Employers and the Enhancement of Industrial Harmony in Private Sector Organizations in Nigeria

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Abstract: *The study examines the role of employers in enhancing industrial harmony in organizations with a focus on private sector organizations in Nigeria. The paper posits that conflict is inevitable in all organizations and, as such, the employer who has the responsibility of making major organizational policies to achieve corporate objectives must play a dominant role in ensuring industrial harmony. The paper exposes some of the factors that undermine industrial harmony and productivity in private sector organizations to include leadership behaviour, lack of effective communication, work environment, and non-recognition of trade union as a bargaining party. It further explicates that productivity and growth are not fully enhanced because of management practice of exclusionism, poor labour-management policies, and dehumanization of work environment. As panacea to mitigate conflict and promote a culture of harmony that will achieve organizational goal, the study proposes that management of private sector organizations in Nigeria should fashion out a framework of joint committee/expanded collective bargaining, create work culture that is based on collaboration and team work, initiate participatory management and develop and restructure an effective communication process. Instituting these measures will help to close conflictual loopholes that hinder industrial harmony and productivity in private sector organizations in Nigeria.*

Key Words: *Employers, Employees, Industrial harmony, Private sector organization, Nigeria*

I. Introduction

The roles of employers in enhancing industrial harmony in private sector organizations in Nigeria have received wide attention in the literature of industrial relations. This is because many organizations in Nigeria are bedeviled with a myriad of industrial challenges caused by inefficient and ineffective management style or strained relationship between management and labour unions (Osamwonyi and Ugiagbe, 2013). Consequently, productivity in most organizations has comparatively been hampered due to frequent industrial conflict. Industrial harmony implies a healthy and cooperative working relationship between employers and employees. It covers four broad areas of cooperation: responsibilities, employment policy, collective bargaining, and communication (Ladan, 2012). Akpoyovwaire (2013: 264) stated that industrial harmony requires that:

- All management personnel understand their responsibilities and what is required of them, and have the training and authority necessary to discharge such duties and responsibilities efficiently;
- Duties and responsibilities for each group of employees are stated with clarity and simplicity in organizational structure;
- Industrial employees or work-groups know their objectives and are regularly kept informed of progress made towards achieving them;
- There is an effective link in the interchange of information and views between senior management and members of the work-group;
- Supervisors are briefed about innovation and changes before they occur so they can explain management's policies and intentions to the work-group;
- Employers cooperate with trade unions in establishing effective procedures for the negotiation of terms and conditions of employment and for the settlement of disputes;
- Employers encourage the establishment of effective procedures among member organizations for the settlement of grievances and disputes at the level of the establishment or undertaking;
- Employers take all reasonable steps to ensure the organization observes agreements and agreed upon procedures; and
- The organization maintains a communication system which secures the interchange of information and views between different levels in the organization and ensures that employees are systematically and regularly appraised.

In Industrial relations, the essence of the actors involved in the running of an organization includes an understanding of the purpose of each other and the ability to effectively communicate with one another and interact freely so that the set objectives of the organization can be achieved (Jinyemiema, 2008). The actors in

industrial relations system have different ideologies. The proper functioning of the system requires that these ideologies should be sufficiently compatible and consistent, so as to allow for a common set of ideas which would make the delineation of actors' roles possible, and also limit their conflict of interest. This becomes imperative because the interplay of labour and management influences industrial growth and productivity. Because of the labor-management formalization, it is expected that such relationship will enhance growth and productivity in order to bring the much expected industrial harmony in work relations in Nigeria. However, the reverse seems to be the case in most private sector organizations in Nigeria. This pure state of harmony scarcely exists in organizations, as grievance between employees and management erodes the set objectives of the organizations.

Notably, an organization is an avenue that holds a group of individuals with different backgrounds and characteristics, and as such, achieving an environment devoid of grudges and grievances is quite difficult. Industrial harmony is not the absence of disagreement, but it is when there is an understanding between employers and employees that permits the system to achieve set goals. Onasanyan (1999) defines grievance as a discontent or dissatisfaction, real or alleged, valid or imaginary and whether expressed or not but arising from matters connected with employment of workers which the workers perceived to be unjust and unfair, no matter whether they are right or wrong. A grievance may not necessarily affect the system in achieving set goal until it snowballs into a conflict. This is corroborated by Njoku and Nwosu (2007) who averred that in a human setting like the organizations, grievances that lead to industrial strife is normal. What must be recognized is the attitude that exists towards grievances. If they are interpreted as differences that are inevitable and capable of resolution, they can be regarded as healthy manifestation of an industrial democracy.

