

Effect of Poor Employee Management Relations on Productivity in Business Organization

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Abstract: *This study examined the effect of poor labour management relations on productivity in business organisation with reference to Kotec industry Limited. The objective of the investigation is to layout the effect of poor labour management relations on productivity in Kotec industry, Onitsha. The population of this study comprise of four hundred (400) staff of both senior and junior staff of the organization. Hence the sample size is calculated to be 200 staff of the organization. The study made use of chi-square (X^2) statistical devices to test the hypotheses. The study discovers that Government regulations influence the Kotec industry because of a few restrictions on the importation of raw materials for adequate productivity. The study concludes that workers are ineffectively compensated. This is confirmed by the irregular promotions, late and inadequate payment of workers' salaries and allowances; it leads to lack of interest, dissatisfaction and enmity against the organisational board. The study likewise recommends that the government should release the import restriction measures to enable industrialist import sufficient raw materials and some other things used for production, without that the workers would not have anything to do so as to enhance productivity in the economy.*

Keywords: *Labour Management, Employee Productivity, Promotion, Rewards and Remuneration, Incentives, Motivation*

I. INTRODUCTION

A. Background of the Study

This research work, "the effect of the poor labour management relation on productivity in business organisation", is drawn from the theory of industrial relation because of the way that a few ventures don't relate appropriately with their employees regarding motivation, incentives and furthermore the needs of their staff. In a situation where workers' needs are not met, the employees may not put in their best towards the accomplishment of the organisation development and expansion; no organisation will succeed or advance without the friendly relationship of the management and workers and furthermore without addressing the needs of the employees. This study in this way, aimed at highlighting the effect of poor labour management relation on productivity of the company (Kotec) to keep away from product that will bring the failure of the organization which will lead to inefficient sales of their products. During the industrial revolution, the relationship between management of an organisation and their employees turned out to be formalized in workers,

Revised Version Manuscript Received on 14 March, 2019.

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Fundamentally each perceived the significance of the essential relationship between their particular employment contracts. However, the psychological relationship appeared to be a motivating force that guided the relationship despite the fact that it might not have been recognised. The research reveals that the adjustments in the relationship between the management and workers have not been static because of lack in understanding the idea of industrial relations. So industrial relation ought not appear as a subject dealing with conflict between the employee and management only, yet ought to be seen from a more extensive point of view. There is no business organisation whether profit or non-profit oriented that can viably accomplish its objectives without the sincere relationship between the labour and the management. The achievement or failure of any business organisation depends to a great extent on the framework that the management uses to workers and also the sort of motivational factors used. The worker who is sufficiently paid with fringe benefits and incentives will be able to work more earnestly so as to accomplish higher productivity in the organisation. In terms of specific context, industrial relations are concerned with labour problems in all their rare factions, for instance:

1. Employment issues and work security;
2. The working condition; hours of work, shifts and so on.
3. Remunerations: level, frequency, techniques for wages payment and wage fixing;
4. Labour and employer grievances and conflicts;
5. Level of production and effectiveness;
6. Safety, health and welfare at work
7. Social security, disorder and seniority benefits, maternity leave, work damage pay;
8. Employee improvement, preparing, redesigning and advancements.

The effect of poor labour management relations on productivity has its adverse effect on present and future conditions of the Kotec industry products and its dynamic markets and furthermore distinguishes the manners in which it will have impacts on customers, suppliers and employees.

B. Statement of the Problem

The issue of poor labour management relations in Kotec Industries Plc in Onitsha town of Anambra State surfaced out of the manner in which they manifest through strike, low productivity, low quality of product, high cost and lack of cooperation among the management and employees of the organization.



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The Kotec workers so as to demonstrate their disdain about management attitude towards them have kept on resisting all accessible legitimate authorities. Frequently, the workers as of late sit at the point of duties without completing any productive activity rather discussing, gossiping (particularly the women) and furthermore sleeping on duty. This is an intense problem to industrial establishments, hence the need for possible solution or a quick way out. To crown everything, if these strike activities and gossiping at the place of work without carrying out productive activities or obligations are permitted to develop without finding a suitable way out, it will cut down the economy of the country and furthermore it will have an adverse affect on the standard of living of those individuals in Nigeria and also increase the percentage of fraudsters, accordingly, it will bring about insecurity and increase in death rate as a result of poor quality of the average family would not be able to afford it and thus leading to starving and eventually death. Accordingly, with all these, the economy will currently turn sour and there will be an awkwardness exchange because of a lot of investors will now want to import similar products from different nations. Anyway the problem of this research work is to know or examine the effect of poor labour management relation on productivity in business organisations and also the degree of the relationship between the employer and employee.

