Employer-Employee Relations Practices in Employment Relationship and the Impact on Productivity: Case Study of Government Hospitals Pharmacists' Association (Ghospa), Ghana

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ABSTRACT

The study examined the effect of Employee Relations Practice in an Employment relationship. Various theories by experts on employee relations as well as employment relationship and how the practice of employee relations evolved from industrial relations were reviewed. The study revealed that this evolution created partnership in employment relationships, by making the employer and employee partners in the context in the relationship to work towards mutual gains; this mutuality calls for gain-sharing, when the business is profitable. For the effectiveness of the relationship, the parties must engage through social dialogue in order to understand where they want to go and how they want to get there by ensuring good effective employee relations practices.

Theoretically, the study examined employment relationship under which employee relations is practiced and drew a link between the two fields.

The study discussed the concept of employee relations and highlighted four main perspectives as workers, employers, government, and social perspectives and discussed the effectiveness of dialogue and cooperation in promoting workplace harmony, which is key to productive organizations.

Five key elements were identified in employer-employee relations, problem identification, problem analysis, solution search, solution evaluation and solution choice as strategies in promoting effective labour-management co-operation.

In order to establish which employee relations practices in employment relationship can help improve the relationship, the researcher identified two main themes - employee engagement and employee relations practices under which various issues were identified for investigation and examination. Following that the two main themes identified were evaluated to see how they impact productivity and the results proved positive.

Mixed model research was applied. Quantitative was used in the gathering of data though the administration of questionnaires while qualitative was used through the conduct of face-to-face and telephone interviews to gather and confirm specific information or to make enquiries.

The results suggest that the poor observance of employee engagement is a key factor in workplace disputes. The presence of conflict at the workplace can negatively affect productivity because it leads to distraction and lack of focus thus leading to reduced productivity. The failure to resolve workplace

conflicts diminishes output, which can lead to high costs for business and the general success of a business or organization.

CHAPTER ONE

INTRODUCTION

1.0   Employee Relations

Employee relations is the relationship that exists between employers and employees at the workplace (Crail & Watts, 2023).

This type of relationship goes beyond the role description of the worker who observes the guidelines concerning the performance of work, to engagement and the well-being of the workforce. The relation is both at the individual and collective levels where the workers are organized into associations or trade unions and engage the employer over issues of mutual benefit. It also involves the State because of its key role in providing the necessary legal regime to regulate the relationship.

This relationship is described as complex and multi-dimensional due to the number of partners involved, it is often governed by Labour Laws of a country at the national level and regulated by a contract of employment or collective agreement at the enterprise, company or organization level. International instruments may also inform how the relationship may be governed, for example, United Nations institutions like the International Labour Organization (ILO) may also provide best practice standards as well as minimum standards to guide these relationships. The effect of this is that, the relationship functions within a certain context, and until the various players play their roles effectively as expected of them, there may be misunderstandings, some of which may be genuine and some of which may be based on perception due to lack of the needed information. Employee relations means providing fair and consistent treatment of all employees. When employees are treated as stakeholders they obtain certain rights within the organization, which suggests they are being treated with dignity and respect.

Employee relations is a branch of industrial relations which focuses on the interactions between employers and employees and their respective organizations as influenced by governmental interventions at work, or arising outside of the work situation with the ultimate aim of ensuring harmony both at the workplace and at the national level. (Singh, 1968) describes employer-employee relations as a system, which is conditioned by economic and institutional factors of a country. He mentions economic factors to include economic organizations (capitalist, socialist, individual ownership, company ownership and government ownership, capital structure and technology, nature and composition of labour force, demand and supply of labour). He as refers to institutional factors as state policy, labour legislation and labour regulations, among others. Some of these institutional factors are also the workplace policies, contract of employment and collective agreements.

The actors in employee relations are represented by institutions such as labour unions, employers' associations and government, where government's dual role is distinguished, that is, government role as an employer and not as a policy maker in industrial relations. Central to employer-employee relations is the creating and maintaining of peaceful workplace relations between labour and management because this relationship that exists between employers and employees is key to resolving differences.

Through the employer-employee relations certain rights are conferred on both workers and management, some of the rights of the employer are the rights to employ a worker, discipline, promote and also terminate the employment of the worker. While some of the duties of the employer includes the provision of work and appropriate raw materials, tools and equipment and the payment of remuneration. The worker also has rights such as to work under safe and healthy conditions, receive equal pay for

equal work and receive information relevant to his or her work. The worker also has a duty to report to work regularly and punctually, work conscientiously in the lawfully chosen occupation and enhance productivity.

Employment relationship is the exchange of work for pay often referred to as "work-wage" bargain and it is a relationship that is voluntarily entered into; thus, it is not slavery or servitude. It is characterized as a "power relationship." The individual worker brings his individual skill and competency to the labour market and the employer buys the worker's labour. (Wedderburn, 1986) asserts that from the beginning "the individual employer is from the outset an aggregate of resources, already a collective power in social terms.

In reality, save in exceptional circumstances, the individual worker brings no equality of bargaining power to the labour market and to this transaction central to his life whereby the employer buys his labour." So, though the worker brings his labour to the market his bargaining power is weak, except in exceptional cases where his skill is critical, yet in short supply, only then will the employer be willing to offer more or a little more. In weak economies where there is high rate of unemployment, the worker has limited bargaining power.

Studies show that the 1930s saw a notable expansion with respect of labour-management relations. Prior to this, the frequent expression was "management prerogative." Management Prerogative meant the employer has the right to engage, dismiss, or vary the terms of employment of workers as he deems fit. The ILO, the United Nations (UN) body responsible for employment relations explains the working relationship as a social partnership where both employers and employees have a stake in the business, therefore, the partners must work together as partners to protect their individual and joint interests. This relationship allows employees to choose to form or join trade unions for the protection and promotion of their social and economic interests through negotiation. This negotiation conducted through the process of collective bargaining allow workers to negotiate for both employment and non-employment issues.

The employment relationship is to the extent that the partners are involved so the employee must be involved in every decision that affects him or her from the point of engagement through the establishment of a contract to the point of termination through fair or established procedure either in the individual contract or in a collective agreement.

The concept of employment relationship now is about employment relations founded on "social partnership" since the partners in the relationship have a stake in the business. Employers are looking at productivity and expansion and profit maximization, while the employee is considering "fair pay" for its services, job sustainability, career growth, self-development, employment protection and social security, among others.

On "fair pay" the fairness does not only apply to commensurate remuneration but it is also about "equal pay" for "equal work" without discrimination of any type. Theorists have defined employee remuneration as the pay given to a worker for work done. Owen E. Richardson IV defines Employee Remuneration as "the reward or compensation given to the employees for their work performances."

1.1 Background

From 2010-2018, the labour relations environment in Ghana was turbulent due to several industrial actions by public and civil servants following the implementation of a new salary structure called Single Spine Salary Structure (SSSS) by government for public servants. These industrial actions included partial withdrawal of services, strikes and work-to-rule actions.

Government Hospital Pharmacists were among public service workers from the health sector who largely expressed dissatisfaction over their migration onto the new salary structure and so undertook series of industrial actions. In a Ghana News Agency Report in October, 2011, it was stated that: "GHOSPA in collaboration with the Pharmaceutical Society of Ghana expressed their dissatisfaction about the migration of Pharmacists unto the Single Spine Salary Structure (SSSS)."

The National Labour Commission, which adjudicated the disputes cited in its various annual reports during the period, i.e. 2012-2018 that the reasons for the agitations and disputes on the new pay policy border mainly on management of the employer-employee relations in the employment relationship.

The Labour Legislation Guidelines by the ILO, Chapter V specifically provides on the "The right to strike." It describes strike action as one of the fundamental means available to workers and workers' organizations to promote their economic and social interests. It says that strike is a collective action, which is considered as the last resort of workers' organization in the pursuit of their demands. The ILO recognizes the right to strike as "intrinsic corollary of the right to organize protected by Convention No. 87." This notwithstanding, the right to strike is not absolute; therefore, it may be prohibited in exceptional circumstances where it may be subject to certain legal conditions.

Under Ghana's Labour Law, workers providing health services are exempted from embarking on strike as they are classified under Regulation 20 of the Labour Regulations, 2007 L.I. 1833 as essential services. This is because the services they provide affect life and property. GHOSPA belongs to the essential service providers.

The declaration of some services as 'essential' is one that has been adopted in national legislations of most countries who are Members of the International Labour Organization (ILO) of which Ghana is a member. The supervisory bodies of the ILO with time espoused further on the concept of "essential services" in the strictest sense of the term, in respect of services for which strike may be prohibited. The Committee of Experts of the ILO in the year 1983 defined such services as those "the interruption of which would endanger the life, personal safety or health of the whole or part of the population." The Committee on Freedom of Association of ILO adopted this definition shortly afterwards (ILO, 1983b, para. 214).

Pharmaceutical practice is regulated in Ghana by the Pharmacy Council, which is the statutory body established by an Act of Parliament under the Health Professions Regulatory Bodies Act (Act 857) to regulate the practice of Pharmacy in Ghana. The vision of the Council is "To guarantee the highest levels of pharmaceutical care."

Several researches on health care provision show the important role of pharmacists in health care delivery because they tackle complicated health care issues such as chronic disease and medication adherence and considering they are highly trained health professionals who prove a wide range of services.

The Government of Ghana has steadily over the years continue to extend healthcare to the citizens through expansion of the benefits. According to the 2021 census results, 68.6% of the population has coverage from the National Health Insurance Scheme (NHIS) of private health insurance schemes. Public health in today's era is defined as "the science and art of preventing disease, prolonging life and promoting human health through organized efforts and informed choices of society, organizations, public and private communities and individuals" (Sahoo, Kumar, Mishra & Targhota, 2020).

The role of the Pharmacists in today's health care system is multifaceted because apart from providing health and medication information, dispending and distributing information they also provide a vital role in screening and prevention from various diseases through counselling and health education. They have an important role in frontline healthcare in providing public healthcare services.

The Single Spine Pay Policy (SSPP) was developed from the Single Spine Salary Structure based on a 25-Level Salary Structure as the basis for the implementation of the New Pay Policy. The objective of the Policy is to restore equity and transparency in the administration of pay in the public service. The policy was structured in phases to be implemented over a five-year period, starting with the addressing of technical problems in the first six months in order to resolve any inequities.

This led to the establishment of the Fair Wages and Salaries Commission (FWSC) as a government negotiating machinery for the public sector to lead and represent government as an employer in the negotiations.

The FWSC was established by an Act of Parliament, i.e. the Fair Wages and Salaries Commission Act, 737.

Subsequent to the introduction of this new pay policy, there were reports of inconsistency and irregularities in public sector pay administration, and though there have been series of reforms overtime, the problems still persisted. Previous Governments had earlier introduced various interventions all aimed at improving public service salaries and to ensure improvement in the general pay administration system in the country.

The previous pay reforms included reviews by Commissions and Committees like Mills-Odoi Committee (1967); Issifu-Ali Committee (1973); Justice Azu-Crabbe Committee (1979-1983) and Gyampoh Committee (1992-1993). All these attempts which were aimed at removing the distortions, inequities and the low incomes in public service pay still persisted in public service pay administration. Therefore, in the year 1999, the Government of Ghana introduced a comprehensive 22-level Ghana Universal Structure (GUSS) to deal with the inequities and distortions. However, though the structure was to deal with the universality of public service pay, some public sector institutions opted out because the Government failed to give legal backing to the Central Management Board and the Appellate Body set up to deal with the management of the pay system thereby making the GUSS an option rather than a choice, this was also coupled with the lack of adequate resources for these two bodies.

The SSPP was thus introduced around four important pillars of public service pay, namely;

a) "pay disparities that have emerged within the public services
b) rising cost of the public sector wage bill
c) large number of public sector pay negotiations; and
d) linkage of pay to productivity."

This initiative by the Government of Ghana was a major module of the Pay Reform Component of the broader Public Sector Agenda (2006-2011) and its objective was to restore fairness in the Public Service Pay Administration (*Government White Paper on the Single Spine Pay Policy, November 2009*).

1.2   Statement of the Problem

In the year 2010, the Government of Ghana commenced the implementation of a new pay policy for public service institutions. The Pay Reform component of the broader Public Sector Reform Agenda 2006-2011 was an initiative by Government to restore fairness in the Public Service Pay Administration System. (*Government White Paper on the Single Spine Pay Policy, November 2009: WPNNO.1/2009*)

According to the (Carvalcanti, 2009), the World Bank, public pay policy is one of the main decisions facing a government, as it determines the ability to attract, retain, and motivate staff needed to fulfill its service delivery objectives.

Furthermore, he noted that the pay reform was aimed at addressing three main issues:

1. Reducing the number of public sector negotiations. At the time there were 17-18 separate negotiations for pay determination in a fragmented, sequential process where the Government of Ghana negotiate new pay levels with different trade unions representing twenty services of Ghanaian public services. The process led to vulnerability to competitive circumvention as each of the trade unions benchmarked their wage demands against increases already between the government and other trade unions representing their services. This led to separate negotiations being conducted every year in each pay round.

2. Reducing the pay disparities within the public sector. The single spine was developed to reduce actual and/or perceived wage differences with the public sector by paying more to middle ranged staff benchmarked below the median pay for the public service as a whole. This was because public sector employees in some sectors earn well above the average remuneration and so might see their wages and salaries rising at a slower pace with the implementation of the single spine pay policy.

3. Containing the rising cost of public sector wage bill. At the end of year 2008, the wage bill to GDP stood at 11.3 percent in Ghana. This accounted for almost one quarter of overall expenditures, over 40 percent of recurrent expenditures, and 46 percent of all tax revenues.

The situation led to the need for pay reforms in order to bring orderliness to public sector pay setting by ensuring greater comparability of similar jobs across public sector services and institutions.

The implementation of the new salary structure, i.e. the Single Spine Salary Structure (SSSS) by government for public servants commenced in 2010. Between 2010-2018, the labour relations environment was turbulent due to several industrial actions by public and civil servants following the implementation the Single Spine Pay Policy (SSPP) for public service workers. These industrial actions included partial withdrawal of services, strikes and work-to-rule actions.

Coincidentally, the rise in labour unrests was at a time when a new Labour Law has been passed to regulate the employment relationship through the application of effective labor-management co-operation in the employment relationship is a major concern.

Therefore, the problem this study seeks to addresses is the challenges associated with good employer-employee relations practices in employment relationship and its effect on productivity relating to the Government Hospitals Pharmacists.

Government Hospitals Pharmacists are regulated by the Ghana Health Service to provide pharmaceutical services in government hospitals in Ghana. In the exercise of their right to associate under Section 79, Freedom of Association Ghana's Labour Law, Government Hospital Pharmacists have formed a trade union known as Government Hospitals Association (GHOSPA). It is a registered trade union incorporated as a body corporate by the Registrar-General Department on 14th December, 2005 and certified as a trade union by the Chief Labour Officer (the Registrar of Trade Unions) on 13th September, 2010.

1.3   Research Objectives
The research objectives are as follows:
1.3.1   General Objectives

The general objective of the study was to **EXAMINE FACTORS AFFECTING EMPLOYER-EMPLOYEE RELATIONS PRACTICES IN EMPLOYMENT RELATIONSHIP AND THE IMPACT ON PRODUCTIVITY: CASE STUDY OF GOVERNMENT HOSPITALS PHARMACISTS' ASSOCIATION (GHOSPA), GHANA.**

1.3.2 Specific Objective

The specific objectives were to:

1. To identify factors affecting the employer-employee relations in public health delivery in pharmaceutical services in government hospitals in Ghana.
2. To investigate the internal mechanisms that are in place to manage employee grievances and labour disputes.
3. To assess how the employer-employee relations between pharmacists in public health services and the employer can be improved to enhance productivity.

1.4 Research Questions

1. What are the factors affecting employer-employee relations practice in the public health sector in Ghana?
2. Are there any system(s) in place to manage employer-employee relations practices between government pharmacists and the employer in Ghana?
3. How can the employment relationship between public health pharmacists and the employer be improved to enhance productivity in Ghana?

1.4.1 Hypothesis

The hypothesis is to establish whether or not effective employee relations practices have effect on employment relationship and impact productivity.

1.5 Research Variables

Research variable is a classification that assists in research design. It helps in choosing appropriate measurement techniques and analyzing results correctly. A variable is any kind of attribute or characteristic that you are trying to measure, manipulate and control in statistics in research.

The most commonly used variables by Researchers include:

- Independent variables
- Dependent variables
- Quantitative variables
- Qualitative variables
- Intervening variables
- Moderating or Mediating variables
- Extraneous variables
- Confounding variables
- Control variables
- Composite variables

In this Study, three variables were applied, that is, Independent, Mediator and Dependent Variables to measure whether or not good employee relations practices in employment relationship impact productivity.

1.6 Limitations

The study was limited to unionized Pharmacists working in Government Hospitals associated to Government Hospitals Pharmacists Association of Ghana (GHOSPA), a registered trade union of Pharmacists.

The choice of GHOSPA is due to its form and structure and the level of representation, which the researcher found appropriate to use in the Study in order to cover to some extent Pharmacists working in Government Hospitals in Ghana and also the fact that the coverage is for ten regions where there are Regional Hospitals out of the sixteen regions in the country.

1.7 Justification

Empirical evidence supports the importance of employer-employee relations practices to the extent that the overall objective of a good employee relations system should be one that creates policies to maintain positive, productive, cooperative and trusting climate for the employment relationship.

The practice of effective employee relations can lead to higher productivity, lower turnover rates and boost job satisfaction rates and morale amongst employees. It's beneficial to understand relations because they're a major part of the work environment.

The relationship is important as they jointly affect the two parties. This is because for employers to remain competitive and stay in business they must get the most out of their employees to facilitate the outcomes of continuity.

Conversely, Employees in order to feel valued would also like to produce quality work and provide quality services in order to be appropriately compensated and be loyal to the company, business or organization.

This joint collaboration between the employer and the employee creates social partnership, concept that allows both parties to work together for their common and joint interests. Kochan & Osterman (1994), mutual gains theory states that employers, employees and trade unions gain from cooperative forms of employment relationships.

Ackers and Payne (1998), describe "Social Partnership" as "a stable, collaborative relationship between capital and labour, as represented by an independent trade union, providing for low social conflict and significant worker influence on business decision making through strong collective bargaining." It provides the rationale for partnership agreements.

The concept of social partnership is rooted in stakeholder theory, originally formulated by Freeman (1984). Donaldson & Preston (1995) defined the theory as representing a "constellation of cooperative and competitive interests." They explained that "stakeholders are identified by their interests in the corporation, whether or not the co-operation has any interests in them. Each group of stakeholder merits consideration because of its own sake and not merely because of its ability to further the interests of some other group, such as the shareholders." Hampden-Turner (1996) observed that, "Stakeholders include at least five parties: employees, shareholders, customers, community and government and wealth is created when all work together."

The dimensions of employment relationship under which employment relations practices exist are depicted below.

Diagram 1.1 - Dimensions of Employment Relations
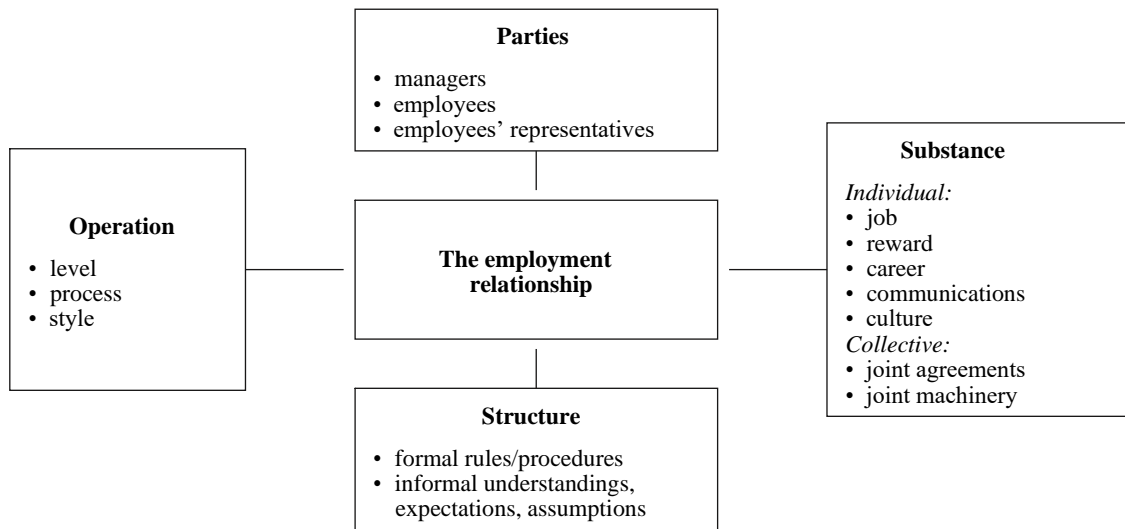
(Source: Researcher's construct adapted from Kessler and Undy (1996)

CHAPTER TWO
LITERATURE REVIEW, THEORETICAL AND CONCEPTUAL FRAMEWORK

2.0 Introduction

The International Labour Organization (ILO), the UN Agency responsible for promoting social justice, human and labour rights, defines the employment relationship as "a legal notion widely used in countries around the world to refer to the relationship between a person called an "employee" (frequently referred to as "a worker") and an "employer" for whom the "employee" performs work under certain conditions in return for remuneration."

The ILO notes that the existence of an employment relationship is the condition that determines the application of the labour and social security law provisions addressed to employees. It is the key point of reference for determining the nature and extent of employers' rights and obligations towards their workers.

"Employee relations refers to an organization's efforts to maintain positive relationships with employees. The goals of good employee relations include inspiring employee loyalty, increasing engagement, reducing turnover, and creating a positive company culture."

2.1 Global Perspective

Organizations consist of employers and employees who work together. Rubery *et al* (2002) noted that the employment relationship is founded on a contract of employment, which forms the cornerstone of the relationship. In law an employee is someone working for an employer who has the ultimate right to tell the worker what to do. In the United Kingdom, the Employment Rights Act (1996) defines an 'employee' as a person who works under a contract of employment, the tacit assumption being that "the employer" is the other party to the contract. The employment relationship can be defined formally by procedure agreements and work rules.

But the employment relationship is also an informal process which happens whenever an employer has dealings with an employee and vice versa. Underpinning the employment relationship is the psychological contract, which expresses certain assumptions and expectations about what managers and employees have to offer and are willing to deliver.

The employment relationship is a familiar concept in most countries, regardless of the differences that may exist in national legal frameworks. It refers to the relationship between a worker (employee) and an employer for whom the former performs work under specified conditions in exchange for remuneration (ILO, 2020).

This concept signifies the existence of a contract between the parties where rights and responsibilities are prescribed within the context of the relationship.

The existence of an employment relationship is the condition that determines the application of labour and social security law provisions addressed to employees. It is the key point of reference for determining the nature and extent of employers' rights and obligations towards their workers.

The emphasis here is on the 'employee' as an individual who enters into an employment contract with an employer. Employee relations as compared to industrial relations cover a wider range of the employment relationship because essentially, industrial relations is about what goes on between management and trade union representatives and officials.

On the other hand, a broad definition of employee relations recognizes the move away from collectivism towards individualism in the ways in which employees relate to their employers, thus, the concepts of joint control and rule-making belong to a historical era.

Empirical evidence points to the fact that, to a large extent in the United Kingdom, mainly in the private sector, employers are in charge. Union membership has drastically reduced in the United Kingdom from a peak of about 12 million to around 7 million, predominantly due to structural reasons, i.e. the decline of large manufacturing firms and the rise in the service industries, and the growing numbers of part-time workers. Furthermore, between 1980 and 2000 the coverage of collective agreements reduced from over three-quarters to under a third of the workforce and there has been a dramatic reduction in industrial action.

According to the ILO, through the employment relationship, however defined, that reciprocal rights and obligations are created between the employee and the employer. It has been, and continues to be, the main vehicle through which workers gain access to the rights and benefits associated with employment in the areas of labour law and social security. The existence of an employment relationship is the condition that determines the application of the labour and social security law provisions addressed to employees. It is the key point of reference for determining the nature and extent of employers' rights and obligations towards their workers.

2.2 Regional Perspective

"Industrial Relations" refers to all types of relations between employers and workers, be they at national, regional or company level; and to all dealings with social and economic issues, such as wage setting, working time and working conditions." Empirical studies show that a range of formal and informal institutions across Africa shape employment relationships and labour outcomes in Africa. According to Edwards (20103:1) "all forms of economic activity in which an employee works under the authority of an employer and receives a wage for his or labour" is the focus given to industrial relations.

Kocer, R.G. & Hayter, S. (2011) undertook a Study of 50 African countries in which they outlined some broad patterns in the development of industrial relations in Africa.

Figure 2.1 - Development of industrial relations in Africa

Transition I	Transition II

Colonialism	Independence	Democratization
Dependency	Developmentalism	Structural Adjustment

time ➝

Emergence of IR Regulations	Reformation of IR Regulations	Pluralization of IR Regulations
CONTROL	**COOPTATION**	**CONTESTATION COOPERATION**

Adapted from Working Paper 116, December 2011: Amsterdam Institute of Advanced Labour Studies - Comparative study of labour relations in African countries.

The writers observed that industrial relations in Africa is closely linked with the struggle for independence citing (Zeling and Seddon, 2002; Harcourt and Wood 2004; Kester, 2007). According to the study traced collective bargaining to the colonial period when wage-labour emerged. That African workers' unions were at the time easily formed though their duration were short.

That after the Second World War many unionists from France and Belgium due to their organic connection, were sent to organize African workers. However, the colonial rulers' acceptance of trade unions was not in any way meant that their relations with the unions were peaceful, because on the contrary, they had to deal with industrial actions organized by trade unions to advance employment related grievances as well as for political reasons as averred by (Damachi et. al., 1979:2-8).

According to the study the case of South Africa was different because there, European settlers considered workers as potential job rivals and treated them with enmity. As a result, industrial relations began to function smoothly and African trade unions then became firmly established in British West Africa and in French territories. In the aftermath of the Second World War black trade unions could not be officially registered and were not legally registered in South Africa.

These developments suggest that the differences in the way industrial relations are organized across African countries have been the result of complex interactions.

The Study also pointed out that trade unions played a vital role in the independence movement and they were seen as constituents in Africa nationalism. In Ghana, the Ghana Trade Union Congress (GTUC) performed a leading role in the struggle for self-government (Gockel, 2009:41).

Independence and Cooptation marked the end of the colonial period as submitted by the Authors. These transitions took place at different times and periods around the African continent. During this period, trade unions in addition to their independence movements against colonialism and racial rule also became recruiting grounds for administrations and business communities of newly founded states due to their human resources and the expectation was that the union leadership in government administration would promote workers' involvement in those states; unfortunately, they failed to be effective representatives of their own constituencies within the new government structures, thus losing their autonomy and plurality.

In Tanzania for example, soon after independence and at the height of labour organization, TFL was disbanded and replaced with a government established and dominated National Union of Tanganyika Workers (NUTA), which remained under the direction of the ruling party for three decades (Mlimka 2010).

Post-independence era came with various forms of developmental economic agendas which were adopted by African governments and industrial relations regulations inherited from the colonial period

were reformed in order to render collective actors submissive to the developmental goals as dictated by the new elites. This led to the establishment of umbrella organizations for trade unions and the emergence of monolithic confederations engineered by the ruling party as a tool of legitimation and control. This was often associated with the end of organizational rights of workers while on the other hand internalization process of the worker organizations in a corporate manner also enabled trade unions to consolidate their position as legitimate actors in African political economies.

With the passage of time, majority of the trade unions liberated themselves, graduated and formed new trade unions.

Democratization and Cooperation and Contestation was discussed by the Researchers as the second transition through which developmentalist agenda of the independence period gave way to structural adjustment programmes and gradual democratization.

These developmental agendas enabled structural adjustment programmes and gradual democratization. The structural adjustment programmes instead of providing immediate solutions rather deepened African economic crisis due to the external imposed severity measures. This created problems for workers as it promoted reduction in wages, weakened social policies through the drastic cuts in public expenditure. Therefore, as the Study revealed, the economic crisis deepened in Africa due to the consequences of the structural adjustment programmes and this hampered growth and prosperity. Consequently, workers' agitations heightened as governments were unable to address their grievances.

The shift from developmentalism to the so-called open-market economies took off in an environment where industrial relations institutions or channels of political representation worked properly for workers grievances to be addressed. Now, industrial relations is in a new phase where both union and employers must develop strategies in order maintain the business and ensure profitability while at the same time addressing workers' need. Employers and workers must establish dispute resolution mechanisms and seek ways to effectively resolve their disputes, they must see themselves as partners in the employment relationship through good employee relations practices.

2.3   National Perspective

Participation in trade union activities began during the colonial years in Gold Coast Ghana and during World War I, but was limited to informal collective action and bargaining. The year 1929 saw the legalization of trade unions in British colonies after the Labour Party's victory in the 1929 British elections. This was a period when dockworkers, civil servants, railway workers and other wage labourers employed by government operated under the conventional modes of union organization participated in work arrangements as defined by British colonial capitalism (Sackeyfio-Lenoch, Naaborko, 2017).

Working conditions of employees and their actions toward the state was regulated by the State and thus with all unionized Africans. This compelled railway workers and dockworkers to contest the abuses of the colonial governments and thus addressed the working-class concerns in the Gold Coast. The unions mobilized wage labourers and state employees to protest employment matters through collective bargaining.

(Sackeyfio-Lenoch, 2017) averred that development of motor unions represented one of the first instances of large-scale efforts by African workers to organize their own operations thus moving beyond the adaptation of an external British metropolitan model and reconceptualising the development of African labour interest.

Empirical studies show that in 1945, fourteen (14) unions came together to form the Gold Coast Trades Union Congress (GCTUC), with an initial membership of 6,030. In 1947, the GCTUC organized registered and non-registered unions to create District Councils of Labour in Accra, the Greater Accra Region; Kumasi, the Ashanti Region; and Sekondi, the Western Region. By 1959, two years after Ghana gained independence the membership of trade unions in Ghana grew over 200,000 and its membership now cutting across other sectors of the economy. In 1958 the Industrial Relations Act was enacted and at the time, the trade union membership had increased and by 1961 the membership stood at 320,000 with about 17% of the total being male labour unionized.

In 1949, the GCTUC joined path with the Convention People's Party (CPP), the party of Kwame Nkrumah, Ghana who became Ghana's first president and launched a Positive Action campaign to promote mass labour demonstrations and civil disobedience in opposition to the colonial administrations and proposed new constitution and this led to a general strike, which led to the colonial government's declaration of a state of emergency and the jailing of CPP leaders, and trade union leaders.

Trade unionism in Ghana witnessed various stages of evolution till date. In 1957, upon attainment of independence the centralized features of Nkrumah's nationalist paradigm resulted from ideas about institutional and state security and social and ideological discipline. The CPP ideology was that of transforming Ghana's new citizens into an ideologically cohesive, but modern and disciplined workforce and the leadership of the trade union movement and government officials saw this movement as the government working together to ensure the reorganized trade union movement to contribute to national reconstruction.

The CPP and GTUC jointly worked together from the top down rather than from a grassroot perspective, and this was a development strategy focused on large industries. Thus, the government sought production in industrial and agricultural sectors, in return, workers in those sectors expected good wages and benefits.

As the trade union sought recognition both within and outside Ghana like other trade unions in the African Continent, it developed close union ties as a result of which it developed connections with the ICFTU, which was formed in 1949 as an international body. Between, 1950-51, the ICFTU conducted its first activities in Africa and it sent missionaries to every region of the continent to try and persuade emergent governments to develop technical and vocational schools. Subsequently, the ICFTU proposed the creation of educational programmes in West and Central Africa that would foster trade union training and this led to further proposals to consider the organization and functions of advisory centres by establishing the International Labour Office (ILO) in West Africa.

The ICFTU requested the ILO to offer "associate membership" to dependent territories. In (January, 1957) after the GTUC got itself integrated in Ghana's governing structure; the congress began involving itself in international labour movement.

After independence there were several military interventions, until finally Ghana enacted a new constitution to pave way for a new democratic regime. The 1992 Constitution, which was enacted called for several reviews and the creation of various democratic and governance institutions. This led to the review and consolidation of the various labour laws of the Country, which at the time were scattered in several pieces of legislation in order to bring them into conformity with the political and governance regime. Again, as a Member of the ILO, there was the need to bring into conformity with the Law, the various ILO Conventions, which Ghana had ratified. Thus, a new Labour Law was passed by the

Parliament of Ghana after over a decade of consultations among the social partners and Government through the Ministry of Labour led the process.

The State's key responsibility in employment relationship is to develop the legal framework that governs the relationship through the enactment of national policies, legislations and laws, and in so doing account must be taken of flexibility and security.

In recognition of the important role that the State plays in managing the employment relationship in an economy, in the year 2003, the Parliament of Ghana passed a new Labour Law known as the (Labour Act, 2003 (Act 651) of the Republic of Ghana to regulate employer-employee relations in the country. One of the fundamental principles underlying the enactment of the Labour Law is a recognition by the country that, having adopted the free market system, Ghana as a country needs to bring a new dimension to its employer-employee relations to be consistent with the current labour-management relations practices which have developed over the years as well as with international best practices.

The State has a role to provide the requisite socio-economic environment that will aid the expansion of the private sector such that it can facilitate the growth of the Ghanaian economy. Most importantly there was the need to enact a Labour Law that would move the employment relationship from "master-servant" as was reflected in most of the legislations that pre-dated independence when the country was under colonial rule by the British to one of social partnership and to allow for dialogue through good faith negotiations over issues of mutual concern and for joint-problem solving in times of industrial disagreements in order to promote sound leadership and management practices for effective labour-management co-operation between labour and management.

To achieve this, the Law provides for rights and responsibilities of employers and employees as well as dispute settlement procedures both internally and externally in order to bring closure to any dispute that may arise between parties in an employment relationship.

