

*Original Research Article*

## **Effect of Labour Management Relations on the Performance of Union Bank of Nigeria Plc.**

**<sup>1</sup>Nkpokegbu, N. C.<sup>1</sup> and Mallo, M. J<sup>2\*</sup>**

<sup>1</sup>Union Bank Plc Jos, Plateau State, Nigeria

<sup>2</sup>Abubakar Tafawa Balewa Univeristy, Bauchi- Bauchi Sate, Nigeria

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### **ABSTRACT**

Labour constitute the nerve of any business enterprises since it is responsible for translating policies and ideas put on paper by management into reality. Therefore, labour management relations are crucial in organisations because it is the backbone of any business and poor industrial relations which means that productivity will be low and staff turnover may be high. This study therefore set out to assess the impact of labour management relations on employee performance in an organisation. The data used for this analysis was based mainly on a sample of fifty-seven (57) respondents in the employment of Union Bank Plc in Jos metropolis. Expert judgement was used to determine the validity while Cronbach's alpha coefficient was used to determine reliability of the research instruments. Qualitative and quantitative data was analysed using both descriptive and inferential statistics in SPSS. Correlation and regression analysis was employed to test the research hypotheses. The result revealed that a strong linear relationship exists between labour management relations and organisational performance, that labour management relations have a significant effect on workers' performance and the organisation. Based on these findings, the study recommends that mutual understanding between labour and management should be maintained in order to continually improve productivity, that workers should be given the opportunity to participate in decision making and that both labour and management should observe ethical conducts in their dealings with one another.

**KEYWORDS:** Labour, management relations, organization, employee, union, performance, business enterprise.

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\*Corresponding Author's E-mail: [mangaimallo@yahoo.com](mailto:mangaimallo@yahoo.com)

## INTRODUCTION

Labour constitutes the nerve of any business enterprises, be it manufacturing or service driven organization. It is labour (employees) who translate policies and ideas put on paper by management into reality. This means that without labour, no business goal or objective can be achieved not even minding the presence of other factors of production such as machine, money and material etc. Labour management therefore is important because it is the backbone of any business and as such, poor industrial relations can mean that productivity may be low and staff turnover may be high. This explains why most successful businesses around the world are known for their imaginative and effective approach to labour management (Tony, 2007).

Labour management refers to the relationship between employees and management as a framework of organizational justice consisting of organizational culture and management style as well as rules and procedural sequence for grievances and conflict management. Indeed, the objective of employee relationship is to achieve harmonious employee relations and minimize conflict practices in employment (Torrington & Hall, 1998). In the opinion of Thom- Otuya (2008), labour management consists of parties that are involved in power relations and that the vehicle or mechanisms through which the parties seek to exert their authority or influence over the other are: collective bargaining, recognition agreement, work-place disciplinary/grievance procedure, legislative framework, worker participation and dispute resolution. The interplay of these factors determines the character of labour relations regime and the performance of employees.

Organizational performance is a function of employee performance. Organizational effectiveness depends on constantly improving the performance of organization members and maintaining the human potential that serves as the backbone of the organization (Kerning & Jaeger, 1990). Most organizations in an attempt to increase productivity have come up with motivation of employees aimed at improving organizational performance and job conditions. Every organization has some set objectives which it wants to achieve, and these objectives cannot be achieved without an effective cordial relationship between labour and management. To this end, success of an organization is not only measured by the amount of profit it can make but also by the degree of industrial peace and harmony that can be maintained. This has led to Tony (2007) asserting that employers of labour usually pay more attention to the needs of labour, so as to maintain high performance.

A good labour management relation is important in an organisation because it result in workers increased share in the control of the organization and management should see workers' participation in decision making as a way of increasing their commitment and control. As a result of these one can easily appreciate the need for a good labour-

management relation, if high productivity and above average performance must be maintained.

## STATEMENT OF THE PROBLEM

For there to be an efficient and effective performance in an organization, there has to be a mutual satisfaction and dedication of the group that constitute the human side of the organization, unfortunately most organizations fail to achieve this mutual satisfaction and peaceful co-existence thereby leading to their employees performing below expectation. Similarly, when the organizational and individual goals are not compatible, it brings about conflict and disharmony within the organisation which can possibly lead to industrial action. Industrial actions bring frustration to management and causes unnecessary waste which may interfere seriously with the total organizations accomplishment.