C. Objectives of the Study

The objectives of the study are to:

1. To examine the effect of poor labour management relations on productivity in Kotec industry, Onitsha.
2. To determine the level in which management can improve labour management relation in the industry.
3. To identify the level of challenges faced by employees at work place.

D. Research Question

1. To what extent does poor labour management relation affect productivity in Kotec Industry Onitsha?
2. To what level can management improve labour management relation in the industry?
3. What are the level of challenges faced by the employees at work place?

E. Research Hypothesis

H01: Poor labour management relation do not effect the level of productivity in Kotec Industry

H02: Management does not improve labour management relation in the industry.

H03: Employees do not face any motivational challenges in the organization

II. REVIEW OF RELATED LITERATURE

This section reveals the findings and opinion of related authors. The section comprises of the concept and functions of management, element and organizational structure, industrial and human relations, industrial democracy,

leadership for good labour management relationship, importance of communication in industry, production and productivity, the nature of collective bargaining and the public sector labour and management relations.

Industrial relation has been defined in different perspectives. Akpala (2009) defined industrial relation as the regulation of employment relation in any employment situation by the employee/management or their organizational workers, organization and third party-private or government acting as an umpire or a controller, the purpose of which is joint decision-making for establishing job values and for attainment of the enterprise and trade union and also the state. The scope of industrial relation in this way, grasps relations and co-operations between the employer and workers either as individual or group, between one trade union and another or federation of unions and between the management of the states are similarly of focal significance and fall within the perspective of industrial relation.

A. The Concept of Management

Management is viewed as the act of getting things done through and with others (Koontz and Weihrich, 2009). The term "management" has been used in various approaches to portray a fundamental part of organisation activities which determined how individuals should function and the materials to be utilized in accomplishing an organisational objective.

B. Functions of Management

Griffin (2009) observed that all managers regardless of their level or areas inside the organisation must perform or show certain capacities if they are to be successful. The functions are planning, organising, directing/leading and controlling.

Planning: this is the management function of foreseeing the future and deciding the strategy to accomplish organisational objectives or goals. It includes decisions about what activities and determines the future goals.

Organisation: this is the means by which the management mixes humans and materials resources through the plan of a formal structure of task and authority. In includes grouping and dividing work into management units thus could be called departmentalization. The strength of an organisation to a great extent relies upon its capacity to utility its available resources to accomplish an objective.

Direction: this deals with controlling workers in the way necessary to accomplish the objectives of the organisation. Directing is an essential function of the board which provide leadership and motivation. It additionally manages the dissemination of orders and the acknowledgement and execution of these orders. This acknowledgement and execution normally require managerial attention to training and motivation of people that make up the organisation.

Controlling: it assesses actual performance and takes actions to ensure that they are in accordance with plans and desires. Controlling activities are intended to keep organisational activities on target.



The capacity of business organisation to accomplish its goal depends to vast degree on the social setting in the work place. By social setting in the work place, it implies the relationship between management and staff which must be either sincere or not cordial. As effectively expressed, the reason for this work is to discover the shrouded impacts of poor labour management on productivity in business organisation.

C. Industrial Relation

Industrial relation is generally used to allude to a web of rules which bind the actors (meaning the government, employers and employees) in working environment. The above definition grasps the guidelines that binds the actors together in the work environment (Fashoyintayo 2008). Notwithstanding, in this study, industrial relation is defined functionally as opposed to institutionally. It is used to mean the social relations in the production process. A more recent and comprehensive definition which is becoming more readily acknowledgement is that of Miner (2008), studied all parts of job regulations, the creation and overseeing of the principles which controls work relations regardless of whether these are viewed as being formal or informal structured or unstructured. This definitions suggests that industrial relation is a distinct field of study through it must be recognized as multi-disciplinary, its ideas and procedures expand, its vocabulary are established in economics, sociology, and law. From the above definitions, one can reason that the impacts of poor labour management relations on productivity are to industrial areas. It is important to set up a closer contact between the management and employee, and it conceivable, the distributors and marketers. As per Philip Kotler (2009) in one of his books, he states that "an industry or factory that lacks appropriate administration strategies resembles driving a vehicle aimlessly around evening time". Thus, there is need to know the following;

- a. The level and sources of capital required by manufacturing plant
- b. The nature, degree and sources of raw materials need by the business.
- c. The location of the business/factory.
- d. The administration level as publicity desired by business
- e. The need of the workers as regards their promotion, pay rates, stipends and so on.