To strengthen the employer-employee relations, the parties must avoid entrenched positions and apply social dialogue to build consensus and to reach agreements. Recognizing that, conflicts are an inevitable part of every relationship, the Law provides for a system for grievance handling internally by the parties in an employment relationship, and externally by an independent arbiter to superintendent over industrial and labour disputes resolution.

The Law provides for a responsive and flexible legal regime that allows for the proactive treatment and resolution of labour issues and industrial disputes by creating an independent arbiter that is, the National Labour Commission. The Law further recognizes the essential nature of some services because by their very form, these services affect life and property, and so the right to strike of workers in these services is taken away and replaced with expeditious resolution of their disputes within established timeframes through negotiations at the enterprise level by the parties and compulsory arbitration by the independent arbiter, the National Labour Commission.

The National Labour Commission (NLC) is established under (Section 135 of the Labour Act, 2003 (Act 651) has the mandate to among others, facilitate the settlement of industrial disputes; settle industrial disputes, promote effective labour co-operation between management and workers.

2.4 The Employment Relationship

Empirical studies show that where there is strong relationship between employers and employees, the workforce is happy, loyal and productive in the long-run (Source: Nesco Resource).

Studies show that the building of an employment relationship should not be taken lightly because it must be founded on loyalty if an organization intends to retain employees, reduce workplace disputes for the promotion of peaceful workplace for productivity and the good use of resources so that time and money may not be spent on litigation but rather used to increase productivity for enhanced service delivery and revenue generation.

Alan Price, the CEO of Bright HR says "The success of any business starts and ends with your people. People practitioners bring management practice to managing people especially in professional areas such as employee relations." Again, a good relationship starts and ends with the recognition of the inevitability of conflicts in relationships which is manifested in every field of human endeavor, and therefore the establishment of a system to manage and address conflicts is essential in employment relationships.

(Shonk, 2021) observes that if you work with others, sooner or later you will almost inevitably face the need for conflict resolution. She describes conflict resolution as the informal or formal process that two or more parties use to find a peaceful solution to their dispute.

Furthermore, a review of theories on the management of employment relationships shows that employment relationship creates some reciprocal rights for the employer and employee. These rights conferred by the employment relationship known as reciprocal rights also gives the right to the employee to join or form a trade union and to have the ability or capacity to negotiate with the employer. Again, these rights introduce the element of bona fides, which must be maintained through the duty of good faith. Good faith in all dealings by the parties in the employment relationship. Good faith in employment relations is founded among others on certain important elements.

That parties must not act in a way that is misleading or deceptive such as:

1. Act honestly, openly, and without hidden motives
2. Raise issues in a fair and timely manner
3. Work constructively and positively together
4. Share relevant information in a timely manner
5. Be honest with each other
6. Raise and act on concerns promptly
7. Be open and transparent on issues
8. Respect each other
9. Keep open the channels of communication
10. Parties must be responsive and communicative

A review of various literature on the study area indicate that the employer is also obliged to be responsible for some activities and the provision of needed tools for the performance of work as well as the provision of work, i.e., the job for which the employee has been employed and not any other and also pay the agreed remuneration. In addition to these, to achieve the performance of work, the employer must create the enabling environment for the job to be done, thus ensuring accountability. In business management, accountability is critical because it is a concept that improves management ethics; being accountable means being responsible for decisions made, actions taken, and assignments completed. According to leadership experts, accountability is an aspect of governance that is central to organizational goal. In management, accountability is a process that ensures that employees act responsibly and are answerable for their actions because accountable employees help improve business or organization performance.

In today's business organizations there is high expectation in the delivery of service, and this can be achieved through effective service delivery founded on good governance. (Ryan and Purcell, 2004) submit that the concept of governance is now gaining recognition and so a stakeholder like government must recognize and strengthen public sector governance through the practice of good governance.

(Mohamad et. al, 2014 (1990) explain good governance as the effective, honest, equitable, transparent and accountable exercise of power by all levels of government.

For the employee, it has a responsibility to work conscientiously in the lawfully chosen occupation and to refrain from misconduct by acting in accordance with acceptable practices and standards and policies of the employer. To ensure that these contractual rights are not capriciously exercised is one of the reasons why trade unions, representing workers enter into collective bargaining with the employer, its agents or representatives. Through the bargaining process, employees can negotiate more for their own economic security while at the same secure vital resources to help improve upon the employer's business.

While some theorists have argued that collective bargaining might create or interfere with workplace governance, especially where some workers wrongly assume that, they have the right to interfere in the way the workplace is governed, an important benefit of collective bargaining is that where collective bargaining is effectively practiced, in good or bad economic times through collaborative efforts by the parties in the employment relationship, they can reach a mutual agreement through good faith negotiations.

The collective bargaining process promotes industrial democracy.

(Ogden, 1992) wrote that the demands presented by Trade Unions for Industrial Democracy, originated in the 1960s and was pursued in the discussions over the Social Contract in the early 1970s. The main focus of trade union demand for industrial democracy was "the achievement by workpeople collectively of a greater control over work situation." But now today's practice of collective bargaining is redefined to focus also on 'relationship' development through 'partnership.' According to the ILO, collective bargaining is a fundamental right and a key means by which employers and their organizations and trade unions establish fair wages and working conditions.

Collective bargaining also provides the basis for sound labour relations. This is because where the parties see themselves as partners their relationship is strengthened and the rules of engagement that are created are done in the spirit of 'democracy.' Industrial democracy from the perspective of this study considers how the employer and employee through the practice of social partnership can work together to come to a mutual agreement over their common interests, but not necessarily to take control over each other's rights, but rather to establish common grounds or mutual grounds within their 'rights' to reach an agreement which best serves their joint interests.

While an employee places its services at the disposal of an employer or organization at a fee (remuneration), the employer is cloaked with authority to exercise supervisory jurisdiction regarding the services the employee provides, which makes an employee subject to the authority and supervision of the employer to the extent that the employer sets down rules and regulations regarding the totality of the work. However, in so doing and in the context of this study, the employer must take into consideration the factors of work and what may work best for the parties in the relationship, since 'work' is not servitude but partnership. Here, work also includes the environment where the job is performed including how the work must be performed and regulated and how the employee must conduct itself while performing the work including protecting the interests of the employer.

(Spelman, 2014) notes that a contract of employment is a reciprocal contract under which an employee places his services at the disposal of another person or organization at a determinable remuneration. Under this contract, dominant impression test is applied with factors that point to the existence of an employment relationship and how services must be rendered personally up to the degree of control of the employer. In this view therefore, communication plays an important role in the relationship.

This perspective of communication is one founded on good faith and mutual trust to ascertain how good employer-employee relations can promote a progressive work environment which helps employees to achieve their targets and ensures the organization achieve its goal for leadership success to be attained. Communication theorists suggest that when communication is effective, employees become focused, concentrate on their tasks and also help their colleagues to perform their tasks, thus team work is ensured and promoted and organizational goal is achieved.

Effective communication is important for clarity in thoughts. Clarity means translating sensibly into relevant works for people to comprehend. Employees' key roles and responsibilities must be communicated to them in the desired form – the form and manner that meets their understanding. Leadership communication must be straightforward and precise to employees about expectations from them. Information must be communicated honestly without any ambiguity. The task of leadership is to ensure that organizational goals are achieved, and this is done by establishing clear objectives. According to Stephen R. Covey, "The art of communication is the language of leadership." Therefore, in setting the objectives it must be participatory, as this is another aspect of industrial democracy, and they must be attainable.

Objectives create direction and guidance and directs business activities toward achieving its goals. Objective setting is when an organization plans goals and how to meet them on a realistic timescale. Objectives help define what each department and employee's responsibilities are within the organization. Setting objectives is part of establishing expectations for employees and managing them, which is also called the performance management process (Indeed Editorial Team, May 27, 2021).

(Peter Drucker, 2008) averred that "Good communication is just as stimulating as black coffee, and just as hard to sleep after." When objectives are clear they motivate employees and they become enthusiastic and spirited in their work because they know what is expected of them, and even in situations where they do not have particular skills for the job, a clear objective inspires them to learn and find more effective ways to improve their performance as the most important thing in communication is to hear what isn't being said as averred by Ernest Hemingway because when communication is clear, you needn't say everything to get the message across. This kind of collaboration creates co-operation for the attainment of goals.

Effectively communicating objectives also forms the basis for establishing budgets; once a business development plan has been defined, clear objectives will facilitate the allocation of funds needed to achieve the goals.

(Maalouf, 2018) observes that it is essential for leaders to be near areas where employees are located during the working day to ensure a positive work environment and citing (DeWitt, 2016) he notes that collaborative leadership is a crucial source of competitive advantage, but leaders are rare who are trained to work collaboratively, mainly at middle and top managerial posts (Maalouf, 2019, p.138).

Communication in the employment relationship is about negotiation to get the organization objectives achieved through the setting of targets, evaluation of targets and management of targets towards meeting the goals. It is also about negotiation or bargaining to meet the interest of the parties' involved.

Negotiation is something we do every day because it is a fact of life, and to succeed as negotiators, we must be effective communicators knowing how and what to say and when to say what we want to say.

(Fisher, Ury and Patton, 1981) aver that "everyone negotiates something every day." They observe that negotiation takes place at the individual, national and international level to seek and/or reach agreement. It is the basic means of getting what we want from others and because of that more occasions require negotiation; however, because people differ, they apply negotiation differently. Again, everyone wants to participate in decisions that affect them that is why in today's business organizations good corporate governance is key to ensuring successful organizations (Fisher, Ury & Patton, 2011, p.6).

Fisher and Ury further note that to achieve agreement in negotiation, the negotiating parties must not argue over positions because that is uncreative and locks negotiators and they must communicate by identifying their needs and jointly or collectively through dialogue reach an agreement, where agreement is possible.

(Meriam-Webster Dictionary, 1828) defines Dialogue as "the exchange of ideas and opinions." For employers and employees in an employment relationship they are social partners as defined by the Organization International Labour (ILO) and they apply the means of social dialogue to negotiate, exchange information on issues of common interest as it relates to economic and social policy. Social dialogue is a key to reaching an agreement and also serves as a consensus-building tool.

Though studies show that the application of social dialogue between management and employees is still evolving and as a result facing some challenges, it may be considered as an effective tool through which the parties can reach a reasonable level of understanding using negotiation as a tool. This is because negotiation is a fact of life and it is almost always better than war because you can reach agreement by separating the people from the problem as averred by Roger Fisher that Negotiation is a "Fact of Life." For an important relationship such as an employment relationship where capital and labour have to work together to achieve results, it is imperative for the parties in the relationship to communicate with understanding and also to resolve any misunderstanding through the use of dialogue for the relationship to grow.

The importance of communication in the employment relationship cannot be overestimated, because studies have shown that business leaders who failed to invest their time in communication and improving communication suffered a huge loss to the business.

It is believed that effective communication skills produce great leaders and a hallmark of leadership success. A prerequisite to becoming a great leader is to have great communication skills because people must not only listen but they must understand the message; goals must be clearly defined, there must be rapport in order to improve efficiency and increase productivity.

The ultimate aim of social dialogue according to the ILO "is to promote consensus-building and democratic involvement among the main stakeholders in the world of work as successful social dialogue structures and processes have the potential to resolve important and social issues.

(Gorzna, 2013) commenting on the works of Martin Buber described as the "Father of the Philosophy of Dialogue" wrote that "dialogue assumes a conversation and a necessity to listen to the other. Buber believed that generally, dialogue constitutes the basis of philosophy in that it is the only effective form of communication compared to a one-sided expression of ideas. He emphasized the importance of dialogue to create a level playing field and the expression of people's interests as it were by stating that where there is a real conversation there is acceptance of the other party and so there is no place for domination, or a victor and vanquished and the elimination of someone from the present.

Martin Buber named and explained three types of dialogue – monologue disguised as dialogue; technical dialogue which concerns substantial understanding; and real dialogue is we embrace the other or others in their existence. Dialogue as the basis of effective employer-employee relations is the philosophy upon which this Study is founded and social dialogue as propounded by the ILO is a real dialogue which underpins the philosophy of this work.

In employee relations, communication is central to building consensus, and union and management can build consensus by listening to each other in order to get involved.

Research conducted on the causes of industrial disputes recorded by the National Labour Commission (NLC) of Ghana showed that, the lack of communication or poor communication is a major reason for industrial disputes in the past ten years, i.e., 2010-2020.

Empirical studies underscore the effectiveness of communication in employee relations as a key strategy which helps in:

- Establishing goals
- Developing strategies and deploying tactics to achieve goals
- Monitoring and evaluating plans
- Identifying problems and/or bottlenecks hampering achievement of goals

Through communication effective negotiations are conducted and disputes resolved. Effective negotiation is a peaceful was to identify differences, discuss them and resolve them. Organizational strategy can be implemented through effective negotiation, that is, having the conversation to come to an agreement on what needs to be done, how it should be done, and when it should be done.

(Colo & Skendrovic, 2012) explain negotiation as a form of interpersonal communication when reduced to its essence. They observe that communication is a two-way street that requires everyone involved to exchange messages with the aim of creating an understanding of each other's position or proposal. Thus, to create understanding, negotiators must express themselves clearly and concisely in order to convey the purpose of the negotiation.

2.5   Research Gap

While empirical research exists which suggests that the world of work has evolved from the era of industrial relations to employee relations in the context of employment relationship founded on the basis of individual contracts, but there is lack of comprehensive studies on key employment relations strategies that specifically link the practice of good employee relations practices in employment relationship to productivity in government hospitals in Ghana.

2.6   Theoretical Framework

Employer-employee relationship management is the roadmap on how an organization cultivates an atmosphere of teamwork and mutual respect. It includes setting clear expectations, promoting open communication, addressing concerns, and recognizing achievements.

According to (Armstrong, 2009), employees' relationship management is "a strategic and coherent approach to the management of an organization's most valued assets; which are the people who work individually and collectively to contribute to the achievement of the organization's objectives."

2.6.1   The Theory of Employee Relations

(Grant & Osanloo, 2014) observe that the theoretical framework is one of the most important aspects in the research process; and that without a theoretical framework, the structure and vision for a study

remains unclear. They define theoretical framework as "the blueprint for the entire dissertation enquiry," which serves as a guide on which to build and sustain your study, and that is also provides the structure to define how you will philosophically, epistemologically, methodically, and analytically approach the dissertation as whole. Theoretical framework is a "structure that guides research by relying on a formal theory constructed by using an established, coherent explanation of certain phenomena and relationships" (Eisenhart, 1991, p.205).

According to (Grant and Osanloo, 2014) theories come from a multitude of sources in each discipline, and there are always more being created and applied across fields and the researcher's choice of theory provides structure to the entire dissertation.

They list the details of sampling commonly used across disciplines are captured in the table below.

Table 2.1 - Theoretical Framework

Transformational/relational theories	Feminist theory
Transactional/management theories	Critical race theory
Servant leadership/moral theories	Self-efficacy theory
Trait theories	Functionalist theory
Situational theories	Relational theory
Behavioral theories	Marxist theory
Systems theory	Inter-subjectivity theory
Development theory	Gender theory
Cognitive theory sense of community theory	Change theory
Queer theory	Identity theory

The theory for this study is Employment Relations Theories and their application as propounded by (Abbott, Mackinnon and Fallon, (2016). This is to the effect that, work is fundamental to human condition and through work, humans' lives get occupied and allows them to engage with other people and also provides them with the material necessities of life while at the same time defining their identity. In this vein the organization of work, management and reward are of great importance as regards employment relations and the value that a society places on these systems of organization, management and reward are what can be used to measure employment. Again, what levels of unemployment are tolerable and systems are in place to resolve disputes that may arise out of the relationship.

(Abbott et. al., 2016) note that the views and opinions towards work and its management have evolved over the past decades and this is informed by national contexts and influenced by global economics, and therefore submits that managers are being challenged to think in new and more complex way about how to effectively organize and allocate work and how those with that responsibility can offer leadership in a better way. To this, he proposed two means by which these tasks can be achieved the first being to use simple intuitive and experiential understandings to analyse and prescribe new policies and practices and the second approach being the application of conceptual and theoretical framework drawn from scholarly literature.

The first approach he mentioned is a method that has some merit in some situations, but then research has it that it is subjective and unsystematic basis which results in the development of policies and practices based on crude assumptions, personal prejudices or simple wishful thinking. The second method is a tendency among lay practitioners that holds that the "unreality" theory's relation to practice

as the only credible method by which the organization and interpretation of the disconnected facts of given workplace situation or issue can be truly undertaken in an objective and systematic way.

To define "employment relations" means examining the characteristics of what constitutes the definitional characteristics. The American HRM literature frequently describes the body of HRM functional activities and associated interactions that exist between individual employers and employees at the workplace. On the other hand, the British HRM literature uses a meaning that goes beyond the workplace to include the type of interaction that can take place between the state, employer associations and organized labour. In these sense employment relations does not only involve the micro-level relations that take place between individual managers and employees as is largely in the case of American use of the term, but also the macro-level interactions that take place between extraneous institutions set up to govern such relations as suggested by (Gennard and Judge, 2002).

2.6.2 The Concept of Employee Relations

(Abbott et. al., 2016) observe that the dual use of the term employee relations" seems more of the wider West European literature as writings dealing with the functional activities of Human Resources Management (HRM) consistently depicted the employment unitarist and normative characteristics while in later submissions were dedicated to trade unions, industrial courts and legal matters, where the employment relationship is shown more of its pluralist and positivist attributes. He further submits that most West European countries have legally protected trade union movements that cannot be suppressed or ignored easily, but surprisingly this duality is rarely acknowledged and so it makes it paradoxical. The definition of the term in its entirety seems unclear from the discussions so far, and this suggests that the field is still evolving and its application is dependent on a country's context informed by the labour laws and other policies directly or indirectly related in the particular jurisdiction; it also depends on industry and workplace practices and how a country chooses to manage its employees in a way that ensures proper organization, effective management and appropriate remuneration.

(Abbott, 2006) discusses the frames of reference to the effect that because work is so central to people's lives, its nature and governance is one social phenomenon that invokes intense and passionate debates are very often 'framed' in terms of assumptions and values people used as 'reference,' which is a conceptual device first developed by (Fox 1996, 1974) as a medium of grouping the different views held by people towards such issue. According to Fox these terms of reference captured three main currents of opinion defined in terms of credentials as Unitarist, Pluralist and Marxism.

2.6.3 Employment Relations Philosophies

Relationships between employers and employees are founded on underpinning but seldom articulated philosophies. These are the unitary and pluralist views, the concept of social partnership and, on the part of employers, belief in a collective or individual approach.

a) Unitarism

Unitarists' view is a set of assumptions and values that hold that workplace conflict is not an inevitable characteristic of relations between managers and employees. According this view workplace conflict may occasionally emerge between the two, but such happenings are seen to be irregularities in a relationship that is inherently prone to be co-operative. Those who submit to this view of managers and employees having a common interest when it comes to survival of organization and that the occurrence of conflict is unlikely to manifest itself to the extent that will render the firm insolvent. To this end, any division should not in any way distort the 'natural order' of things and so rational management team must pay careful attention to removing potential sources of conflict. Thus, there should be effective and

responsive communication systems and recruitment processes are fair and equitable.

This perspective is to the effect that employment relations assumes that employers and employees operate in teamwork for the attainment of organizational objective. This perspective views an organization as a combined unit where employers and employees have equal understanding. This approach to organizational development suggests that all stakeholders, workers inclusive are in agreement with the direction of the project – there is a shared vision and mission and any divergence from these shared objectives is due to poor management that lacks capacity to inspire and also communicate effectively.

The approach further suggests that a buy-in from the employees is key to leadership success. Under this approach unions are perceived as unnecessary because they divide employee loyalty and that there is a meaningful role for conflict at the workplace. In effect, there must be one single source of authority and the employer should set the rules and the employees should co-operate in complying with the rules. If differences exist, they are assumed to be the product of personality disorders, inappropriate recruitment and promotion practices, the deviance of dissidents, or poor communication. The occurrence of conflict is viewed as disruptive and considered the fault of poor employee management or communication problems (Mzangwa, 2015).

The fundamental elements of the unitarist context includes a commonality of interests between owners and workers and acceptance of the political, social and economic culture with a focus on mainly on resolving conflicts rather than dealing with the actual cause of conflict.

b) Pluralism

Studies show that Pluralism emerged as criticism of the political doctrine of sovereignty that somewhere in an independent political system there must be a final authority whose decisions are definitive. Pluralist begin from a set of assumptions and values that workplace conflict is inevitable as submitted by (Lucado, 1994) "conflict is inevitable but combat is optional." The pluralistic approach suggests that there is more than one source of power in the relationship between employers and employees. Unions represent the central piece to the pluralistic approach that seeks a balance of power between business leadership and employees an approach that assumes that conflict is inevitable. The pluralist approach suggests that learning to understand workers' perspective helps reduce long-term conflict. The pluralist approach views the employer or employing organization as a coalition of individuals and groups with diverse objectives, values and interests. The basic assumption is that individuals in an organization combine into a variety of distinct sectional groups, each with its own interest, objectives and leadership. The various groups in an organization are competitive in terms of leadership, authority and loyalty and so the assumption is that conflict put the organization in permanent state of dynamic tension (Swanepoel *et al.,* 2005:404). Trade unions fit into this perspective because it affords them the stage to exercise their rights.

(Nel and Holshausen, 2008) posit the pluralist approach recognizes the mutual dependence of the two groups Here, the assumption is that conflict between management and labour is not therefore fundamental ad unbridgeable so that the parties will fail to co-operate, the fundamental issue is the regulation of the employment relationship – conflict must be institutionalized in order to contain and control its effect on the parties in the relationship.

Under the pluralist perspective, the various roles of managerial staff of an organization and the employee groups are the primary source of form of competitive behaviour or even conflict between management and labour. Management is responsible for the efficiency, productivity and profitability of the institution

while the individual concerns are wider regarding job security and meaningful work. This competitive conflict between management and labour is seen as rational ad expected to occur in the work environment. This type of relationship is one that is fundamentally aimed at productivity by the workers for appropriate compensation and the maximization of profit expansion of business by the employer. This perspective has four basic components as follows:

1. Workers' Perspective – Good Remuneration, Occupational Health and Safety, Protection of employment.
2. Employers' Perspective – Productivity, Employment/Labour Laws, Flexibility of Workforce, Management of Industrial Conflicts.
3. Government Perspective – Creation of an enabling environment for investment (through the establishment of legislation that regulates employer-employee relationship), reduction in unemployment, competitive marketplace for goods and services, establishing and sustaining a peaceful industrial relations climate.
4. Social Perspective – Equity in employment opportunities, Minimum Wage, Social Security.

This view is the result of industrial and organization factors rather than from individual personal factors which is a clash between supervisor and the subordinate as theorized by(Nel and Holshausen, 2008).

Pluralism is grounded on one hand as the role of management or employer to influence togetherness within the institution, and is viewed little inclined to be obligatory and dominant. On the other hand, unions are regarded as the rightful representatives of the workers, thus management and the union negotiated through collective bargaining whereby differences which lead to conflict are resolved. Pluralism recognized the potential for conflict, but tend to focus on how it can be managed by the development of procedures, collective bargaining arrangements. The pluralist perspective allows workers to have a voice – to exercise power based on decisions which affect them in workplace, and in today's democratic dispensation, people will rather be part of the decisions that affect them rather instead of being handed down to them.

(Commission, 1968) submits that: "Where it was properly undertaken, the collective bargaining is the most effective means of giving workers the right to representation in decisions affecting their working lives, a right which is or should be the prerogative of every worker in a democratic society."

(Flanders, 1965) avers that based on the practice of pluralist perspective which enables existence of collective bargaining, workers are able to voice out any work-related matters affecting them in the workplace. This allows for the control of conflict by management and helps in extending control. In terms of employment relations, pluralism appreciates the differences in interest between employers and employees and the need to reconcile these interests for the organization to function effectively. The emphasis is on conflict management through the establishment of procedures that aim at conflict resolution. In this context the Study will explore the effectiveness of dialogue and co-operation in promoting workplace harmony as key elements in effective employer-employee relations

Figure 2.2 - **Social Dialogue Process**

The Researcher's construct of a social dialogue process

▪ **Problem Identification**

The parties must accept that there is a problem which needs solution because until the parties acknowledge there is a problem and are able to identify what the problem is, they cannot solve the problem.

▪ **Problem Analysis**

It is the stage that the problem is named by the parties, and defined. The parties then identify the symptoms of the problem and establish the causes of the problem.

▪ **Solution Search**

The parties suggest solutions to the problem through exploration. At this stage they explore the needs of each party and prioritize them. When a problem is defined in line with a parties' underlying interest it is possible to satisfy the needs of the parties. You will be able to discuss the interests' together (Fisher, Ury and Patton, 1991).

▪ **Solution Evaluation**

The parties brainstorm to find the solution that they can live with where they come up with many options and consider the merit and demerit of each option.

▪ **Solution Choice**

The parties jointly select and agree on what will satisfy their interests and them they settle on it.

Empirical studies show that the main challenge to the pluralist employment relations tradition of the 1960s and 1970s initially came from the development of radical perspectives on employment relations. These perspectives share with pluralism a belief in the essentially antagonistic nature of the employment relationship, but they do not accept its assumption that conflict can be resolved by the development of procedures or even the desirability of attempting to do so. The argument therefore was that, pluralism fails to address the issue of power adequately on the assumption that, in an environment where bargaining relationships have been established, a balance of power exists between employers and

unions. That by virtue of the ownership of the control over production of goods or delivery of services, enjoy far greater power than even the most well-organized union (Fox 1974; Clegg, 1975).

The radical perspective theorists, argue that pluralism is an essentially conservative ideology, which upholds the existing order in society rather than challenging it (Fox, 1974; Clegg 1975). Proponents of the radical perspective contend that pluralism sufficiently fails to address the issue of power assuming that, in an environment where bargaining relationships have been established, a balance of power exists between employers and unions.

c) Marxism

Marxist perspective also known as radical approach is a notion that rejects the pluralist frame of reference. The International Labour Organization (ILO, 2011) observes that the radical perspective in industrial relations is viewed as founded with the character of capitalist society. Workplace relation is viewed against conditions underlying within the boundaries of interest between capital and the employees and through these perspective disparities of power and economic affluence are considered as the fundamental nature of the capitalist society.

(Hyman, 1975) posit that all social phenomena are inter-related, and no one area, such as the supposedly autonomous industrial relations system of Dunlop's pluralist theory could be analysed in isolation. John Dunlop developed his systems framework in the 1940s and 1950s as a purposive response to his view that there was a lack of systematic investigation in Industrial Relations (IR) analysis beyond 'collecting mountain of facts' in all aspects of employment relations (Kelly, 2004). Dunlop's perspective of industrial relations was based on the following:

- Industrial relations system is a complete and separate system which is influenced by other socio-economic systems or contexts.
- There are sets of actors' employees, employers, and the State each of which has different goals but are bound by shared perspectives of the system, and their shared occupation within the system.
- The establishment of rules is the primary objective of the actors in the industrial relations system.
- The objective of the researcher is value-free analysis of primary documents, notably, policies, formal agreements and statistics.

(Dunlop, 1993) theory emphasized that the parties interact to produce, and then operate within a 'web of rules' which is the outcome of negotiation and bargaining. And the establishment of these procedures and rules according to Dunlop, the procedures themselves are rules which is the centre of attention in the industrial relations system. His theory further holds that industrial relations system comprises actors – employers (including managers) and government – (including agencies and collective institutions), all fused together by a shared ideology to make the system work, and a shared context, (market, technological, social, economic, political) (Kelly, 2014).

(Olson, 1969) commenting on Dunlop's theory noted that he ascribes equal importance to each of the actors. Dunlop's model emphasizes 'collective decision-making' in that the parties produce, and then operate within "a web of rules" which is the outcome of negotiation and collective bargaining. (Williams and Adam Smith, 2005) suggested that a lot of sociological studies of the workplace employment relations in the 1960s and 1970s were strongly influenced by the radical perspective. The radical perspective developed from a critique of pluralism and perhaps it over-reiterates the degree of conflict and disorder in employment relations. It is in this perspective that unions implement their basic conservative practice of negotiation because they become entangled with management.

Collective bargaining is evaluated as promoting workers' militancy within borders considered to be acceptable to the employers, and conflict is seen to be legalized in the organization, contrary to the workers' interests. Under the practice of collective bargaining, union leadership would prefer to pay more attention to establishing and improving a balanced relationship with employers; and by this, the union is able to sustain the confidence and protection within the institution, rather than challenging it. (Hyman, 1989) observed that the common interest of the workers is primarily to improve working conditions and to influence decisions in the workplace.

(Ackers and Wilkinson, 2003) suggested that from the 1980s, the influence of the radical perspectives has declined due to marked deterioration in the level of trade union membership and organization in a country like United Kingdom thus, decreasing the levels of strike and the dwindling extent of collective bargaining activity.

The same may be said of Ghana as trade union participation and union pluralism has increased with the passage of the Labour Act, 2003 (Act 651) which has removed the bottlenecks in trade union participation. In the year 2003, the Parliament of Ghana passed a new Labour Act, entitled Labour Act, 2003, as Act to amend and consolidate the laws relating to labour, employers, trade unions and industrial relations; to establish a National Labour Commission.

The Law was assented on 8th October 2003. One of the fundamental principles underlying the enactment of the new Law was to remove the monopoly of the Trades Union Congress at the time and allow for workers to freely exercise their fundamental human right because at the time to be able to obtain a Collective Bargaining Certificate to empower you to negotiate with your employer or his assigns, you must route your application through the TUC which automatically makes you an affiliate of the TUC. This kind of practice was not in spirit of unionization where workers have the free will to exercise the right to unionization once they quality to do so without any hindrance whatsoever. This practice gave the TUC monopoly over trade union activities and rendered no choice or choices to workers who want unionize.

2.7   Conceptual Framework

Conceptual framework can be defined as a visual representation in research that helps to illustrate the expected relationship between cause and effect.

It is also called a conceptual model or research model, which means that different variables and the assumed relationships between those variables are included in the model to reflect the expectations (*Conceptual Framework in Research, 2013-2014*).

In this study and based on the hypothesis of "whether or not effective employee relations practices in employment relationship have an impact on productivity" the independent variable is employee relations, the mediating variable is employee relations practices, and the dependent variable is productivity as illustrated in the diagram.

figure 2.3:   Variables in the Conceptual Framework of the Study
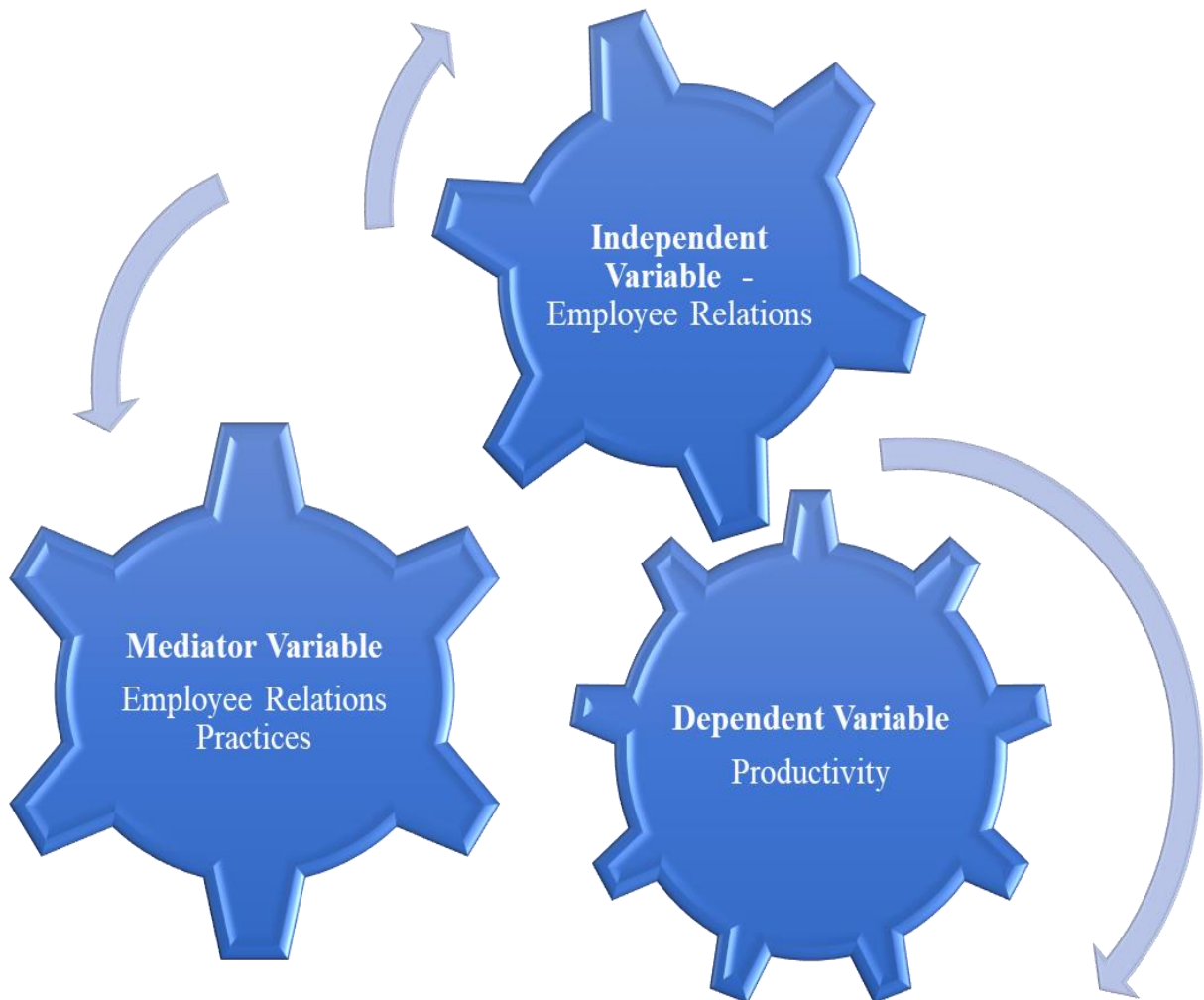
The Researcher's construct of the independent, mediator and dependent variables in Employer-Employee Relations.

