Appraisal Of Management Style And Trade Union Crisis In Nigeria: A Case Study Of Selected Organizations In Edo State

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Abstract

The paper Appraises Management Styles and Trade Union Unrest in Nigeria with special reference to some Organizations in Edo State. It attempted an evaluation of the interaction and dynamism within the system stakeholders in vital role players in the industrial setting which are the employers, the employees and of trade unions under a democratic dispensation. It also examined the relevance of pressure groups generally as well as their attitude to and participation in the democratic process. The specific contributions of these groups and/or stakeholders to democratic process as well as obstacle to their effectiveness have been discussed. We are in the days of debate. The somehow chaotic Nigerian political terrain has thrown up several challenges, has thrown up issues, many issues that are subjects of debate. Since the emergence of the nascent democracy in 1999, Nigerian Nation State has become a permanent flashpoint. The State which had hitherto been one of the most relatively peaceful in Nigeria has been deeply enmeshed and suffused in political and ethno-religious conflicts characterized by genocidal attacks, bombing, maiming and killings of several persons, loss of business investments, industries and property worth several billions of Naira. Within the space of twenty years, several violent political ethno-religious conflicts have been reported in the Nation State. An Appraisal of Management Styles ad Trade Union Crisis in Nigeria were brought to the fore while the objectives of the study were well spelt out. Hypotheses were postulated and the Classical Pluralist Approach was used to explicate the works. Data were obtained from both primary and secondary sources. From the primary sources, the survey method, that is, the use of questionnaire were designed and adopted. Data obtained from this method

were analyzed with the aid of Simple Percentage. Thereafter, the five researchable hypotheses were tested and accepted while the null hypotheses were rejected. The implication is that there was relationship between the dependent and independent variables. Generally, the paper brought to focus that Appraisal of Management Styles and Trade Union Unrest in Nigeria is a task that must be done with collective efforts of all stakeholders for the growth and development of Nigeria State. In a nutshell, this paper suggests policy prescription and recommendation which are aimed at repositioning the Industrial Harmony Between Employers, Employees and Trade Unions in Nigeria system. Finally, this paper however, painstakingly appraises several of these issues and concludes that all stakeholders in the federal polity should thread softly, be objective, rational, altruistic and magnanimous in order not to make the existence of true federalism (social, education, political and democratic cohesive existence of the people, peace and tranquility) a fleeting illusion and a mirage.

The paper concluded by advocating the need for the groups to have wider spread and to participate more actively in the democratic process, among others, as ways of being more relevant in democratic process:

Keywords: Nigeria, Management, Trade Union, Groups, Employers, Employees,

Introduction

Nigeria sovereign nation, more than anything else, the greatest obstacle to the nascent democracy is the neglect of pensioners and their roles as senior citizens in nation building, as evidenced by the spate of armed robbery attacks, political assassinations, religious conflicts and federalism coupled with the seeming helplessness of security agencies to handle criminal acts (Uhunmwuangho and Epelle, 2011). The situation is worsened by the increasing number of unemployed Nigerians some of whom are ready recruits for criminal activities (Nigerian Tribune, 2002). The above statement from an editorial comment by a national daily in Nigeria indeed epitomises the central focus of this paper, the aim of which is to analyze the importance of pensioners to democratic sustainability in Nigeria in particular and Africa in general.

Management style and Trade Unions evolved from the inclination of workers to pursue improvement in working conditions through collective bargaining during the industrial revolution declared in Europe that sustained joint suffering breeds brotherhood of understanding, joint action and mutual assistance (Akpo, 2013). This was the case during the industrial revolution in Europe which made workers to feel the need to come together to fight for improvement in their conditions of employment