D. Industrial Democracy

As indicated by Fashoyin (2011), he says that for harmony to reign in an industry, there must exist an industrial democracy for example workers must be permitted to participate in deciding their conditions of service, collective bargaining and set grievance procedures or else the productivity of the industry will incredibly be influenced and in this manner will bring high cost in prices of goods to the general public and high cost of standard of living and thus giving way to insecurity in the society town of Onitsha and also make the unemployed go into crime like robbery and all other illegal activities. Okere (2010) also itemize some positive attitude which will help to eliminate in-human treatment of workers

and treatment of workers and that will make the employees to put in their best and thus reducing the adverse effects that their effects of poor labour management relations will have on productivity. Such attitudes include self-control of employee, the ability to admit one's faults and mistakes, avoidance of public criticism and adequate communication skills. According to miner and miner (2009) on their part give the impression that there will be low production and increase in price of product and also low quality of product as a result of industrial unrest. That there will be only large increase in productivity and also good quality products in an organization where there will be abundance of rules and regulations guiding all the parties concerned and which they all must worship (obey) in order to maintain peace and order in the workplace.

E. Leadership Styles for Good Labour Relations

Hunt (2008) talked about two sorts of leadership styles that can promote good labour management relations on productivity in an organisation or industry and they include:

- a) Production focused leadership style
- b) The employee focused leadership style.

He discovered when management is production focused, they show or displays practices which are concerned with the formal structure with defining, jobs and control with getting output and accomplishing organisational objectives. Subsequently, management can accomplish in this manner effectively only when the welfare and enthusiasm of these staff are not disregarded or ignored (democratic leadership). He concluded by saying that lack of adequate care of the employer reduces the sense of belonging and that is responsible for the challenges faced by the PZ industry in aba town and Nigeria as a whole. The employee centred leadership style is the philosophy of mutual interest, respect, warmth and understanding between the employees and management. According to him, he says that the motivation behind why the Japanese laborers are more profitable than workers all over the world is that when they recruit an employee, not just to satisfy his needs as a person but to his family and this has the impact of bringing workers closely to their employer (Master Servant Relationship). He finished up by saying that lack of adequate care of the employer reduces the sense of belonging and that is responsible for the challenges faced by the Kotec industry in Onitsha town and Nigeria as a whole.

F. The Concept of Employer

An employer is one who buys labour or its services at a similar cost for the accomplishment of various kinds; other institutions and so forth., Maslow (1954), there are two classes of employers; the private and public employer. The public employer includes the government, the institutions of the government, business organisation of the government frequently called public organisation and some business organisation in which government shares task to private capitals. The private employer might be a private enterprise or a non-business activity.



G. Contract of Employment

A contract of employment is a contract of service, i.e. a relationship established by an agreement between a person who agrees to render service to another, obey his orders and submit to his directing and control as a worker in consideration for wages paid by the receiver of the labour service as the employer, Akpala (2009). According to Thompson (2010), a contract of employment requires that those who are entering the agreement are identified to ensure that they possess the right legal status namely the right mental health to contract independently. They position as dependants should also be properly sorted out. It also requires that the objectives of the contract are themselves legal, that they are not against the law of the land. It also requires clear statement of the obligation which its part is agreeing to. The parties must clearly intend that the agreement shall constitute a legally binding contract and give rise to obligations which will be enforced by the law court. A contract of employment is established when an employer makes an offer and the worker accepts the offer and condition. The agreement or contract of employment becomes enforceable if it is supported a consideration, requires that each parties should be able to establish that by entering into the agreement. He either confers a benefit upon the other or brings some detriment upon himself. The benefit conferred or the loss suffered consist consideration.

H. Labour Codes and Management Relations

The labour code is primarily aimed at protecting the right of the worker in the contract of employment. Some employers consciously abuse the contract of employment. The labour code was first introduced by the British colonial government here in Nigeria in 1954. The labour code was derived from the international labour organization convention no.64 of 1939. The labour code of 1945 stipulated the minimum standard of employment condition which every employer was required to follow. Certain employment offers were to be made in writing and the ordinance also regulated the employment of minors and women, apprenticeship, maternity leave etc. There were several loopholes in the 1945 code particularly with aspect to termination of employment and employees often exploited. These loopholes included to engage in discriminate and unjustified dismissal of their employees. The law was re-enacted in labour decree no.21 of 1974 which incorporated most of the provision of the earlier law but filled its loopholes. For example, under section 7 of the law a letter or contract of employment must be given to the employee not later than three months after he has started work. The contract must contain among other things, details of the nature of employment, date of employment if it is fixed, rates of payment and method of calculating subsequent increase and the date on which payment of wages to due. Furthermore, the contract of employment should stipulate the hours of work, for a whole day and other special condition. Section ii of the labour decree no.21 provides for either party contract, the extend or length of the notice to be determined by the length of service, Fashoyin (2009).