2.8   Definition of Key Terms

The key definitions are within the context of the research study.

- Systems and Procedures
- Joint Problem-Solving
- Effective Labour Co-operation
- Good Faith Negotiations
- Social Dialogue
- Essential Service
- Industrial Unrest
- Industrial Action
- Industrial Dispute
- Grievance
- Agitation
- Social Partnership

a) Systems and Procedures

The employment relationship is founded on policies, procedures and rules of what is expected of the parties in the relationship. Effectively there must be ground rules to govern the way things are done. For example, in collective bargaining there are rules of engagement which define how the business of bargaining should be conducted. Systems and procedures are set of policies or principles that serve as guidelines and rules adopted by the parties how on to engage with each other. These rules also state what acceptable behaviours of the parties are and they influence and determine all major decisions and actions, and all activities that take place within established boundaries.

b) Joint problem-solving

Negotiation is about bargaining. Joint problem solving is an interactive process involving two or more parties who seek to reach creative and mutually acceptable solutions to problems that exist between them. Joint problem solving is different from negotiating or mediating, although it might be used during negotiation or mediation (ILO Handbook, 2003).

The system involves identification of the problem, problem analysis, solution search, solution evaluation and solution choice.

c) Effective Labour Co-operation

Disputes often occur because both labour and management have different goal and also because labour feels the employer is a cheat who exploits the worker and the employer feels he has the unilateral right to determine what the employees' entitlements. But in most of today's workplaces there is a new trend where the parties consider themselves as social partners, this change has been occasioned as a result of the changes in the economic environment. Issues of globalization, organizational downsizing, restructuring, new technology and technological advancement, collective bargaining, etc. have moved the relationship from adversarial to co-operation, and this calls for collaborative effort to solve organization problems.

d) Good Faith Negotiations

Negotiation in good faith means dealing honestly and fairly with one another, it is not a take it or leave it affair, it is continuity of the relationship. Russel Korobkin, Michael L. Moffitt and Nancy Welsh say that the concept is not fully defined, but the courts assess good faith as a totality of conduct. Therefore, parties in collective bargaining in order to ensure the effectiveness of the process should respond to the other party's offers and not undermine it or the authority of their representatives. Good faith negotiation is about what is acceptable within the confines of the negotiations.

e) Social Dialogue

The International Labour Organization (ILO) defines social dialogue to include all types of negotiation, consultation or information exchange between representatives of government, employers and workers over issues of common interest relating to economic and social policy. It is said to take place when there are strong, independent workers' and employers' organizations with the technical capacity and the access to relevant information. Political will and commitment to engage in social dialogue on the part of all the parties, respect for the fundamental rights of freedom of association and collective bargaining and appropriate institutional support.

f) Essential Service

Essential Service is defined as such services the interruption of which would endanger the life, personal safety or health of the whole or part of the population" (Committee of Experts of the ILO, 1983).

g) Industrial Unrest

A state of disagreement between employers and employees, resulting in action taken by employees as a protest, such as striking (oxford English Dictionary).

h) Industrial Action

Protest action taken by employees of a company or organization, for e.g., striking or working to rule.

i) Industrial Dispute

A misunderstanding, misperception, misconception or disagreement between employers and employees.

j) Grievance

A real or imagined cause for complaint, especially unfair treatment. An official statement of a complaint over something believed to be wrong or unfair. In the work environment it is a complaint raised by an individual worker or a group of workers.

k) Agitation

A state of anxiety or nervous excitement

l) Social Partnership

It is a system in which employers and workers' organizations work together through collaboration for the promotion and protection of their rights.

2.8 The Theory of Industrial Relations

(Nikolsoki *et al.,* 2004) observed that Industrial relations from which employment relations may have developed and became a social science was primarily based on workplace relations between industry and industrial workers and the field was analysed using academic disciplines such as sociology and economics.

(Abend, 2008) & (Swanson, 2013) explained that: "Theories are formulated to explain, predict, and understand phenomena and, in many cases, to challenge and extend existing knowledge within the limits of critical bounding assumptions."

(Gabriel, 2008) says a 'theory' is a generalized statement of abstractions or ideas that affirms, explains or predicts relationships or connections between or among phenomena, within the limits of critical bounding assumptions that the theory explicitly makes. The ideas, concepts and themes, constitute a deep and broad base of knowledge in the discipline, which constitute the theory. A theory emerges from a long process of research and uses empirical data to make assertions based on a deductive and inductive analysis of data (Kivunja, 2018: p.45).

Various reviews of theories in the field of industrial relations suggest that employee relations was carved out of industrial relations due to the evolution of work, nature of work as well as the changing workforce. The theory of 'work' just as the field of work keeps evolving and research shows that in every decade there is another meaning to what constitute work, which clearly underscores the fact that it is an evolving area. Various theorists defined "the field of work" from different perspectives due to its developing nature, which prompts constant changes and/or improvements in the discipline mainly because of how work progresses and how the developments and/or advancements affect how the working relationship is regulated, how the work itself is performed and managed, especially during this age of technological advancement and knowledgeable workforce.

(Deogaonkar, 2013) submitted that with the emergence of technological advancement, the employee relations trend has led to standardized procedures and mechanization of the activities and tasks being performed by employees. According to him, this has improved the quality of work and also enhanced performance at the organization level. To this end, it is not entirely true as some have argued that the

introduction and advancement of technology is affecting employee relations. Rather, one may argue that it is facilitating one-on-one coaching and strengthening the relationship and thus allowing for proper management of employee's performance.

(Deogaonkar, 2013) defines employee relations as practices concerned with the management and regulation of relationships between the organization and individual staff members, and groups of individuals within the organization. He averred that the relationship largely depends on the work profile being handled and the responsibilities which form part of the key performance indicators of the employees.

Developments in the field of work impacts greatly on how work is performed and under what circumstances and these normally prompt different innovations. In this decade, there has been another phase and new introduction in the field if work with the outbreak of the corona pandemic. The study so far revealed that before this time, not much consideration was given to pandemics and how a major pandemic can affect work and the relationship between the employer-employee though other causes like what is referred to as "Acts of God" were considered may affect certain types of jobs if they struck.

The outbreak of the COVID-19 pandemic and its spread globally at the commencement of year 2020 introduced a new dimension to industrial relations and employment relations. With the outbreak, some employers attempted to invoke Force Majeure clauses to end employment contracts but then in Ghana for example, many were faced with challenges. A Force Majeure clause in a contract is normally invoked in the event of natural disasters, classified as "Acts of God" and the employment contract must spell out the type of events or circumstances that the parties to the contract agree would constitute a force majeure in order to trigger the clause when it happens.

(Eaton and Hecker, 2020) say that the outbreak of the corona virus pandemic has provided new challenges to the collective action by workers as a central means of improving work and thus raises fundamental questions about nature and future of collective action by workers.

There is a new dimension to structure of work as is being suggested by experts that the traditional approach to labour was to protect existing jobs under collective bargaining contracts which made provision for short-term, migratory or part-time workers; however, COVID has posed further risks to how work is structured and the protection of work. Computer technology is now in high demand as COVID has accelerated and underscored some aspects of work, which may even eliminate some jobs because they may be done effectively by machines (robots), thus deskilling and even eliminating some jobs (Eaton and Hecker, 2020: p.3).

Again, COVID-19 has not just introduced a new dimension to the employment relationship but also introduced another feature to the workplace with the observance of the Safety Protocols thus bringing on new responsibilities to employers as regards health and safety at the workplace with its associated costs. According to Lovells (2020), now the management of the employment relationship and the continuity of business is based upon some compliant with health and safety obligations.

This is to the extent that an employee may refuse to work for fear of infection where the safety measures are inadequate or absent and such refusals if justified may be considered fair because there is a global call on all nations to put in place health and safety measure to contain the spread of the diseases, especially the pandemics. This thus imposes a heavy financial burden on employers especially where the local laws or national laws oblige employers to pay full salary to sick employees; and in the case of COVID-19 employees who are mandatorily quarantined due to contact with an infected person may be entitled to full pay. This development may lead to reduction of employee costs in collective agreements.

2.9 Theoretical Framework

Theoretical framework introduces and describes the theory that explains why the research problem under the study exist. The theoretical framework is a structure that summarizes concepts and theories, which one develops from previously tested and published knowledge, synthesized to help the theoretical background or give a basis for data analysis and interpretation of the meaning contained in the research data.

(Kivunja, 2018) avers that "a theoretical framework comprises the theories expressed by experts in the field into which you plan to research, which you draw upon to provide a theoretical coat hanger for your data analysis and interpretation."

The framework of this study is Employment Relationship. Employment Relationship is fundamentally founded on four main theories – Pluralist, Unitarist, Marxist and Radical theories. These theories accept or reject some aspects of industrial relations. (Finnemore and Van der Merwe, 1996) say industrial relations may be viewed as structured and theoretical perspectives applied in a workplace environment and that conflict in a workplace environment is considered as a normal part of the relationship between workers and employers. However, a general understanding and co-operation between workers and employers rest on work relations between these two parties to promote and achieve their objectives (Mzangwa, 2015: p.184).

The Study reviewed the Pluralist and Marxist theories. However, the main theory is on the establishment of rights and obligations on one hand and rules and regulations for the parties in the employment relationship on the other hand – a philosophy, founded on Dunlop Systems Theory of Industrial Relations. The philosophy on Dunlop's Systems Theory is on structure, development and management of relationships among the three integral members of labour relations – labour, management and government, who are referred to as the tripartite partners in employment relations, affirmed by the International Labour Organization's (ILO) ideology of employment relations which is based on the principle of tripartism, a system that promotes dialogue and co-operation between governments of states, employers and workers in the formulation of standards and policies dealing with labour matters. This tripartite approach to the adoption of standards in employment relationship ensures effective participation of both employers and workers to promote greater cooperation and guarantees ownership that promotes good governance in social and economic issues.

Under the system, Government represents the sovereign state and plays a dual role in industrial relations, that is, government as an employer and government as a policy maker. Government's role as a policy maker is ensured through the establishment of institutions and the creation of policies and regulations, among others to promote good governance. Government's role as an employer is because government through its employees or its agents of the state institutions and government agencies conduct government business. A sovereign state is a State with its own institutions and populations that has a permanent population, territory, and government. It must also have the right and capacity to make treaties and other agreements with other states. The Cambridge English Dictionary defines a state as "a country or its government."

Max Weber defines the State as "the community of people which successfully upholds a claim to the monopoly of legitimate use of violence within its territory." (Omotayo, 2015) associated himself with the definition of (Jary, 2000) in this definition of the state. The state thus, is the apparatus of rule or government within a particular territory. Various theorists considers the 'state' from different or several perspectives. (Omatayo, 2015) acquiesced with (Holborn, 2008) that many Sociologists consider the

state as consisting of a wider set of institutions. For example, in Britain, the state includes welfare services, and the education and health services. Others also include nationalized industries.

(Okodudu, 1999) notes that the State as an institution and a unit of social analysis has undergone different conceptions right from classical ancient times to the present and that the State has become a necessity, and interventionist machinery for guiding and regulating the passions, emotions, behaviours of individuals, and standardizing human relationships. Traditionally, Marxists view of the state is that it grew as an attachment of the ruling class and its concern is to foster the economic interests of the dominant social class within a stratified society.

(Omotayo, 2015) referred to (Miliband, 1969) definition of the State as "a number of institutions which together constitute its reality." In Miliband's opinion, the ruling elite and state elite share panoply of social interconnections that make for commonality of interests and protection of such interests.

Furthermore, (Omotayo, 2015) notes that the state performs specific functions in any industrial relations system – but then questions in whose interest these functions are performed.

(Williams and Adam-Smith, 2006) identified four main functions that the state performs in industrial relations. They are:

1) Single largest employer
2) Makes employment relations legislations
3) Mediates conflicts between the different parties in industrial relations through the establishment of conciliation and arbitration systems or structures; and
4) Enacts policies that also have implications for industrial relations.

Together, the two authors described the State as the regulator and provider of socio-legal environment within which industrial activities take place and therefore serves as a mediator in the resolution of industrial disputes between the employer and/or its agents and employees and/or their associations, i.e., trade unions. On the other hand, (Badejo, 2014) submits that "A government that is dedicated to the protection of private property and minimizing disruptions to production and seeking the elimination of threats to investments and investors, and ensures a buoyant economy cannot afford to be neutral in industrial matters."

This view of ensuring the role of the state and its neutrality in industrial relations practices can be related to the Ghanaian situation when the three social partners in labour, felt a perceived governmental interference in labour matters because government is also an employer; yet, the Labour Department, an agency of government under the Ministry responsible for labour matters was then in charge of conciliation and resolution of industrial disputes. This prompted a call by the bipartite partners, that is employers and organized labour to have an independent arbiter in labour dispute resolution, because government itself is an employer and so cannot be considered as playing 'fair' in disputes involving government as an employer, as government should not be judge in its own cause.

According to (O'Neill, 1995), the principle of 'fairness' is self-evident and powerful because it compels us to recognize that the ethical enterprise entails submitting to a higher judgment than our own first judgement. He explains further that it ordinarily applies in cases where you are in dispute with someone else over a property over a perceived right. So, in the Ghanaian situation at the time, the consideration was government's role in matters in which it had interest, and that it was unfair for government as an employer to adjudicate in matters of industrial disputes where the dispute involved public/civil servants who are government employees, thus it was reasoned that it was both morally and ethically unfair for government which has direct interest in a matter to preside over the same matter.

This philosophy led to the call by the promulgators of the current Labour Law of Ghana, Labour Act, 2003 (Act 651) to clearly distinguish government's dual role – government as a policy maker and government as an employer. Again, the Law created an independent arbiter with representation of the three social partners in labour to serve as Members of the independent National Labour Commission of Ghana to adjudicate labour disputes, thus, the tripartite agenda or policy is enshrined in Ghana's Labour Law. The Law equated the status of the Commission to a High Court and provided that in performing its adjudicating function, the Commission shall not be subject to the control or direction of anybody or authority, this is to ensure its independence and neutrality as enshrined in the country's national Constitution. The nature and form provided the Commission is intended to prevent as much as practicable interference and to induce ethical conduct in the work of the Commission and to discourage any bias in the resolution of industrial disputes.

The employment relationship is primarily between an employer and employee and like every relationship, there would be differences because "conflict is inevitable," so there's the promotion of negotiation by the parties in the Law not only to reach agreements but to build consensus, and also compromise where need be, on all matters concerning the employment relationship at their level, and it is only where the parties fail to settle their grievances at negotiation, and the matter becomes a dispute that the intervention of the third party is sought; an idea which is intended to promote good workplace practices and allow the parties in the employment relationship to discuss their differences themselves first and only resort to a third party for intervention, when they are unable to settle.

Dunlop, a Labour Economist, designed an analytical framework with the aim of integrating industrial relations. In his view the field is a subset of several fields of study, i.e., labour relations – the labour problem, diversities of management – personnel management, scientific management, human relations, labour law, industrial psychology, public policy and economics. He submitted further that all these views on industrial relations have created a "mountain of facts" which call for an integration of analytical facts (Kelly, 2014: p.7).

(Dunlop, 1958), further professes that the employment relationship is about resolving labour-management problems based upon agreement on a common set of facts that affect labour, management and government in the resolution of labour disputes. His analysis of industrial relations is based on a perspective that industrial relations systems are a subsystem of society.

2.9.1   Dunlop's theory is based on four system models

The System is made up of -

1) Actors
2) Context
3) Ideology
4) Web of Rules

Figure 2.4
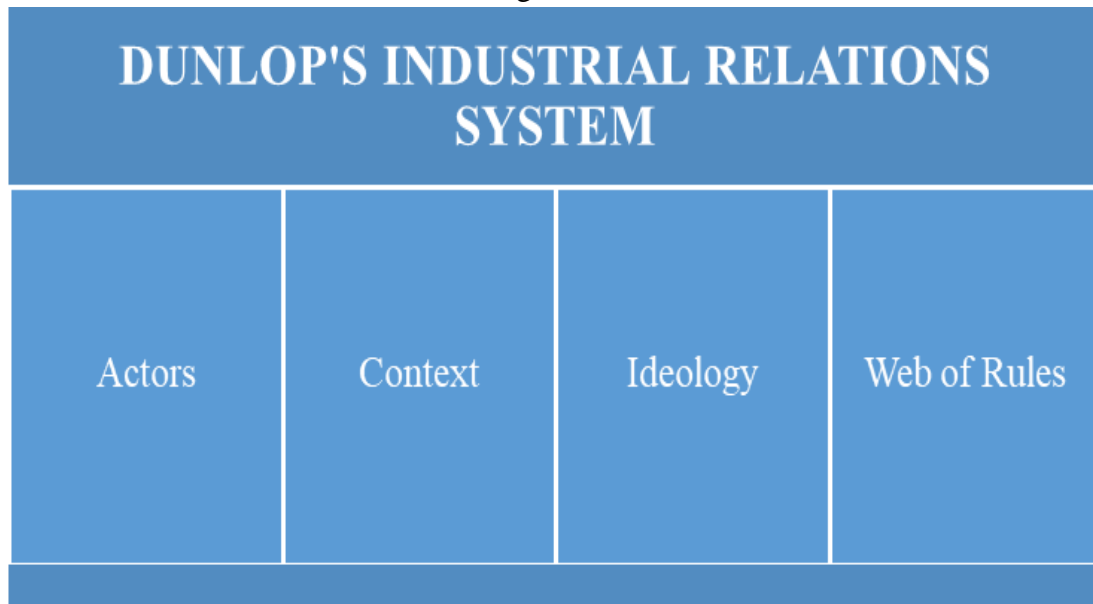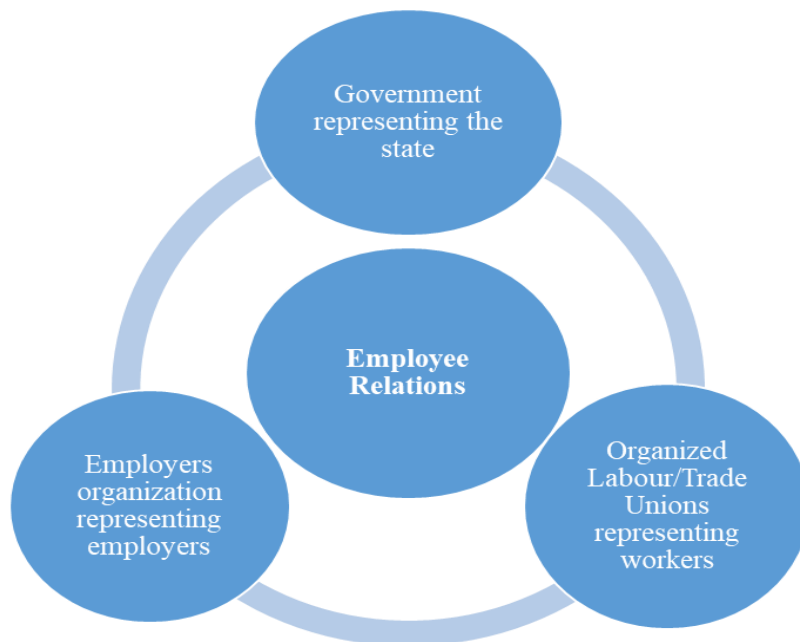

Source: Researcher's construct of Dunlop's Industrial Relations System

2.9.2   Actors in Industrial Relations

(Kochan, 2004) discussed the Actors in industrial relations. He premised his discussions on John Dunlop's Industrial Relations System (1958) where he proposed three key actors in modern industrial relations system as government, employers, and labour unions. In these contexts, Dunlop argued that none of these institutions are autonomous, i.e., can act independently from each other as according to him, their shape to some level is based on their market, technological and political contexts.

Figure 2.5 - Actors in Employee Relations System

Source: Researcher's construct of Actors in Employee Relations System

Furthermore, (Kochan, 2004) submits changes in the environmental contexts in the evolution of work, and how it is done as well as how employment relationships as they are now formed place great pressure on government, employers and unions to adapt and update their policies.

(Ayantuji and Ayantuji, 2013) observed that there are many models of industrial relations. They discussed the British model which focuses on three principal actors as follows:

1. The workers and their trade unions
2. The employers and their associations, and
3. The government and its agencies
4. In furtherance of their discussions (Ayantuji & Ayantuji, 2013) referred to the definition of the roles of the three principal actors as follows:

(i) **Workers and Trade Unions**

That their role is the supply of skills necessary for the production of goods and services.

(ii) **Employers**

Provision of raw materials including human resources and financing the production of goods and services.

(iii) **Government**

Government and its agencies' role are the provision or creation of an enabling environment for the production of goods and services.

These responsibilities of the Actors bring into perspective the interdependence of the parties on each other to function effectively in an economic system and thus places a responsibility on each Actor to play its role as expected of it in an economic system. Kochan (2004) submits that there have been times in history when the actors have had both the opportunity and responsibility to restructure or update how their institutions meet the needs of the workforce and the economies they serve.

(Kochan, 2004) in acknowledging the work of (Osterman, et. al., 2001) notes that geopolitical crisis coincides with a crisis in industrial relations and the foundation of this is that policies, institutions, and practices developed to govern industrial relations in the 20th century have for some time been declining in effectiveness, status, and centrality in today's world of work.

Today's world of work is in constant change due to technological advancement and other modern developments, some of which introduce new dimensions to the workplace. The recent outbreak of the COVID-19 pandemic has introduced another dimension to what is traditionally considered a 'workplace' and the management of the workforce at the 'workplace.' The Merriam Webster dictionary defines pandemic as a disease occurring over wide geographical area usually many countries or continents and typically affects a significant proportion.

This new development thus brings into focus and further studies what may be defined as a 'workplace' and they people who perform there as well as an important issue of for consideration, that is, the fact that pandemics can also impact the evolution of work. The issue of pandemics and how they impact work has not been extensively considered and there is limited or no literature on it because now, work can be performed from home, and so in the sense of 'workplace and based on the legal definition of workplace, there is the need for further interrogation and definition of whether one's home can now be 'officially' considered a workplace. Law Insider, a Legal Resource online defines workplace "as the place or places where the employees of an employer work, and if an employer carries on or conducts two or more operations that are independent of one another by reason of their size, function or organisation, each of those operations constitutes a separate workplace."

(Bagga, 2020) writing on the impact of COVID-19 on performance management noted that mid-year performance reviews are aimed at checking in on performance progress towards annual objectives or identified goals to map out performance strategies and expectations for the rest of the year. However, given the impact of COVID-19 on employees' work and professional lives and business as a whole in the year 2020, talent managers debated whether to adjust their performance review process for the year. He referred to a Gartner survey which showed that 73% of organizations that usually conduct formal reviews at the mid-year conducted performance reviews as they recognized that it could be a good way to acknowledge employees' contributions and provide meaningful feedback. On the other hand, 14% of organizations that conduct formal performance reviews as usual, made reviews optional, 8% delayed reviews and 5% cancelled reviews totally.

In June 2020 the World Economic Forum noted that the world's response to COVID-19 resulted in the most rapid transformation of the workplace as working from home became normal. It was noted that, the new normal, that is working from home has transformed the relationship from digitizing the relationship between firm and customer to digitizing the relationship between employer and employee. A situation which has propelled the world forward, fast-tracking trends such as automation, digitalization and innovation bringing business and companies to a crossroad. But then those who will capitalize on post-COVID opportunities will find themselves in a good position to retain their talent and attract more talents once the situation stabilized. It further notes that the economic impact of the pandemic also has a direct impact on responsibility surrounding youth employment, with its resultant effect being financial crisis which may lead to some countries' entire generations facing a future with fewer job opportunities.

2.9.3 The Context of Industrial Relations

Studies show Industrial Relations are conducted within the external context of the national political environment, the international context and internal context of the organization. Dunlop's theory of industrial relations considers the system as existing within the framework of environmental or external economic, technological, political, legal and social forces that impact employment relationships and he opined that the type of substantive and procedural rules as well as the degree to which they are more or less favourable to the set of actors is largely dependent on the nature of the contexts.

a) The Political Context

This context is formed by the ruling government – the government of the day. The ruling government may make amendments or major changes to existing legislation as it may deem fit in line with its political agenda and/or policy on employment and its related matters. Therefore, if the issue of sound industrial relations is not high on a particular government's agenda, industrial relations will not be effectively practiced and this may result in rampant industrial actions, especially when those who are appointed to manage the relationship do not really appreciate the importance of effective industrial relations practices to the growth of an economy. (Katz, et. al., 1983) in a study on the relationship among plant-level performance, economic performance and quality of working life programmes revealed that there are strong associations between industrial relations and economic performance measures.

b) The International Context

Research shows that employee relations in the United Kingdom (UK) are affected by European Regulations, (Employee Relations, The framework of Employee Relations: p.50).

(Streeck, 1998) observed that with the integration of Europe, national politics and industrial relations will remain the principal areas for the social regulation of work and employment in Europe. This is because in the course of four decade the integration of Europe has been firmly defined as a process of economic liberation by international means, i.e., opening up national economies through internationally negotiated expansion of markets beyond national borders (Streeck, 1998: p.2).

c)   The Organizational Context

Cost is a major factor when it comes to industrial relations. "The cost of labor is the sum of all wages paid to employees, as well as the cost of employee benefits and payroll taxes paid by an employer. The cost of labor is broken into direct and indirect (overhead) costs" (Ref: Investopedia.com).

The field of human resource management defines the cost of labour to include the sum of all wages paid to employees, as well as the cost of employee benefits and payroll taxes paid by an employer. The cost of labour is broken into direct and indirect costs. Direct costs include wages for the employees for physically making a product, like workers on an assembly line. Indirect costs are associated with support labour, such as employees that maintain factory equipment but don't operate the machines themselves.

The Framework for Employee Relations holds that the need to take labour cost out of business is what results in the "lean organization" movement and large-scale redundancies. Again, with the introduction and advancement in technology, there is pressure for greater flexibility and increased management control of operations with an aim to achieve higher levels of efficiency and a reduction in labour costs. Many of today's businesses are decreasing the size of their hierarchies and redesigning their structures.

Maalouf (2019) notes that based on observation of leaders in administrative posts and high-level functions, researchers discovered that "borderless, networked organizations need new manners of management with increased connectivity, or what is called "meta-leadership." According to him meta-leaders aim to accomplish outcomes that cannot be realized by one company or one function. He thus associated himself with (Marcus et al., 2009), that individuals working in diverse positions in the hierarchy need collaboration.

Empirical studies show that industrial relations "is a dynamic concept that depends on the pattern of the society, economic system and political set-up of a country changes with the changing economic and social order." Michael Armstrong defines industrial relations "as the systems and procedures used by unions and employers to determine the reward for effort and other conditions of employment, to protect the interests of the employed (employees) and their employers and to regulate the ways in which employers treat their employees." In sum, industrial relations can be said to be the safety net for the working environment and the working people. Working environment because it sets out the procedures under which work is to be carried out to protect or grow investment and also serves as protection for the working people. However, these can only be achieved through sound practices, mutual respect for the rights and responsibilities of the parties in the relationship, etc. The term 'relations' refers to the relationship between the employer and the workmen.

Allan Flanders in a write-up on Industrial Relations defines industrial relations as regulated or institutionalized relationships in industry while Professor Clegg defines industrial relations in the broadest terms as encompassing the rules governing employment together with the ways the rules are made and changed and their interpretation and administration (*Concept, Scope, and Approaches to Industrial Relations, p.5*).

Industrial relations system is considered at four main levels – national, regional, industrial and workplace. The concept of the system is said to be influential in establishing the field as a discipline in

its own right. The system is defined as a composition of the totality of power interactions of participants in the workplace and is viewed as an integral and non-separable part of the organizational structure and its dynamics. But the system is also seen as an inclusion of all the individuals and institutions that interact at the workplace and regardless of the level, the system can be viewed from three perspectives:

1. a set of individuals and institutions that interact;
2. a context within which the interaction takes place; and
3. an output that serves to govern the future relationship of the parties.

(Source: Concept, Scope, and Approaches to Industrial Relations, p.8).

The components of industrial relations system are:

1. **Participants –** The participants are the duly recognized representatives of the parties who interact in several roles in the system.
2. **Issues** – The power interactions in the workplace create industrial relations issues, which issues and the consequences of power find their interaction in a web of rules governing the behaviour of the parties at the workplace.
3. **Structure** – This consists of all forms of institutionalized behaviour in the system. The structure may include collective procedures, grievances and dispute resolution practices and systems/institutions. Legal enactment relevant to power may also be taken as part of the structure.
4. **Boundaries** – There is a possibility in system analysis to find an issue which a particular participant may be totally uninterested in resolving while the other participant may be highly concerned about resolving. These issues may act as delimitations to systems boundaries.
5. (Source: Conceptual Framework of Employment Relations, p.8)

2.9.4 Ideology of Industrial Relations

(Tripathi, Gupta and Kapoor, 2020) posited that "The term 'Industrial Relations' should be understood in the sense of labour- management relations as it permeates into a wider set of relationship touching extensively all aspects of labour such as union-policies, personnel policies and practices including wages, welfare and social security, service conditions, supervision and communication, collective bargaining etc., attitudes of parties and governmental action on labour matter."

(Kaufman, 2014) in an article on the Roots of Human Resource Management (HRM) wrote about the historical developments of HRM and suggested two propositions on the roots of the field. According to him, the first is the modern HRM developed out of the earlier field of Personnel Management (PM). Secondly, PM was created out of industrial welfare work, scientific management, and industrial psychology (Dulebohn et al., 1995 and Eilbert, 1959).

He submitted further that these two perspectives are incomplete and give an unduly narrow portrait of the origins of the field. He noted that empirical studies trace the foundations of personnel management to fourteen developments and subject areas as identified by (Kaufman, 2008) as follows:

- Labour Problem
- Systematic management movement
- Government civil service reform movement
- Industrial welfare movement
- Industrial safety movement
- Progressive era social reform movement

- Trade union and open shop movement
- Government regulation and labour law movement
- Scientific management movement

(Bethel *et. al.)* define industrial relations as "that part of management which is concerned with the manpower of the enterprise whether machine operator, skilled worker or manager." They explained that manpower of the enterprise can be classified as management and workers or employers and employees and industrial relations, thus industrial relations is the relations between the employer and the employee (workman). The idea of industrial relations therefore exists within the context of a working setting where there is an employer-employee relationship. The relationship is created by diverse and complex attitudes and approaches of both management and workmen and the relationship is connected to an industry where it is regulated and practiced. Other theorists also say is the "composite of result of attitudes and approaches of employers and employees towards each other with regard to planning, supervision, direction and coordination of the activities of the organization…."

This type of relationship emphasized on the process of accommodation where both parties develop skills and methods of adjusting to and co-operating with each other. The relation is not a simple relationship between the two parties – employer and employee; it is functional interdependence involving a number of factors such as historical, economical, psychological, occupational legal, etc. The relations also create complex rules and regulations to govern the workplace and the work community with the aim to maintain harmonious relations between labour and management and to facilitate the resolution of disputes through bargaining.

Studies show that industrial relations is an important facet of management. Management is the act of getting people to work together to achieve desired goals and objectives efficiently and effectively. Industrial relations is the relationship that exist between an establishment and its employees. The establishment is represented by the employer and its assigns or agents, while the employees represent the workforce or their trade unions. Therefore, for this relationship to be effective, there must be sound or good practices that promote the interest of the organization and the employees. From the ILO's perspective, industrial relations concerns issues like freedom of association and the right to organize, the right to collective bargaining, negotiation and joint-problem solving, institutions and machinery to resolve or settle disputes between employers and employees.

The scope of industrial relations includes:
a) Relationship among employees, between employees and their supervisors or managers.
b) Collective relations between trade unions representing the workers and their management, i.e., union-management relations.
c) Collective relations among trade unions, employers' associations and government.

Dunlop's philosophy hinges on common appreciation that actors in industrial relations system establish substantive rules and enforcement of procedural rules. Collective bargaining is one of the means the actors in an industrial relations system use to establish and implement substantive and procedural rules.

(Geare, 1977) observes that within the last decade, industrial relations throughout the industrialized world has seen tremendous changes. He notes that in New Zealand alone, the major legislation changed from the Industrial Relations Act, which was merely an adoption of 1984 legislation which was based on a pro-union or paternalistic ideology to the Labour Relations Act. The Act was based on a pluralistic ideology to the Employment Contracts Act based on a unitarist ideology.

Sawyer (1978) wrote about the legislative history of Ghana concerning industrial relations. He noted that legislative regulation of industrial relations began in the then Gold Coast with the Trade Unions Ordinance (Cap. 91). After this were a number of amendments and repeals spanning a thirty-year period followed by the Industrial Relations (Amendment) Act, 1971 (Act 383) and in the year 1965 another legislation was promulgated known as the Industrial Relations Act, 299 of 1965 (Sawyer, 1978: p.331).

Sawyer asserted that by the turn of the century colonial administration was firmly grounded in Ghana, which was then Gold Coast Colony, Ashanti and Northern Territories and typical of colonial administration, there was little room for indigenous participation in major decisions affecting the economic and political life of the colony. However, there were agitations for indigenous participation during the period and especially in the 1930s, which was pivotal after World War II, with the formation of the Convention Peoples Party (CPP) in 1949. Thereafter, the anti-colonial struggle heightened under the leadership of the CPP with a call for ''Self Government Now.''

According to Sawyer, after Ghana attained independence in 1957 under the CPP Government, the CPP rapidly consolidated its control over a local political scene, which led to the declaration of Ghana as a Republic within the British Commonwealth in 1960.