Union Bank Plc is perceived as successful organization within the banking industry because of the large assets and the market share it commands. However, Union Bank Plc is being characterized by increased cases of staff complains. As was reported by Chinenye in Punch Newspaper of 12th December 2010, over 3000 staff of the bank went on picketing action that led to the bank being unable to attend to their customers nationwide. This they did by accusing management of failing to honour the agreement it reached with the workers' representatives. However, the then Bank management led by Funke Osibodu asserted that the bank's union had impoverished rather than improve the fortunes of the bank. This particular scenario had helped bring to fore the effect that labour management relations can have on employee performance.

The nature of work in the banking industry is quite hazardous. For instance, the process of counting notes produces dusts coupled with the unfavorable operating temperatures and harsh work and environmental conditions in addition to the harsh words the employees are exposed to has resulted into frustration amongst the employees which is affecting the overall performance of the organization. This is worsened by the fact that employees feel that management seem not to be bothered by this neither are they seen doing anything to improve their relationship with the workers' representative. This study therefore is necessitated by the need to research the effect of labour management relations on the performance of Union Bank Plc.

At the end of this study, this research will find answers to the following questions.

- i. What is the relationship between labour management relation and organizational performance in UBN Plc?
- ii. How does labour management relations affect organizations' performance?
- iii. How does a mutual labour management relation have any effect on workers' performance?

- iv. What are the effects of poor labour management relations on organizations?

This study sets out to achieve the following objectives

- i. To identify the relationship between labour management relation and organisational performance
- ii. To ascertain if mutual labour management relation have any effect on workers' performance
- iii. To establish the effects of poor labour management relations on organisations

### HYPOTHESES OF THE STUDY

The following hypotheses have been formulated for the study

- i. H<sub>0</sub>: No significant relationship exists between labour management relation and organisational performance.  
H<sub>1</sub>: A significant relationship exists between labour management relation and organisational performance.
- ii. H<sub>0</sub>: Labour management relations have no significant effect on workers' performance  
H<sub>1</sub>: Labour management relations have a significant effect on workers' performance
- iii. H<sub>0</sub>: Poor labour management relations has no effect on organisations  
H<sub>1</sub>: Poor labour management relations has effect on organisations

### LITERATURE REVIEW

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. Carnegie (1889) 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. This implies that in management, it is important that attention is paid to the welfare and wellbeing of the workers in any organisational setting. So what then does management entail?

There is not universal acceptable definition of management; the word has different meaning depending on the context and purpose.

Drucker (1999) defined management as an objective function that ought to be grounded in the responsibility for performance while Farland (2008) viewed management as the process by which managers create, direct, maintain and operate organizations through systematic co-ordination and control. However, the definition that suited the researcher was the one defined by Follett (1920); where she stated that management is the arts of getting things done through and with people.

Section 1 of the labour decree of 1974, defined labour as a servant, an employee or a worker. In the same vein, Ukoha (1989) explained that a worker or employee is 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. An employee who puts all his effort at work, expects good pay, conducive condition, holiday and sick leaves, security of job and at present in UBN Plc, there are benefits which workers enjoy and it tend to improve their working relationship, these benefits are long service award, souvenirs, leave bonus, rent subsidy, vehicle and housing loans (UBN, 2014). When all these are lacking, there may labour turnover, industrial dispute, careless attitude to work and conflict. Careless attitude to work result in 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.

A technique refers to approaches which are used to make considerable differences. Which include the following: monetary rewards, Improving the quality of working conditions plus job enrichment, promotion, credits for work done and job security create relationships with employees.

#### ***Monetary rewards***

There was no doubt that we live in a money motivated world. No amount 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 reign force everyone alignment towards company goals (Kottler, 1988).

#### ***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***

Job security arises because of the threats from technological change, this wants is high on the list of priorities for many employees and labour unions. The underlying need of general security is also high on the list of priorities in the suggested need hierarchy of Maslow (Kermally, 1997).