I. Theoretical Framework

The underpinning theory of this study is the Marxism theory. Marxism can be refer to as a general theory of society and of social change with implications for the analysis of industrial relations within capitalist societies and does not strictly explain the theory of industrial relations. Hyman (1975) opined that the contribution of both Dunlop and Flanders are giant strides in the formulation of industrial relations theory, but argues rather strongly that to define industrial relations exclusively in terms of rules and institutions for job regulation is far too limited or restrictive. He argues that the issue of conflict was not given proper analysis by the duo, as they focused on how any conflict is contained and controlled, rather than on the process through which disagreements and disputes are generated. Hyman asserts that the perspectives of the duo however influential, is one sided and inadequate.

- i. Hyman (1975) defined industrial relations” as the study of the processes of control over work relations and among these processes, those involving collective worker organization and action are of particular concern”. Hyman further argues that unceasing power struggle for control is a central feature of industrial relations.

The Marxist perspectives sees workplace relations as a reflection of the incidence of societal inequalities and the inevitable expression of this at the work place. To sum it up, Hyman further states that industrial relations is all about power, interests and conflict and that the economic, technological and political dynamics of the broader society inevitably shape the character of relations among industrial relations actors which he described as the political economy of industrial relations.

J. Empirical Literature

Numerous studies have been conducted on the subject by the researcher, a study led by Cascio (2009) in some west African nations including Nigerian uncovered that most organisation in developing nation don't structure and implement their employee benefits packages in proper way; subsequently workers think that its hard to truly believe they are benefiting from their working environment . Inadequately designed benefits plans that don't really motivate employees to put in their best at work is a major issue in corporate Nigeria today. Organisation that do not structure their worker benefit plans based on the personality and nature of their employees tend to be wasting resources and endeavours, as workers are not motivated to work hard if certain benefit packages offered by the organisation don't address their needs. An average Nigerian worker places more importance to the benefits he or she will get from working, in this way they are very concerned about what they are paid.

Cascio (2009) opines that because of the importance that employees benefits hold for people's lifestyle and self-esteem, employees are very worried about what they are paid as benefits - a fair and competitive employee benefit,



while wise organizations are concerned about what they are paid because it motivates important employee decisions especially when it comes to job delivery performance. Implementation of employee benefit is also a major challenge in corporate Nigeria, as employee benefits are sometimes delayed or ruled out due to cost reduction measures by the management of the organization. This has brought about massive corruption, high employee moral/productivity.

Also a recent study conducted by Blyton (2008) revealed that employees do not bring in their best performance at workplaces when they are unhappy with management, government or even their fellow colleagues. Bad employee-employer relationship results in strike actions taken by employees to display their grievances only do the organization harm than good as productivity will reduce drastically. By many accounts, employee relations today are in crisis. In academia, its traditional positions are threatened on one side by the dominance of mainstream economics and organizational behaviour and on the other by post-modernism. In policy-making circle, the industrial relations emphasis on institutional intervention is trumped by a neo-liberal emphasis on the laissez faire promotion of free employees.

III. RESEARCH METHODOLOGY

This section describes the research methods used for this study and it is imperative since it gives information on how the study was conducted in order to encourage the evaluation of the findings of the study. The methodology for this research is broken into design of the study, sample and sampling technique description of instrument, validation of instrument and method of data analysis.

A. Design of the Study

This study was designed to find out the effect of poor labour management relations on productivity, a study of Kotec industry Plc, Onitsha Anambra State. The study used both primary and secondary data. Structured questionnaire and oral interview was used to elicit required information from the respondents. Questionnaire were distributed randomly to both male and female staff of the company. Section "A" contained information about socio-demographic characteristics of the respondents while the subsequent section contained general questions which helped to answer the research questions. The researcher also collected information from secondary sources of data, mainly from articles, textbooks, business journals followed etc. The population of the study were four hundred(400) staff of both senior and junior staff of the organisation. It was impracticable to study the whole population therefore the study settled for a sample size using Taro Yamani(1967) formula for sample size determination, which is stated below;

$$n = \frac{N}{1 + N(e)^2}$$

Where n = Sample size

N = Population Figure

e = Error Margin (0.05)

1 = Constant figure

Substituting the population variables of this study into the formula above, the sample size can be neatly computed as follows:

$$n = \frac{400}{1 + 400(0.05)^2}$$

$$n = \frac{400}{1 + 400 \times 0.0025}$$

$$n = \frac{400}{1 + 1}$$

$$n = \frac{400}{2}$$

$$n = 200$$

Therefore, n = 200.