Summary of Elements of Employee Relations that deals with industrial and employee relations concepts is presented in the table below:

Table 2.2- Elements of Industrial and Employee Relations

Systems theory of industrial relations, which sees the subject as a system of regulations and rules
The types of regulations and rules contained in the system
The nature of collective bargaining and bargaining power
The unitarist and pluralist views about the basis of the relationship between management and trade unions in particular or employees in general
The reconciliation of interests
Individualism and collectivism as approaches of employee relations
The voluntarist approach to industrial relations and its decline
Human Resource Management (HRM) as a new paradigm for employee relations
The role of the employee relations function

Source: Chapter 50 of the Framework of Employee Relations

2.9.5 Web of Rules

The establishment of rules for the work place and the work community is done by the actors in a given context. These rules consist of procedures for establishing the substantive rules and the procedures for establishing their applications to specific situations.

These web of rules according to Pandit may be expressed in a variety of forms such as regulations and policies of management hierarchy, the law of any worker hierarchy, the regulations, degrees, decisions, awards, orders, collective agreements and decisions of specialized agencies among others (*Pandit, IR, Ch. 2, p.2*).

Industrial relations system is considered as a web of rules that regulate the employment relationship and spells out how people should behave at work. (Omotayo, 2014) referenced Dunlop's theory of industrial

relations, which holds that the role of the system is to produce the regulations and procedural rules that govern how the parties involved, or the 'actors' in the industrial relations system relate to each other. He further submitted that the patterned and recurrent interactions of the actors produce the main output of industrial relations system, known as "web of rules."

In Dunlop's view of an industrial relations system, actors, context and ideology bind the industrial relations system together while a "body of rules" is created to govern the actors at the workplace.

Furthermore, he observed that the actors exist within the technical, market, and power contexts of the system are regarded as the determinants of the web of rules. He notes that the output of the system takes the form of: "The regulations and policies of the management hierarchy; the laws of any worker hierarchy; the regulations, degrees, decisions, award or orders of government agencies; the rules and decisions of specialized agencies created by the management and worker hierarchies; collective bargaining arrangements and the customs and traditions of the workplace."

The rules and regulations define and specify rights and obligations of actors in the industrial relations system. He named two types of rules as substantive and procedural rules in industrial relations system. Under this, the system is seen in many more or less formal or informal facades – in legislation and statutory orders, in trade union regulations, in collective agreements and arbitration awards, in social conventions, in managerial decisions and in accepted conventions and practices. The rules may be defined and coherent, or ill-defined and incoherent (*The Framework of Employee Relations: p.755*).

Substantive rules include general conditions of work, welfare package and remuneration considerations. Procedural rules deal with the methodology adopted by industrial relations' actors to establish substantial rules, and this include collective bargaining, grievances, promotion transfer or termination/layoff.

(Akinbode, 2018) described Dunlop's view of industrial relations as complex inter-relations among workers, management and governments – these three main actors or participants are distinct institutions who are guided by economic factors which determine how they relate to each other. He submitted further that "industrial relations at any one time in its development is regarded as compromising of certain actors, certain contexts, an ideology which builds the industrial relations system together, and a body of rules created to govern the actors at the work place and work community."

(Abbott, 2006) philosophy on employment relations on the other hand, describes the field as very fundamental to human existence. Abott notes that work is fundamental to the human condition and that it determines what we do for much of our lives and also preoccupies what we think about. He submits that it is what provides us with the access to the material necessities of life and the advantages and achievements of civilization, therefore its allocation, organization, management and reward are of much importance and therefore how these considerations are taken in gainful employment signify the values and views a society holds about work.

(Abott, 2006) theory on the workplace dispute describes how disputes involving the parties in the work industry are resolved to ensure that work and its benefits are upheld. The fact is that conflict is inevitable and so in a relationship it is important to put in measures that will help address and manage conflict when they occur.

Studies show relationship conflicts are better managed through effective communication and that workplace disputes can be managed or resolved effectively through communication; because good communication creates understanding. Thus, it is essential for the parties in employment relationship to create the kind of understanding that is needed to resolve any misunderstanding, misperception. This can

be done through an appreciation of the organization's cultural values; it is about communicating about the work and what needs to be done. It is about engaging beyond cultural values, economical and political differences aimed at achieving an agreement that meets the parties' best interest.

(Muller-Jentsch, 2004) observed that basically the import of social sciences is to describe, classify and explain the underlying factors of social sciences and that explanations can only be good as the theories deployed. He notes that in the area of industrial relations several impediments hinder the development of good theories and explains two theories as follows:

1. industrial relations is an interdisciplinary field of study and the individual disciplines that contribute to it are – sociology, business, labour economics, political science, labour law, social psychology, etc.) provide divergent analytical tools to scholars;
2. complex subject area where specific theories exist for different institutions, actors, and issues that are tailor-made for their explanatory domains – collective bargaining, trade unions, industrial conflict and industrial democracy).

These issues or elements pose an impossibility for a unified theory because of their premises and frameworks and their levels of analysis.

Abbot names three theories of Employee Relations which have been influenced by the Unitarist assumptions as follows:

a. Taylor's Scientific Theory of Management (1974)

Taylor's theory based on a management practice that holds that the employment relations choices of management must commence from the assumption that employees are immature in the ways of work, and are likely to avoid it whenever possible, they have limited, self-centered aspirations and time-horizons. In view of this when recruiting and directing workers, leadership must have a clear understanding of the tasks employees are expected to perform.

b. Human Relations Theory

The second theory comes from the so-called human relations school (Maslow, 1954; Mayo, 1933; Child, 1967). This theory propounds that the reduction of organizational tension is held to rest on the ability of individuals to achieve self-fulfillment at the workplace. Workers are regarded as qualitatively different to other resources used in production, therefore if workers are refused autonomy on the job, or are reduced to act as mere extensions of the machinery they operate, or are given work that inhibits their capacity to create and think the argument is that they will subvert the methods of control that enforce those conditions. Therefore, workers' rights must be recognized and they must have a voice in workplace governance, by practicing the type of managerial approach that seeks to reduce workplace tensions and creates workplace satisfaction.

c. Human Resource Management

The third theory is based on the principle that tension in organizations can be completely resolved by nurturing a psychological contract based on co-operation. That the workplace must be founded on co-operation between management and employees where there is collaboration developed or encouraged through the development of unifying culture, strong and pervasive leadership and a clear vision of organizational goals. The aim should be to breakdown workplace social classes, develop open lines of communication, promote collective understanding of the interests of all and work together to avoid conflict. This collaborative management practice is in the form of workplace teams, performance appraisals, performance related pay and individual contracts of employment, among others (Abott, 2006, pp:191-192).

Abott further avers that due to the consequence of work there's a duty on managers to explore how work can be better organized and allocated in today's sophisticated work environment and how to direct those in charge; this is about management and leadership.

In an article published in the Harvard Business Review in January 2004, authored by Abraham Zalenik, the Author reviews the traditional view of leadership and notes that Managerial development then, focused exclusively on building competence, control and appropriate balance of power. Zalenik however opined that the essential leadership elements of inspiration, vision, and human passion are what drive corporate success. He argued that the difference between managers and leaders lies in their beliefs, "deep in psyches, of chaos and order."

Industrial relations refer to the relationship that exist in both unionized and non-unionized workplaces. The field is predictably associated with trade unions, collective bargaining and collective action with a strong view of the world of work as associated with machines and manufacturing employment sectors dominated by male and manual workers working full-time. On the other hand, in the UK, studies show that employee relations enables the adoption of a broader concept that largely involves the service sector with a coverage of 70% of the workforce. This change in the composition of the workforce has resulted in the inclusion of women with different types of employment contracts – part-time work, fixed-term contract, temporary and casual work.

(Taylor, 2023) observed that the last quarter of the 20th century began the regression of traditional industries and enormous growth of the service sector which led to a decline in union membership. Thus, this led to new forms of work organization and created a 'relationship' between employees and managers. The introduction of employee relations contributed to a concept that redefined the employment relationship to include non-unionized workplaces, individual contracts, etc. instead of contractual arrangements through collective bargaining.

The 2011 Workplace Employment Relations Survey (WERS), shows that union influence over pay and conditions has continued to decline since 2004. In the private sector, although formal rights to negotiate over pay changes minimally, the scope of collective in the unionized sector decline dramatically (*Sixth Survey Employment Relations WERS, 2011, Britain*).

The Survey further revealed that Union influence over pay setting declined for three decades. By 2011, only 6% of private sector workplaces bargained with unions over pay for any of their employees and a little over 16% had their pay set by collective bargaining.

In Ghana, statistics at the National Labour Commission (NLC) revealed that from 2010 to 2020, of the total number of industrial/labour disputes recorded in the public sector, almost 70% bordered on pay and conditions of service. These disputes occurred due to lack of and/or poor communication, protracted and negotiations thus resulting in work stoppages and strike action, and the sectors that were mainly affected by these actions were the education and health sectors.

In employee relations a considerable number of employers' opinion is to manage employee relations effectively with each individual employee, in view of the fact that the employment relationship commences fundamentally when an individual employee enters into employment contract with an individual employer. Once the relationship commences it has to be established through the making and observing or rules and regulations, procedures for work and observance or adherence to the rights and responsibilities of the parties, etc.

(Nikolovski *e.t al.,* 2000) suggest that Employee Relations is a concept that is preferred over the former, that is, Industrial Relations because of the awareness that there is much more at the workplace than

industrial relations could cover. Generally, employee relations take a broader view of what is contained in an employment relationship by considering the employment relationship as a contract between two parties and their rights and responsibilities. The management of a business to gain a competitive advantage over others is one recognition that has made business managers to come to appreciate the importance of employees in business development and business management. The skills, knowledge and creativity of employees is the main potential that a business can have over its competitors because people – 'employees' make the business and they influence important aspects such as productivity and effective service delivery for profitability. Employee relations is about finding the right human resource, developing their skills, competence, talents, careers and motivating and maintaining their commitment to the business.

(Maccoby, 2000) also notes that managers are principally administrators who write business plans, set budgets, and monitor progress, while leaders get organizations and people to change. But he argues that, that's true to some extent and suggests a distinction between management and leadership. He explains management as a function that must be exercised in every business and leadership as the relationship between a leader and the led that can energize the organization (Maccoby M., 2000: p.57).

In this vein, if a leader does not value relationships, does not have the skill to build relationship and lacks competence to energize, then he cannot have followers who are "the led."

(Maxwell, 2008) averred that there are ten essentials of developing yourself as a leader and he names the most important of the ten as Influence. According to Maxwell "Leadership is influence" no more no less and further quotes his favourite leadership proverb as: "He who thinketh he leadeth and hath no one following him is only taking a walk." He further asserts that "Leadership is the ability to obtain others." (Maxwell, J.C., 2018: p.3).

The above underscores a very important point when it comes to employer-employee relations – the employer as the leader and the employee as the follower. How will the employer get its employees to translate the vision and or achieve the organizational goal to reach success? It is through involvement, communication, participation, recognition, etc.

Under this new dispensation of leadership practice, the researcher's argument from the theories reviewed suggest that a goal of leadership must be direction with a purpose exhibited through a sense of influence. Myles Munroe, an internationally renowned bestselling author noted that "Leadership is the capacity to influence others through inspiration, motivated by passion, generated by vision, produced by a conviction, ignited by purpose." (Munroe, 2008) distinguished between positions and titles when it comes to leadership and explained leadership to mean to influence others on the vision birthed by a sense of purpose. In Munroe's view, everything rises and falls on leadership. Hence, as a leader you need to have a vision backed by a sense of purpose and be willing to follow yourself as Maxwell puts it that if you are leader you must learn to follow yourself because if you can't follow yourself no one will. To Munroe leadership is critical because it is what can transform cowards into warriors. Leadership is the influence of people through inspiration and not manipulation because people must be inspired to do things. Therefore, it is poor leadership, when a person in leadership uses threats and intimidations to get things done, it only shows visionless and non-influential leadership. To Munroe, leadership capacity is to deploy people not to employ people because good leaders employ and great leaders deploy. Leadership is about unearthing the potentials in people for them to become what they really are in order to contribute their expertise to business development and organization success.

Empirical studies point to various reasons why people work; an Article by (Brian Villari, 2019) academics studies on why people work for nearly a century revealed some reasons why people work. The studies show that basically people work to earn a livelihood, to establish human relationships, for personal development, job satisfaction, service security and success. However, the Article by Brian in 2019 says that the research was a major breakthrough because Professors Edward Deci and Richard Ryan of the University of Rochester based on their findings named six main distinct reasons why people work, which are: play, purpose, potential, emotional pressure and inertia, stating emphatically that it is not compensation as many may assume. However, all of the reasons why people work as the study revealed take place within a certain context, that is, the environment of work as this promotes or enhances the employer-employee relationship.

The question of environment thus also brings the issue of the context in which employer-employee relations can be effectively practiced because when rules or policies are developed, they must be implemented within a certain context or framework, and if this is not available or not made possible, then they may just be nice in print but not in implementation.

Furthermore, the review presented and emphasized some factors that contribute to establishing a legal working relationship between the offeror of the job and the offeree, i.e., the employer. (Morris, 2009) notes that employment relationships are based on contracts which result in an agreement between the parties with mutual obligations to work and to pay for the work. A contract may be in writing in a standard form or by letter, this notwithstanding, as long as there is mutuality there are contractual obligations. Morris further avers that, an employment contract consists of any implied terms, for e.g., trust and confidence, custom and practice and statutory terms and written and oral terms in addition to collective agreements where they exist. Therefore, for an employment relationship to exist, there must be the presence of contract which spells out the rights and obligations of the parties, and the employee must work under the instructions of the particular work and the employer who must provide appropriate raw materials for the specific job and also pay the agreed remuneration for the job.

The study of what employee relations entail suggest that it may be considered as the inclusiveness and recognition of the important role that workers play in the attainment of organizational success. Compensating employees for what they are worth in terms of their contribution to economic development of an enterprise or organization should not be underrated or seen as financial burden, but rather viewed as an important factor that contributes to leadership success and overall business success. Good employee relations practice enhances organizational performance and promotes organizational success which contributes to the achievement of the business' vision.

Employment relations on the other hand is concerned with the theory and practice associated with the management and regulation of the employment relationship. Studies show that employment relationship is the contemporary term used in the stead of industrial relations. Traditionally, industrial relations refer to the management of the relationship between trade unions and management and it involves the process of collective bargaining, negotiation and consultation and the settlement of industrial disputes. Generally speaking, employment relations is about the management and regulation of the employment relationship in its political, economic, social and legal context. Employment relations is concerned with the management of both the individual and collective employment in both unionized and non-unionized environments.

2.10   Industrial Relations or Employee Relations and Workplace Governance?

Research shows that Industrial Relations is a multidisciplinary field that studies employment relations. It is complex interrelations between employers and employees, labour unions, employers' organizations and the state; and the term industrial relations is also concerned with employment relationships. The field is a development of the industrial revolution, which excesses led to the emergence of trade unions to represent workers to negotiate and develop collective labour relations.

The industrial relations system depicts the interaction between the main actors, i.e., the labour market players or main stakeholders – the state, the employer or employers' representatives and employers or trade unions. (Silva, 1997) intimated that industrial relations fulfilled the function of providing employees with a collective voice and provided unions with a means to establish standardized terms and conditions of employment not within an enterprise but also across an industry and to the extent of the economy in some cases and this was achieved through freedom of association, collective bargaining and the right to strike (Silva, 1997, p.3).

According to the ILO, the employment relationship continues to be the predominant framework for work in many countries. The term employment relationship also involves individual employment contracts, written or implied contract of employment and the participation of workers in collective bargaining, various forms of workers' participation as well as systems or mechanisms for dispute resolution.

(Silva, 1997) further submits that globalization has compelled employers to request for less standardization of the employment relationship with a greater emphasis on the workplace as an important centre of industrial relations. Studies show that the parties or partners in employment relationship must influence the new industrial relations system in the framework of competitiveness. This calls for a relook at industrial relations from a strategic perspective in the light of how it can contribute to and promote workplace cooperation, flexibility, productivity and competitiveness.

The basis of employment relationship points to the relationship that exist between employer and employees at the workplace founded on mutual obligations, responsibilities and rights of the parties involved in the relationship. This relationship is a negotiated relationship where the parties commit themselves to performing certain tasks and fulfilling certain obligations. It is fundamentally governed by a contract – written or implied which specifies what each party says it would do. Fundamental to the relationship is the fact that the employee will provide service in return for reward in the form of pay or remuneration. Therefore, for the relationship to be effective, all the responsibilities of the parties must be fulfilled, and if there is any cause to alter or amend what had been agreed upon by the parties, then the parties must negotiate such amendment. It is important to note that, the employment relationship initiates primarily between an individual employee and an employer and at the commencement of the relationship certain requirements must be fulfilled in order to legalize the relationship.

At the core of the relationship is the contract, because it is what binds the parties together and also governs the employment relationship. (Daub-Schmidt, 2007) submits that the last three decades has seen some new developments in most economies with the American labour market undergoing a dramatic transformation that has led to enormous change in the governance of the workplace. These changes have been influenced by information technology and the rise of the global economy that have decentralized decision-making. The flexibility in the methods of production globally, coordinating parts production with suppliers from across the globe, assembling engines in Asia and subcontracting and temporary labour all have impacted management practices and leadership styles, and in the US, this transformation, has contributed to a decline in union representation.

2.10.1 Dictatorial Governance

Dictatorial governance is a system whereby employees do not have a voice in what happens at the workplace and are only to obey instructions to the letter. (Enric Dirnbach, 2019) writes that one of the primary critiques of capitalism from the Left for more than a century and half is the capitalist workplace as a dictatorship. Under this type of workplace, the employer or investor and its assigns set the governing rules of the workplace – a situation that doesn't promote workplace democracy. If the workers do not accept the rules, they are obliged to quit, and if they do, the workers are likely to be in another dictatorial workplace. This, however, may not be the case in some instances for workers who have valued, critical and marketable skills because they may choose to work in any workplace where their skills are valued and where they would be paid for what they are worth once there is high demand for those skills.

Unfortunately, for most workers, they may find themselves working in various undemocratic workplaces where they may have to contend with the boss's rules even if they are unprincipled and do not respond to the real needs of what must be done because this type of leadership focuses on the leader alone who has personal control over the decision-making process for the team; for this type of leadership style, the decision is solely for the leader to make. This way of governance creates consistency because each worker follows the same steps toward a project completion, however, individuality is discouraged and creativity may be stifled because the task must be completed in a specific way. This style of leadership is however beneficial when codes, laws or regulations are to be followed in undertaking or completing a project.

2.10.2 Institutional Governance

(Tannenbaum and Schmidt, 1958) opined that the style of leadership depends on the extent to which a manager exerts authority or control and the degree to which subordinates freely act on their own initiative. They recommended a 'leadership continuum' which consist of seven stages that moves from a situation of making all the decision to a context where the manager permits team members to make decisions independently within pre-designated limits. The capabilities of the team move between points on the continuum accordingly. As their abilities develop over time, the manager may choose to give them a greater level of freedom while he maintains ultimate responsibility for the work.

The Leadership Continuum Theory is a contingency theory by Tannenbaum and Schmidt that effectively addresses the criticism that leadership styles cannot be described in highly 'authoritarian' or "democratic manners" but the actual leadership styles practiced in most organizations lies in the middle. The continuum suggests that leadership practices move from autocratic towards democratic and that specific leadership styles within the continuum include telling, selling, consulting, and joining leadership styles.

Institutional governance is the various institutional processes and regulatory provisions that allow the institution's planned targets and goals to be achieved by the different departments, units and divisions that are organized and connected, the incentives and regulations established for individual members of the institution, financial design and allocation or systems to relate to all actors. "Institutional governance is a simplified conceptual framework that can aptly explain how the behaviour of public sector organizations is influenced by their interaction with those actors taking part to social life, meaning citizens and institutions" (*Springer International Publishing AG (2018)*).

(Aldo, Reginato and Landis, 2018) submit that institution is often a 'catch-all' concept that means different things, and that in a broad sense as defined by (North, 1990) institutions are the rules of the game in a society or, more formally, the humanly devised constraints that shape human interaction.

Laws, norms, practices and rules define society and how it is organized. Institutions are shaped by citizens and are derived largely from historical exigencies, international influences, and by chance. Culture plays a key role in which institutions are governed, because culture is about peoples' way of life, which invariably influences laws and policies, thus, culture and institutions interact jointly in a very significant way. (Glaeser *et. al.,* 2004) note that culture is a fundamental means of historical influence that can explain why the same formal institution functions so differently in diverse environments, this is because culture influences people's way of life so there is need to adjust to a particular environment in order to function effectively.

2.10.3 Paternalistic Governance

Paternalism is the interference of a state or an individual with another person against that person's will with the claim that the person interfered with will be better off or protected from harm. These interferences are done through the enactment of byelaws and orders to seek to impose restrictions or suggest how persons should act. Some theorists perceive paternalistic leadership as authoritative and manipulative. Studies show that paternalistic leadership was an opposition to Weber's purely authoritarian view of leadership and argues that paternalistic leaders offer support, protection and care to the subordinates.

Early studies of behavioural management points to a suggestion by theorists that managers should be paternalistic to nurture and establish groups that are productive and satisfied; while (Weber, 1947) opines that paternalistic practices would fade away with the passage of time and as organizations became more officious with established rules and the protection of individual rights. In his view, with the paternalistic style, the leader must be obeyed just because of his status, and therefore sees paternalism as one of the most elementary types of traditional domination.

(Pellegrini and Scandura, 2007) submit that in spite of the various views expressed across cultures, more recent research defined paternalistic leadership as "a style that combines strong discipline and authority with fatherly benevolence" as suggested by (Farh and Cheng, 2001), that authoritarian is about a leader's behaviours that assert authority and control, and benevolence is about an individualized concern for subordinates' personal well-being. Studies show that the call for ethical conduct in decision-making by leadership is what informed the examination of factors or methods that influence individual characteristics and contextual factors such as values, codes, rules, organizational form (mechanistic or organic) and organization specific factors (corporate profit margin, market share, compensation system (Erben and Guneser, 2007).

2.10.4 Worker Participation in Employee Relations

Worker participation refers to any process in which a business organization or company allows workers to exert influence over their work or their working conditions. The purpose of Worker Participation is to allow among others, the following:

- Continuous Improvement in working conditions
- Labor management problem solving efforts
- Participation in disciplinary hearing by a union representing an employee – 'alleged offender' to establish and determine the case.
- Strategic Planning meetings to agree on the how and why of objectives, plans and tactics to achieve a goal or vision of an organization.
- Joint Problem Solving in effective employer-employee relations
- Organized suggestion systems

Various literature on worker participation show that different theorists or authors have variously defined the subject with discussion on how it helps leadership success and organizational development. When people are involved, they own the outcome and effective employer-employee engagement can provide benefits to the leader who believes in consultation or engagement. Consulting or engaging employees in an enterprise where they have interest, does not in any way take away the employer's right, it only helps in strengthening the relationship and building partnership over common interests.

Participative management is a tool that is used to motivate employees. When subordinates are involved in decision-making at all levels it is known as participation. According to New-storm and Davis, "participation is the mental and emotional involvement of people in group situations that encourages them to contribute to group goals and share responsibility for them" (*yourarticle.com*).

Employee participation is the process whereby employees are involved in decision-making processes, rather than simply acting on orders. Employee participation is part of a process of empowerment in the workplace. Empowerment involves decentralizing power within the organization to individual decision makers further down the line. Team working is a key part of the empowerment process. Team members are encouraged to make decisions for themselves in line with guidelines and frameworks established in self-managing teams.

Worker participation in management promotes effective and collaborative management which leads to industrial democracy thus promoting good governance. Good Governance is a governance approach committed to the creation of system(s) founded on justice and peace that promotes and protects human rights and civil liberties. The United Nations measures Good Governance by eight main factors – Participation, Rule of Law, Transparency, Responsiveness, Consensus-Oriented, Equity and Inclusiveness, Effectiveness and Efficiency, and Accountability.

Furthermore, the concept of workers' participation in management is based on Human Relations approach to Management. This approach established a new set of values to labour and management. Conventionally, the theory of "Workers' Participation in Management (WPM)" refers to participation of non-managerial employees in the decision-making process of the organization. "The concept of worker participation can be explained as 'labour participation' or 'employee participation' in management."

This philosophy of worker participation emphasizes some important benefits and advantages. These Are:

1. Democratic participation in decision-making
2. Maximum employer-employee collaboration
3. Minimum state intervention;
4. Realisation of a greater measure of social justice
5. Greater industrial efficiency, and
6. Higher level of organisational health and effectiveness.

Studies also revealed through the study that, the 1930s saw a notable expansion with respect of labour-management relations. Prior to this, the frequent expression was "management prerogative." Management Prerogative meant the employer has the right to engage, dismiss, or vary the terms of employment of workers as he deems fit. The situation is different today because capital needs labour and labour needs capital. Modern labour law is said to be a product of industrial revolution, which was a period of major industrialization and innovation in the late 1700s and 1800s which began in Great Britain and spread rapidly worldwide. Though the industrial revolution ended more than two centuries ago, literature revealed that it informed how people lived and the way businesses were managed.

The factory system which developed during the Industrial Revolution is said to be responsible for the creation of capitalism and modern cities of today and led to an increase in employment opportunities and the need for more managers. The result was higher level of motivation and education and creativity. Modern labour law is rooted in the industrial revolution, and before the industrial revolution the rights and obligations of capital and labour were status based, the working relationship was more of servitude, i.e., 'master-servant' relationship where the wages for work performed led to harsh working conditions and insecurity as most workers lacked bargaining power. However, the move into factories led to the end of status-based working relationship. The development of labour laws was based on the idea that employment relationship is a contractual relation between an employer who has rights and responsibilities and a worker who has same.

According to (Twenge, 2010) the workforce of today is completely different from the workforce of yesteryears, the Generation X baby boomers. For the Generation Y they are creative, ambitious and have a strong sense of self-worth and feel very confident. They are very optimistic and assertive and represent a generation of highly connected individuals and are technologically-inclined and it is these and other reasons why the employer-employee relationship must be effectively practiced for the parties to observe the rules and regulations concerning work and also appreciate the rights and responsibilities of the parties in the relationship.

(Chen, 2019) observed that in the present day, because of technological advancement certain jobs are being replaced with computers and some jobs are disappearing giving way to machines, however there are still some jobs that have to be done by human beings because of the nature of such jobs; these changes in the way work is done has contributed to the development of labour laws which focus on fundamental rights and needs of working people.

(Leat, 2014) submits that the term "Employee Relations" has been popularized in recent times to refer to a particular study area. He submits that previously the term "Industrial Relations" was commonly used. There have been various opinions expressed on whether Industrial Relations and Employee Relations are the same thing; while some meanings suggest that industrial relations is about unionization and collective bargaining in a unionized environment, others suggest that employee relations is about managing the employment relationship that exist between employer and employees, therefore whether in a unionized or non-unionized environment, there is employer-employee relations and this forms the basis of the relationship even before the employees elect to unionize therefore employee relations is core to the relationship that exists between an individual employee and its employer.

Leat further avers that there are different views of what the meaning of the two terms are. While some say there are similarities between them, they also argue that the concepts and phenomena described are to all intents and purposes interchangeable. He refers to Blyton and Turnball's discussion on the choice 'employee' instead of 'industrial' to the effect that they do not see any difference between the two terms but the tendency is on the focus of the subject inside different boundaries. In their review of debates of the subject they identified some of the shared opinions of industrial relations being associated inevitably with trade unions and collective bargaining and industrial action with the strong tendency to see work as heavy extractive and manufacturing sector of employment, mainly male-dominated working full-time but which has declined in almost all developed economies.

The term employee relations on the other hand, refers to the current times with dominant service sector in many of the developed countries employing more than 70% of the workforce which includes women

working on part-time basis, temporary and fixed-term basis and includes union and non-unionized relationships.

Furthermore, studies show that the use of the term "employment relations" rather than "industrial relations" is a reflection of various developments in the political, economic, social and legal context of the employment relationships that have evolved in the last three decades, which have brought about new forms of employee management, such as Human Resource Management, and a shift in industrial structure to a service-dominated economy, declining trade union power and influence, political antipathy towards the union movement, greater individualisation and flexibility in the labour management and social attitudes, which have all created a more diverse employment landscape. This new concept of the employment relationship has generated a lot of interest which has seen great attention being given to the subject of worker management in the whole management process. For the effectiveness of the management process in every working relationship, managers manage the processes of work while the people who handle the process are led.

(Abott, 2006) noted that work is fundamental to the human condition. It is the basis of our being because through work we engage with people to define our sense of identity, and importantly it provides us with or needs. The American HRM literature describes employee relations as the "functional activities and associated interactions that exist between individual employers and employees at the workplace" but the British HRM literature on the other hand suggests that "it goes beyond the workplace, covering in its most extreme manifestation the type of interactions that can take place between the state, employer associations and organized labour." Abott further suggests that work and its management have undergone significant changes over the past decades due to national contexts and global economic factors, which calls on managers to think of more complex ways of organizing and allocating work and how to better direct those in their charge through the offering of leadership.

Abott discusses two ways by which these tasks can be achieved; according to him the first one involves the simple use of experiential understandings to analyse and prescribe new policies and practices, while the second approach involves the application of conceptual and theoretical frameworks taken from scholarly literature.

The term industrial relations has a broad as well as narrow view from the studies so far conducted. In the broader sense the term refers to relationships and interactions between employers and employees. In this vein, the term covers all the facets of the employment relationship, including human resource management, employee relations the relationship between union and management. But some literature also suggest that the meaning is distinct, specific and restricted, and that the field pertains to the study and practice of collective bargaining, trade unionism and labour-management relations; while human resource management is seen as a distinct field that deals with employment relationship and personnel practices, policies and procedures regarding the employment relationship.

(Yoder, 1970) defines industrial relations as the "Relationship between management and employees, or among employees and their organizations, that characterize or grow out of employment." He defines the term also as "the designation of a whole field of relationship that exist because of necessary collaboration of men and women in the employment process of industry."

Various literature reviewed on the subject point to one important term in a working environment, and that is 'relationship.' The term relationship is defined as "the way in which two or more people or things are connected, or the state of being connected" (Dictionary on-line).

The importance of 'relationship' is addressed in several forms and the narrations provided in the literature suggest that the players in industrial relations basically operate under the ambit of a 'relationship.' What this relationship means and how it is viewed by different practitioners or experts in the field is of utmost importance.

Another vital point is the attempt in many studies to suggest or 'redefine' this relationship from the perspective of their narration or discussion based on their findings; but then in all of these analyses, there are some key factors that play out in what the relationship entails or suggests because of the framework upon which the relationship is founded, which is an 'employer-employee' relationship informed by a contract spelling out what each party promises it will do or the part they will each play. However, these key facts have been subtly discussed or not discussed at all. Based on this revelation it is consequently important to know how the various social partners in the employment relationship handle the relationship, how they treat each other, and the kind of premium they place on this relationship, because then that will inform how the relationship is governed. Accepting that there is a relationship is very fundamental to how the relationship must be governed, which is informed by the type of relationship; and the discussion here is employer-employee relationship. This relationship – employer-employee exist within the scope of an organization.

a) The Concept of Organization

Organization has been defined in several ways and so for the purposes of this Study, the Cambridge English Dictionary's definition of 'organization' will be used since it is apt for the discussion, that is, "a group of people who work together in an organized way for a shared purpose." In this vein, organization will be considered to mean goal-directed (expedient) ordering of the elements, aspects, and kinds of activities of a labour collective as a whole, and its sub-systems (managing and managed) ensuring their optimal interaction and integrity. That is a measure of order in the system (something opposite to chaos, disorganization and disorder), a system quality producing an organizing effect that it's an addition to the result of the work of a group of men identical in number and composition (Stolyarenko, 1983: p.59).

b) Sub-System of Management

The sub-system of management refers to the interaction and integrity of its elements – individuals, departments and services aspects and types of managerial activity. In effect, management can be effective if it is organized itself. The sub-system of management in addition to affecting the object of management should also exert an influence on itself, that is, should implement self-organization and improve the organization of management. Effectively any attempt to improve the organization of management or introduce new management concepts without specifying the goals of such improvement or new introduction, runs the risk of proposing predicable results that have no consequence and may sometimes become the best means of attaining the worst predictable results (Stolyarenko, 1983: p.60).

In managing work, there must be a structure of staff organization, which specifies (the number of employees, offices and sub-divisions), organizational set-up (lines of subordination and interaction), normative acts (instructions, job descriptions/roles and responsibilities, communication lines, etc.) The totality of it forms a formal or organizational-legal sub-structure. Better organization of management therefore implies developing it to the point of ideal corresponding to norms of law, recommendations of science and practice. This order is however impossible to be established along the same lines in management, because management is implemented by individuals rather than diagrams or instructions. Therefore, for the effectiveness of employer-employee relationship, the relations must be founded on

good faith, mutual trust, and respect for the rights and responsibilities of the parties in the relationship, only then can the relationship be said to be properly being managed or managed.

Under the first regime of work, the relationship that existed was more founded on servitude and subordination and although today's relationship has some level of subordination, it does away to a large extent the 'master-servant' philosophy when it comes to 'work' in a formal, structured and coordinated environment and introduces 'partnership' suggesting that the parties to the relationship have interests and needs which must be satisfied to ensure that the relationship is respected and sustained, thus doing away with the idea of "management or employer prerogative."

The master-servant relationship is rooted in the pivotal Statute of Artificers of 1562 under the Common Law at a time when wage labour in the modern sense was non-existent and the legislation of the period included 'servant' and 'labourer' (Deakin and Njoya, 2007). Deakin & Njoya observe that the century after 1750 was conventionally associated with the period of the industrial revolution in Britain and at the same time a period of rapid technological and social change.

Relationship as "the state of being related or interrelated." What exist between the employer and employee is a working relationship, and its effectiveness depends on strong independent and interdependent parties (*Dictionary.com*).

Janice Tingum in an Article dated March 11, 2019 suggested about how to build effective working relationship. According to her, trust, teamwork, communication and respect are keys to effective working relationships. She recommends developing positive relationships with the individuals you interact with at work to make your job more enjoyable and productive. According to her strong working relationships take time to mature, so you have to focus on consistency and dependability. Having a relationship involves several factors one of which is to encourage motivation at work.