The origin of trade union movement in Nigeria could be traced to the pre-colonial period. At this time, there existed guilds, mutual aid groups and professional or occupational craft unions all of which function to play the role of trade union. Moreso, these associations are not in the modern sense of its full fledged trade union. Rather, most of them are merely workers association (Otobo, 1987). The inception of modern trade unions in Nigeria could be said to coincide with colonialism. Consequently, the first set of trade unions were modeled after British Uanions. Unlike the situation in most developed countries, Management style and Trade Union preceded industrialization in Nigeria. The organized trade union movement in Nigeria dates back to 1912 when the workers in the Southern Nigerian Civil Service under the then colonial administration organized themselves into workers representatives. This then became known as the Nigeria Civil Service Union (NCSU) in 1914. This became a pivot with which workers in other sectors began the agitation for the formation of Trade Unions before and after independence in 1960. At this period, trade union could not take the pattern of radical organization because of the paternalistic nature of colonial government which is the largest employer of public labour sector. Other unions which emerged during this period were the Nigeria Native Staff Union (NNSU), Nigerian Union of Railway men, Nigerian Mechanics Union and the Nigerian Union of Teachers (NUT). It was in 1938 that the Trade Unions Ordinance was enacted which provided legal backing for trade unions. By 1975 during the military regime of General Murtala Mohammed, Trade Union in the country have risen to over 1,000 which include Mushroom Unions. In 1976, the Federal Government established a commission of inquiry into the activities of the various unions and appointed an administrator to administer the unions and come up with a structure for the proper administration of the unions. This became necessary as the Unions were polarized into ideological divide which was creating problems in the country. Towards the end of 1977, these Unions were re-structured into 42 along industrial line. The government also insisted on the formation of a labour centre as there were various multiple centers. In February 1978, the Nigeria Labour Congress was formed and inaugurated. The then 42 Industrial Unions became affiliates of the Nigeria Labour Congress with a legal backing of Trade Union (Amendment) Decree 22 of 1978. Several reasons have been given to explain the apparent late arrival of trade unionism in Nigeria (Wikipedia, 2013).

Management style and Trade Union in Nigerian industrial relations system, like that of any other country has three actors, namely, the workers, the employers and the government. It is the interaction of these three actors that make up the industrial relations system of the country. It is in view of this, that Jega, 2002 defined industrial relations as tripartism in action. The interaction and dynamism within the system centre on these actors. The workers in the industrial relations system are represented by the trade unions;

the employers are represented by the management of the organization and the various employers' associations and bodies. The government plays a dual role as employer and regulator of labour.

The relationship between workers and their employers have always been generally exploitative to the disadvantage of the former. Considering the importance of labour to productive activities, it becomes striking to note that social exclusion of the worker from the means of work is more often an unexamined pre-requisite of the employment relationship. Sowunmi (2004) in support of the above statements opined that the social scientists mainly of the capitalist persuasion and particularly the classical economists belongs to this class.

Trade union has attracted variety of definitions from scholars. Definitions depend on the perception of workers and the definition imposed by legal framework of a particular country. According to Akpala (1982) the exact definitions of trade union may vary from one situation to another depending on the economic and political situation encompassing the worker – management relations. The Nigerian Labour law Section 1 of Sub section 1 Trade Union Act No 31 of 1973 defines Trade Unions as any combination of workers or employers whether temporary or permanent, the purpose of which is to regulate the terms and conditions of employment of workers whether the combination in question would not apart from this act be an unlawful combination by reason of its purpose or any of its purpose be in restraint of trade and whether its purpose do not include provision of benefits for its members. Another definition is "an association of wage or salary earners formed with the object of safe guarding and improving the wage and employment conditions of its members and to raise members' social status and standards of living in the community" (Fajana, 2000). Also, Sidney and Webb (2002) defined Trade Union as a continuous association of wage earners for the purpose of maintaining or improving the condition of their working lives.

The Problems

For most Nigerians however, the pressing problems of everyday survival remain the highest immediate priority. Since the oil boom of the 1970s, Nigeria's economy has been in crisis despite continued expansion in oil production. The Structural Adjustment Programme (SAP) and other policies has not helped the Nigerian economy much and the political instability since the early 1990s has severely impeded the ability of successive governments to implement economic policies. Without the establishment of an accountable government, the chances of addressing other pressing problems-like the

deterioration of living conditions and the collapse of once treasured Nation State (Uhunmwuangho and Epelle, 2011).

It is an incontrovertible statement of fact that the classical economist treats the worker like commodity; subject him or her to the natural laws of the market forces: demand and supply mechanism. He (the classical economist) considers workers as undifferentiated and passive instruments in the production process (Isiaka, 2007). In capitalist economies, structured on the theoretical foundation built by the classical economists, the employer exercises control as the legal owner of the means of production without any form of 'say' conceded to the worker in the production process.