Hence the sample size is calculated to be 200.

B. Validity and Reliability of Research Instrument

To validate the instruments for this study, the researcher forwarded copies of the written questions to her senior colleagues and her other academic mentors for approval and further adjustment (if necessary). Noteworthy is the fact that they finally scrutinized it to ensure that the questionnaire was capable of eliciting the information needed to tackle the problems prompting this study effectively. The reliability of the questionnaires used for data collection was also tested. This was done by administering 20 copies of it to 20 workers of the Kotec industry chosen randomly. While 18 copies were returned in usable form, 2 copies were confirmed invalid. Also, the researcher distributed the same set of questionnaire to the same people after a 2-weeks interval and it was discovered that the response were similar in the two cases. On a happy note, this gave 90% response rate showing that the instrument has the quality of consistency and therefore, is considered to be reliable for the research study.

Moreover, the data collected was analyzed based on simple percentages. Thus, the appropriate data that matched the research questions accurately were represented in the frequency table. Furthermore, a chi-square test was used to test the hypotheses formulated exclusively for this study. In using chi-square, a number of tables will be used in analysis of the questions in the questionnaire. The formula for chi-square (X^2) is

$$X^2 = \frac{\sum(F_o - F_e)^2}{F_e}$$

Where X^2 = Chi-square

F_o = Observed Frequency

F_e = Expected Frequency

\sum = Summation



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Decision Rule

If the calculated chi-square X^2 is greater than the critical value X^2_t , the null hypothesis is rejected given room for the acceptability of the alternative hypothesis. But if the calculated chi-square is less than the critical value, the null hypothesis will be accepted while the alternative hypothesis will be rejected.

IV. DATA ANALYSIS AND PRESENTATION

This section dealt with the information collected in the field, as questionnaire was used to support some deductions. The observed data were presented in a frequency distribution table with percentage here under. However, out of the two hundred copies of the distributed questionnaire, 16 copies got missing in the process. One hundred eighty-four (184) copies were found relevant for the study, whereas 9 of the copies were not properly filled. Therefore, the presentation and interpretation was based on the One hundred eighty-four (184) relevant copies.

From the table below, 55% of the respondents are males while 44.6% of the respondents are female. 8.7% of the respondents are below the age of 25 years, 41.3% of the respondents are between the age of 26 – 35 years, 31% of the respondents are between the age of 36 – 40 years while 18.5% of the respondents are either 40 years or above. 61% of the respondents are single, 37% of the respondents are married while 1.6% of the respondents are selected for other status. 26.1% of the respondents have GCE/WASCE, 28.3% have A' level/OND, 34.8% have B.Sc./HND/BA while 10.9% have MSC/MBA. This shows that majority of the respondents are enlightened.

Table 1: Socio-Demographic Characteristics of the Respondents

Responses	Frequency	Percentages
Age of the respondents		
Below 25 yrs	16	8.7
26-35 yrs	76	41.3
36-40yrs	58	31.5
41yrs & above	34	18.5
Total	184	100
Marital status		
Single	113	61.4
Married	68	37
Others	3	1.6
Total	184	100
Educational Qualification		
GCE/WASCE	48	26.1
A' Level/OND	52	28.3
BSc/HND/BA	64	34.8
MSc/MBA	20	10.9
Total	184	100

Source: Field Survey 2018

A. Analysis of Research Questions

Research question 1: To what extent does poor labour management relation affect productivity in Kotec Industry Onitsha? Research question 1 was answered with questionnaire item 1,2, and 3

Table 2: Response from the Respondents on Questionnaire item 1-3

Variables	Yes	No	Total
1. Employees feel satisfied with the condition of service in this company	155 (84.2)	29 (15.8)	184 (100)
2. There is effective and efficient communication between the workers and the management	120 (65.2)	64 (34.8)	184 (100)
3. Management of organization is too autocratic in supervising the worked	60 (32.6)	124 (67.4)	184 (100)

Source: Field Survey 2018

From the table above, 155 respondents (84.2%) agreed that they were satisfied with conditions of service, while 15.8% disagreed. This shows that the employees are satisfied with their condition of service. This can go a long way to affect the productivity of the employees in the industries. 120 respondents (65%) of the respondents said that there is effective and efficient communication between the workers and the management while 64 persons (34.8%) of the respondents said that there is 'inefficient communication between the workers and the management. Also 60 persons (32.6%) of the respondents agreed that the management is too autocratic in supervising workers in the organization while 124 persons (67%) of the respondents simply disagreed that the management of the organization is not too autocratic in supervising the workers in the organization.