(Heathfield, 2019) opines that "motivation is an employee's intrinsic enthusiasm about the drive to accomplish activities to work." She further observes that while each person has ways in which they get motivated, it is the employer's duty to figure out how to inspire employee motivation at work. This involves creating a work environment in which employees are motivated about their job and this involves intrinsic and extrinsic factors. This task of understanding and creating a motivating environment is what many fail to understand and to appreciate its significance in accomplishing the company's vision and mission. This is so since too often, organizations don't pay attention to employee relations, communication, recognition, and involvement issues that are more important to people. Heathfield thus recommends ten factors that encourage employee motivation. They are -

1. Management and leadership actions that empower employees
2. Transparent and regular communication about factors important to employees
3. Treating employees with respect
4. Involving employees in decisions about their work and job
5. Minimizing the number of rules and policies in an environment that demonstrate trust for employees and treats employees like adults
6. Providing regular employee
7. recognition
8. Feedback and coaching from managers and leaders
9. Above industry average benefits and compensation
10. Proving employee perks and company activities
11. Managing employees within a doable framework of goals, measurements, and clear expectations

2.11 Review of International Labour Organization (ILO) Theory on Employment Relationship

The employment relationship according to ILO definition is "a legal notion widely used in countries around the world to refer to the relationship between a person called an "employee" (frequently referred to as "a worker") and an "employer" for whom the "employee" performs work under certain conditions in return for remuneration."

Through the employment relationship also creates some rights and obligations of the parties and it is the key point of reference for determining the nature and extent of employers' rights and responsibilities to the workers. Again, the employment relationship creates a labour contract, which then becomes a legal relationship.

The ILO expounds that the employment relationship differs from country to county though it continues to be the predominant framework for work in many countries. Accordingly, in a 2020 study, it was established that in the industrialized countries in particular, the employment relationship is not just predominant but is proving durable. Reference to employment relationship means there must be an employer and an employee, i.e., there must be a person offering a job and another who is accepting a job in order to exist in a working relationship.

Studies show that there is widespread of new forms of employment that have emerged or are emerging where people are offering themselves jobs in this context where there are flexible work arrangements because with this form of employment one has control over what one does. The control cannot be said to be absolute because if one has to provide work or complete a task within a certain timeframe then this must be agreed upon with specifications. However, what is missing is the form of control of when to do certain things when a person is an employee compared to when one is self-employed.

According to the ILO, the employment relationship differs from country to country and where the formal economy takes a small portion of the population, if high unemployment swells the ranks of the self-employed, the reality tends to be different. But even so, wage earners may represent a significant proportion of the working population in quantitative terms. Due to the widespread of the different forms of employment there is need to put in perspective the discussions being held under this study. People provide labour in various contexts in the organization of work, some may provide labour within the employment relationship or under the authority of an employer for remuneration or within a civil/commercial relationship independently for a fee. Each of these relationships has certain features which may differ from country to country and determine the extent to which work falls within an employment relationship or a civil/commercial relationship.

The employment relationship of today can be described as complex and diversified and has also become versatile because in addition to the traditional full-time and pensionable employees, employers are also engaging workers in other forms that allow them to use their labour efficiently as possible. Hence, in some labour legislations the various forms of employment or an employment relationship has been defined. For example, the Labour Law of Ghana describes forms of Employment Contract or Employment Relationships such as permanent contract, fixed-term contract, temporary contract and casual contract to explain the various forms of work, their form and their duration. In the case of permanent contract it is up to the statutory retirement age of 60 years for compulsory retirement or 55 years for voluntary retirement, for fixed-term contract it is for work that is for a specific period of time/duration with a defined start date and end date, for temporary contract it is work to temporarily replace labour, which means that there is a substantive job holder who is not available at the time up to a maximum of six months, and if it exceeds six months then the temporary worker must be treated as a

permanent worker, while in the case of a casual contract it is for work that is seasonal or intermittent in nature. However, in all of these circumstances the worker or employee must not be given inferior terms of employment, all the basic requirements of an employment relationship must be ensured.

According to ILO studies, recourse to the various types of employment is in itself a valid answer to the challenges faced by organizations in meeting the needs of some employees for more supple work arrangements. In addition to this it is also to reduce the cost associated with certain types of work which addresses employers' specific needs or short-term needs to avoid huge labour costs where workers who are needed to provide special services or perform certain jobs at specific times are left on the payroll of the employer even after their services would not be immediately needed or are no longer needed after their jobs are done.

All these types of work fall within the framework of employment relationship; therefore, the ILO opines that the determination of an employment relationship should be guided by the facts and not by the name or form given to it by the parties. Various factors inform the existence of an employment relationship, some of which are the level of subordination to the employer, work for the benefit of another person and work under instruction(s). In some legal systems, the employment relationship is defined using certain indicators as relevant factors. These indicators include the level of integration in an organization, who controls the conditions of work, the provision of tools, materials or machinery, the provision of training and the rate at which the remuneration is paid and if it constitutes a significant proportion of the income of the worker. The ILO notes that in common law jurisdictions judges base their rulings on certain tests developed by case law, for example, the test of control, integration in the enterprise, economic reality and who bears the financial risk and mutuality of obligation.

Employee relations topics comprise various aspects of managing the employees or leading the employees into achieving success for overall organization development. Topics like talent management, performance management, talent and/or employee retention, employee development, reward and compensation can all be considered as employee relations themes and for these various theories they have been propounded as employee relations topics, and all these themes have been described as factors that can help in organizational development and success.

2.12   Employee Relations Perspective

The study revealed that the concept of employee relations keeps evolving with new concepts being identified as impacting and/or contributing to the field. Notable among such theories are suggestions that employee relations is an organization's efforts to create and maintain a positive relationship with its employees. Maintaining a positive relationship means creating the kind of environment that enables, empowers, and facilitates communication at all levels of the organization and also the creation of policies on issues like fair compensation, work-life balance initiatives among others. To achieve good employee relations, employees must be considered as stakeholders and contributors to the development of the company rather than ordinary paid labourers. Employees' contribution must be valued and considered when taking decisions that affect the organization. Employee relations is the shared relationship that exist between and among the various employees at the horizontal level and with employers at the vertical level. Effective employee relations can be achieved though communication at the enterprise level this is because effective communication ensures the following:

- Enhanced Productivity – strong employer-employee relations creates a pleasant atmosphere within the work environment as it increases employee motivation and also boosts employees' morale.

- Increases Employee Loyalty – creating a productive and pleasant work environment that can have an immense effect on an employer's loyalty and improves employees' morale.
- Reduces Conflict – an efficient and friendly workplace minimizes conflicts. Less conflicts will occur because of the efficiency and friendliness of the environment, which leads to concentration on the job and thereby increases productivity.
- Inclusiveness – by involving employees in the decision-making process, they become stakeholders and thus ownership is ensured.
- Creativity – treating employees as stakeholders enables creativity and promotes innovation; creative thinking leads to new ideas and facilitates solutions to problems.
- Ownership – when employees are treated as part of the business it ensures ownership and success is owned by all as well as failures; when problems occur, there is joint-solution seeking.

This study emphasizes the fact that no business can run effectively without empowered workforce. To empower the workforce means involvement, information sharing and dissemination through effective communication, effective management through good leadership practices and providing leadership and managing the process of work, that is, developing a vision and sharing the vision and developing strategies, deploying them through objectives setting and the assignments of clear goals that are measurable.

Employee relations is about a company's efforts to manage the relationship between employers and employees through a system that is fair and consistent in the treatment of all employees in order to gain employees' loyalty. It is about deliberate strategies aimed at gaining and maintaining a competitive edge in the marketplace. It aims at strategies such as pay and benefits and the use of dialogue to address workplace concerns; it does away with unilateralism and embraces negotiations to ensure joint-problem solving. This strategy is founded on the philosophy that employees are stakeholders in the business.

The world of work continues to evolve and technology to a large extent is driving this change as well as the composition of the society in a very functioning society, which has been described as the fourth industrial revolution by some experts. Modern labour is the outcome of the industrial revolution; at the time the responsibilities of capital and labour was status based, however the movement into factories saw the demise of status-based obligations. At the onset, wages-for-work performance led to dire working conditions and immense insecurity for several workers who did not have bargaining power.

Studies show that the development of labour laws was based on the concept of 'employment' resting on a contractual relationship between an employer and an employee with rights and responsibilities dictated by statutory regulations. But the evolvement of technology had culminated in a digital economy which is leading to the replacement of managers and workforce in some situations and in such situations, the labour laws may not apply. In such situations also the full-time work and stable employment may disappear and the challenge that confronts nations will be how the labour laws will be enacted to protect the fundamental right and needs of the working people and how these will affect a nation's development. But it can be argued that not every job can be replaced with a machine because not every job can be performed by a machine, in view of which, the argument still exists that humans may have to manage the machines except where particular jobs fade away because they are being performed by machines and so will need few human managers to manage the process. Challenging though it may seem there is a solution to every problem and this may lie in the education system, that is, the education system will have to be reviewed to respond to the changes that have been occasioned by the development of the particular times.

2.13 Employee Relations Concept

The concept of this study is employee relations. A research concept is a scientific, systematic and creative practical work aimed at producing new knowledge. Employee relations is about all the practices that implement the philosophy and policy of an organization with respect to employment. It is about the application of 'justice' or the assurance of 'fairness,' hence it is administering and managing a just system in the employment relationship. Employee relations originally referred to as industrial relations is a field of study and practice that deals with a set of interactions at the workplace based on employment contract which involve the parties and their representatives in the regulation of job. Employment contract is based on factors such as negotiation, interactions, specific contracts, representation and governance issues. Employment contract is central to employment relationship as it informs and sets out the rules of engagement and at the same time legalizes the relationships.

(Deakin and Njoya, 2007) in discussing the origins of the modern labour market and the evolution of contract of employment said that one way in which the labour law maintains its boundaries with other subjects is captured by the proposition that labour law is 'principally' concerned with the relationships of so-called 'dependent' or 'subordinated' labour, that is, the relations between employers and employees. According to them the concept of 'subordination' is most explicit in civil law systems but is present in the common law too under different terminologies such as – control, integration, and economic reality tests used to denote employee status. Thus, this idea defines the legitimate scope of managerial prerogative, as in the employer's right to issue orders and the requirement of employee loyalty while also protecting the employees against certain risks and as such labour law is closely aligned with social security law, and tax law, etc.

Employment Contract is a contract that is entered into under an Employment Relationship. It is an agreement made between an individual employee and an employer, where the individual employee performs assigned tasks under the direction and control of the employer or the employer's assigns. Employment contract is an agreement which is voluntarily entered into but which is binding and legally enforceable. The basis of an employment contract is where a natural person works for another person in subordination to the management and supervision of that person. A contract of employment is a contract of service whether implied, and if express, whether oral or in writing. Studies show that the concept emerged in the 18th century with the factory system consequent upon the industrial revolution. The basis of employee relations is to have a concept where the parties' role in the relationship is defined and this therefore focuses on different perspectives and approaches.

(Green, 1994) argues that attempt at defining its content to focus on certain institutions, characteristics, procedures and topics have not solved the problem of its definition and analysis. Perhaps, this challenge of situating it in a particular institution or topic may be due to the evolving nature of the field and also due to the changing nature of the world of work. Studies show that today's workplace is giving way to performance based on results than the presence of a workplace. Conversely, the line between working time and free time is becoming blurred due to the availability of portable devices that make work continuously available (*Source: Labour in the 21st Century, Cambridge Scholars Publication*).

(Davulis and Perrylaite, 2012) submitted that in the current stage of economic development and in the face of realities which nations face, the response to labour laws varies; there is a trend towards watering down mandatory legal norms or relaxing standards of conduct by these norms.

The theories of employment relations point to the fact that there are various assumptions on a number of competing relationships between capital (investors/investment) and labour (employees/workforce),

which inform the basis of a specific approach to the management of people. According to Budd and Bhave (2008), though varied, these are useful perspectives and assumptions that tell specific management practices as well as raise fundamental queries around the nature of the employment relationship.

Employee relations is based on practice and law, practice because certain good conducts of the parties in the employment relationship which developed over the years and are seen as acceptable are 'legalized' and made part of employment relations laws. Law on the other hand provides the minimum standards that must be adhered to in the employment relationship. Thus, the meaning and definition of the field by various theorists have been diversely espoused and expressed based on their opinions of what the field is about by addressing specific topics of what the subject entails; but one thing is fundamental and it is the fact that it is a field that deals with the various interactions that occur between employers or their representatives on one hand and employees or employees' representatives on the other hand at the workplace though dialogue, negotiation or collective bargaining to develop employment conditions of service which include, job regulation, employment and non-employment issues, occupational health and safety among others. Since the development of the field in the 18th Century, it keeps evolving and impacting society with various concepts and attention.

(Green, 1994) defines its contents to include institutions, characteristics, procedures and topics but all these have not solved the definition issue; which underscores the fact that the field is an evolving area.

(Gill, 1969) concludes by intimating that the main difficulty in the study of industrial relations is "the absence of a suitable framework to serve as a heuristic device in structuring the data." Be that as it may, there is one basic fact which is that, it is a field that studies the relationship that exists between employers and employees at the enterprise level and how that employment relationship must be managed to avoid conflicts, promote productivity, grow capital and also minimize worker agitations. No business can effectively run without human resources, and this effectiveness is achieved through communication and working with others to get things done, this means employers have to manage the relationship and processes of work, and offer leadership to get the business running. The effectiveness of an employee relations program is one that focuses on a good human resource strategy which values employees and considers them as stakeholders in the business. To consider employees as stakeholders means employees are being informed through effective communication and their response considered through feedback.

An effective employee relations strategy is one that commences with clearly defined policies that must unambiguously define company's rules, policies and procedures for addressing employee-related issues at the workplace and communication of management plans and decisions. These rules, regulations, policies etc., must be industry specific or business specific and they must be in sync with the particular industry and also with national laws where applicable as well as standards and best practices. Employment relationship is an enormous topic which defines how employee involvement can help determine employees' nature of contribution to organizational commitment and performance. Earlier studies explain employment relationship as dealing with the role and influence of law which determines the rights and responsibilities or rules that govern how the employment relationship works.

(Guest, 2007) concept of employment relationship is that of a psychological contract based on the perceptions of the parties engaged in the relationship. It is about the organization and the individual, the implied reciprocal promise and obligations, and a system of beliefs that surround the actions of employees and what reactions that are expected from the employer. These beliefs are expressed or

implied between one individual and another individual. These beliefs transcend the explicit provisions of formal employment contract (Rousseau, 2004).

According to the psychology of employment contract, employees' perception of the 'promises' (agreements) may differ from employers' perceptions and this is to the extent where there is a change that fundamentally challenges or alters the agreement, and this could lead to conflict because the agreement is to the effect that a promise once given must be fulfilled. Hence, transparency and trust must not be compromised at the expense of leadership and management for that matter. In times of economic challenges employees will be willing to make that sacrifice to ensure the survival of the business and guarantee them their jobs instead of being laid off, as long as they have confidence in the business leadership.

The employment relationship is based on reciprocal rights of what can be described as both parties delivering, that is, the employees deliver the job or service and the employer delivers the pay or compensation; however there may be times that delivering the jobs or tasks does not necessarily deliver the money to pay the workers due to some factors beyond the control of the employer or some unforeseen circumstances, for instance, Acts of God, or a pandemic, which renders challenges to the execution of the contract. In such situations having a conversation based on good faith and transparency may help resolve any misunderstanding or disagreement while at the same time can assist in reaching an agreement, which mutually benefits all the parties.

Psychological Contract according to (Beardwell, 2007) is in a way related to a person's subjective thinking which is shaped by the organization based on the terms of exchange between an individual employee and the organization. Psychological contracts are the beliefs the individuals hold as regards the promises made which are accepted and relied on between themselves and another individual. (Rousseau and Wade-Benzoni,1994) observe that psychological contract relates to the assumptions and promises made which are accepted and relied upon by the contracting parties.

2.14 Employment Contract

A Contract as "a binding agreement between two or more persons or parties; especially which is legally enforceable." (*Source: Merriam-Webster English Dictionary*).

Contract is an agreement between private parties creating mutual obligations enforceable by law. The basic elements required for the agreement to be a legally enforceable contract are that it must be based on mutual assent, expressed by a valid offer and acceptance, there must be adequate consideration; capacity, and legality.

An employment contract is a document which spells out the rights and responsibilities of the parties in an employment relationship. One of the fundamental reasons for an employment contract is to protect and respect the relationship between the parties, especially the relationship with the employee. Employee protection is the starting point for labour legislation, and it is enacted to protect labour. Labour Laws, Employment Contracts and Employment Acts are the basic laws that regulate employment relationships and they establish the minimum standards applicable in employment relationships. The law provides for the scope of application and may provide for exemptions, or exceptions due to legal reasons or for services which are covered under specific legislations. Labour Legislations also provide the rights, duties and responsibilities of the parties and also how the employment relationship should be governed through procedural and fairness criteria, among others.

A contract in the very simplest form as a promise enforceable by law (*Source: Britannica.com*).

The making of a contract requires the mutual assent of two or more persons, one of them ordinarily making an offer and another accepting. If one of the parties fail to keep the promise, the other is entitled to legal redress. For a contract to be valid, it must have four key elements – agreement, capacity, consideration, and intention. Capacity and intention are also known to as contractual intention.

The first requisite for a valid contract is that the parties should have reached an agreement. The agreement is reached when one party makes an offer, which is accepted by the other party, this offer and acceptance is implied negotiation. In some contractual agreements, the negotiation starts with a proposal (offer) and counter-proposal (counter offer) and this creates the platform for a conversation aimed at reaching a mutual agreement. Whichever form the process takes there must always be an offer and an acceptance and the offer is the expression of willingness to contract on specified terms, made with the intention that it is to be binding once accepted by the party to whom the offer is made. Acceptance on the other hand is the final and unqualified expression of assent to terms of an offer and there must be an objective manifestation by the recipient of the offer, of an intention to be bound by its terms.

An offer must be accepted in accordance with its precise terms if it is to form an Agreement and it must exactly match the offer and all terms must be accepted. Once an offer is accepted, the parties have an agreement and that is the basis of a contract; however, it is not sufficient in itself to create legal obligations and that is known as consideration. Consideration is 'something of value' which is given for a promise and is required in order to make the promise enforceable as a contract, and the consideration for a promise must be given in return for that promise. The parties must then intend to create a contractual obligation by making agreement binding in order for it to become a contractual obligation.

Studies show that psychological contract and its early development originated in the 1960s and it can be traced to the work of (Argyris, 1960). He used the term to explain the relationship between a group of workers and their foreman. (Levinson *et. al.,* 1962) further developed the idea and explained it as a series of mutual expectations in which the parties in the relationship may not be faintly aware, this notwithstanding, it regulates their relationship.

(Schein, 1968) idea of psychological contract is that between the employer and employee there exists an implicit contractual relationship derived from a series of assumptions on the part of the employer and employee about the nature of the relationship. Legally, these assumptions may not be enforceable but they form an array of mutual arrangements and are the foundation for the reason for various expectations that have a considerable amount of moral force. According to (Leat, 2014) these main assumptions are that:

- employees will be treated fairly and honestly;
- the relationship will be characterized by a concern for equity and justice and this will require the communication of sufficient information about changes and developments;
- employee loyalty to the employer will be reciprocated with a degree of employment and job security; and
- employees' input will be recognized and the valued by the employer."

Leat further observes that underlying the psychological contract is the detection of assumptions of what people expect in return and their satisfaction from work, and this element of prescription is what (Schein, 1968) interprets as a specification on how employees should be treated. To the extent that employees derive both intrinsic and extrinsic rewards from their work, psychological contract is fulfilled as propounded by (Maslow, 1943) and (Herzberg, 1966).

In addition to a reward package representing the monetary and extrinsic aspect of the relationship, (Gennard and Judge, 2002) in discussing the employment contract say that employees may have other expectations. These are:

- security of employment
- social relations and sociable atmosphere
- potential for advancement
- access to training and development
- treated as human being rather than a commodity
- job satisfaction and empowerment as regards their work
- family-friendly work-life balance conditions of work
- fair and consistent treatment
- some influence over their day-to-day operations but also at a policy level

On the other hand, employers in return for the reward package offered have the following implicit expectations:

- functional, task flexibility
- minimum standards of competence
- a willingness to change
- team player abilities
- commitment to achieving organizational objectives
- capability to take initiative
- the talent to discretionary

This demonstrates mutual expectations from the parties and at the same time the differences in interests by each of the parties – employer and employee. But (Blyton and Turnbull, 2004) express an alternative view, they opine that the interdependence of labour and capital should not be construed as common interests and they thus held that common interests cannot be assumed, or willed, or managed into existence. In addition to psychological contract is the value concept and its importance in employment relationships. Fairness, justice, equity, dignity and trust are vital to the effectiveness of the relationship and attainment of organizational goals.

2.15 Employee Relations Management as a Science

Experts define science as "a systematic body of knowledge pertaining to a specific field of study containing general factors which explain a phenomenon and further establishes cause and effect relationship between two or more variables and underlines the principles governing their relationship." This relationship according to experts are a set of principles developed through specific methods of observation and verification through testing. Management is thus a systematic body of knowledge though not exact like other sciences such as physics, biology or chemistry. This is because the science of management deals with human beings whose behaviour it is difficult to predict accurately and so it falls into area of social sciences. It is said to be a flexible science hence its theories and principles may produce different results at different times and so it is a behavioral science.

Theorists like Ernest Dale refer to employee relations as a "Soft Science," which principles are developed through scientific method of observation and verification through testing.

The traditional scientific approach to management according to the Harvard Business Review (HBR) promised to provide managers with the capacity to analyse, predict and control the behaviour of the

complex organization when it comes to leadership, but the business world of today appears to be unpredictable, uncertain, and even uncontrollable as a result of new technologies which are transforming products, markets, business processes and further revolutionizing the business environment. The effect of this is that the more science and technology reshape the very essence of business, the less useful the concept of management itself seems to be as a science.

The HBR review of John P. Kotter's work suggests that in the face of more dynamic and volatile business world, the traditional mechanisms of "scientific management" not only seem to be less useful but counter-productive; rendering science itself to appear to be less relevant to the practical concerns of management. The issue here is how management as a science is viewed in the light of the changing dynamics of management. Managers have become preoccupied with the volatility of the business environment while scientists have also become preoccupied with the inherent capriciousness of the nature and dynamics of unpredictable and unstable systems in a natural world.

The main issue is that traditional science focuses on analysis, prediction and control, while the new science focuses or emphasizes chaos and complexity and these differences present us with the opportunity for a conversation between the world of management and the world of science, thus management may be a science but not the kind of science that most managers assume. Fredrick Winslow Taylor's principles of scientific management is said to have spelt out the ground rules for what constitute efficient industrial organization and defined the task of management.

Taylor dwelt on the issue of efficiency and how it applies to organizations, according to him on natural resources, people clearly understand the need for efficiency because they can see and feel wastage of material things. He further argued that on "our larger wastes of human efforts," they are brought about by the "awkward, inefficient, or ill-directed movements of men," which are "less visible, less tangible, but vaguely appreciated."

Taylor opined that the root cause of this wastage of human effort was unscientific management and in effect, managers' focus was on output of work and not enough on the processes by which work must be done. Taylor criticized the approach where workplace managers paid workers for pre-determined outputs through piecework system and left it for crews to determine the actual methods of work and called it the 'initiative and incentive' system and that "it is only by giving special 'inducement' or incentive…that the employer can hope even approximately to get the 'initiative' of his workmen."

In today's practice of human resources management, one of the main focuses of compensation is paying for performance, i.e., 'performance-based pay' where employees are encouraged to exhibit initiative on the job, which indeed is one of the appraisal items in most promotion or assessment interviews. But considering Taylor's criticism of 'initiative' and 'incentive' being a part of the problem it will continue to be the case if incessantly managers depend on work groups to decide how work has to be done because there will be no way to directly influence the efficiency of the organization.

Severally, literature has pointed to the fact that traditional management was an integral unstable system, and so managers were compelled to apply coercion or to abdicate their authority and this kind of management practice was employed by managers to enhance productivity at the time through regularly increasing piece rates for workers who met production targets. Taylor's solution was the "substitution of a science for the individual judgment of the workman." He opined that managers must separate the planning of work from its actual execution and the choice of methods by which a particular task was done should be the manager's prerogative, the choice and methods must be determined by managers and that this could be done by analysing all the steps in a work process and creating standardized procedures

for each step and by so doing, managers could identify the "one best method" for performing a task that would guarantee maximum efficiency.

Taylor posited that, the best management practice is a true science "resting upon clearly defined laws, rules, and principles as a foundation." These laws constituted an understandable, predictable, controllable system. Taylor's view of scientific management is for the individual manager to consider himself as a scientist who solely understands laws of the systems he is studying because the worker played a passive role, and the worker is like a gadget of the experiment – that was Taylor's "general principle." "In the past the man was the first, in the future the system must be first."

Taylor's view of scientific management does not in any way undermine the principle of employee motivation or the psychological dimension of work. He held that the science underlining each workman's act in performing a task is so immense that the workman who is incapable either through lack of education or insufficient mental capacity cannot appreciate the science of work. His scholarship on scientific management is about the accurate study of the motives which influence men, thus for scientific management to be successful, managers must do more than just analysing and reorganizing work – they need to apply "a complete revolution in the mental attitude" of the worker.

In Taylor's view it is only through enforced standardization of methods, enforced adoption of the best implements and working conditions, and enforced co-operation that faster work can be assured, and this duty of enforcement of standards is management prerogative. Studies show that Taylor's ideologies contributed immensely to productivity enhancement and standard of living.

In today's dynamic and unpredictable business environment which has changed the face of business by introducing a new face of conducting business, adhering strictly to these principles may be disastrous because there is division of labour, separation of planning from execution, and the separation of workers from each other can create rigid organizations that are not adaptable to change. In today's workplace teamwork and information sharing among others are key ingredients to organizational success. Hence, the suggestion is for managers to reconsider the fundamental elements of Taylor's system of work organization, employee motivation and the task of management as experiential knowledge shows that the new practice of management directly or indirectly respond to the inadequacies of the Taylor's original model.

2.16 Framework of some key factors of Effective Employer-Employee Relations
Figure 2.6 - Employee Relations Framework

Source: Researcher's Con(*source: Researcher's construct of Employee Relations Framework*)

The framework is a model on some of the theories on employee-employee relations concept.

This framework is a review of models that enhance the employment relationship and promotes good workplace governance. They are:

- Procedural and Substantive Rules
- Dispute Resolution System
- Partnership Agreement
- Employee Relations Policy
- Unitary and Pluralistic Views

These concepts are some of the experts' views and practices that inform and impact employer-employee relations while at the same time impact or inform effective employee relations practices under an employment relationship. Michael J. Piore and Sean Safford of the MIT Department of Economics, MIT Graduate School of Economics, in an article on governance challenged the prevailing views about the collapse of the New Deal industrial relations system and the role of the market. Under the new regime they argued that the old system has replaced the market by an employment rights regime, where rules of the workplace are imposed by law, judicial opinions and administrative rulings, enhanced by mechanisms at the enterprise level that are answerable to law but at the same time vulnerable to individual and collective pressures of employees.

Howard Gospel, Professor of Management at King's College, University of London asserts that how work and employment are governed has always been a concern for workers, employers, managers and the state. He observed that there are universal problems which have to be addressed in different ways, at different times and in different countries, and how they are confronted has had profound consequences for economy and society.

The emergence of the new regime according to Piore & Safford is the outcome of a shift in axes of social and political mobilization from organization around economic identities rooted in class, industry, occupation, and enterprise to identities rooted in society outside the workplace – sex, race, ethnicity, age, disability and sexual orientation. They observe that this shift in the axes of mobilization is reflected in the collapse of the underlying model of social and economic organization, the foundation upon which collective bargaining regime stands and more fundamentally a shift in our understanding of the nature of industrial society and its direction of evolution in history.

(Kaufman, 2004) notes that the plunge of the world economy into crisis from 2008 to 2010 awakened a research and debate on the cause and longevity of its closest historical parallel, the Great Depression of the 1930s. He intimated that though there is a range of varied economic opinions on the Great Depression, this drift in the literature is towards an opinionated argument that the depression was made considerably worse by factors that rigidified wage rates, increased labour costs, and interfered with flexible demand and supply allocation and use of labour resources. According to Gospel, the intellectual origins of what came to be known as Industrial Relations can be traced to the nineteenth century in various traditions.

(Kaufman, 2004) presents the following analysis in his works "In the Global Evolution of Industrial Relations" in his commentary on the aspects of work and employment, which he notes have since long been subjects of academic commentators. He submits that there was an interest around what used to be called "Labour Question" or "Social Question." These concerns and the field of Industrial Relations in itself borders on three topics:

1. the ethical, ideological, normative underpinnings of thought and action in the area;

2. the ideas, concepts, and theories which have been developed to understand and explain arrangements and patterns; and

3. how the first two may have the potential to help solve problems.

According to Kaufman, Industrial Relations is rooted in intellectual origins in the nineteenth century in various traditions. At a time when Adam Smith and the classical economists were concerned with the division of labour, the fixing of wages, and the role which institutions might legitimately play in the labour market. Marx then contributed notions such as stages of production, the distinction between labour power, and the alienation of labour and the inevitability of conflict.

(Romer, 1963) notes that the role of labour markets, industrial practices, and New Deal labour policies, which were formerly secondary and exterior issues in the literature have recently been the focus of attention and criticism, and the reason for this attention as explained by Nobel Laureate Edward Prescott is that: "The Great Depression and business cycles are similar, in that both include variation in output accounted for a large part by variations in labour input to production." Kaufmann notes that from the years just before the First World War, through the interwar years, and then through the trans-Second World War period, Industrial Relations was a US invention around 1920 and Commons was its founder and also the first person to publish scholarly work on it (Gospel, 2006).

Piore & Safford note that industrial relations was defined by John T. Dunlop in a book that defined the self-conception of the field domain of scholarly inquiry and as a community of practice and the realm that produces the rules of the workplace. They observe that both the New Deal era and the Collective Bargaining era and the era following all produce rules for the workplace but based on different methods. In collective bargaining regime, the rules were produced by negotiations between employers and representatives of their workers organized into trade unions and regulated through practices and procedures as specified in union contracts – collective agreements, but in unorganized (non-unionized) workplaces, employers were free to establish rules unilaterally and change them when they wish.

2.17   Employee Relations Framework

The employee relations models discussed under this Framework is directly and indirectly linked to the practices of Industrial Relations (IR) and Human Resources Management (HRM). Studies show that employee relations fundamentally relate to the managing and maintaining of employment relationship and it covers areas such as employment practices, terms and conditions of employment, communication, pay-work bargain, workplace practices, leadership practices, etc. The basis of employee relations is about a working or employment contract, where the employer provides work under conditions such as appropriate working environment, tools and equipment and so on, and the employees get paid for the work and are provided social security break, rest and protection. Fundamental to the relationship is the protection of jobs and investment and this calls for the creation of systems that addresses grievances and workplace conflicts. (Farnham, 2000) describes employee relations as the interactions among the parties to an employment relationship. Studies point to the fact that the purpose of employee relations is to provide for effective and consistent procedures for rule-making, consistency in dealing with employee relations issues, fairness, processes that can affect and improve employee behaviour or mechanisms to resolve differences.

Some of the key models in employee relations framework as mentioned above, are discussed hereunder. These are:

▪ Procedural and Substantive Rules

- Dispute Resolution Systems
- Partnership Agreement
- Employee Relations Policy
- Unitary and Pluralist View

2.17.1 Procedural and Substantive Rules

Effective employer-employee relations is about rule-making by the parties, one of such rules is how the parties can resolve any misunderstanding or dispute that may arise in the employment relationship. To effectively resolve disputes is to be proactive and not reactive to ensure the continuation of the business and the sustainability of jobs. The proactive resolution of disputes is about negotiation – communicating with understanding. According to Max Lucado "conflict is inevitable but combat is optional," a suggestion that you can elect not to fight and instead use dialogue to resolve any differences you have. Some theorists hold that the negotiations that surround employer-employee relationship especially in unionized environments are founded on rules developed from a system. For example, in collective bargaining, parties to the process usually agree and develop Rules of Engagement to regulate the negotiation process.

(Dunlop, 1958) championed the systems approach to IR as adapted from Parsonian Sociology. This type of approach is considered a sub-system of a total system with the total system being the industrial society which consists of three systems as: political, economic and industrial relations. These sub-systems have areas of autonomy, which overlap and inter-relate with each other and at the same time are influenced by the total system.

Dunlop's application of the systems thinking to industrial relations is an effort to relate a general theory of the subject to explain why particular Rules are established and changed as a result of certain forces. The effect of this is conception, perception and analysis of IR as a system. In this type of relationship, some actors who are acting within a certain context based on a stated ideology set rules for the regulation of the relationship at the workplace, thus the system's variables are actors, context, ideology and rules.

The employment relationship is a legal concept which fortifies the operation of the labour market in many countries. Procedural rule according to Oxford Reference is an employment rule that governs the behaviour of workers, managers, trade unions, employers' associations, state officials, and others who become involved in the process of job regulation. These procedural rules can be found in employee relations procedures governing disciplinary issues, terminations, dismissals, grievance handling procedures, union recognition and discrimination among others. These rules define specific circumstances and the procedures for handling each of these situations, for e.g., the disciplinary procedure which will involve the hearing process under a ''fair hearing'' system, which will provide for the composition of the committee and other procedures involved in a disciplinary hearing.

The procedures can be developed by the employer or negotiated jointly between a union representing the workers and the employer where the workplace is a unionized environment. Where an employee is alleged to have committed any offence specified under the disciplinary code, the procedures for establishing the offence as prescribed would have to be established under procedural rule. If this procedure is not followed, and a decision is taken for example in the case of termination, the employee can file a complaint of "unfair termination" and the decision may be rendered void based on procedural flaw but not on the substance. As soon as the procedure is rendered void, the substantive matter would not be considered at all. Procedural rules regulate the employment relationship and it is concerned with

how to resolve disputes, bargaining and the promotion of industrial peace.