In the views of Osabuohien and Ogunrinola (2007), industrial conflict/crisis entails inadequacy or absence of industrial peace in workplace. This includes any form of work dissatisfaction that can manifest in several ways such as; absenteeism, strike, high turnover, amongst others. Keritner and Kinicki (2010: 372) define conflict as a process which one party perceives that its interest is being opposed or negatively affected by another party's action. They posit further that conflict is an unavoidable organizational life, which is prompted by the following factors:

▪ Constant change;
▪ Greater employee diversity;
▪ More items (virtual and self-managed);
▪ Less face-to-face communication (more electronic interaction); and
▪ A global economy with increased cross-cultural dealings.

The major challenge management faces in this scenario is principally how to secure employees' satisfaction, loyalty, productivity and harmonizing same in the organization, especially in the event of escalating industrial and economic crisis without undermining industrial harmony. This is pertinent because the employer's greatest concern is to ensure that industrial harmony exists in the organization, since there is a positive correlation between conflict and failed operational target, delayed projects and profits; thus impeding the profit making and growth of the organization (Jinyemiena, 2008). A harmonious workplace that guarantees satisfaction of workers' and employers' aspirations is essential for enhanced organizational productivity and growth (Osabuohien and Ogunrinola, 2007).

In recent times, industrial crisis is assuming unprecedented proportion in Nigeria. The incessant crisis in the private and public sectors has more than ever before been publicized in the manifestation of negative consequences such as decline in economic growth, pervasive irregular school system, and massive poverty (Agba, Ushie; and Agba, 2009). Albert and Yahaya (2013) lent credence to this view, that the pattern of industrial relations in Nigeria has been conflictual in nature with disruptive consequences and significant work-stoppages. Various reasons and explanations have been adduced as to why the relationship between labour and management is conflict ridden. Arguably, it is observed that management practice of exclusionism, neglect of power sharing mechanism which ensures partnership amongst stakeholders in the workplace and derogation of organizational communication pattern may breed disharmony in contemporary organizations (Iheriohanma, 2007).

In an effort to finding solution to the alarming rate of industrial conflicts in organizations, organizational managers have evolved various strategies to check-mate the unprecedented rate of industrial disharmony in private sector organizations in Nigeria because of its intended consequences. However, these strategies/measures seem not to have achieved the desire result. This phenomenon poses a great challenge to business climate in Nigeria and the economy at large.

Given the intense competition among businesses in the industry, the industrial relations culture and climate will obviously determine the survival and failure of private sector organizations in Nigeria. Osamwonyi and Ugiagbe (2013) echoed that labour-management disagreement remains crucial because it is firm-specific and therefore can be addressed by harmonious industrial relations. It is against this backdrop, that this paper

examines the challenging roles of management in enhancing industrial harmony in private sector organizations in Nigeria. It explores these roles in relation to how they enhance or impinge on productivity. In this premise, the paper intends to:

(a) Identify the factors that undermine industrial harmony in private sector organizations in Nigeria;
(b) Examine the strategies/methods employed by management to enhance industrial harmony in the private sector organizations in Nigeria, taking into consideration the effect of globalization;
(c) Investigate why productivity and growth are not fully enhanced in the private sector organizations in spite of formalized labour-management relations; and
(d) Proffer suggestions on how to realize this elusive industrial harmony.

The exploration of the above would expose the intricacies and challenging problems of industrial harmony experienced in the private sector organizations in Nigeria.

This article is an explorative discourse, hence it copiously benefits from library research, informal discussion, as well as personal observation of the author. In this paper, employers shall be used interchangeably with management. The concept in this context is understood as the owners of the organization and individuals or groups who are saddled with the responsibility for promoting the goals of the organization.