B. Test of Hypothesis

H01: Poor labour management relation do not effect the level of productivity in Kotec Industry

Table 3: Responses on the Effects of Poor Labour Management Relations in the Organization

Variables	Respondents	Percentage
Yes	144	78.3
No	40	21.7
Total	184	100

Source: Field Survey, 2018.



Expected Frequency = $\frac{\text{All Observed Frequencies}}{\text{Number of Observations}}$
= $184/2 = 92$

Fo	Fe	Fo - Fe	(Fo - Fe) ²	(Fo - Fe) ² /Fe
144	92	52	2704	29.4
40	92	-52	2704	29.4
				58.8

$X^2 = 58.8$

The degree of freedom (df) = (R-1) (C-1) Where C = no of columns R = no of rows $df = (2-1) (2-1) - 1 \times 1 = 1$ Using 5% level of significance $X^2_{0.05(1)} = 3.84$ $X^2 > x_{0.05}$.

Since the test statistics is greater than the critical value, we reject the null hypothesis and accept the alternative hypothesis.

Using 5% level of significance

$X^2_{0.05(1)} = 3.84$

$= 58.8 > 3.84$

Reject Ho, Accept Hi

Decision Rule:

This shows that management relationship with their employees affects their level of productivity. Therefore we reject the null hypothesis which states that poor labour management relations do not affect the level of employee productivity in Kotec Industry.

V. SUMMARY OF FINDINGS

This study has revealed the prevalence in the industries of late payment and insufficient salaries and other allowances to workers, irregular promotion, poor quality of their products e.g. soaps, high prices of products, lack of freedom of expression, general ignorance of their condition of service, delay in processing employee's complaints and lack of adequate qualification and training opportunity is respect of management personnel. After a careful analysis of the various research hypothesis and interpretation of data, the researcher comes out with the following findings:

- Poor labour/management communication and relations affect workers productivity in the industry.
- Employees are the most influential means of achieving organizational goals and they are the basic factor of production in Kotec industry.
- Collective bargaining, bonuses, fringe benefits and motivation of workers' can improve labour/management relations and productivity.
- Employees' complaints are not properly handled due to poor labour-management relations in Kotec industry.

VI. CONCLUSION

In conclusion, there are poor labour - management relations as seen from the general attitude of management towards workers' reactions through frequent industrial actions. Workers are poorly

remunerated. This is evidenced by the irregular promotions, late and inadequate payment of workers' salaries and allowances; it leads to lack of interest, frustration and antagonism against management. The poor standard of living in Onitsha town is as a result of the poor effects of labour management relations in productivity

VII. RECOMMENDATIONS

Having made this comprehensive study, on this topic, based on the findings, the researcher hereby makes the following recommendations:

1.The government should release the import restriction measures to enable industrialist import adequate raw materials and some other things used for production, without that the workers would not have anything to do in order to improve productivity in the economy.

2.Regular communication between management and employee should be encouraged. There is also the need to consult regularly with the trade union officials. At such occasions, matters affecting workers' welfare and various ways of promoting human relations could be peacefully discussed. It is also necessary for top management and supervisors to visit their workplace to see how the employees carry out their duties and also discuss their problems with them.

3.Workers should be represented in the making of any decision affecting the company, that is, in matters affecting them and those affecting the company generally,

4.There should be increase in remuneration to workers. This can be in the form of allowances. Like medical bills, house allowances, Christmas bonus etc. If workers are sure of getting the necessary benefits from the organization, they will strive forwards increased productivity of the organization.

5.A formal training scheme should be established by every organization, every labour should be regularly trained, they should be trained at professional trade universities before they ensure fully the responsibilities of breeding workers into the organization table.

6.Employees' complaints should be handled with utmost dispatch. In a situation where workers' compliant more in a slow speed, that is from hand to hand office to office, before a action is taken may ignite crisis in the organization.

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