With respect to administrative bodies and their decisions, it is important to note that they are bound by Law to exercise their administrative jurisdiction strictly in line with the Law establishing the particular body, if not their decisions will be dismissed by a high body, normally the courts. This is because as an administrative tribunal for example, the courts have supervisory jurisdiction and will hold such bodies strictly to the provisions of the Law which grants them that authority because in common-law jurisdictions the actions of administrative agencies are subject to review of the courts, especially so when they do not have the compelling powers to enforce their decisions and will have to apply to the courts for enforcement. However, studies show that, in many civil-law countries the courts do not have control over administrative agencies and that their decisions are reviewed by a special tribunal exclusively established for the purposes of reviewing administrative bodies' decisions. However, in the case of Ghana, the courts have supervisory jurisdiction over the work of administrative bodies and will hold them strictly to procedure.

Substantive rules are about the rights and obligations of the parties. Substantive rule is an employment rule that determines the content (substance) of the employment relationship. Substantive rule covers all aspects of the employment relationship, for example, design and organization of work and the recruitment process, reward, development, appraisal and exit of employees. On one hand substantive rules may be informal and may take the form of implied meaning of what are acceptable workplace behaviours like closing early on the 24th of December since it's Christmas eve or closing a bit early on Friday because it is the start of the weekend. On the other hand, substantive rules may be documented and contained in contracts of employment, collective agreements, or statutes. The national daily minimum wage is an example of a formal substantive rule. Substantive rules can be juxtaposed with procedural rule to govern the interaction and behaviours of employees at the workplace.

2.17.2 Dispute Resolution Systems

A dispute is defined by the Business Dictionary as a "disagreement followed by opposition against something." The Cambridge Dictionary also defines dispute as an argument or disagreement, especially an official one between, for example, workers and employers…" The Cambridge Dictionary defines an industrial dispute known as a labour dispute or trade dispute as a disagreement between workers and management over pay, working conditions, hours of work etc. and especially one that includes strikes.

The Labour Law of Ghana, Labour Act, 2003 (Act 651) defines industrial dispute as "any dispute between an employer and one or more workers or between workers and workers which relates to the terms and conditions of employment, the physical condition in which workers are required to work, the employment and non-employment or termination or suspension of employment of one or more workers and the social and economic interests, of the workers but does not include any matter concerning the interpretation of this Act, a collective agreement or contract of employment or any matter which by agreement between the parties to a collective agreement or contract of employment does not give cause for industrial action or lockout." "Lockout means the closing of a workplace, the suspension of work by an employer or refusal by an employer to employ or re-engage any number of his/her workers, in consequence of an industrial dispute."

The Industrial Disputes Act, 1947 of India defines the relevant terms and also defines Industrial Dispute, Industry and the mechanism for the settlement of dispute. (Arul Edison and Rajakrishnan, 2014) explain the term 'industry' as equivalent to the Latin work 'industrial' which means work; and "industrial disputes mean any dispute or difference between employers, or between employers and workman or

between workmen, which is connected with the employment or with the conditions of labour of any person."

The ILO intimates that grievance and conflict are an inevitable part of employment relationship and that the objective of public policy on labour is to manage conflict and promote sound labour relations through the creation of a system for the effective prevention and settlement of labour disputes. According to the ILO, a key objective of effective systems is to ensure that wherever possible, the parties to the dispute resolve it through a consensus-based process such as conciliation and mediation, before resorting to arbitration, adjudication or through a tribunal or labour court.

The notion of dialogue from Peter Senge's writing on "The Fifth Discipline" underscores the importance of dialogue in a relationship such as an employment relationship. The work of David Bohm where a group "becomes open to the flow of a larger intelligence" and thought is approached largely as collective phenomenon. Senge argues that when dialogue is joined with systems thinking there is the possibility of creating a language more suited for dealing with complexity, and of focusing on deep-rooted structural issues and forces than being diverted by questions of personality and leadership style. The Harvard Business Review Book on Negotiation and Conflict Resolution titled: "Towards Effective Management" notes that the presence of differences can complicate the manager's job in so many ways, therefore it is of utmost importance for a manager to fully understand the issues in order to handle them effectively and this depends on:

- The manager's ability to diagnose and understand differences
- The manager's awareness of, and ability to select appropriately from a variety of behaviors.
- The manager's awareness of, and ability to deal with, his own feelings – particularly those which might reduce his social sensitivity (diagnostic insight) and his flexibility (ability to act appropriately).

The Harvard Programme on Negotiation submits that when it comes to dispute resolution, there are so many available choices. Dispute resolution system is one that recognizes the inevitability of conflicts in employment relationships, and so sets up mechanisms internally to deal with grievances or differences and externally for mediation by a neutral party for parties to amicably settle or through arbitration by an adjudicating body to bring employer-employee relations disputes to a closure and avoid protracted litigation and needless antagonism in employment relationships. Three basic types of dispute resolution systems discussed under the Harvard Programme are mediation, arbitration and litigation.

1) Mediation – the objective is for a neutral third party to assist the disputants (disputing parties) to reach a consensus on their own. This is where the mediator works with the conflicting sides to explore the interests' underling their positions. The goal of mediation is for a mediator who is the neutral third party to assist the disputing parties to settle their differences. The effectiveness of mediation is to the extent that it allows the parties to express their feelings and fully explore their grievances.

2) Arbitration – a neutral third party serves as a judge in arbitration and he is responsible for resolving the dispute. The Arbitrator listens to each party's argument of the case with relevant evidence, then renders a binding decision known as an Arbitration Award. Arbitrators' decisions are confidential and cannot be challenged; in a jurisdiction like Ghana Arbitration Award is appealable only on questions of Law and within a specified period after the making or rendering of the Award.

3) Litigation – is the most familiar type of dispute resolution. Civil litigation typically involves a defendant facing off against a plaintiff before a judge or a judge and jury. Under litigation, the judge

or jury is responsible for weighing the evidence and making a ruling.

2.17.3 Partnership Agreement

Partnership agreement in employment relationship is a concept based on establishing a contract by employer and employees or a trade union representing the workers; and these parties to the contract are the social partners. At the state or national level, these social partners in the employment relationship are – government as an employer, employers and workers represented by trades union. These partners for the purpose of dialogue communicate through social dialogue. In both issues of social and economic policy, social dialogue is in reference to all the various forms of consultations, discussions or negotiations between and amongst parties. These types of consultations can be at both bipartite and tripartite levels.

The partners in industrial relations are government as an employer, employers' organization and organized labour and three entities joined together are referred to as the tripartite and through the tripartite partnership arrangement they hold consultations with partners in the labour market or the labour market players on matters of social and economic importance. There could be bipartite consultations also between government as an employer and organized labour on one hand or employers' organization and organized labour on the other hand; and government's role in the partnership is defined as government as an employer because government plays a dual role in labour administration – one government as an employer and government as a policy maker.

(Obeng-Fosu, 2015), opined that employment relations has been mainly regarded as the relations between the employer and its employees at the workplace, which suggests that, the relationship is bipartite but the relationship can also be tripartite because industrial relations go beyond employer-employee relationship to include government as a third party to the relationship. Obeng-Fosu further submitted that there is even a fourth party to industrial relations, which is the entire public who consume the goods and services provided by the direct parties to industrial relations. The role of the tripartite partners is therefore that of co-operation, consultation, understanding, mutual trust and respect. In Ghana, before the passage of the Labour Act, 2003, under the then existing law, i.e. The Industrial Relations Act, 1967, the government had direct interest in the collective bargaining process to the extent that, all collective agreements, especially the provisions on wages and salaries and other financial benefits needed the approval of the Prices and Incomes Board (PIB) before implementation. This is was to develop an approach to collective bargaining which promotes not only the interests of the two parties in industry, but also that of the country. This responsibility by the PIB is now vested in the Fair Wages and Salaries Commission (FWSC) which is now the Government Negotiating Machinery.

In employment relations, consultation is primarily centred on employment and non-employment issues where the parties dialogue through collective bargaining to establish mutually beneficial outcomes over issues in which they have common interest. Some of these issues are working conditions and productivity and its related matters. While the workers' interest will include good working conditions and good remuneration, etc. Where the working environment is unionized, this partnership agreement is established through collective bargaining.

Collective Bargaining is basically a negotiation to establish Collective Agreement over terms and conditions of agreement, but it can also be employed to resolve a workplace dispute. It is a process that allows workers to approach the employer as a unified group. The main aim of collective bargaining is to reach an agreement between workers and employers – negotiated agreement. According to the ILO collective bargaining is a fundamental right, rooted in the ILO Constitution and reaffirmed by the "1998

ILO Declaration on Fundamental Principles and Rights at Work." It is a principal means by which employers and their organizations and trade unions establish fair wages and working conditions. The objective of collective bargaining is for the parties to develop an agreement that will regulate terms and conditions of employment, and this agreement may also serve as a means for addressing inequalities and providing labour protection.

The pivot around which this partnership is established through collective bargaining is to give workers a voice in what concerns them and to give meaning to partnership agreement in employment relations and prevent and/or manage labour disputes, through collective bargaining. In this view, the meaning of employment relationship as partnership agreement is established and ultimately good labour relations is ensured to benefit everyone. Labour Relations (Public Service) Convention, 1978 (No. 151) is an ILO Convention that promotes collective bargaining for public employees as well as a method which allows public employees' representatives to participate in the determination of their conditions of employment. This convention further provides that disputes shall be settled through negotiation between the parties or through independent and impartial systems like mediation, conciliation and arbitration. The essence of this partnership agreement through collective agreement is core to productive, equitable and stable employment relations.

Studies show that collective bargaining is based on the principle of industrial democracy where a labour union represents the workers in negotiation with the employer. Industrial democracy is the government of labour with the consent of the governed, i.e., the workers. It is a principle of arbitrary unilateralism giving way to self-government at the workplace or industry. For the partnership agreement to be effectively established, the partners must be the existence of strong and enlightened management that can integrate the different parties – employers, owners, consumer/clients and society/government.

The Agreement reached through this partnership agreement is the employment contract, which ultimately binds the parties together. Contract, in the simplest definition, is a promise enforceable by law. The making of a contract requires the mutual assent of two or more persons, one of them ordinarily making an offer and another accepting. If one of the parties fails to keep the promise, the other is entitled to legal redress.

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2.17.4 Employee Relations Policy

The term "employee relations" refers to a company's efforts through policy development to manage relationships between employers and employees through good corporate governance. An organization with a good employee relations programme provides fair and consistent treatment to all employees so they will be committed to their jobs and be loyal to the company (Source: Study.com).

It is part of a strategy on human resource development designed to ensure the most effective use of

people to attain an organization's goals. Its focus is on the deliberate attempts or plans that a company applies to gain and maintain a competitive edge in the marketplace. Its objective is to place value on employees through developing plans to manage pay and benefits, safe and healthy working conditions and work-life balance initiatives. Employee relations as broadly defined in most literature is the interactions between employers and employees, government and the institutions and associations that regulate or mediate the practice of industrial relations.

Dale Yoder defines employee relations as a "relationship between management and employees, or among employees and their organizations that characterize or grow out of employment." It is also about the development and/or implementation of "best practices" that evolved in the employment relationship over time. John Dunlop says industrial societies necessarily create industrial relations and thus defines it as "the complex of inter-relations among workers, managers and government." In the extended form, industrial relations also include trade unions as well as bipartite and tripartite relationship between and among employees, employers, and the government. Studies and scholarly works bring out many definitions of the term, but there are certain fundamental elements - it is about people, the workplace, how they communicate, negotiate, organization of work, working conditions, wages and salaries, and protection of the interests of the parties in the relationship. It is also about the satisfaction that the parties derive or will derive while in the relationship; while employees look to job satisfaction, which includes the provision of the necessary tools and equipment to get the work done and a good remuneration and social security, employers seek to achieve high productivity, improved satisfaction, dedicated workforce, low absenteeism to lower cost of production and improve employee retention.

This type of relationship is one that is fundamentally aimed at productivity by the workers for appropriate compensation and the maximization of profit by the employer. Industrial relations is governed by industrial or labour laws, conventions and institutions. These provisions and processes are to ensure that, the relationship between the employer and employee is founded on acceptable standards.

Industrial relations law provides the standards applicable in an employment relationship. The Law mostly establishes the minimum standards, i.e., productivity by the workers for appropriate compensation and the maximization of profit by the employer. Industrial Relations has four perspectives as follows:

1) Workers' Perspective– Good Remuneration, Occupational Health and Safety, Protection of employment.

2) Employers' Perspective – Productivity, Employment/Labour Laws, Flexibility of Workforce, Management of Industrial Conflicts

3) Government Perspective – Creation of an enabling environment for investment through the establishment of legislation that regulates employer-employee relationship, reduction in unemployment, competitive marketplace for goods and services, establishing and sustaining a peaceful industrial relations climate.

4) Social Perspective – Equity in employment opportunities, Minimum Wage, Social Security.

Studies show the employment relations field has a predominant influence in shaping knowledge on labour law. The first half of the 20th century was a time when legal scholars and practitioners in Europe and North America considered industrial sociology to provide them with concepts and data which may he used to challenge the pre-existing legal order because they saw them as restrictive and obsolete.

(Deakin and Njoya, 2007) of the Cambridge Business Research in their Working Paper on the "Corporate Governance," discussed extensively this approach and posited it was associated, mainly with

"legal realism" in the United States and the work of the "social jurists" in Weimar Germany. In their introduction to the research, they noted that labour law continues to reflect these origins as a legal sub-discipline and is uniquely open to the influence of social sciences.

A harmonious relationship between employers and employees is a prerequisite for the assurance of industrial democracy, industrial peace and industrial discipline and it can impact productivity, and labour efficiency. Employee relations is a complex institution and has a dynamic process of relationships that involve the workers, employers, trade unions and the State. It is an integration of Human Resources Management with Industrial Relations and which though seen as a collaborative arrangement initiated by employers it seeks to serve the interest of both employers and employees because an important benefit is that it allows for consultations between employers and employees (IRS, 1993).

The HRM model for employee relations focuses on a drive for commitment, emphasis on mutuality and complementary forms of communication.

Employee relations concept is a part of the science of management which focuses on the human resources of an organization. It is about the management of the relations between the unionized workers (organized labour) and the management in an industrial or business undertaking though the exhibition of proper attitudes by management and labour to ensure industrial harmony which guarantees that the parties' rights and responsibilities are met.

(Deakin and Njoya, 2007) observed that alignment or engagement between labour and social sciences is not to suggest that the process is not difficult; but that the focus of the relationship of employment is self-evident in that it is the basis for labour law, but it's a fact that is a controversial idea and historically contingent concept. The dual concept that work relations under capitalism are 'contractual' and that they can be captured using the term 'employment' is a recent idea. Deakin & Njoya argue that one way in which labour law maintains its boundaries with other subjects is captured by the proposition that labour law is principally, concerned with relationships – which is dependent and subordinate, i.e., the relations between employers and employees.

Employee relations policies are the practices and rules governing the management and regulation of the relationship between the organization on one hand and the individual staff member on the other hand or between the management and workers groups or associations in the enterprise. Employee relations policy is a strategy developed to manage the relationship between the management of an organization and the workers of the organization. It is rule strategically designed to guide the workplace relationship. This is informed by many factors all aimed at balancing the needs of the employer and that of the employees at the workplace. It is about the rights and responsibilities of the parties in the relationship, it is plan that creates the enabling environment for employees to deliver service or perform work and for the employer to ensure productivity, guarantee performance, and meet the objectives of the organization, for profitability and for future growth and development.

a) **Brief on Industrial Relations Practice Ghana – Pre-Independence**

In 1957, Ghana, formerly known as Gold Coast attained independence from its British colonial masters. According to Obeng-Fosu (2015) unions that existed during the pre-independence era which were formed through the enactment of the Trade Ordinance of 1941, were numerically weak and also weak in their organization. At the time, none could afford to employ full-time officers due to lack of funds and accommodation to house their officers. There were also no legal obligations on the part of employers to bargain collectively with them, there was no presence of discussion (negotiation) between an employer

and employee in order to establish a binding agreement.

Wages were unilaterally fixed on the instigation of government by the decision of the legislative assembly, and the government being a largest employer, majority of private firms took a cue from government. Again, there was no standing arbitration body for the settlement of industrial disputes, notwithstanding the fact that, over a wide section of the economy, the right to strike did not exist in practice; therefore, disputes were settled on goodwill basis (Obeng-Fosu, 2015: p.12).

b) Post-Independence

(Obeng-Fosu, 2015) notes that upon attainment of independence in 1957, the government became anxious to have industrial peace in order to implement its economic development programmes, and so it felt the need to control the labour movement. To this end, in 1958, the government introduced the Industrial Relations Bill, which sought to set the foundation of the relations between employers and employees and to give maximum protection to the rights of the workers and to reduce to the barest minimum, the smooth running of industry. The Bill received Royal Assent and became effective on December 31, 1958, thus paving the way for workers and their organizations to negotiate their conditions of work for the first time. This new Act also established the Trades Union Congress (TUC) with an initial 24 trade unions (Obeng-Fosu, 2015: p.13).

owever, following some queries by the International Labour Organization (ILO), some amendments were made and this was followed by a new enactment, Industrial Relations Act, 1965 (Act 299), which recognized the existence of the TUC as a body corporate with perpetual succession and a common seal. Again, on 12th September 1971, the government of the Second Republic passed a new Industrial Relations Act (Act 383) and this Act abolished the TUC. As a result, the only unions which remained were the national unions originally affiliated to the TUC. This led to the unions acting independently of each other and for self-interest. The Act placed a ban on strikes and lockouts and empowered the Ministr responsible for Labour Affairs to call off or suspend any strike or lockout actions that he considered would jeopardize the national economy. Due to the power granted the Minister in this respect, it could issue an order for the settlement of a dispute and it was binding on both employers and employees involved in the dispute, and which settlement overrides the provisions of an existing contract of collective agreement. However, when the government was overthrown, this Act was repealed by Industrial Relations (Amendment) Decree, 1972 (NRCD 22) on 9th February, 1972. Act 383 was therefore deemed to have never come into force.

(Obeng-Fosu, 2015) submitted that notwithstanding the various amendments, the ILO continued to query Ghana on some infringements on Freedom of Association because the thinking was that, the trend in Ghana was to restrict rather than protect freedom of association.

c) Employer-Employee Relations in Ghana

In Ghana, employee relations started in Gold Coast before the establishment of Ghana's Labour Department on 1st April 1938 according to Opanin Obeng-Fosu a former Chief Labour Officer of the Labour Department in Ghana. The Labour Department was charged with the responsibility of ensuring that the law governing employers and employees were adhered to. In 1958, collective bargaining was institutionalized under the Industrial Relations Act, 1958 (No. 56) enacted by the Parliament of Ghana. The Act made provisions among others on trade unions, collective bargaining and conciliation, so effectively, collective bargaining in Ghana became pragmatic in 1959. However, on the acquisition of collective bargaining certificate which empowers trade unions to collectively bargain, the Act provided that its application shall be made by the Trades Union Congress (TUC) on behalf of the trade union

concerned, meaning the TUC may refuse to forward an application made by a trade union to the Registrar of Trade Unions for the acquisition of a Collective Bargaining Certificate (CBC). (Obeng-Fosu, 2015) observed that this state of affairs attracted comments from the ILO Committee on Freedom of Association.

Years later, in the year 2003, the Parliament of Ghana passed a new labour law to regulate industrial and labour relations in the country. Ghana's Labour Law, Labour Act, 2003 (Act 651) was passed by Parliament in the year 2003 after it received Presidential Accent the same year and became operational/effective by Executive Instrument (E.I.) 3 in 2004. Certain fundamental principles underlined the passage of the new Labour Law, and of prominence is the fact that Ghana needs to strategically position itself to create an enabling environment to attract investment, create jobs for business development and sustainability for the growth of the Ghanaian economy.

The following principles principally underlined the passage of Ghana's current Labour Law:

a. The need to codify the various legislations on labour and industrial relations into a common statute, because at the time there were 17 pieces of enactments on labour scattered in various legislations.

b. Some of the enactments pre-dated independence, so there was the need to bring them in conformity with the 1992 Constitution of the Republic of Ghana.

c. To enact a more user-friendly legislation in terms of language, content and application.

d. Bring within the Law some best practices in the employer-employee relations and industrial relations practices that evolved over the years in order to give legal basis to these practices.

e. Bring within the Law some International Labour Organization's (ILO) Conventions which Ghana had ratified.

f. Decriminalize certain industrial relations practices, which at the time were considered by some employers as 'criminal' in order to draw a clear distinction between the fundamental rights of workers and put them in proper context of the law, i.e., distinction between exercise of right and engaging in criminal acts in the exercise of that right.

g. Distinguish government's dual role - government as a policy maker and government as an employer.

h. Enact a Labour Law that will be responsive to the needs of both employers and employees in order for Ghana's economy to attract investment for job creation.

i. Remove the perceived governmental interference in dispute settlement and create an independent arbiter in labour dispute resolution.

d) **Employee Relations and Negotiation**

One of the important features of employee relations is negotiation. Negotiation over employment and non-employment issues. This is because negotiation is a fact of life and it is something we often do, especially in relationships. Fisher & Ury observed that "negotiation is a fact of life" because everyone negotiates something every day.

In their book "Getting to Yes" which is described as a universal method for negotiating personal and professional disputes, Fisher, Patton and Ury propose a strategy to settling differences which is that – you separate the people from the problem, because people are not the problem, but it's their thinking. To them, one of the biggest obstacles to negotiation is not a difficult partner, bad timing, or lack of power; rather it is ourselves, and Ury notes that: "We sabotage ourselves by reacting in ways that do not serve our true interests." Naturally, virtually all humans have destructive patterns that we revert to in negotiation, for e.g., losing temper, withdrawing instead of communicating, or saying yes when we need to set limits. He observes that, the importance of negotiation is to allow us to get something better than

if we do not negotiate therefore, we must enter into negotiation with a view to reaching a mutual agreement. Hence, for the effectiveness of negotiation we must understand and know ourselves in order to address our blind spots, this way we gain better mental clarity.

Under Section 97 of Ghana's Labour Law, Act 65 it provides a duty to negotiate in good faith and states thus:

(1) "All parties to the negotiation of a collective agreement shall negotiate in good faith and make every reasonable effort to reach an agreement.

(2) For the purposes of subsection (1), either party to the negotiation shall make available to the other party information relevant to the subject matter of the negotiation.

(3) When any information disclosed for the purpose of the negotiation of a collective agreement is not make public, the information shall be treated as confidential by the party receiving the information and shall not be disclosed to a third party without the prior written consent of the party providing the information.

(4) The parties to the negotiation of a collective agreement shall not make false representations as regards matters relevant to the negotiations."

(Labour Act, 2003 Act 651: p.35)

Fisher, Ury and Patton in "Getting to Yes – Negotiating Agreement Without Giving In" aver that we are all negotiators and that we do negotiate everyday consciously and unconsciously, and thus they expose certain weaknesses we have as negotiators and as parties in a relationship either as a superior or a subordinate and prescribe six essential steps that we can adopt in order to achieve healthier relationships both personally and professionally. They intimated that as bargainers we can and should look for negotiation strategies that can help both sides get more of what they want. According to the authors, by listening closely to each other, treating each other fairly, and jointly exploring options to increase value, negotiators can find ways of getting to yes that reduce the need to rely on hard-bargaining tactics and unnecessary concessions (Shonk, 2020).

The six essential steps are:

1) **Separate the people from the problem**

We easily forget that our partners (counterparts) have feelings, opinions and values as well as unique backgrounds that contribute to what they do and say during conversations. So, when misunderstanding and conflict arise in negotiation, we need to deal with the "people problem" directly instead of trying to gloss over it with concessions. Therefore, when misunderstandings occur in a relationship, explore each side's perception to appreciate why and don't resort to blames.

2) **Focus on interests, not positions**

It is natural for us to state our positions when having difficult conversations, but then we can do away with it, and avoid conflicts, if our aim is to get an agreement. We can do this by asking why the other party thinks something is important to it and once we get the answer, we can also share our interest this way we come to a common understanding on how to reach an agreement or resolve an impasse.

3) **Learn to manage your emotions**

Make sure your partner has enough opportunities to air and any strong emotions to the negotiation. When you both speak your minds, it will be beneficial to all. Once each party knows there's an opportunity for everyone to speak its mind it will listen.

4) **Express appreciation**

Fisher stresses the need to show appreciation because of its importance as a strategy to resolving an impasse because "no one likes to feel unappreciated, and this is particularly true in negotiation." Negotiators must therefore work to understand the other's perspective, seek merit in that perspective, and communicate with understanding through words and actions.

5) **Put a positive spin on your message**

When you communicate in a positive way it is much more effective than if you blame and criticize. Speak for yourself instead of your group, express your observations and concerns.

6) **Escape the cycle of action and reaction**

Fisher, Ury and Patton introduce a negotiation skill called jujitsu – this involves avoiding escalation by refusing to react. In this they advise that negotiators should channel their resistance into more productive negotiation strategies, for e.g., "exploring interests, inventing options for mutual gain, and searching for independent standards"

(Shonk, 2020).

2.17.5 Unitary and Pluralist View

Unitary and Pluralist ideology is a concept originally developed by (Fox, 1966). This concept in employment relations expresses two basic views about the relationship between management and employees or trade unions. The unitary view typically holds that management sees its function as directing and controlling the workforce, i.e., a rule-making authority, essentially autocratic and authoritarian. The pluralist view sees organizations as industrial organizations, one of plural society which contains many related but separate interests and objectives but all of which must be maintained in some level of balance.

Under the unitarist view, workplace conflict can be avoided and that as long as there is no interaction between labour and management conflicts would be avoided. They hold that organizations should have a single source of authority and that all instructions should come from the management team and that managers are supposed to treat employees in a manner that attempts suppression of internal conflict over power by ensuring that it does not allocate powers to individual employees. The unitarist belief is that for an organizational tension to stop, management must establish a working environment that promotes self-fulfilment. However, (Bacon and Blyton, 2007) aver that managers need to understand that employees have the right to present their opinions on how they want to be governed and that they must work on employee development as a way to show that they are committed to improving their well-being. The pluralists' view is that conflict is inevitable at the workplace. They perceive business organizations as intricate social constructions which is made of groups and peoples with conflicting interests. (Giles, 1998) notes that employees and management are one of these groups, hence, organizations cannot do away with conflicts. (Bacon and Storey, 2000) posited that workplace conflict does not only assist management to develop strategies for institutionalizing employment regulations, but also creates a platform for the parties to stick their grounds when negotiating contract terms; therefore, their view is that trade unions must act on behalf of employees when bargaining working conditions. The Pluralist theory as studies show is inspired by the systems theory propounded by (Dunlop, 1958), under which industrial relations is seen as a constituent of a wider social system (Kessler and Purcell, 2003).

(Acker, 2002) held that under the pluralist theory, the advocacy is for management to make it an obligation to promote pluralism and give all parties in the organization an opportunity to participate in decision making on matters affecting the organization. Thus, employers must not overlook some

interests but then they must work together with employees to reach a compromise on some of their interests in order to reach a common ground to work on feasible interests within the organization's budget.

(Singh and Loncar, 2010) observed that managers are the link between the organization and its employees and so rather than imposing policies on employees they are supposed to reconcile the competing interests within an organization in order to align employees' interests with the organizational goals.

Empirical Studies confirms that conflict is a fact of life, and for the employment relationship conflicts are inevitable so the best thing to do is to develop systems to effectively manage and resolve.

2.18 Employee Engagement on leadership and organizational performance

Employee engagement is a workplace approach that results in suitable conditions of all the members of the organization, it ensures a sense of ownership and accountability that promotes cordiality, which ultimately facilitates organizational success. When employees are engaged, they ensure commitment to their organization's goals and values, and are inspired to contribute to the success of the organization with a sense of pride. MacLeod in a published Article on "What is Employee Engagement?" held that Employee Engagement is about how an organization creates the conditions in which employees offer more of their capability and potential. Employee engagement must thus be based on trust, integrity, two-way commitment and communication between an organization and organization members because this is an approach that enhances the success of the business, contributes to organizational and individual performance, productivity and well-being. In a Report MacLeod lists some characteristics of highly engaged and high performing organizations, which in summary are – teamwork, understanding of one's roles, clear understanding of an organization's purpose and objectives, and empowerment, which promotes organizational success.

MacLeod named some important elements as "The Four Enablers." They are:

1) Strategic Narrative is about visible, empowering leadership which provides a strong strategic narrative by the organization where it is coming from and where it is going

2) Enabling Managers, a focus on people and their scope, treating people as individuals and coaching and stretching them.

3) Employee voice – that employees should have a voice throughout the organization for reinforcing and challenging views between functions and eternally. Employees should be central to the solution and not seen as the problem; they must be involved, listened to, and invited to contribute their experience, expertise and ideas.

4) Integrity – organizational integrity such that the values on the wall are reflected in day-to-day behaviors. There must be no 'say – do' gap. Promises once made must be kept and if not kept there must be explanation given for that.

According to McLeod what employee engagement is not is a mechanistic approach that extracts discretionary effort by manipulating employees' commitment and emotions.

Studies show that employees' engagement has been variously defined by different authors, but the underlying factor is who is an "engaged employee?" It is when an employee is fully involved in and enthusiastic about his or her work and therefore acts in a way that promotes the organization's business; and this is expressed in terms and in such forms as employee's performance and attitude. According to a Study attributed to a Research Firm called Gallup conducted on "State of the Workplace" figures for

employee engagement universally varies from country to country, and the findings established in 2017 showed that about 70% of American workers and 85% of workers worldwide feel disengaged at work, meaning there is lack of motivation as a result of which employees are less likely to invest discretionary effort in organizational goals and outcomes. The study further revealed that 24% are "actively disengaged" with the indication that they were unhappy and unproductive at work, a tendency with is responsible for the spread of negativity to co-workers. Though employee engagement is seen as key to leadership and organization success the research showed a depressingly low rate thus concluding that it isn't work, perhaps it's rhetoric than real. It has been suggested in modern day human resource management that, in order to attain true employee engagement, you must first establish employee involvement.

Involvement is to feel a part of the organization and have influence on employee's own job and the direction of the business. When employees are engaged, they appreciate and align to the aims and objectives of the business and feel motivated and energized; but then there is another aspect which must be worked together with engagement, and that is involvement. When employees are involved, they take active part in the business, they associate with the business, hence, they will implement new initiatives, take ownership and will be participants in driving organizational change. Involvement is considered a "game changer" because it is that which transmits ownership of plans from the board room and executive offices to the departments, divisions, units and shop floors – it is seen as participative leadership because there is ownership by all the players of the organization. To be involved is to be recognized, and to be recognized is to be accepted and when you are accepted you become committed to the business and ownership is ensured.

Graham Wilson, a Leadership Skills Author, wrote that participative leadership offers lots of benefits to the organization that is willing to use it because by involving employees in company decision making you raise their awareness, encourage their contributions, and raise their morale. Wilson defines participative leadership as a situation where subordinates are invited to participate in the process of decision making which is traditionally confined to leadership. He defines the key traits of participative leadership as:

- Giving subordinates a share in decision making
- Keeping subordinates informed of the true situation – good or bad, notwithstanding the circumstances.
- Maintaining awareness of the state of the organization's morale, with action taken to keep it as high as possible.
- An approachable leader
- Counselling, training, and development opportunities are offered to subordinates.

By involving employees, you keep them informed, and at the same time you develop them for higher responsibility. The immediate effect of participative leadership is personal development and leadership development which can translate into talent management and succession planning.

2.19 Benefits of Effective Employee Relations in an organization

Experts say good employee relations is not only vital to an organization, but also ensures organization success because it is employees who make things happen at the workplace. The starting point of this relationship is nurturing trust and understanding with employees in order to have a good relationship with them. Employee relations is about establishing bond, nurturing it, and building it, once this bond is

built trust will be ensured; and it also about showing good faith when dealing with the employees and vice versa. These elements are important if the relationship is to thrive. Employees are the most important resource of an organization because it is through them and with them that organizational goals are achieved.

Trust is complicated and multidimensional, but it is an important part of every relationship and in professional relationships it is between employees and their co-employees, managers and employees or vice versa. Trust in professional relationships has been defined as interpersonal and institutional in form. Trust is defined by (Krot and Lewicka, 2012) as the willingness of one party to be vulnerable to the actions of another party, and that it is a conviction by both parties never to act in a way that brings detriment to the other party or take advantage of their weakness. It is a consequence or positive impression from mutual interactions – a decision to rely on another party in a risk condition. Studies have shown that trust has a positive impact on employee-manager relationship to the extent that it reduces operational expenses, improves relationships between managers and employees and simplifies intra-organizational relationships.

Good Faith on the other hand is a term that includes a sincere belief or intention without spite or the desire to cheat others. Research shows that the term is derived from the Latin term bona fide, and the courts use the terms interchangeably. Good faith is about honesty, a sincere intention to treat others fairly.

Some of the benefits of good employee relations have been identified as:

- **Employee Loyalty**

Employees become committed to their jobs

- **Reduced Workplace Conflict**

Conflicts are inevitable in every relationship, but where there is good employer-employee relations workplace conflicts are minimized because workplace conflict is one of the major sources of unsuccessful businesses. Effective employee relations allow employers to make unbiased decisions concerning the workforce and this minimizes litigation.

- **Increased Motivation**

A healthy workplace is said to be a recipe for employee motivation for increased productivity. Maintaining good employee relations involves not only communication but a recognition of employees' efforts within the organization. Experts say motivated employees are productive employees and excellent team members.

- **Trust and Confidence**

Trust and confidence are vital for the development of any relationship. Though trust is a complex thing to measure, explain or understand, it is important to identify the dimensions of trust. Studies point to three important dimensions of trust – integrity, benevolence and competence.

Trust is ensured when a trustor believes a trustee is honest, benevolent and competent, i.e., able to fulfill promises and obligations, then the trustor will trust the trustee.