II. Factor that Undermine Industrial Harmony and Productivity in Private Sector Organizations in Nigeria

In industrial relations, the main focus in the study of management is man, with the satisfaction of human wants being the principal aim of all economic enterprise. Whenever this is ignored, industrial relation tends to be strained, ending up in industrial conflict (Bankole, 2000). There are a number of factors that have actually undermined industrial harmony and productivity in private sector organizations in Nigeria. These factors are examined below:

2.1 Leadership Behaviour

Leadership behaviour is a potent tool in managing employee/employer relations in workplace. Employees in the organization need leaders to guide them towards the attainment of the goals and objectives, both of the individual and the organization (Ushie, 2002). Leadership is essentially a process in which one individual or sometimes a small group of individuals influence the efforts of others towards the achievement of goals in a given set of circumstance (Cole, 2005). Iheriohanma (2009) sees leadership as the ability of a person to lead. He posits that leadership functions within the contexts and situations. It involves possession of authority, influence and certain qualities, skills, knowledge, information and behavioral attributes. In the views of Ng'ethe, Mike and Namusonge (2012), leaders use their influence to draw people towards achieving goal and to maximize the results in the organization. Similarly, Gill, Flasher and Shacha (2006) share this sentiment. They proclaimed that leadership helps to stimulate, motivate, encourage, and recognize their followers in order to get key performance results.

These assertions imply that the leader must have a good sense of human relations and adopt approaches that will lead to the attainment of the stated goals and objectives of the organization and the needs of the individual employees at work. This is necessary because a supervisor who enjoys autocratic kind of leadership will always have conflict waiting for him at his doorstep. In essence, an autocratic leadership style will definitely breed a conflict atmosphere (Bankole, 2000). Coroborating this position, Gordon (2013) posits that autocratic leadership style tends to discourage innovation and lower employees' morale in the organization. He maintained that managers who use an autocratic leadership style will be meted with conflict that may result to employees' dissatisfaction and high turnover among their most talented employees and high ability workers. The implication of all these for the organization is the erosion of industrial harmony and productivity.

Organizational researchers have explained that autocratic leadership style creates two types of behaviours. It makes workers to be either aggressive or apathetic and withdrawn (Lippit, 1960; Pugh, 1971). On the other hand, democratic leadership promotes harmonious working relations between the leader and the employees (Damachi, 1979; Fashoyin, 1999). In democratic leadership, employees feel comfortable with the trust reposed in them. This gives them the confidence to build a strong cooperation, team spirit and high morale. Typically, in an organization where the trusts of the leaders are eroded, such working environment will be engrossed with conflict that undermines industrial harmony with the attendant resultant effect on organizational productivity and growth.

2.2 Effective Communication

Communication which involves the transfer or transmission of some information and understanding from one person to another is one of the most requisite functions of management (Ushie, 2002). Communication is vital to any social system as it creates an environment of trust, harmony and proficiency. It is

essential to worker's involvement so as to boost mutual understanding between management and employees and enhance organizational performance and productivity (Akpoyovwaire, 2013).

In the perception of Fajana (2000), lack of communication may cause problems in labour-management relations, irregular dialoguing may cause misinformation between union leaders and membership. He maintained that effective communication requires continual dissemination of management's labour policy and business initiatives to workers. Johnson and Stinson (1978) share this view, that people want and need information relevant to their jobs. If they do not get this information through normal channels they either make assumption or turn to informal communication channels. This is because evidence abounds that employees need information as much as management need feedback from employees. It connotes that communication is the "live-wire" of any human organization and will promote more effective management practices and greater trust between management and workers when it forms part of corporate culture of the organization (Akpoyovwaire, 2013).

The above exposition suggests that when employees are starved with proper or effective communication in the organization or have poor perceptions of management's business strategies, it will instigate conflict that may hamper industrial harmony.

2.3 Work Environment

Work environment is generally discussed from the industrial (physical) and psychological perspectives as factors that play significant role in employee's disposition at workplace. The physical aspect of work environment consists of noise, toxic substance exposure and heavy lift etc. (Hytter, 2008), while the psychological dimension consists of work-load, decision, support, stressor, latitude etc. (Muhammad and Fahad, 2013), work-life imbalance, status and role adjustment problem, etc. (Austin-Egole, Wokoma and Iheriohanma, 2014).

It is argued that a conducive work environment promotes industrial harmony. If workers are dissatisfied with the physical or psychological work environment, especially when it threatens the security and safety of workers, this could provoke grievance that may result to conflict, especially in a unionized workplace (Jinyemiema, 2008). This is more obvious because productivity and efficiency are directly affected by employees' work, vis-à-vis the effect of work environment. It is suggested that work environment should be properly assessed for its impact on the organizational workforce that will influence employees' perception of work related tasks, as well as affect one's emotional and motivational state. This is because the impact on outcome and variables such as satisfaction, motivation and behaviour are determinants to engineering industrial harmony in organization or vice versa.

