selected Ministries in Akwa Ibom State. Majority of the respondents strongly agreed that making the offer/ Options increases organizational performance, Interviewing/ Communication increases organizational effectiveness. Criteria development/ Legitimacy improves organizational performance, Application and résumé review/ Relationships enhances sales growth and Test administration/ Commitments improves organizational performance

Hypothesis two results revealed that Rewards and dispute resolution has a significance impact on job satisfaction of selected Ministries in Akwa Ibom State. Majority of the respondents strongly agreed that Award and recognition/mediator enhances organizational performance, Salary Collective bargaining increase organizational performance, Promotion/compromising improves employee performance, Wages and bonus/ Arbitration improves financial performance and Fringe benefits/negotiation promotes growth.

CONCLUSION

Managing labour relations is a sine-qua-non in addressing problems in the form of various workplace disputes between employers and labour unions, strikes, and lockouts in order to

promote justice, efficiency. Therefore, a sustained cordial and harmonious relationship should be maintained between groups as well as fostering proactive remedies and solutions on the problems in the ministries. Thus, in a bid to achieve a sustainable peace and industrial harmony in all ministries, it therefore becomes very vital for the government to get involved in the management and coordination of labour relations to ensure that the appropriate atmosphere is created for all aspects of labour relations matters and unions to thrive, therefore, the study found out that rewards and dispute resolution has the capacity of creating job performance among employees in the government ministries in Akwa Ibom State.

RECOMMENDATIONS

- i. There should be proper coordination, involvement and consultation between government (employers) and the unions (employees) especially the decision-making process of the ministries so as to allow for high performance and productivity in the organization.
- ii. Government should reward and motivate employees through increase incentives such as increase in wages and salaries, promotions and fringe so as to increase staff morale at work.
- iii. Furthermore, government and union leaders should ensure that dispute and conflicts are nib-in-the bud before the escalate. At the same time, any lingering conflicts should be resolved speedily to allow for cordial and harmonious working relationship for better performance in organization.
- iv. There should be open communication to resolve conflict. This is necessary for managing organization and thus labour unions and management should consider themselves as partners of the ministries and the role of workers union in such a partnership should be recognized.
- v. The organization management should motivate the employees through improvement of technology and innovations, increase in incentives such as increasing salaries, promotions and giving allowances, this will increase morale at work.
- vi. With proper method of negotiation between labour unions and management it will ensure appropriate atmosphere created for all aspects of labour relations matters and unions to thrive towards enhancing employee performance.

vii. Labour unions should be allowed to operate as a single entity representing and protecting the interest of their members devoid of unnecessary influence by the management this will help to reduce and tackle the challenges facing the ministries.

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