Integrity is founded on principles or a set of ethical codes of conduct – it is the quality of being honest and having strong moral principles, and persons with integrity quickly develop relationship with their partners. In the employment relationship, employees with integrity will quickly develop good working relationship with their employers or managers.

Benevolence is mutual help during interactions between co-workers or between managers and employees. According to (Krot and Lewicka, 2012), benevolence is that extraordinary behaviour that

improves the trustor's wellbeing. It is the willingness to take into consideration, the trustor's interests in a decision-making process. Benevolence is a willingness to act with consideration and sensitivity to the trustee's needs and interests. It is about the desire to do favors to organization members.

Competence is a very imperative element of trust when it comes to organizational relationships. Competence is defined as the ability to do a thing effectively and successfully. In organizations, competence basically refers to a level of performance that is independently undertaken that goes beyond the formal requirements of an employee's job. When it comes to trust, competence is considered a key factor because trust must be built on a person's ability to do something or to undertake an assignment. Experts say trust that is based upon competence can be built relatively quickly, because is not founded on emotional interactions (Katarzyna Krot & Dagmara Lewicka, 2012).

2.20 Conclusion

The practice of good leadership is crucial to good employer-employee relations, to leadership performance and organizational success. There are many important considerations and critical decisions which have to be made in order to ensure good employer-employee relations. One of the most important aspects of employer-employee relations is the fact that this relationship is manifested in the context of 'organizations and the practice of 'leadership.'

An organization is about the creation of relationships, and so it cannot be constituted by one person, it thus requires two or more persons who are willing and ready to co-operate – it is about creating meaningful relationships among people. This creation therefore requires that there are both vertical and horizontal relationships formed by structures among and between organization members designed in such a way that the members are motivated to do their work and contribute to organization success.

A study of what an organization is revealed that it is difficult to define 'organization' but not impossible to explain and that to define an organization you have to decide whether a specific 'thing' is organization or not and that the definition of organizations goes beyond physical manifestations of just buildings or the people, in that if you take away the buildings you have operational problems but then the organization still exists. If you take away the people and leave the rest, you will have a bigger problem, even though there will still be an organization, but then the organization will be waiting to be re-populated. All these do not define organization suggesting that the people and what they bring onto or into the work in terms of their knowledge, skills, competence and expertise and the physical manifestations, such as the buildings, plant, equipment, etc. all form part of the organization.

One of the basic principles of effective employer-employee relations is on good leadership practices. If a leader is to develop a vision which all must establish objectives and plans to achieve, then the 'leader' must be effective and the leadership practices must be that of inclusiveness. Studies show that there are many theories on leadership as well as the style of leadership and a review of leadership styles and practices in this study revealed that that there is not one size fits all, but depending on the situation and the prevailing environment a particular leadership style may be more responsive. Thus, a review of leadership suggests that leadership is not about power and force but by the possession of analytical skills as propounded by authors like W.C.H. Prentice in 2004 who wrote on "Understanding Leadership." He defined leadership as the "accomplishment of a goal through the direction of human assistants," in effect he suggests that a goal cannot be accomplished without assistance, and this places some importance on inclusiveness and consideration in decision-making and accomplishment.

(Prentice, 2004) held that leadership is a marriage of individual needs and interests of group's purpose, i.e., enlisting the support of employees to achieve organizational vision, thus a person who marshals his human collaborators to achieve a particular end is a leader, and a great leader is one who does that as a daily routine and all the time in a variety of circumstances, i.e., the particular situation will tell the type of collaboration to seek and or employ. Further reviews of leadership theories suggest that it is difficult to state categorically what makes a successful leader and an effective leader but the studies also revealed that, it is possible for a leader to know its followers and examine the situation in order to tell what strategies and motivational plans it can adopt or apply in order to make its leadership effective. This notwithstanding, it's also clear that, it is vital in employee relations to always allow 'recognition' by way of acceptance, inclusiveness and ownership among others to ensure organizational success.

Recognition breeds acceptance which ultimately results in ownership – when people own a process, they protect it, and in the workplace, protection will mean working to ensure a balance between employer's interest and employee's interest. Conversely, employers, will also ensure that they protect the workers interests in order for them to also protect the employer's interest. It is easy for a leader to assume the posture of issuing orders and demanding that its followers follow it to the letter without any challenge whatsoever, and by so doing they get rewarded, and the one who does not follow gets thrown out, but this kind of leadership practice may in the long run be detrimental to organizational development because creativity is killed and initiative is stifled and this may result in leadership failure and the destruction of the organization.

CHAPTER THREE
RESEARCH METHODOLOGY
3.0   Introduction
(Shona and Tegan, 2023) explain research methodology as data collection and analysis methods you used in research. It is a key part of a thesis, dissertation, or research paper. The methodology chapter explains what was done and how it was done, thus, allowing readers to evaluate the reliability and validity of the research and the dissertation topic.

Diagram 3.1 - Research Methodology Process

3.1 Research Design

(De Vaus & Trochin, 2001) explain research design as the overall strategy and analytical approach that you apply to integrate in a coherent and logical way, in the different components of your study to ensure that the research problem will be thoroughly investigated. It is the outline for the collection of data, measurement and interpretation of information and data.

Mixed model research was applied. Quantitative was used in the gathering of data through the administration of questionnaires through the Union to the Respondents. With this method, detailed description of information about the participants was gathered and their experiences and the contexts were also sought.

(Aliaga & Gunderson, 2002) cited by Apuke, D.A in his Article on "Qualitative Research Methods: A Synopsis Approach, October, 2017," explain quantitative research method as quantifying and analysing variables in order to get results.

Qualitative was used through the conduct of face-to-face and telephone interviews to gather and confirm specific information or to make enquiries. Statistical graphs and charts were used as visual displays of data sets to facilitate understanding and interpretation of the data.

3.2 Research Area

The Research Area was ten regions in Ghana, specifically ten Regional Hospitals under the Ghana Health Service in ten Regional Capitals in Ghana.

The Ghana Health Service is the health policy implementer of the Ministry of Health. It has developed and offers health care services in 10 regional hospitals in 10 regions of Ghana.

3.3 Study Population

The study population was 620 Pharmacists in ten Regional Hospitals in Ghana. The respondents are Pharmacists unionized by the Government Hospitals Pharmacists Association (GHOSPA).

3.4 Sampling Techniques and Sample Size Determination

The sample size was 135 out of the study population. The sample size represents 22% of the study population of 620.

Homogenous sampling was applied as a purposive sampling technique with the aim to achieve homogeneity. The choice of this sampling technique was because the respondents in this study are a group with similar background in terms of education and occupation and with the same or similar issues. Hence, the choice of the sampling technique was to gather and establish the goal of the study.

3.5 Instrumentation

Questionnaires were distributed to the Respondents, face-to-face interviews and telephone interviews were also conducted and a focus group discussion was done all as primary source of information.

The secondary source of information included review of books, reports, articles, journals, newspapers, library search, etc.

3.6 Administration of Instrument

One hundred and thirty-five (135)) questionnaires were administered out of the study population and 120 questionnaires were returned. This number returned represents 89% receipt of all the questionnaires

administered.

Ten interviews were conducted comprising 6 management personnel representing the employer and three officials of the National Labour Commission were interviewed. One Labour Economist from the University of Ghana was also interviewed.

A focus group discussion of 6 participants was held to address and confirm the issues under investigations in a moderated session. This was an exploratory research conducted to confirm whether or not the issue under study really existed.

During this session, the participants' views were also sought on specific issues, and in the end, it assisted in enriching the Study questions. The participants were drawn from academia, the National Labour Commission, a trade union and Human Resource Institution.

3.7   Methods of Data Analysis

The data gathered was interpreted through analytical and logical reasoning to determine patterns, relationships and trends. The data was statistically analyzed through Descriptive Analysis.

Descriptive statistical analysis involves collecting, interpreting, analyzing, and summarizing data to present them in the form of charts, graphs, and tables. Rather than drawing conclusions, it simply makes the complex data easy to read and understand.

The inferential statistical analysis focuses on drawing meaningful conclusions on the basis of the data analyzed. It studies the relationship between different variables or makes predictions for the whole population.

3.8   Ethical Consideration

Ethical considerations in research are a set of principles that guide research designs and practices. The principles of voluntary participation, informed consent, anonymity, confidentiality, potential for harm, and results communication were applied.

This research was based on voluntary participation with the informed consent of the Respondents.

Every information provided in this Study was treated as confidential with no names of the Respondents provided. All information gathered for the Study were used solely for the purpose of this Study as guided by Chreso Ethics Committee, among others.

3.9   Plan for Information Dissemination

The findings of this Research will be shared with the employer group, the employer's representatives and other stakeholders in public health administration as well as the body of private sector employers. It will also be shared with the Ministry of Employment and Labour Relations and the responsible bodies in public administration as well as the umbrella bodies of trade unions in Ghana. Furthermore, it will be published online by a publishing firm on academic works.

CHAPTER FOUR
DATA ANALYSIS AND INTERPRETATION
4.1   Objective of the Study

The objective of the Study was to examine employer-employee relations practice in employment relationship and its effect on productivity. In keeping with the objective of the Study, chi2 test was framed.

Chi-square test is a statistical test used to compare observed results with expected results. Its purpose is to determine if a difference between observed data and expected data is due to chance, or if it is due to a relationship between the variables being studied.

The questions that formed the basis of the Research were categorized into three broad areas as follows:

1. Background of Respondents – Gender, age, status in the organization, length of service, role in the organization, salary range.
2. Employee Engagement – Employee Participation, loyalty and commitment, growth opportunity.
3. Employee Relations Practice – Management of workplace disputes and Proactive measures for improved employee-relations
4. Employee Relations Practice Effect on productivity.
5. Overall, fifteen (15) questions were formulated under the three thematic areas above.

4.2   Background of Respondents

a)   Gender

72% of respondents were males and 28% are females. Therefore, the males   were more than the females.

b)   Age

The respondents consisted of 54% within the age group of 26-30 years and 46% within the age group of 30-45. The respondents above 35 years of age were least in the composition of the respondents.

c)   Role or Status in Organization

Section 79 of the Labour Act, 2003 (Act 651) provides for "Freedom of Association" and those who qualify to form a trade union as follows:

"(1) Every worker has the right to form or join a trade union of his or her choice for the promotion and protection of the worker's economic and social interests.

(2) Notwithstanding subsection (1), a worker whose function is normally considered as

a) policy making;

b) decision making;

c) managerial;

d) holding a position of trust;

e) performing duties that are of highly confidential nature; or

f) an agent of a shareholder of an undertaking, may not form or join trade unions."

The participants in the Study group from the employees' side were workers belonging to the class of workers who qualify to join or form a union. The Union is a professional union made up workers in the medical field of pharmacy. The participants from the employers' side were senior members in management positions with capacity to manage the employment relationship and make or take decisions. They are agents of government as an employer, per the Labour Law.

4.3   Data Interpretation using charts and graphs

Statistical graphs and charts were used as visual displays of data sets to facilitate understanding and interpretation of the data. Statistical graphs or charts summarized the data, identified trends and patterns, compared data sets, and aided in decision-making, and increased data availability.

Diagram 4.1 - Status in Organization
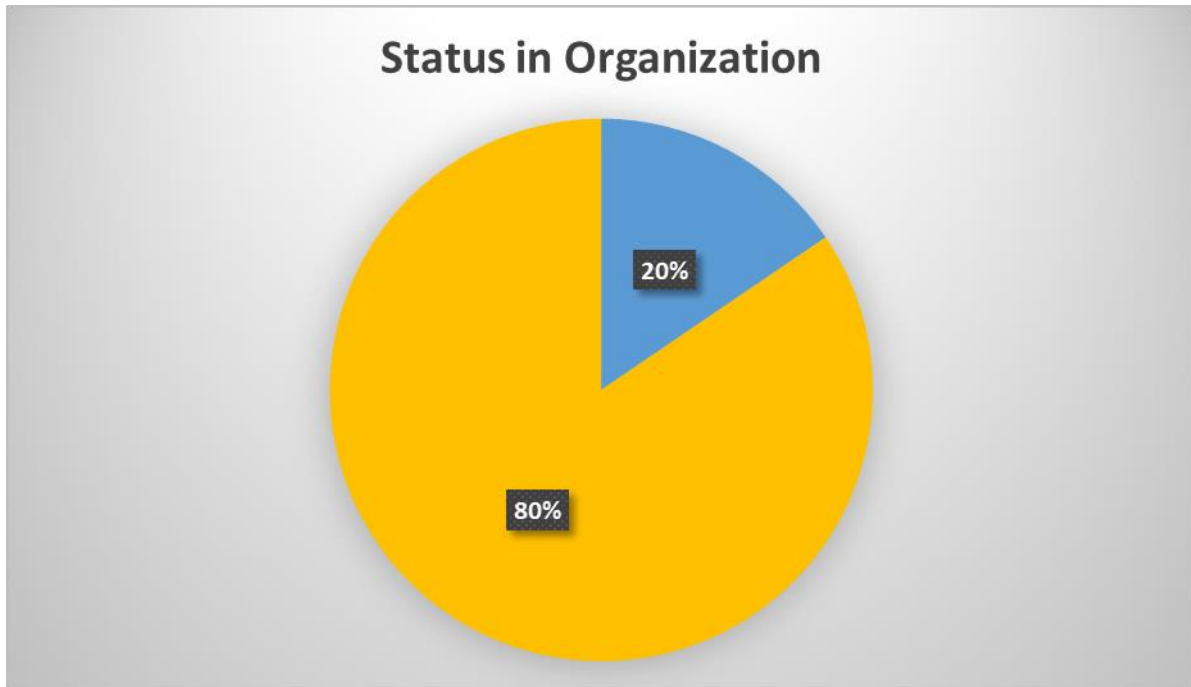
Senior Staff but without authority to input into policy decision making (20%) Senior Staff with some level of authority to policy decision-making (80%).

The effect of this is that 80% of the respondents are in a position to input into policy decision-making that impact the employment relationship. 20% do not have an idea on how the policies and decisions taken that affect the employment relationship are made, notwithstanding the fact that, they are expected to work towards achieving the objective of the policy.

The 20% represents a sixth of the whole, and the number is quite significant to be left out of such an important administrative responsibility of the organization.

Diagram 4.2 - Work Experience
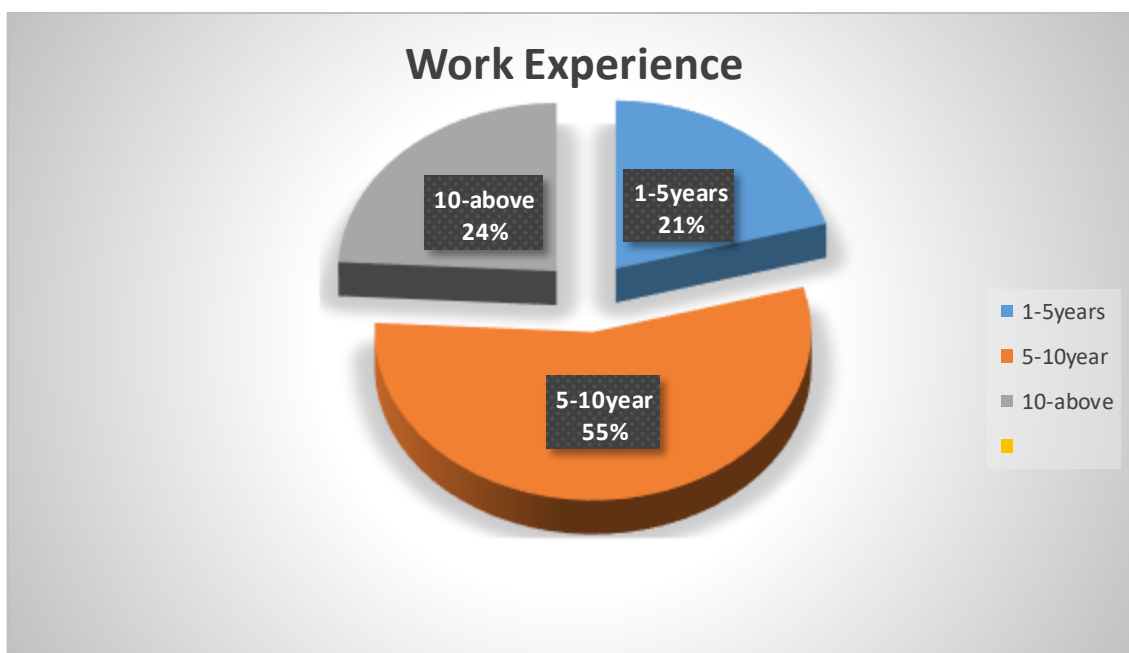
The diagram shows that majority of the respondents' working experience range from 5-10 years (55%), While 1-5 years represent (21%) and 10 years and above (24%).

Between 1-10 years represent 76% of the respondents' working experience, and this may be due to several factors such as for career progression and also the professional nature of their careers.

Ten years and above constituted 24% and this may be due to factors such progression in the job and the level of responsibility, which placed them in some level of decision-making. Again, as professional Pharmacists, they have the opportunity to operate their own Pharmacies.

Diagram 4.3 - Salary Range
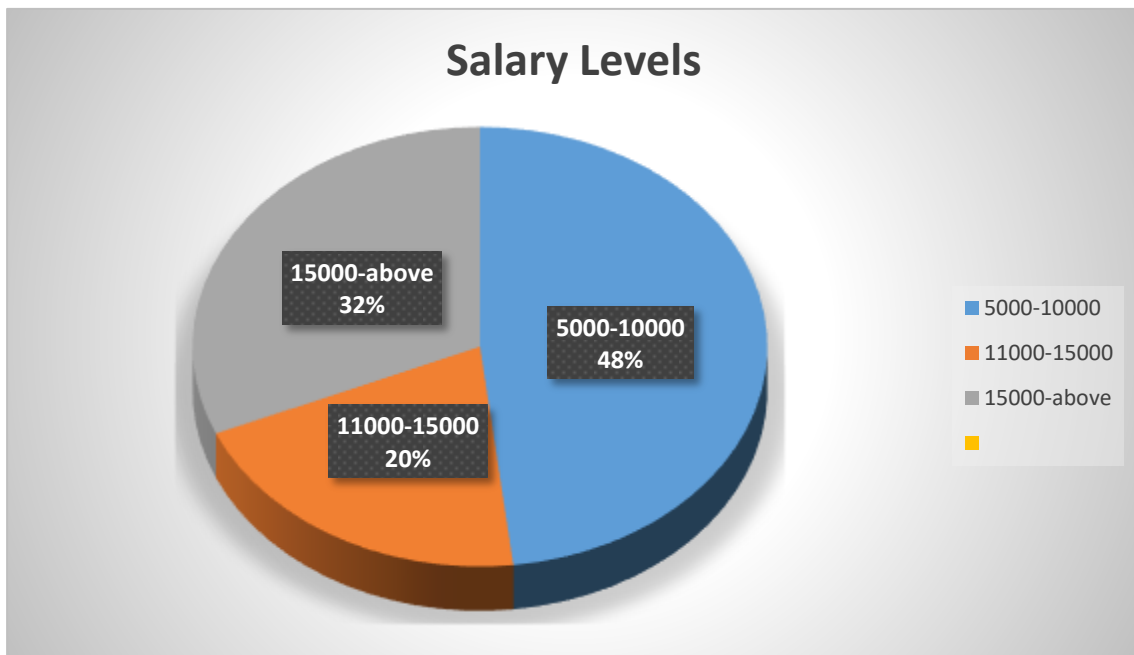
The diagram shows that the respondents who earn between GH₵5,000-10,000 represented 48% followed by GH₵ 15,000 and above (31%) and GH₵11,000-GH₵15,000 (20%).

Sixty-eighty percent (68%) of the respondents earn between GH₵5,000-GH₵15,000 per month, which therefore place them on high salary levels per the SSPP, though they may argue that in comparison with the nature of their work that the amount inadequate.

Thirty-two percent (32%) earn above GH₵15,000 which means that they are in the category of high earning employees in the public/civil service and per the SSPP.

Diagram 4.4 - Level of Employee Engagement
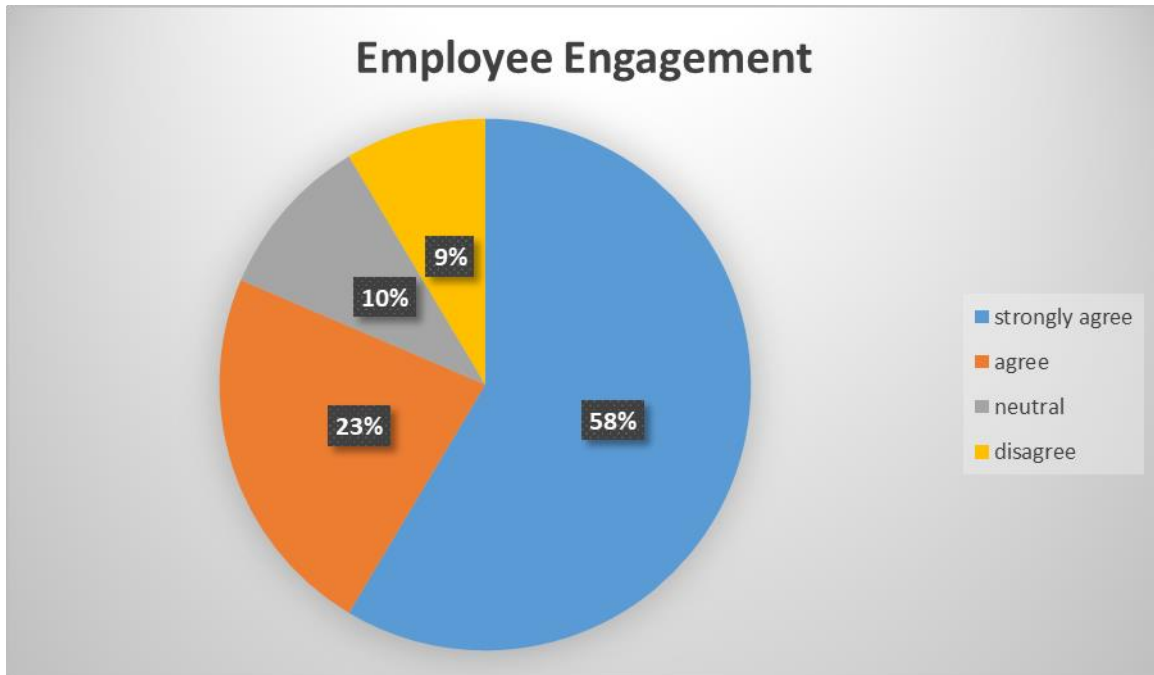
The results as depicted in the diagram show that 58% of the respondents strongly agreed, 23% agreed, 10% are neutral while 9% disagreed.

A total of 81% agreed that there was employee engagement facilitated by communication and trust while 19% disagreed or are neutral in their opinion that there was employee engagement. Considering the level of the respondents in the organization, that may account for the high percentage and also because they are unionized professionals so the employer is under obligation under the Labour Laws of Ghana to engage them through their Union over matters of the employment relationship, especially, their terms and conditions of employment.

On the other hand, 19% disengaged employees is quite a significant number as it represents almost a 6th of the total number of respondents. At the level of supervision, their heads of department may have to develop strategies to keep them informed on matters regarding the employment relationship as keeping employees in the dark may lead to demoralization and sometimes agitations.

Diagram 4.5 - Employee Relations Practice
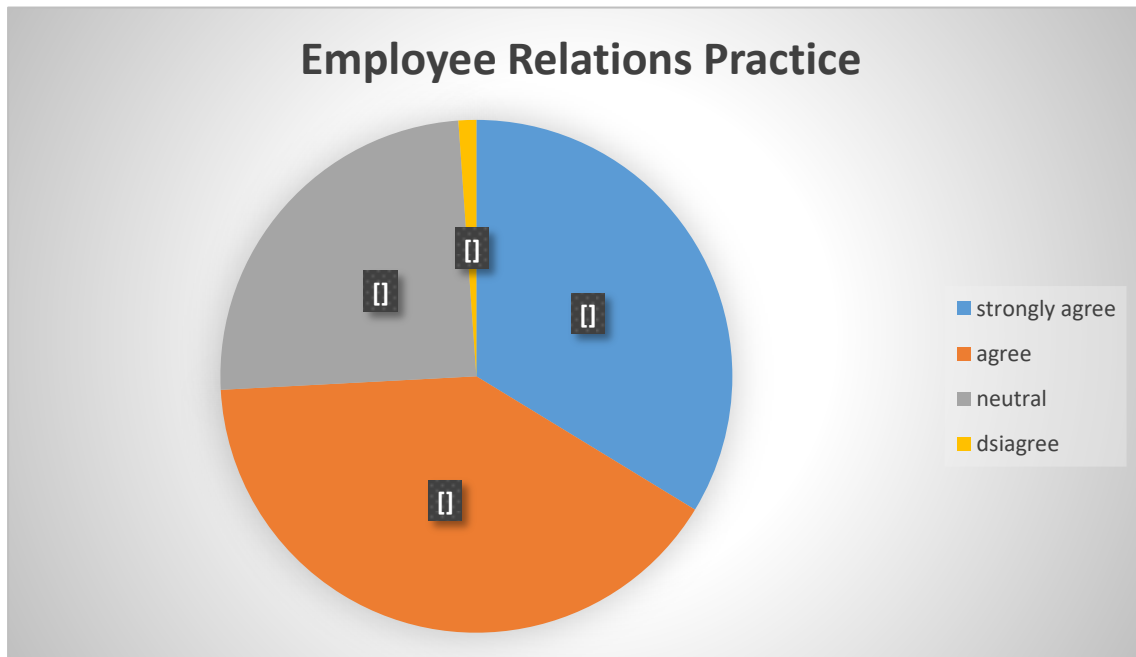
As per the diagram, 25% of the respondents were neutral in their opinion, 1% disagreed, 40% agreed, while 34% strongly agreed.

Good employees relations practice is key to productive organizations because it is about the development of policies that regulate the relationship between the employer and the employee as well for job satisfaction, inclusiveness and productivity. Most importantly, it is about communication and trust.

The results showed that 74% of the respondents agreed that there was employee relations practice, while a total of 26% of the results showed a disagreement or no knowledge of good employee relations practices.

Diagram 4.6 - **Employee Relations Practice and its effect on Performance and Productivity (High or Low Productivity)**
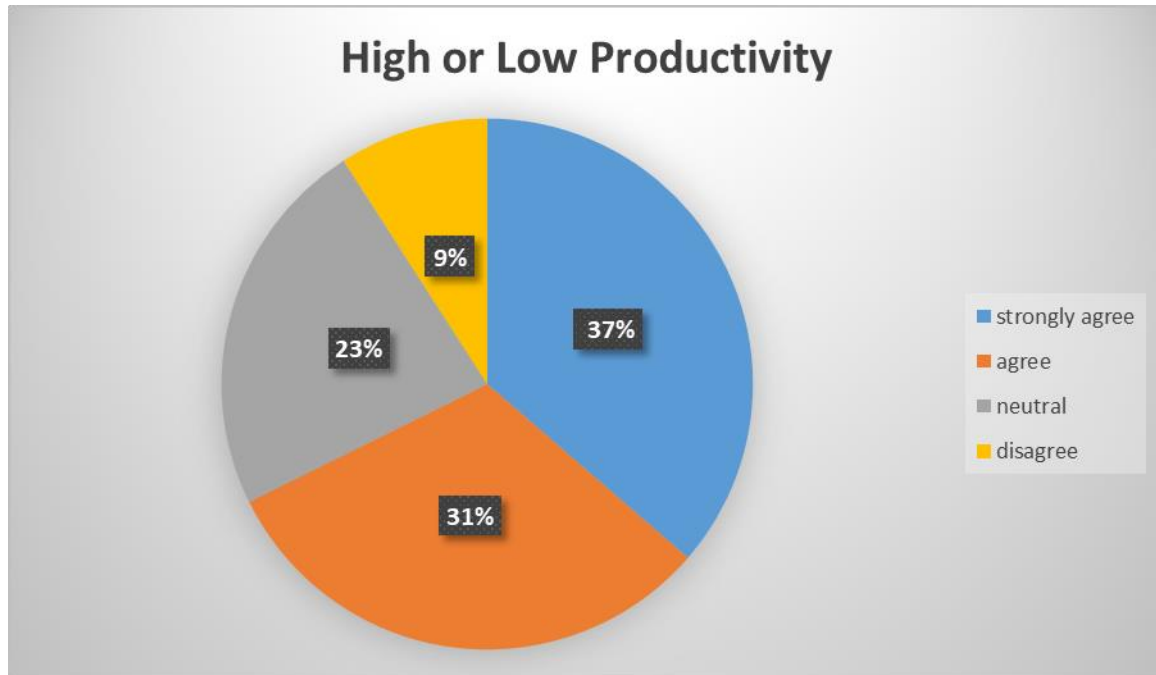
The diagram showed that 37% of the respondents strongly agreed, 31% agreed, 23% were neutral while 9% disagreed, whereas 1% strongly disagreed with this statement.

Sixty-eight percent (68%) of the respondents agreed there are good employee relations practices which impact productivity. On the other hand, a total of 32% of the respondents disagreed or remained neutral.

The 32% which remained neutral is quite a substantial percentage of respondents disagreeing or remaining neutral about the existence of good employee relations, which impact productivity.

Diagram 4.7 - Grievance Management and Dispute Resolution Systems
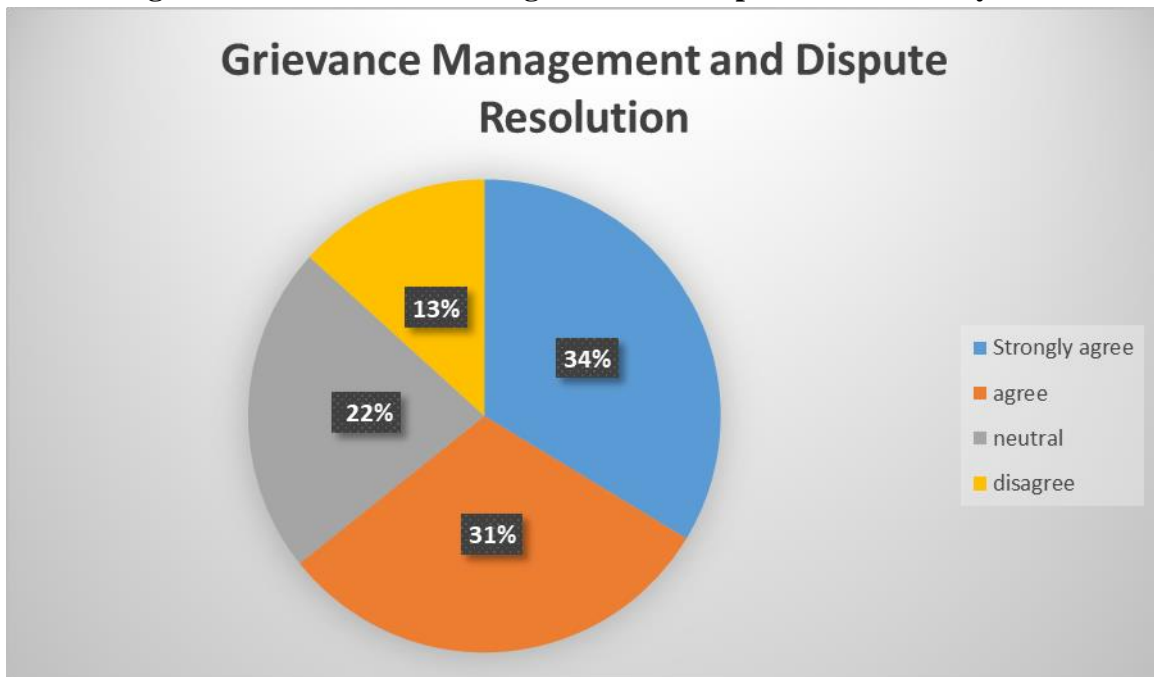
The diagram showed that 34% of the respondents strongly agreed, 31% agreed, 22% were neutral, while 13% disagreed.

Studies show that a strong relationship between the employer and the employee leads to higher job satisfaction and ultimately high productivity. When employees feel comfortable, they work as a team, they build rapport and strong support for each other and the organization.

The results of the Study showed that 65% of the respondents agreed that there were systems to manage grievances and disputes within the organization. The remaining 35% disagreed with this statement or were neutral.

The 35% is quite a high percentage representing a quarter of the total number of respondents.

Diagram 4.8 - Loyalty and Commitment

The results as depicted in the diagram show that 59% strongly agreed, 19% agreed, 14% were neutral, while 8% disagreed.

When employees express loyalty it means, they have chosen to continue to work with the employer for a long time because they are happy with everything about the work; they are happy about the working environment, they are motivated and want to work hard to achieve the business' goals.

A total of 78% agreed that there was employee loyalty and commitment to the organization, while 22% disagreed or remained neutral.