#### ***Formal communication***

At the center of any successful employee relationship is the important aspect of keeping employees informed about general matters affecting their work role. Communication and consultation within the organization contribute to increased understanding of management actions. Misunderstandings usually arise from the day-to-day

activities and improved trust between employers and employees.

Communication is a two-way process that needs to be made for upward as well as for downward communication. According to Cole (1997) organizations should acknowledge the supreme importance of Formal communication channels in the organization, and ensure that adequate mechanisms exist to stimulate and channel the exchange of information, suggestions, feelings and opinions between management and employees.

### ***Employee participation***

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 (The British Institute of Management, 1977).

### **WAYS IN WHICH MANAGERS CAN CREATE RELATIONSHIPS WITH EMPLOYEES**

- Creating and maintaining employee motivation.
- Obtaining commitment from the workforce,
- Establishing mutually beneficial channels of communication throughout the organization.
- Achieving high level of efficiency.
- Negotiating terms and conditions of employment with employees' representative.
- Sharing decisions making with employees and engaging in a power struggle with trade unions (Likert, 1967).

### **ORGANIZATION PERFORMANCE**

Organization performance is a function of employee performance. Organization effectiveness depends on constantly improving the performance of organizational members and developing and maintaining the human potential that serves as the backbone of the organization (Kerning & Jaeger, 1990).

Organization performance refers to how well an organization is performing. Good performance is an indicator of success and development of the organization. Today, best practices evaluate organizational performance in terms of financial results, Products innovations, customer loyalty and peoples' performance. It is peoples' performance that helps ensure organizational goals are being achieved (Armstrong, 1987).

### ***Performance***

This is the ability to achieve organizational goals more effectively and efficiently. If an organization is to meet its goals effectively and efficiently, the ways of accurately measuring management performance must be implemented for performance to be effective. Employers should recognize the legitimate desires and needs of

employees for progress in their professions (Koontz, 2005). The ways in which employees' performance can be increased to achieve organizational goals include proper incentive systems; these include financial incentives and non-financial incentives.

Performance is a major concern to all organizations. It's the level at which an organization is placed in a particular industry. Various measures are used to measure it, ranging from gross sales, profit, market share, competitive advantage and customer rating. Performance of an industry in an economy could best be measured in terms of time taken to finish and costs incurred in relation to the original planned project duration and financial budget (Ubeku, 1983). The term performance is used as a global concept that represents the results of organizational activities. Effectiveness and efficiency will be reviewed as components of performance.

### ***Measures of performance***

- Performance refers to how well one does a piece of work or activity and the ability to bring about desired results in the satisfactory manner. Good performance is an indicator of success and development.
- The perspective of organizational performance is considered as a function of organization ability to reach and maintain equilibrium with its environment
- Performance dimension should be reduced to clear setting of targets. Measurable in quantity as well as time and can be captured in an effective information system
- Business performance can be measured by many indicators for instance asset base, market share, quality, customer satisfaction and profitability. He however contends that satisfaction with using financial measures to gauge business performance has been expressed by some researchers based on the intensity and nature of criticism directed at the traditional accounting systems that are often harmful to the evaluation process. For purposes of this study, organizational performance will be measured using profit figures

### ***Characteristic of performing organization***

#### ***i. Learning organizations***

Poor organizational performance has been defined as characterizing of sluggishness, excess bureaucracy and over control of organizations as frustrating the self-development effort of individual members and failing to capitalize on potential. According to Margerison (1976) learning organizations which facilitate the learning of all its members and continually transform itself in other words, they are organization where learning is greater than, or at least equal to the rate of change that is taking place in the environment in which it operates. It therefore

seen as a way of keeping ahead of the competitors and gaining competitive advantage.