There has been serious shortcomings in the application and enforcement of core labour standards, particularly with regard to the lack of trade union rights of workers including the right to strike, discrimination and implementing agreement. The labour policy of 1999 wanted to checkmate NLC which Abubakar also consented with. The decree de-affiliated Nigeria trade union from the international body except to those related to Nigeria which is an act of absolutism in Abacha's regime. In October 2004, the President of the Nigerian Labour Congress (NLC) was arrested during a general strike despite the fact that the action was "an entirely legitimate exercise of the collective rights of the trade union movement. Though released later, the NLC leader faced criminal charges in an Abuja High Court while police raided his house and office on several occasions. Nigeria's new Trade Union Amendment Act 2005, the Trade Union Amendment Act was passed in March 2005. It retains the NLC as a central labour union but gives other trade unions the freedom to federate and form umbrella unions and makes union membership voluntary. While such freedom is in principle to be welcomed, it was widely believed that one of its main aims was to weaken the cohesion and unity of the trade union movement and in particular the Nigeria Labour Congress (Isiaka, 2007). The Nigeria Labour Congress which was hitherto the only central labour organization in the country opposed vehemently to the 2005 Amendment Act. It was argued that the law was principally enacted to de-register the NLC, reduce its power and control in labour as well as to check the rising profile of labour as a stiff opposition to the Federal Government, most especially when it takes any unpopular labour policies. The Amendment Act outlawed strikes and lock-outs of workers and it empowered the Minister of Labour and Productivity to register or de-register any union or central labour organization. The trade union amendment act of 2005 broke the monopoly of the Nigeria Labour Congress (Akpo 2013). The Nigeria Labour Congress and the Trade Union Congress are now the only parallel central labour organizations in Nigeria and they are to represent the workers at the tripartite bodies. This recent adoption still "fails to address adequately problems identified with regard to freedom of association and

the right to collective bargaining, the right to strike and anti-union policies." The new Act was said to aim at curbing the right to strike and at weakening the Nigerian Labour Congress. The Act had been presented without adequate consultations through the tripartite labour review set up with the assistance of the International Labour Organization (ILO), contrary to what had been promised (Uhunmwuangho, Akintoye and Obasogie 2017).

Political and ethno-religious conflagrations have severally drawn the country to the precipice of disaster. It has engendered huge human carnage, internal displacements and refugee crisis, loss of investments, strained inter-communal or inter-ethnic relations, threatened internal security and public order. There is the high level of inter-ethnic and inter-religious vendetta in the country, to the point that it seems that Nigeria is now exhibiting the symptom of a collapsing state, whose members are perpetually at war with one another (Imobighe, 2003). Thus, the recurring political and ethno-religious conflicts in Nigeria have become matter of great concern to the international community.

Furthermore, trade union rights were restricted in Export Processing Zones and strikes prohibited in such zones for a period of ten years, which is directly contrary to ILO conventions. The ICFTU and the NLC considered that, "in view of the seriousness of these problems, there is need for a much stronger commitment to social dialogue by the federal government of Nigeria in order to achieve a culture of constructive engagement of labour over policies and governance issues." It was also imperative to abrogate the Public Order Act, which compels organizations to seek a permit from the Police before any assembly (Wikipedia, 2013). The law gives the Commissioners of Police latitude to refuse to issue such a permit or to break up assemblies convened without one. As such permits are invariably denied, the right to assembly provided for by Nigeria's Constitution and the right to freedom of association "cannot be meaningful as long as this law still exists." This is absolute domination of the government over trade union in Nigeria. Discrimination in employment and wages persist in Nigeria. Surveys had showed a wage gap between men and women and a highly segregated labour market. Few women are employed in the formal economy due to social discrimination in education and training and to a gender-based division of labour in the formal economy. Moreover, Nigeria's Minimum Wage Act was excluding many workers, in particular those groups where women are disproportionately represented such as part-time workers and seasonal agricultural workers (Akinyanju, 1997).

It is against this background that the following hypothetical questions needs to be answered:

1. Does the style of management affect unions' involvement in decision making in organization(s)?
2. Does the pattern of industrial relations between the management and workers, affect unions' and decision making?
3. To what extent are the trade unions leadership involved in decision making?

Objective

The specific objectives are:

1. To identify ways in which management style can affect trade unions and their decision making.
2. To examine how the pattern of relationship between workers and management can affect unions and decision making.
3. To examine how the quality of trade union leaders affect decision making in an organisation.