2.4 Non – Recognition of Trade Union as a Bargaining Party

Okene (2008) argued that the issue of recognition of the role of trade unions is crucial to the whole process of collective bargaining in industrial relations, especially as the Nigeria labour law gives recognition to trade unions for collective bargaining purposes. Collective bargaining is a means of joint regulation by employees and worker representatives. It offers the actors in industrial relations the opportunity to formulate rules by mutual consent (Venkata, 2011). It is an important channel for attaining a harmonious relationship between workers and their employers (Okene, 2010). The implication of this is that the workers represented by their trade unions are conveyed and entitled to freedom and recognition for the purpose of collective bargaining with their management with the aim of improving the conditions of service. Consequently, when workers are deprived of this right by the management, its consequence is industrial action resulting to the dislocation of industrial harmony at workplace.

2.5 Breach of Collective Agreement

Nigeria as one of the market economies has witnessed industrial actions as a result of management's breach of collective agreement reached with trade unions. Albert and Yahaya (2013) aptly stressed that the source of trade dispute is as a consequence of failure of employers to respond to and respect existing agreement entered into with workers' representatives. In support of this view, Okene (2008) posits that the cause of industrial disharmony in organizations in Nigeria is non-enforcement of collective agreements. He noted further that even when agreement has been duly entered into between workers and employers after bargaining, the employees may be constrained to embark on industrial actions as a result of the failure of management to adhere to terms of agreement. This is because collective agreement is a viable mechanism for industrial harmony. When it is ignored, it breeds discord in the organization. This suggests that the nonchalant attitude of management in the private sector organizations in Nigeria to approach negotiations and implement agreements with utmost sincerity provokes industrial disharmony.

III. Strategies Adopted by Management to Enhance Industrial Harmony in Private Sector Organizations in Nigeria

A number of strategies have been adopted by employers to enhance industrial harmony and improve productivity in the private sector organizations in Nigeria. In considering these strategies, the concept of industrial democracy will form a springboard to our discourse. Owen (1979) argued that industrial democracy is concerned with the ways of enabling employees within an industrial enterprise to participate in and influence those decisions about the running of the enterprise which affect them. Ozon-Eson (2006) explained that a more comprehensive framework of cooperation between employers and employees in an organization is the scheme of industrial democracy. Industrial democracy can involve a number of arrangements. These arrangements are the strategies employed by private sector organizations to achieve industrial harmony and enhance productivity. They are discussed below:

3.1 Profit Sharing

Profit sharing refers to the various incentive plans set up by most organizations that provide direct or indirect payments to employees in addition to employees' regular salary and bonuses (Nwokocha, 2014). It involves aligning organizational interest with the financial well - being of the employees (Peter, 2010). The purpose of profit sharing in organization is to share the financial success of the organization and encourage employees' identity with company success, and further help to keep employees engaged, motivated and satisfied and also turns each employee into an entrepreneur (Chris, 2012). The management in the private sector organizations in Nigeria explores this scheme to enhance industrial harmony. This is because the scheme definitely provides a sense of satisfaction, self-worth and further foster employee identification with the organization's success.

3.2 Joint Consultation Committee

This method involves the establishment of joint committee of management and workers. The committee meets from time to time to deliberate on issues relating to the organization. Such meetings provide the workers the access to some critical information relating to the organization. Muidi (2011) noted that the joint consultation committee entails the direct involvement of individual employees in decisions relating to their immediate work organizations and to the indirect involvement in the decision-making, through representatives in the wider socio-technological and political structure of the organization. The application of this strategy to an extent has helped employers in the private sector organization to achieve industrial peace. This is because it helps to secure employees' satisfaction and stifle grief in the organization.

3.3 Participation/Broadening of Collective Bargaining

This is another form of industrial democracy which is expressed through the framework of collective bargaining. Okene (2008) defines collective bargaining as a process that involves consultation and negotiation of terms and conditions of employment between employers and workers through their representatives. The process involves the making of web of rules and procedure for the organization (Elijah, 2004). Inferring from these definitions, collective bargaining provides an effective window for the resolution of employment issues in organizations through widening the scope of consultation, open and broad-based communication, workers' participation in decision making etc. Hence, management in the private sector organizations in Nigeria has utilized it as one of their strategies in ensuring industrial harmony.