### ii. *Individual performance*

There are individual variables that have been recognized as having a positive impact on performance. These variables include commitment both attitudinal and behavioral, empowerment, leadership, culture, Flexibility and learning. Keeney (1990) argues that the organization will benefit from unleashing the reserves of labour resourcefulness by facilitating employee responsibility, commitment and involvement. Leadership, rather than management, is often identified as one of the keys to a high performance organization. It is seen as the power to inspire and motivate the ability to employees with the desire to change the organization and to be the best. Culture has also been linked to organizational effectiveness. Meek (1992) suggests that there is an assumption that culture will unite all employees behind the stated goals of the business. He further agrees that strong organizations cultures are associated with excellence.

### iii. *Total quality management*

According to Torrington & Hall (1997) in their study of companies identified that those who adapted TQM processes experienced overall better performance in terms of employee relationship, productivity customer satisfaction, market share and improved productivity TQM is therefore a long term strategy for improvement.

### *Five Es (Economy, Efficiency, Employees, Ethics and Environment) of managing performance*

i. *Economy*: The cost of all the inputs of an organization. Organization should analyse all the inputs and acquire them at the least monetary cost. This is what sourcing globally is all about. Because of globalization and development in telecommunication and computer technology, access to global networks becomes possible and facilitates global sourcing.

ii. *Efficiency*: efficiency refers to the relationship between input and output and it is usually expressed as a ratio. Having obtained low costs inputs they should be utilized and deployed productively. The focus should be on productivity i.e producing more with same inputs or producing more with proportionally fewer inputs.

iii. *Employees*: As far as employees are concerned organizations should invest in their employees to enable them to gain new competencies of the Organization.

iv. *Ethics*: Leaders not only must lead but they also must follow depending on their own personal values and the values they want to impress upon the organizations

they lead. Their values and their mission will drive the performance of their organization.

v. *Environment*: Environmental considerations are acquiring more attention from various stakeholders such as shareholders who press the company to publish regular audits on social and environmental performance.

### **METHODOLOGY**

The research design used was cross sectional, explanatory and descriptive research design. The research used Union Bank Plc as the case study. The population size for this study has been drawn from the management staff and employees of Union Bank Plc in all its Jos Branch. The Population size is sixty-six (66) people, and it was gotten from its various departments namely; operations (23), Marketing (16), Administration (8), Cluster control (14) and cleaners (5).

Stratified random sampling was used in selecting respondents from the sample frame. The research used this technique to ensure that each members of the target population has an equal and independent chance of being included in the sample of this study. The study used Yamane's formula and arrived at a sample of 57.

Correlations were used to determine the degree of relationship between variables. Regression analysis was used to determine the contribution of the independent variable to the dependent variable. This analysis is done using Statistical Package for Social Science (SPSS).

### **RESULTS AND DISCUSSION**

#### *Test of Hypothesis One*

H<sub>0</sub>: No significant relationship exists between labour management relation and organisational performance.

H<sub>1</sub>: A significant relationship exists between labour management relation and organisational performance.

The correlation coefficient result is 0.715. This indicates that a strong linear relationship exists between labour management relations and organisational performance. The P-value denoted by Sig. (1-tailed) is 0.000. Since the P-value of 0.000 is less than 0.01 we reject the null hypothesis and conclude that a significant relationship exists between labour management relations and organisational performance.

**Table 1: Correlations analysis of the relation between labour management relation and organisational performance**

|   |  |   |  |
|---|--|---|--|
|   |  | The relationship between labour and management in my organization encourage one to maintain high productivity | Labour Management Relation contribute to organisational productivity |
| The relationship between labour and management in my organization encourage one to maintain high productivity | Pearson Correlation Sig. (1-tailed)<br>N | 1<br>56   | .715**<br>.000<br>56   |
| Labour Management Relation contribute to organisational productivity  | Pearson Correlation Sig. (1-tailed)<br>N | .715**<br>.000<br>56  | 1<br>56  |

\*\* Correlation is significant at the 0.01 level (1-tailed).