Hypotheses

In order to achieve the above objectives, the following research hypotheses were formulated:

1. There is no significant relationship between management style and trade union involvement in decision making.
2. There is no significant relationship between pattern of relationship between workers and influence on trade union in decision making.
3. There is no significant relationship between the quality of trade union leaders and ability to impact on decision making.

Theoretical Exposition

Karl Marx was in many respects the most influential political theorist of the 19th century. He sought to combine factual analysis and political prescription in a thorough survey of the modern economic system. Arguing that "the history of all hitherto existing society is the history of the class struggles," and that liberal governments and ideology were merely agents of the exploiting owners of property. Marx advocated the abolition of private property and predicted the demise of capitalization after a sense if receiving crises. The abolition of property and therefore of class exploitation would make possible a situation in which individual will contribute according to their abilities and take according to their needs. The state, following a transitional period in which the working class would rule, would eventually wither away. Marx's view of human history is both profoundly pessimistic and profoundly optimistic. Its pessimism has in his belief that history reflects the oppression of the many by a small minority, who thereby secure economic power..

First, Marx Believed that technical innovations bring about new ways of meeting human needs and make it increasingly possible for people to satisfy their deepest wants and to develop and perfect their individual capacities. Second, Marx claimed to have proved that the long history of oppression would soon end when the masses rise up and usher in a revolution that will create a classless utopian society (Wikipedia, 2013).

Pluralistic Approach

Classical pluralism has the belief that politics and policy decision making is located mostly in the governmental framework, but many on governmental groups are using their resources to exert influence. The central question for classical pluralism is how power is distributed in western democracies. Groups of individuals try to minimize their interests. Lines of conflict are multiple and shifting. There may be inequalities but they tend to be distributed and evened out. Any change under this view will be slow and incremental as groups have different interest and may act as "veto groups" to destroy legislation that they do not agree with .The existence of diverse and competing interests is the basis for a democratic equilibrium and is crucial for obtaining of goals by individuals.

Pluralists stress civil rights, such as freedom of expression and organization and an electoral system with at least two parties. On the other hand, since the participants in this process constitute only a tiny fraction of the populace, the public acts mainly as by-standers. This is not necessarily undesirable: political issues require continuous and expert attention which the average citizens do not have. The important theorists of pluralism are Robert Dahl and Martins Lipset.

Methodology

This paper adopted a descriptive survey method. The survey was based on selected Local Government Areas in Edo State in Nigeria. The Local Government Areas are Uhunmwonde, Orhionmwon, Egor, Ikpoba-Okha, Oredo, Ovia-South West, Ovia-North East and Esan Central. The scope of the study is therefore restricted to years 1999 to 2020. The population of the study consist of 250 base on two categories (Senior and Junior) members of staff Local Government Areas (See Table One Below). Out of this number, one hundred and seventy of them met our criteria and therefore form our sample size as can be seen in table one below:

TABLE 1: POPULATION OF STUDY

S/No	Local Government Areas	Category of Respondents	No. of Returned Questionnaires	No. of Not Returned/Invalid Questionnaires	Total No. of Sampled Respondents
1.	Uhunmwonde	Senior Staff	16	6	
		Junior Staff	5	4	31
2.	Orhionmwon	Senior Staff	17	8	
		Junior Staff	4	2	31
3.	Egor	Senior Staff	18	7	
		Junior Staff	4	3	32
4.	Ikpoba-Okha	Senior Staff	15	7	
		Junior Staff	6	3	31
5.	Oredo	Senior Staff	17	6	
		Junior Staff	5	4	32
6.	Ovia South West	Senior Staff	17	8	
		Junior Staff	4	2	31
7.	Ovia North East	Senior Staff	18	7	
		Junior Staff	4	3	31
8.	Esan Central	Senior Staff	16	6	
		Junior Staff	5	4	31
TOTAL			**170**	**80**	**250**

Source: Field Survey, 2021.

Both Primary and Secondary sources of data were explored in trying to generate data for this study The specific information required for the study was The Appraisal of Management Style and Trade Union Crisis in Nigeria: A Selected Local Government Areas of Edo State As A Case Study. The questionnaire formed the main instrument used in generating primary data, while documented information on prints that are relevant to this study, constituted the secondary source of generating data. To compliment the information received through the questionnaire, respondents were also interviewed. As the research is based on attitude and opinions, the statistical tools employed in analyzing responses include, tables and simple percentages. All the one hundred and seventy copies of the questionnaire distributed to the respondents studied were duly completed and returned in a useable form. The Statistical Package for Social Sciences (SPSS) was used for the data analysis.