IV. Reasons Why Productivity and Growth are not fully Enhanced in the Private Sector Organizations in Nigeria

4.1 Management Practice of Exclusionism

The practice of authoritarian traditional management system, hierarchical authority structure and control has posed a major challenge to labour-management relationship in private sector organizations in Nigeria. This, to an extent, has undermined productivity and growth in the sector. In the private sector organizations in Nigeria, the management still believes in the old master-servant relationship and remains adverse to the reality of global democratization of workplace and environment. The denial of workers' participation in decision-making process continues to be a recurring issue and a storm at workplace which have impinged on the corporate survival of the private sector organizations. Iheriohanma (2006) mirrored this assertion, that it is the burning desire of workers in organizations to know the rules guiding their workplace behaviour and how they are formulated and wish to lend their voice to the formulation. Thus, the deprivation of workers voice in organization often times threatens industrial peace with the resultant effect on the enhancement of productivity and growth in organization.

4.2 Labour-Management Policies

In enthroning and maintaining an atmosphere of industrial peace and harmony in an organization is the collective responsibility of the industrial relations actors: the labour unions, employers and government (Onuegbu, 2014). This industrial peace and harmony can only be realized through social dialogue that involves the community of interests between workplace stakeholders in furthering the long-term prospects of the organization and those working in it. Unfortunately, most of the organizations' policies do not promote social partnership that will enhance consensus building and democratic involvement of the workers. As such, the obnoxious and repressive labour policies in the private sector organizations poses a barrier to dialogue and ultimately instigates industrial crises which hinder labour-management cooperation, productivity and growth. Albert and Yahaya (2013) assert that if an organization lacks an appropriate mechanism for balancing divergent interests, the likelihood of conflict is imminent and capable of impeding production and stability of the organization. Inferring from the above, it is assertive that when labour-management policies degrade social dialogue in organization, it will ultimately hinder the prosperity of the organization.

4.3 Dehumanization of Work Environment

Industrial peace and harmony which significantly constitute the preservation of employment are achieved through the creation of a humanizing work environment. Dehumanization describes the denial of humanness to other people. It is facilitated by status, power and social connection (Haslam, 2006).

In the world of work today, employees want an environment that is reminiscent of a family where their contributions can be appreciated. Globalization has rather restructured work trends and processes imposing demands for over-aching and challenging reforms, innovations and creative change in the areas of outsourcing, work-life balance, information and communications technology and related skills and knowledge acquisition, etc (Austin-Egole et al., 2014). These demanded restructuring pose concerted challenges to the realization of organizations' set goals, workers' orientation and capacities, organizational performance and productivity and general economic growth. Nwokocha (2014) explained that creating humane organizational culture that integrates and embrace new social perspective of work by providing greater and more equal opportunities for self development in the work process as well as ensure appropriateness of the quality of work situation makes good business sense and need to be an aim for any organization that wants to remain competitive in this era of globalization. This invariably suggests that the moral exclusion of these needs will impact negatively on employees' morale with adverse effect on performance, which will spell retardation on productivity and growth of the organization.

V. Exploration of Strategies to Realize Industrial Harmony in Private Sector Organizations in Nigeria

The strategies adopted by employers to enthrone industrial harmony have achieved little harmonious leverage in organizations. However, the irreconcilable number of industrial conflicts in private sector organizations in Nigeria, especially in recent times, expresses the inadequacies of these strategies. Davar (2003) posits that the presence of collective bargaining is not an assurance that employees will not be too weak to check absolute and arbitrary administrative power. Or conversely, there is no guarantee that with the institution of these strategies on industrial harmony, management could preserve enough authority to direct the organization and prevent the workers' demands from becoming an impregnable wall against needed innovative change.

Organizations in Nigeria, especially in the private sector have experienced a lot of difficulties as a result of lack of industrial peace and harmony and global economic depression which have plagued the national economy. This situation had led several organizations in the private sector to undertake programmes to adjust and restructure its operations. The design and implementation of these programmes of restructuring have, most often than not, been approached as strictly management issues without engaging the workers' unions. Yet, the brunt of the adjustment has been borne by the workers in form of layoffs (Ozon-Eson, 2006). This scenario is not helpful in our quest to promoting a culture of harmony. This therefore propelled the need to explore enduring strategies to realize industrial harmony in private sector organizations in Nigeria.