Findings from the primary data indicates that cordial relationship exists between labour and management in an organisation and that this cordial relationship between labour and management encourages high productivity. Thus, indicating that there is a relationship between labour management relations and organisational performance. This finding was supported by the statistical result from the test of the first hypothesis which confirmed also that a significant relationship exists between labour management relations and organisational performance. This is in line with literature findings as highlighted in chapter two

where Kerming & Jaeger (1990) they asserted that “organisational effectiveness depends on improving the performance of organisational members and maintaining a healthy relationship between the human potential that serves as the backbone of the organisation”

**Test of Hypothesis Two**

H<sub>0</sub>: Labour management relations have no significant effect on workers’ performance  
 H<sub>1</sub>: Labour management relations have a significant effect on workers’ performance

**Table 2: Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .872 <sup>a</sup> | .081     | .073              | .624                       |

a. Predictors: (Constant), Performance is enhanced as a result of my organisation's labour management relations

**Table 2** provides R and R<sup>2</sup> values. The R value represents the simple regression and is 0.872 which indicates a high degree of correlation. The R<sup>2</sup> value indicates how much of

the total variation in the dependent variable can be explained by the independent variable. In this case, 87.2% can be explained which is very large.

**Table 3: Model Fit Test<sup>a</sup>**

| Model |            | Sum of Squares | Df | Mean Square | F     | Sig.              |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1     | Regression | .876           | 1  | .876        | 2.248 | .004 <sup>b</sup> |
|       | Residual   | 20.652         | 53 | .390        |       |                   |
|       | Total      | 21.527         | 54 |             |       |                   |

a. Dependent Variable: Good labour management relations create a positive atmosphere for employees to increase their performance

b. Predictors: (Constant), Performance is enhanced as a result of my organisation's labour management relations

**Table 3** indicates that the regression model predicts the dependent variable significantly well. The “sig” column which indicates the statistical significance of the regression model reveals that P is 0.004 which is less than

the level of significance of 0.01 thus indicating that overall, the regression model statistically predicts the outcome variable and is therefore a good fit for the data.

**Table 4: Regression Coefficients<sup>a</sup>**

| Model |  | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.  |
|-------|--|-----------------------------|------------|---------------------------|--------|-------|
|       |  | B                           | Std. Error | Beta                      |        |       |
| 1     | (Constant)   | 5.348                       | .795       |                           | 6.729  | .0000 |
|       | Performance is enhanced as a result of my organisation's labour management relations | -.258                       | .172       | -.202                     | -1.499 | .0014 |

a. Dependent Variable: Good labour management relations create a positive atmosphere for employees to increase their performance

The P value of the regression coefficient which is represented by the “sig” column indicates that the P value of 0.0014 is less than the level of significance of 0.01; we therefore reject H<sub>0</sub> and conclude that labour management relations have a significant effect on workers’ performance.

Several factors that affect workers’ performance in an organisation were identified in the literature review. These factors included monetary rewards, improving working conditions, job enrichment, promotion, credit for work done and job security. However, research findings indicate that labour management relations have a significant effect on workers’ performance. This was also supported by the statistically result from the test of hypothesis. It therefore follows that for workers’ performance to be sustained as a result of labour management relations, both union and

management need to treat each other with high regard and have mutual respect for each other. This will then support the enhancement of a good labour management relations as well as sustainable workers’ performance.

**Test of Hypothesis Three**

H<sub>0</sub>: Poor labour management relations has no effect on organisations performance

H<sub>1</sub>: Poor labour management relations has effect on organisations performance

The decision rule is that if the p-value is less than the level of significance of 0.01, the null hypothesis will be rejected while the alternate hypothesis is accepted. But if the p-value is greater than the level of 0.01, accept the null hypothesis and reject the alternative.

**Table 5: Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .756 <sup>a</sup> | .572     | .564              | .858                       |

a. Predictors: (Constant), Will your performance in the organisation decline if labour management relations go bad

Table 5 provides R and R<sup>2</sup> values. The R value represents the simple regression and is 0.756 which indicates a high degree of correlation. The R<sup>2</sup> value indicates how much of the total variation in the dependent variable can be

explained by the independent variable. In this case, 75.6% can be explained which is moderately large.