Demographic Data

Of all the one hundred and seventy respondents, eighty (47%) of them are married; fifty (29%) are single while twenty one (13%) are divorced and the remaining nineteen (11%) are either widow or widowers. Thirty (18%) of them are within the age bracket of 18 – 25, Fifty (29%) are between the age bracket of 26-35; while eighty (47%) are within the age bracket of 36-45 and the remaining forty six years and above are ten (6%).

TABLE 2: Hypothesis 1

There is no significant relationship between management style and trade union in decision making.

Responses	No. of Respondents	Percentage
Yes	110	65
No	60	35
Total	170	100

Source: Statistical Analysis

Table 2 shows that 110 (65%) of the respondents agreed that management style of administration is not trade union friendly and have more relevance and impacted negatively on decision making which also affect the staff enjoying the dividends of democracy in Nigerian Democratic system in particular and conversely responsible for the lack of poor performance of employees in the Local Government Areas and fragrant disregard for rules and regulations.

Therefore, the hypothesis one which states that there is no significant relationship between management style and trade union in decision making is accepted.

TABLE 3: Hypothesis 2

There is no significant relationship between pattern of relationship between workers and influence on trade union in decision making.

Responses	No. of Respondents	Percentage
Yes	105	62
No	65	38
Total	170	100

Source: Statistical Analysis

Table 3 shows that 105 (62%) of the respondents agreed that there is correlation between pattern of relationship between workers and influence on trade union in decision making

in Nigerian political system which led to slow developmental and suffering of masses in the midst of plenty, while 65 (38%) were not satisfied or disagreed.

TABLE 4: Hypothesis 3

There is no significant relationship between the quality of trade union leaders and ability to impact on decision making.

Responses	No. of Respondents	Percentage
Yes	120	71
No	50	29
Total	170	100

Source: Statistical Analysis

Table 4 shows that 120 (71%) of the respondents agreed that the quality of trade union leaders and ability to impact on decision making are indispensable in collective bargaining which has contributed substantially to lack of dividends of democracy to the citizenry while 50 (29%) disagreed with the opinion.

Therefore, the hypothesis which states that there is no significant relationship between the quality of trade union leaders and ability to impact on decision making and which conversely led to lack of dividends of democracy to the citizenry in Nigeria is accepted.

Findings Based On Hypotheses

Based on the analysis of the hypotheses, all the research hypotheses were positive which implies that

(H_r) 1-3 were accepted.

More so, the study revealed that management style of administration is not trade union friendly which have more relevance and impacted negatively on decision making and which affect staff enjoying the dividends of democracy in Nigerian Democratic system, particularly in the selected Local Government Areas of Edo State.

1. Furthermore, this paper have highlighted several challenges and solutions as per the findings in the hypothesis carried out in the research. However, again, it was found that the pattern of relationship between workers and trade union in decision making in Local Government Administration in Nigerian have slow down developmental stride which led to masses suffering in midst of plenty.
2. It was revealed that the developments in recent times have whittled down. Many trade unions normally focus attention on the industrial front in their activities and functions. Nigerian trade unions are no exceptions. To do otherwise

may be to lose its identity and resource base. However, increasingly, the trade unions are getting more involved in broad social issues, depending on the degree of the consciousness of their members. This is particularly so in Nigeria where the role of the trade unions in the independence struggle is widely acclaimed (Imobighe, 2003).

3. It was also revealed according to the findings that the major view held by the working class in Nigeria is that the Trade Union Amendment Act 2005, will destroy the industrial relations system and should be resisted if possible amended to suit the interest of workers and Trade Union Industrial relations covers all the part in the Personnel Management Area, the processes of joint employment regulation between workers' unions and employers, and the intervening actions by extraneous agents, including especially, the government. This perspective is inclusive of all regulatory, conciliation procedures available for collective bargaining, conflict resolution, and for creation and sustenance of a conducive industrial climate.

.4. As a corollary, there is obviously something wrong in a democracy where public offices become the easiest means to acquire wealth.

5. The researcher also learnt as revealed by the respondents that the Labuor unions are entities established by workers and democratically operated in order to represent workers in any organization or state enterprise in order to protect workers' interests and promote mutually beneficial relationships between employers and workers. In addition, they also play an important role in the development of society and the nation as a whole (Williamson, 2007).