The challenge which employers in the private sector must rise up to is to fashion a framework based on domestic conditions to actively engage workers and their representative unions to forge a partnership. The most robust option in this instance is a combination of the joint committee approach and expanded collective bargaining framework. This emphasizes the need for both workers' representatives and management to actively be involved in the drawing up and execution of organizations' policies, while management retains the right to manage (Armstrong, 2005). This connotes that labour and management should work as partners in progress with mutual understanding and coordinated efforts geared towards ensuring industrial peace. This, to a large extent, will engender industrial harmony in organizations in private sector organizations in Nigeria.

An essential strategy worthy of note by employees and management to ensure industrial harmony is fostering a work culture that is based on collaboration and team work. Peter (2008) stresses that when a group of

diverse people from different background and experience come together to solve problems and share ideas, the end result is creativity, innovation and rewarding, and team members are satisfied. This is because they expressed their self-worth and identification. Team efforts help to tackle work pressures, avert challenges of work-life balance and thus provide a competitive advantage for organizations (Vaishali, 2012). This, by implication, will actively involve all employees in achieving the goal, and overall success of the organization thereby reducing conflicts at workplace. Best management practices in the global environment today favors these approaches, and it is a "harmony booster" and should be adopted to realize industrial harmony especially in private sector organizations in Nigeria.

In this era of global economic competition, there is need for private sector organizations in Nigeria to embrace the participatory management in order to enthrone industrial harmony. Participatory management is defined by Kreitner and Kinicki (2010) as the process whereby employees play a direct role in setting goals, making decisions, solving problems and making changes in the organization. It ultimately implies the integration of its workforce in organizational and decision-making processes to usher industrial and organizational efficiency. Iheriohanma (2008:59) posits that:

Workers in Nigeria desire security of their jobs and in their workplace. They desire affection and interaction with colleagues, they want to be recognized, accepted and integrated in every aspect of their work life. They want to achieve and prove their competence. These and more can be realized if they are informed, accommodated and integrated in the formulation of policies that guide their work processes.

It is further argued that where workers are denied this participation as a result of dictatorial political structure and arrogant conduct of management, the results would be indolence, absenteeism, espionage and sabotage that will undermine industrial peace (Alo, 1999; Nwokocha, 2014). Thus, the denial of opportunity to participate in decision - making in organization often times breeds conflict, and deprives the workers of broader knowledge of organization activities that will enable them to contribute to the organizational process. Hence, it is therefore submitted that participatory management offers the best situation to ensuring industrial harmony in private sector organizations in Nigeria.

Another critical measure that is worthy of consideration in the enthronement of industrial harmony in organization is effective communication or restructuring of communication process. A free flow of information will prevent both indiscipline and dissatisfaction. If employees are properly informed and have direct access to management, grievances can be nipped in the bud (Miebaka, 2002). In achieving this, bottom-up reporting structure and broad-based consultation structure must be encouraged by employers to abreast the management on positions of events in the organization, as the top-down communication line is embroiled with flaws, hence not yielding much desire result. This entails the restructuring of the rigid authoritarian management structure which provides for top-down decision-making process in the organization. Iheriohanma (2008) stresses that, it is only restructuring of communication process that the impact of global interest in democratization can be felt by all cadres in the industrial organizations. This implies that the application of this strategy will yield an efficacy in achieving harmonious industrial climate that will enhance productivity and growth in private sector organizations in Nigeria, and place them in the global business pedestal.

VI. Conclusion

This paper expounded the challenging roles of employers in enhancing industrial harmony in organizations in Nigeria. It took into account the negative consequences of conflictual working environment and its implication on productivity and the economy of the country. The study revealed that the challenge which organizations in Nigeria, especially the private sector must embrace to enhance productivity is to fashion out a framework based on domestic conditions to engage with employees and their representatives to forge a pragmatic partnership in drawing up and execution of organizations' policies.

VII. Recommendations

To achieve the above objectives, the study proposes, among others instituting joint committee/expanded collective bargaining framework, creating work culture that is based on collaboration and team work, participatory management, and effective/restructuring of communication process that is broad-based. This is necessary if these organizations want to achieve optimal productivity and remain competitive in the global business arena.

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