**Table 6: Model Fit Test<sup>a</sup>**

| Model |            | Sum of Squares | Df | Mean Square | F      | Sig.              |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1     | Regression | 53.084         | 1  | 53.084      | 72.105 | .000 <sup>b</sup> |
|       | Residual   | 39.755         | 54 | .736        |        |                   |
|       | Total      | 92.839         | 55 |             |        |                   |

a. Dependent Variable: Poor labour management relations lead to poor performance

b. Predictors: (Constant), Will your performance in the organisation decline if labour management relations go bad

The ANOVA table indicates that the regression model predicts the dependent variable significantly well. The “sig” column which indicates the statistical significance of the regression model reveals that P is 0.00 which is less

than the level of significance of 0.01 thus indicating that overall, the regression model statistically predicts the outcome variable and is therefore a good fit for the data.

**Table 7: Regression Coefficients<sup>a</sup>**

| Model |   | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|-------|---|-----------------------------|------------|---------------------------|--------|------|
|       |   | B                           | Std. Error | Beta                      |        |      |
| 1     | (Constant)  | 6.364                       | .307       |                           | 20.733 | .000 |
|       | Will your performance in the organisation decline if labour management relations go bad | -.702                       | .083       | -.756                     | -8.491 | .000 |

a. Dependent Variable: Poor labour management relations lead to poor performance

The P value of the regression coefficient which is represented by the “sig” column indicates that the P value of 0.000 is less than the level of significance of 0.01, we therefore reject H<sub>0</sub> and conclude that poor labour management relations have a significant effect on organisations.

The survey results from this study revealed that the absence of mutual regard between labour and management and the failure to involve unions in decision making is likely to lead to poor performance in an organisation. Similarly, results demonstrate that where management attitude towards employees is not favourable, the industrial relations environment is likely to be poor and consequently lead to poor organisational performance. This goes a long way to ascertain that labour management relations have an effect on organisational performance. This is supported by findings in the literature review where Deming (1997) asserted that good relationship between labour and employers, effective communication between employers and employees and good working

environment are the major contributors to high productivity in an organisation”.

**CONCLUSION**

Managing employee performance has never been an easy task especially when it has to do with the banking sector where restrictive and frosty labour management relations is believed to be at its peak. Also, the level of technological innovation and competition among Nigerian banks has equally become so high that good labour management relations would be needed to drive and sustain the technological breakthrough. In this regard, organizations that want to sustain its gains must as a matter of necessity systematically design effective methods of managing the performance of its employees for ultimate goals to be achieved. Evidence from this study reveals that the critical factors in labour management relations are interrelated and therefore must be properly

and carefully handled for the organization's goal to be realized. Labour management relations is the most critical of all elements needed for an organization to function effectively, especially service institutions like banks. As other resources are managed by human labour, a responsive management stands better chance of achieving high productivity from the employees through a cordial labour management relations.

## RECOMMENDATIONS

From the findings and conclusion of this study, the following recommendations were made:

1. Mutual understanding between the employers and the workers is quite desirable as it has been found to relate significantly to organisational performance. There is the need to reduce areas of conflict between labour and the employer so that an atmosphere of industrial harmony may be achieved and sustained for that is the only way that effective services can be delivered to the people and employees as well as organisational performance enhanced.
2. To boost the workers' morale towards organisational productivity, management must identify itself, with the employees' demands especially on improved conditions of services. Where this is addressed, it will go a long way in fostering understanding between management and the union members or employees as well as in minimizing the level of conflict between labour and management in the organization. Similarly, Workers should be given the opportunity to participate in decision making, so as to give them a sense of belonging and enhance their performance. Opinions should be sought from the employees before decisions are taken, since they spend most of their time working for the organization. In addition to that, good relationship between labour and management should be a hallmark of management to retain employees as it boosts their morale towards work, once they feel the heat of conduciveness of the working environment.
3. The urge to attain and maintain high level of productivity is a "sine qua non" for the establishment of commercial and business ventures. Ethical consideration in labour management relationship is a concomitant for organizational development. For high productivity, it is important that all stakeholders observe ethical conducts in their dealings with one another. This must be openly displayed through positive attitudes, committed teamwork, high integrity and self-discipline. In the same vein, both the management and employees should understand that they both play an important role in the organization, they should see each other as indispensable in the actualization of the organizational goals and objectives, and this can be achieved by seeing and treating each other respectfully as well as viewing the organization as a system.

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