6. It was further revealed by one of the respondents that the strength of labour unions strongly influence whether such labour unions are able to protect the welfare and interests of workers and promote fairness and impartiality among them. In addition, it also encourages employers to realize the existence and significance of labour unions as the representative of workers in any state enterprise or orgnization. Employers will be less likely to take advantage of or exploit workers, and any unfair labour practices will be less likely to take place within the enterprise or organization. The workplace atmosphere will move toward a win-win outcome. Majority of the respondents interviewed said that management patterns universal patterns in both organization is in favour of the workers, management patterns help unions to be involved in decision making in the organization.

7. Finally, the study also revealed that Federalism in Nigeria has failed to unite the country, because rapid and even development across the length and breadth of the country and has failed to checkmate the many recent expressions of

ethnic, religious and cultural bigotry that has led to deaths of many innocent and unarmed Nigerians, young and old, Dora Akunyili's husband untimely death is a pointer.

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See figure 1 below for more details of Nigeria Political map.



Figure 1: Political map of Nigeria

Source: Wilkipedia catched 20 November, 2020

Conclusion and Recommendations

For the high point of this study, data covering the period 1999 to 2020 were collected from the survey which was based on selected Local Government Areas in Nigeria political system. The Local Government Areas are Uhunmwonde, Orhionmwon, Egor, Oredo, Ikpoba-Okha, Ovia-South West, Ovia-North East and Esan Central. This study

investigated Management Style and Trade Union Crisis in Nigeria.

Data obtained from this method were analyzed with the aid of Simple Percentage. Thereafter, the five researchable hypotheses were tested and accepted while the null hypotheses were rejected. The implication is that there was relationship between the dependent and independent variables. Generally, the paper brought to focus that the success of Management and Trade Unions in Nigeria is a collective effort in reaching a compromise in the management of crisis in Nigeria and it has contributed immensely to the growth and development of Public Enterprises elsewhere but Nigeria experience is difference.

This reflects that Nigerian trade union movement has a long history beginning from the colonial era to the present day. The post colonial administration was seen to inherit the anti-labour policy of the colonial era. The military regime was considered to demonstrate harsher attitude towards trade union activities than the civilian administrations. However, both political environments were seen to pose serious challenges to trade union movement in the country. At the international sphere, the impact of globalization has allowed trade bodies internationally based to have affiliates in other countries. Also, it employs labour from different countries into their work force (though it is sometimes a form of cheap labour) (Akintoye 2014). Several analysts have criticized the present system where all the intelligence gathering and crises response mechanisms are concentrated in a few locations, usually very far away from the well-known flash points of crises. This plans naturally leads to extremely slow response to early warning signals, and in fact, is so slow that it has become counter-productive (Gomos, 2011).

Recommendations

Haven gone this far gathering problems that have continued to pose a threat to full implementation of Trade Union and Government in avoiding industrial unrest Nigeria, the following solution became necessary.

1. There is need to ensure that unions are properly organized in every organization so that it can tackle headlong the challenges inherent in ensuring that the welfare of workers are adequately pursued. There are many dimensions to this issue. The first is that, the union must ensure that it has a strong financial base which will provide the kind of support for its activities to succeed. Beside the deductions which are made from workers salaries, there is need for unions in organizations to invest in areas where extra income can be realized to supplement their activities.
2. Secondly, it is important for union leaders and those connected with the management of unions to be grounded in negotiation. This can be achieved

through attendants at seminars and conferences. A union's strength in the long run, may depend on how grounded those who exercise oversight functions are in the area of conflict resolution and management.

3. It is important to emphasize that there should be transparency in the way union funds are managed. It has been canvassed in some quarters that a number of persons go into unionism because of the profit motive or ability to satisfy ones' selfish motives. If weak leaders are allowed to lead unions, they are not likely to achieve much and if such leaders are not transparent, they will be weak financially. This will place them at a strong disadvantage each time they have cause to negotiate with management.
4. On a final note, union members and management must bear in mind that the existence of a convenient and congenial climate in any organization enables the company to flourish at any point in time. That is why both parties must ensure that conflicts and disagreements are reduced to the barest minimum. Management on its own need to note that it should allow workers a voice in the way the organizatiom is run in order to give them a sense of belonging.

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