Diagram 4.9 - Proactive Measures for Improved Employer-Employee Relations
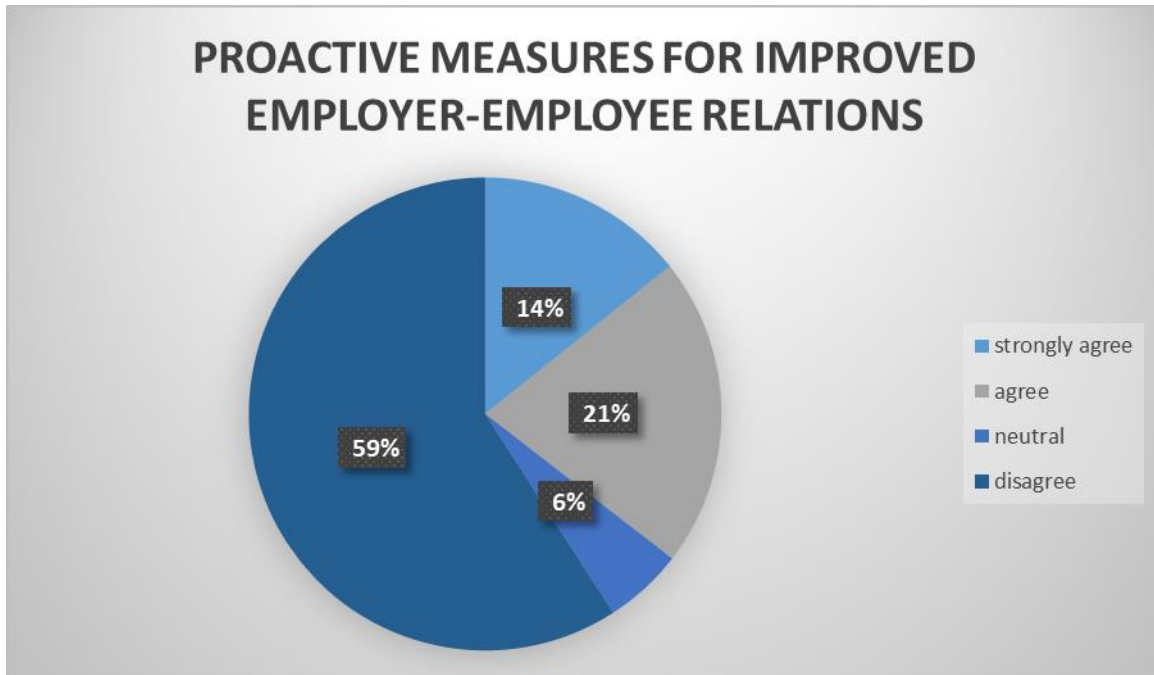
The results showed that 59% disagreed, 21% agreed, 14% strongly agreed, while 6% were neutral.

One of the ways suggested by HR experts to improve employer-employee relations is for the parties to value the relationship and each other, and to also uphold and respect their rights and responsibilities in the relationship.

The results revealed that 73% of the respondents agreed that there were proactive measures for improved employee relations, while 27% disagreed or were neutral in their opinion that there were proactive measures to improve the employer-employee relations in the organization.

Diagram 4.10 - Creation of Opportunity for Growth in Organization
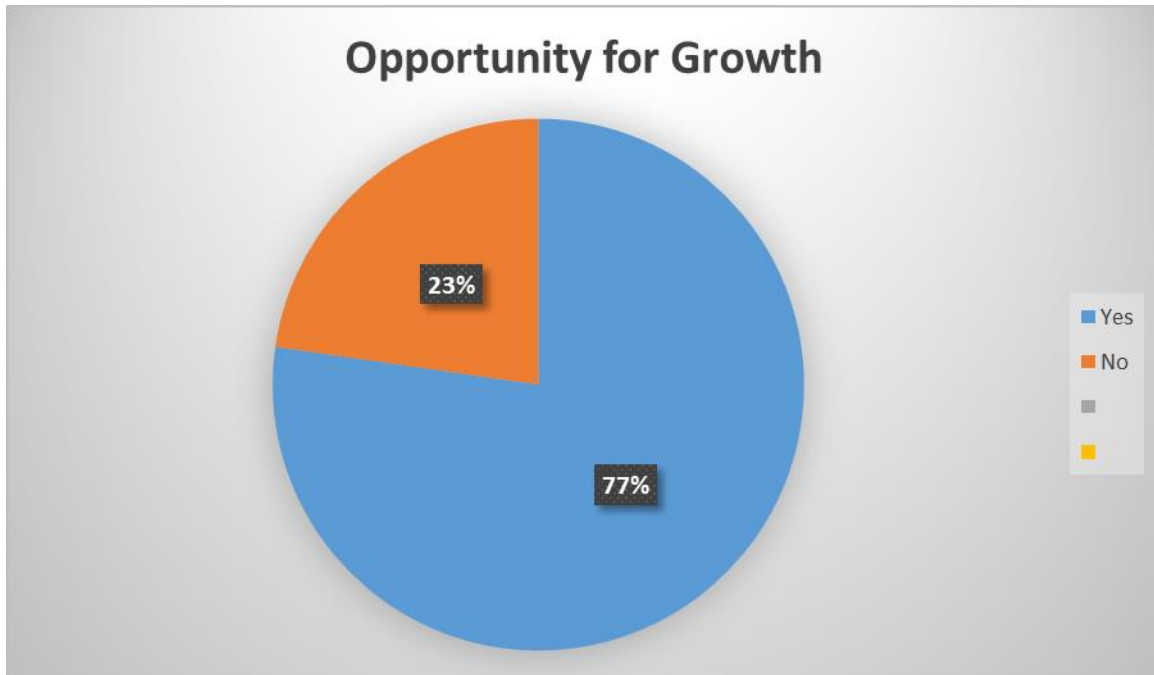
The results per the chart showed that 77% of the Respondents said yes while 23% said no to availability of growth opportunities within the organization.

When employers invest in employees' growth and development, they create more engaged and motivated employees. This investment enhances productivity and ensures the organization's outcomes. It creates a culture of learning and growth and ensures long-term commitment.

The overall results of the Study showed that 77% of the respondents suggested that there were opportunities for growth, while 23% said there were no growth opportunities.

Graph 4.1 - Factors Responsible for Non-Congenial Environment
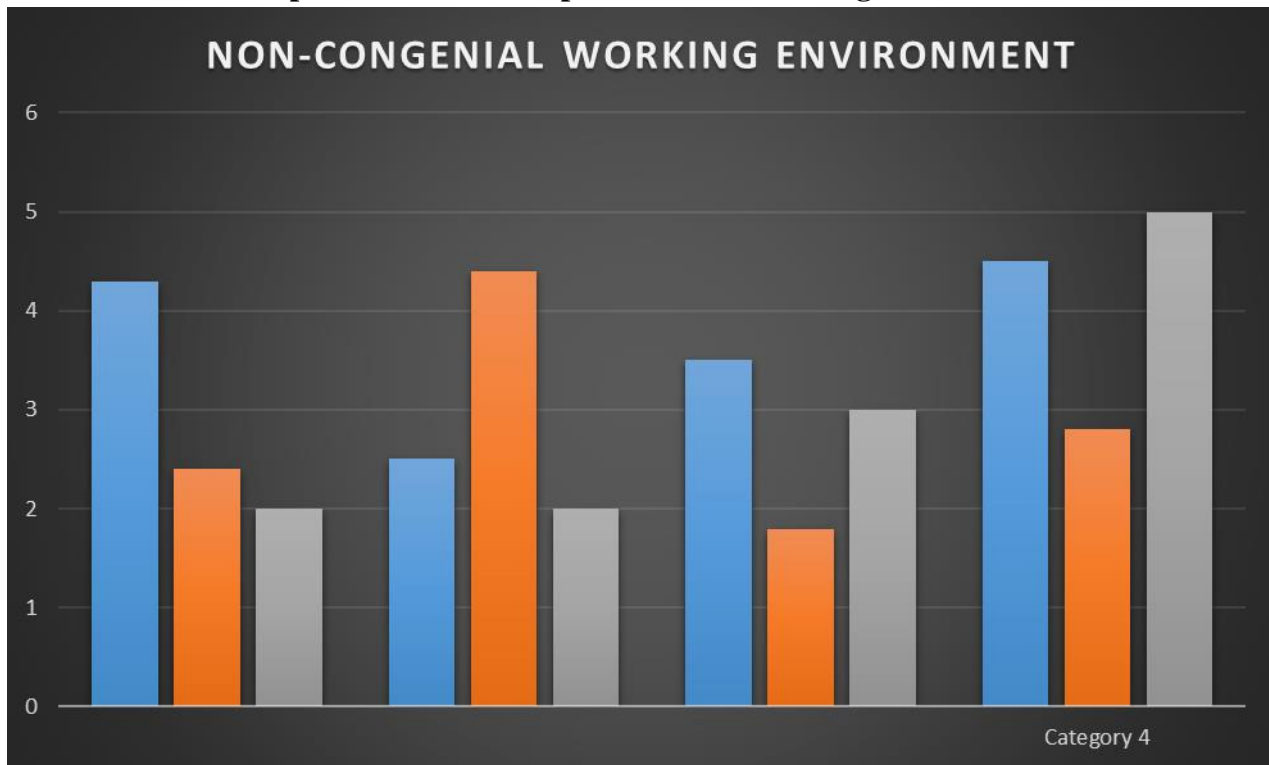
High

- Lack of Employee Participation
- Poor Management of Grievances and Disputes
- Poor Working Conditions

The results showed three main factors that impede congenial working environment for increased productivity, they were - lack of employee engagement, poor management of grievances and disputes and poor working conditions. The trend analysis is based on a three-year period

4.3.1 ANALYSIS OF VARIANCE (ANOVA)

Analysis of Variance (ANOVA) was used to compare the variances across the means. ANOVA as a statistical formula was used to compare variances across the means (or average) of different groups.

A range of scenarios use it to determine if there is any difference between the means of different groups.

Table 4.1 - Frequency Data on Factors affecting Employer-Employee Relations in the Public Health (Pharmaceutical) Sector in Ghana

FX	GROUP 1 E-ER/PHG	GROUP 2 L-M/PHG	GROUP 3 D-M/PHG	GROUP 4 WS/PHG
1	8	3	4	10
2	6	6	3	12
3	3	8	5	5
4	5	7	5	7
5	2	1	8	1
6	3	3	3	0

7	1	6	4	0
8	3	8	7	6
9	6	10	3	3
10	4	3	5	2
11	2	6	3	1
12	4	1	0	3
13	0	2	6	5

Table 4.2 - Two Way ANOVA Test
DESCRIPTIVE STATISTICS

ANALYTICS STATS	GROUP 1 E-ER/PHG	GROUP 2 L-M/PHG	GROUP 3 D-M/PHG	GROUP 4 WS/PHG
Mean	3.615	4.923	4.308	4.231
Geometric mean	0.0	3.924	0.0	0.0
Median	3.0	6.0	4.0	3.0
Variance	4.923	8.577	4.231	14.192
Standard deviation	2.219	2.929	2.057	3.767
SEM	0.615	0.812	0.57	1.045
95% CI of Mean	(2.27) -(4.96)	(3.15) -(6.69)	(3.06) -(5.55)	(1.95) -(6.51)
Minimum	0.0	1.0	0.0	0.0
Maximum	8.0	10.0	8.0	12.0
Range	8.0	9.0	8.0	12.0
Interquartile R.	3.5	5.0	2.5	5.5
Skewness	0.36	0.136	-0.15	0.838
Kurtosis	-0.118	-1.202	0.72	-0.02
Sum	47.0	64.0	56.0	55.0
Sum of squares	229.0	418.0	292.0	403.0
N	13	13	13	13

Table 4.3 - NORMALITY TESTS (P<0.05)

A normality test was done to determine whether the sample data was drawn from a normally distributed population within some tolerance.

The results are shown in the table below.

	GROUP 1	GROUP 2	GROUP 3	GROUP 4
K2	0.385	1.5499	0.6929	1.9615
P value	0.8249	0.4607	0.7072	0.3750
Passed Test	True	True	True	true
Shapiro-Wilk Test				
W	0.9278	0.9278	0.953	0.9166
P value	0.3187	0.3187	0.6436	0.2256

Passed Test	True	True	True	true

Table 4.4 - VARIANCE HOMOGENEITY TEST (P<0.05)

A variance homogeneity test was done to establish the statistical assumption of equal variance in order to ensure whether the average squared distance of the score from the mean is the same across all groups sampled in the study.

	F test	Absolute Levine test	Brown-Forsythe test	Bartlett's test	Square Levine test
Test Statistic	N/A	2.67	1.6	5.4513	2.2447
P value	N/A	0.058	0.02017	0.14116	0.0951
Passed Test	N/A	True	True	True	true

Table 4.5 - Frequency Distribution Table

YEARS	FEMALE	MALE	FREQUENCY
26-28	8	36	44
29-30	11	17	28
31-35	5	11	16
36-40	6	13	19
41-45	4	9	13
			120

Table 4.6 - Decision/Policy Making Input Table

Large Extent	15	35	50
Some Extent	10	10	20
Limited Extent	17	13	30
No Extent	9	1	10
No Opinion	8	2	10

Graph 4.2 - Relationship Mean with Standard Deviation on Employer-Employee Relations

Mean is the mathematical average value of a set of data. The Mean was calculated using summation of the observations divided by the number of observations.

	Category 1	Category 2	Category 3	Category 4
Group 1	3.615	2.219	0	0
Group 2	4.923	2.929	0	0
Group 3	4.308	2.057	0	0
Group 4	4.231	3.767	0	0

Graph 4.3 - Mean with 95% Confidence relation Between Employer-Employee Relations

The confidence level is the percentage of the intervals that contain the parameter. For 95% confidence intervals, an average of 1 out of 30 include the population parameter, as shown below.

	GROUP 1	GROUP 2	GROUP 3	GROUP 4
Column1	4	2.5	3.5	4.5
Column2	6	4.4	1.8	2.8
Column3	5	2	3	5
Column 4	7	5	6	3
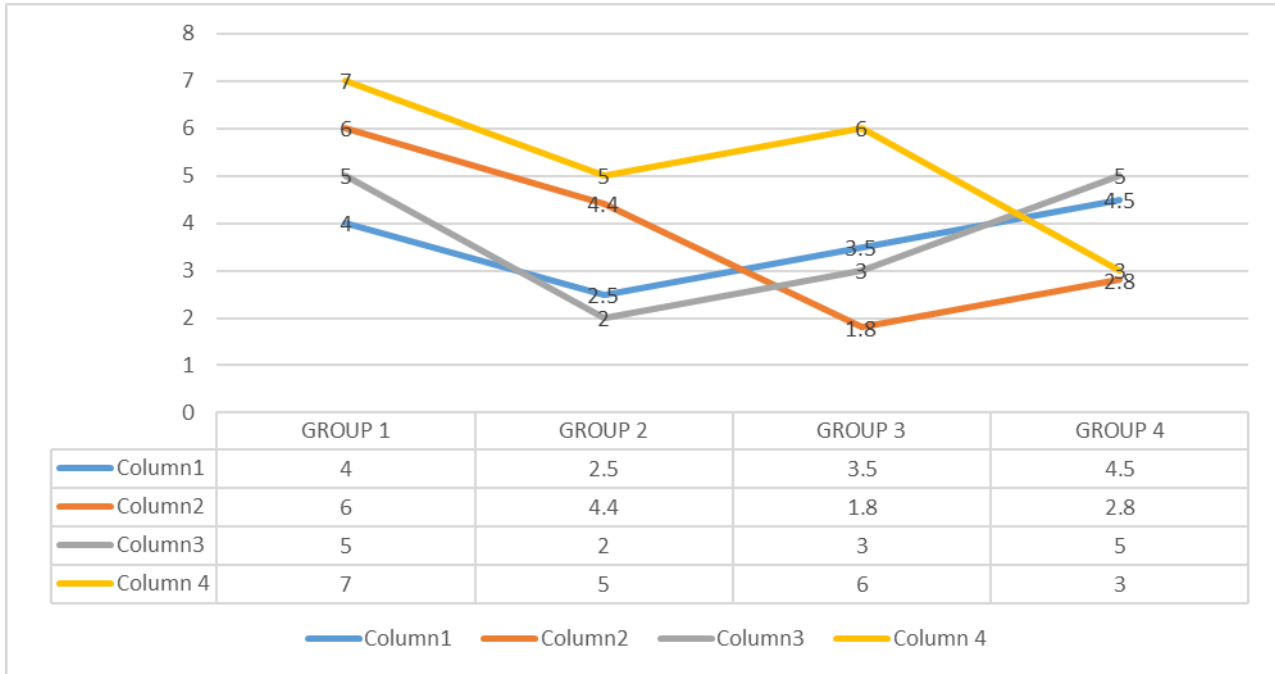
In frequentist statistics, a confidence interval is a range of estimates for an unknown parameter. A confidence interval is computed at a designated confidence level; the 95% confidence level is most common, but other levels, such as 90% or 99% are sometimes used.

Since 95% of values fall within two standard deviations of the mean according to the 68-95-99.7 Rule, a simple addition and subtraction of the two standard deviations from the mean will obtain the 95% confidence interval.

Formula

confidence interval

= sample mean

= confidence level value

= sample standard deviation

= sample size

Confidence Intervals for Sample Size Less Than 30

In the preceding discussion S is was used for the population standard deviation to compute the standard error. However, the population standard deviation was really not known, since samples were used. To

get around this, sample standard deviation (s) was used as an estimate. This is not a problem if the sample size is 30 or greater because of the central limit theorem. However, if the sample is small (<30), it has to be adjusted and to use a t-value instead of a Z score in order to account for the smaller sample size and use the sample SD.

Therefore, if n<30, use the appropriate t score instead of a z score, and note that the t-value will depend on the degrees of freedom (df) as a reflection of sample size. When using the t-distribution to compute a confidence interval, df = n-1.

Calculation of a 95% confidence interval when n<30 will then use the appropriate t-value in place of Z in the formula:

Mean with 95% confidence was applied to determine between employer-employee relations. This was calculated using summation of the observations divided by the number of observations

Mean	=	x̄	=	12
T Value	=	t	=	1.533
α	=	α	=	0.5
Sample size population	=	30	=	N

Result based on the formula = 0.124 (falls within 95% confidence level)

Graph 4.4 - The T-distribution Graph

One way to think about the t-distribution is that it is actually a large family of distributions that are similar in shape to the normal standard distribution, but adjusted to account for smaller sample sizes. A t-distribution for a small sample size would look like a squashed down version of the standard normal distribution, but as the sample size increases the t-distribution will get closer and closer to approximating the standard normal distribution.
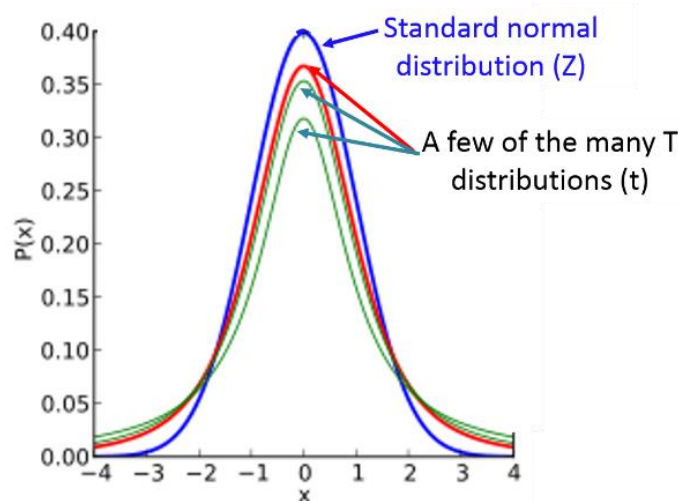
The table below shows a portion of the table for the t-distribution. The sample size is represented by the "degrees of freedom" in the first column. For determining the confidence interval df=n-1. It is worthy of note that, this table is a lot differently than the table of z scores. Here, only five levels of probability are shown in the column titles, whereas in the table of z scores, the probabilities were in the interior of the

table. Consequently, the levels of probability are much more limited here, because t-values depend on the degrees of freedom, which are listed in the rows.

Table 4.7 - Confidence Level Table

Confidence Level	80%	90%	95%	98%	99%
Two-sided test p-values	.20	.10	.05	.02	.01
One-sided test p-values	.10	.05	.025	.01	.005
Degrees of Freedom (df)					
1	3.078	6.314	12.71	31.82	63.66
2	1.886	2.920	4.303	6.965	9.925
3	1.638	2.353	3.182	4.541	5.841
4	1.533	2.132	2.776	3.747	4.604
5	1.476	2.015	2.571	3.365	4.032
6	1.440	1.943	2.447	3.143	3.707
7	1.415	1.895	2.365	2.998	3.499
8	1.397	1.860	2.306	2.896	3.355
9	1.383	1.833	2.262	2.821	3.250
10	1.372	1.812	2.228	2.764	3.169
11	1.362	1.796	2.201	2.718	3.106
12	1.356	1.782	2.179	2.681	3.055
13	1.350	1.771	2.160	2.650	3.012
14	1.345	1.761	2.145	2.624	2.977
15	1.341	1.753	2.131	2.602	2.947
16	1.337	1.746	2.120	2.583	2.921
17	1.333	1.740	2.110	2.567	2.898
18	1.330	1.734	2.101	2.552	2.878
19	1.328	1.729	2.093	2.539	2.861
20	1.325	1.725	2.086	2.528	2.845

Note that the value of t is larger for smaller sample sizes (i.e., lower df). When "t" is used instead of "z" in the equation for the confidence interval, it will result in a larger margin of error and a wider confidence interval reflecting the smaller sample size.

$$95\% \text{ Confidence Interval} = \bar{x} \pm t\left(\sigma / \sqrt{n}\right) \qquad df = n - 1$$

With an infinitely large sample size the t-distribution and the standard normal distribution will be the same, and for samples greater than 30 they will be similar, but the t-distribution will be somewhat more conservative. Consequently, one can always use a t-distribution instead of the standard normal

distribution. However, when you want to compute a 95% confidence interval for an estimate from a large sample, it is easier to just use Z=1.96.

Because the t-distribution is, if anything, more conservative, R relies heavily on the t-distribution.

CHAPTER FIVE
KEY FINDINGS, CONCLUSION AND RECOMMENDATIONS
5.0   Introduction

Research is an activity or project that leads to finding new facts, ideas, information or verifying available knowledge and questioning issues that are difficult to understand based on the existing information or data. Its purpose is to critically assess existing knowledge or idea in order to confirm or challenge existing knowledge, which may have become outmoded or out of place due to new developments in the particular field or new knowledge or advancement. Basically, a research process is to discover new knowledge and find answers to a question.

The findings in this Study are based on the research conducted and the results of the data collected and analyzed.

In the Encyclopedia of Social Sciences Research, D. Slesinger and M. Stevenson define Research as "The manipulation of things, concepts or symbols for the purpose of generalizing to extend, correct, or verify knowledge, whether that knowledge aids in construction of theory or in the practice of an art." In the authors' view research may be taken up by modifying, challenging and changing available knowledge in order to prove the appropriateness of a process or the development in its entirety.

This Study sought to explore the practices of good employer-employee relations in an employment relationship. It was basically about factors that affect employer-employee relations between government Pharmacists and their employer; management of grievances and disputes and how to improve the employer-employee relationship.

The theory is on effectively managing the employment relationship.

The hypothesis is: Whether or not good employee relations practices in employment relationship enhances productivity.

Two main themes guided the Study. They are:

1) Employee Engagement
- Employee Participation
- Loyalty and commitment, and Productivity.
2) Employee Relations Practice
- Management of workplace grievances and disputes
- Growth opportunity
  Under these themes, a set of questions formulated around the following areas were interrogated:
- What are the factors affecting employer-employee relations practice in the public health sector?
- Are there any system(s) in place to manage employer-employee relations practices between government pharmacists and the employer?
- How can the employment relationship between public health pharmacists and the employer be improved to enhance productivity?

5.1 Discussions on Key Findings

The discussions in this section address key findings of the study.

Diagram 5.1 - Results of Combined Effect of Employee Engagement & Employee Relations Practices on Employment Relationship
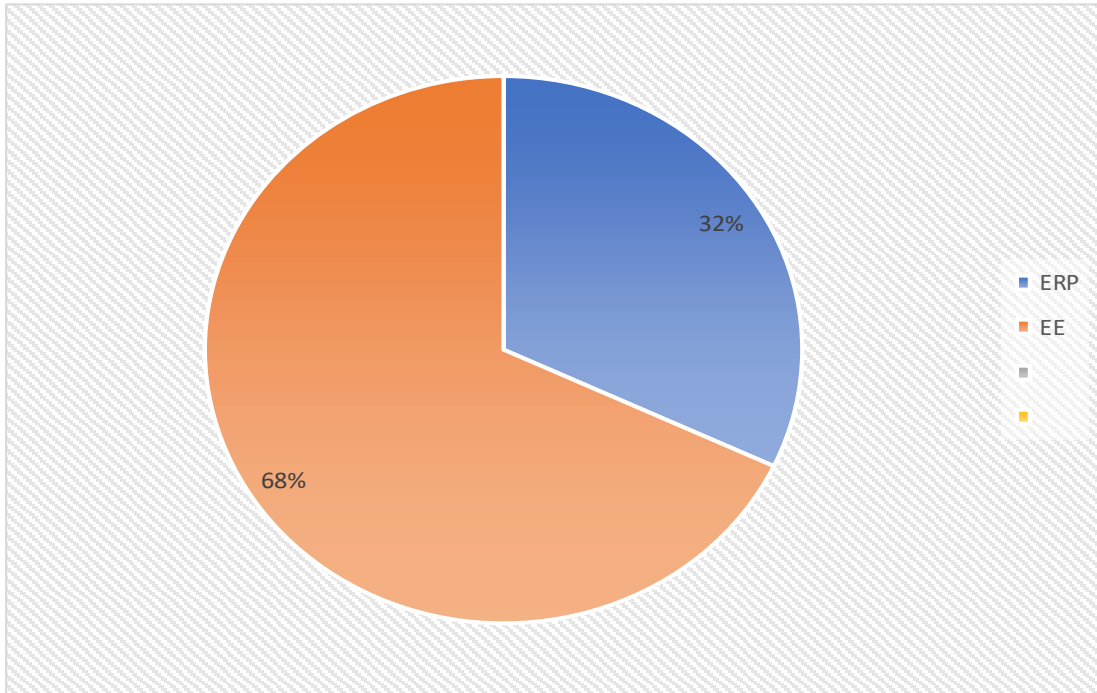
A combination of all the factors considered in the Study to confirm whether or not employee relations practices have an impact on the employment relationship showed a positive impact of 68% with 32% interval.

5.2 Employer-Employee-Employee Engagement

5.2.1 Employee Participation

The findings suggest that there was some level of engagement when it comes to employee engagement because majority of the respondents representing a total of 81% said there was engagement in the organization. The Respondents being unionized employees with capacity to bargain, the employer has no option under the Labour Act, 2003 (Act 651) to engage them in matters of their employment and terms and conditions of service.

Ghana's Labour Law provides that once a registered trade union secures a bargaining certificate to negotiate, the employer under Section 102 of the Law must enter into negotiations with the trade union to discuss all matters connected with the employment or with the conditions of employment of the class of workers specified under Section 99 of the Labour Act. "99 (1) A trade union shall make an application to the Chief Labour Officer for a certificate appointing that trade union as the appropriate representative to conduct negotiations on behalf of the class of workers specified in the collective bargaining certificate with the employer of the workers."

The data thus confirms that employee engagement is an important fact of good employer-employee relations in the organization, and there is considerably high level of employee engagement.

On the other hand, 19% said they were disengaged employees, this number though may be considered not too high is still significant considering the fact the it about employment relationship, where parties must necessarily interact. This may be attributable to several factors, one of which may that the bosses of these disengaged staff really do not see the need to engage them or even inform them of what was happening in the organization. Another reason could be that the Union representing the workers did not see the need to inform all its members of issues concerning the employment relationship.

Employee engagement is also about participation as a means to get employees involved. Participating together is an initiative with a common goal. This initiative gives employees some leverage because it allows them to contribute their knowledge and expertise to the running of the business or organization, especially in their specialized areas of work or over general issues. When employees are made to participate in management activities, it is an investment in their work as it also promotes good employer-employee relations and builds teamwork and collaboration at the workplace.

Employer-employee engagement is core to productive organizations because once employees are engaged, they consider themselves as partners in the business or organization. Employee engagement also facilitates conducive workplace environment, creates social partnership and helps to minimize or manage workplace conflict and its resolution and this goes to a large extent to prevent workplace disputes.

The more engaged workers are the more committed they are to ensuring organization growth and development and leadership success. A disengaged workforce is a disgruntled workforce and this creates division and disunity.

Employee engagement is about the measurement of the level of commitment and loyalty to an organization. Studies show that employees' commitment and loyalty is dynamic and depending on how the organization manages employee engagement this will continue to vary overtime.

Employee engagement is about clarity, knowledge of an organization's vision – where we are and where we want to be; and how we want to get to where we want to be is very crucial. Therefore, there's need for a clear purpose, roles or tasks, and the provision of the necessary resources to get to where we want to be. There must be no room for capriciousness or ambiguity.

Where there is engagement, businesses and organizations are productive because when people understand a purpose, they contribute to its achievement.

Figure 5.1 – Benefits of Employee Engagement (*Emeritus.org*)

A study conducted by Gallup of full-time and part-time workers in the US showed that 34% of workers in the US said they felt engaged in their work in 2021. This suggests that perhaps employers are more focused on the achieving the bottom-line than what ensures the achievement of the bottom-line.

5.2.2   Loyalty and Commitment

Employee loyalty is considered as the cornerstone of a company's success. Employees loyalty is deeply rooted commitment that employees have towards their organization.

The results show that once employees are engaged, they show loyalty and commitment to the organization. 78% of the respondents said they are loyal and committed, which suggest that employee engagement promotes employee loyalty and commitment.

The 22% of who disagreed or remained neutral suggest that they don't believe there was employee engagement according to their perspective to facilitate loyalty and commitment.

5.2.3   High or Low Productivity

Empirical research shows that communication and collaboration facilitate the flow of new ideas and strengthen working relationship, which ultimately impacts productivity. Cultivating good employee relations creates and maintain a workplace that motivates productive workforce.

Sixty-eight percent (68%) of the respondents suggested that there were good employer-employee relations that promote productivity, but 32% of the respondents disagreed there were good employer-employee practices to promote productivity.

Based on the evidence it can be said that the issue of employee engagement is a key factor in employment relationship and that it has an impact on productivity.

Diagram 5.2 - Combined effect of Employee Engagement & Employee Relations Practices impact on Productivity

In this Study, two main variables (factors) under Employer-Employee Relations were tested, that is, Employee Engagement and Employee Relations Practice.

A combination of all the factors considered in the Study to confirm whether or not employee relations practices have an impact on the employment relationship showed a positive impact of 68% with 32% interval.

The results showed 68% combined effect of the two variables which were tested on employment relationship have a significant impact of 72% on productivity.

5.3   Employee Relations Practice

The practice of employee relations is central to the success and survival of organizations. Relationship is very key wherever and whenever two or more different people decide or agree to co-exist in a relationship, consequently, the relationship between an employer and its employees is an integral part to the durability and success of businesses or organizations.

Employee relations is the relationship and communication between and among the employer and its employees or between employers and employees. This relationship concerns theories, policies and plans and rules and regulations regarding the conduct and performance of work as well as relationship and programmes at the workplace. Employee relations is also about negotiation for the terms and conditions of employment as well as the management and the settlement of workplace conflicts and industrial disputes.

5.3.1   Management of Workplace Disputes

(Max Lucado, 1994), avers that "Conflicts do not erupt; they evolve." (Schmidt & Tanenbaum, 1960) aver that the characteristics that make us unique individuals are also the potential sources of conflict.

Therefore, conflicts are likely to occur in relationships and the employment, relationship is no exception because where capital and labour interact there is bound to be conflict, often because of their conflicting goals but if they work together as a team they will most likely aim at a common objective. Hence, the practice of employer-employee relations calls for the establishment of grievance and dispute handling mechanisms to manage workplace differences and to also address workplace conflicts. The absence of such a system or the weakness in any such a system will contribute to misunderstandings, which if not properly managed may derail the business or organization. This could also lead to protracted conflicts, which may affect productivity, the employment relationship, and in some cases the continuity of the business and jobs as a whole.

The importance of conflict, both empirically and theoretically, is self-evident, but labour process analysis has produced few clear messages. One tendency was to contrast capitalists' control with workers' resistance. This, however, assumed that capitalists have clear strategies, that they try to maximise their own control of the details of work operations, and that workers do nothing but resist this alleged control. Informal modes of accommodation were neglected, and capitalist development was reduced to crises of labour control (Edwards, 1990).

The presence of conflict at the workplace can negatively affect productivity, because it leads to distraction and lack of focus thus leading to reduced productivity. The failure to resolve workplace conflicts diminishes output, which can lead to high costs for business and the general success of a business or organization.

5.3.2   Growth and Opportunity

The findings confirmed the importance of good employee relations practices on employee growth and opportunity. 77% of the respondents suggested that there were opportunities for growth, while 23% said there are no growth opportunities in the organization.

Growing and developing employee talent is a focus on creating valid growth and development opportunities that do not only help employees maximize their talent, skills and competency, but it also helps a business to remain competitive not because of skilled and knowledgeable employees but also helps   build   a   pool   of   knowledgeable   employees.
In today's business environment to remain competitive a business must ensure it has skilled and

knowledgeable workforce with the technical know-how and expertise for business continuity and organization success.

The results showed that good employee relations practice enables the establishment of effective systems to deal with internal grievances and manage workplace disputes. Therefore, a good employee relations system can facilitate the creation of opportunities for growth.

The findings underscore the impact of poor employer-employee relations management and practices on employment relationship.

The results suggested that the poor observance of employee engagement under employer-employee relations management is a key factor in the industrial actions and labour disputes recorded over a six-year period by GHOSPA which averaged 5 days of work stoppage of the total number of withdrawal of services undertaken by GHOSPA.

The average days that the strike lasted was five days according to the NLC records with minimum working hours of 8 hours a day. The effect of this is that total average man hours lost during the period multiplied by the study population is - 602 employees x 8 hours/day x 5 days = 24,320 working hours (man hours) lost in public health delivery in pharmaceutical services during the period.

5.4   Conclusion

This Study is a contribution to the understanding of the respective and joint roles of employers and employees to an employment relationship. Though the field of employee relations is an evolving field, the Study underscored the importance of relationship management under employment relationship and ultimately human resource management by business leaders and organization heads. This is in consideration of employees as valuable and the most important resource of an organization.

To this end, in order for employees to play their required roles in a business or organization, it is pertinent to develop strategies for good employer-employee relations management. (Armstrong, 2009) describes employees' relationship management as "a strategic and coherent approach to the management of an organization's most valued assets; which are the people who work individually and collectively to contribute to the achievement of the organization's objectives."

The subject of employee relations is a concern about building positive relationships and interactions among employers and employees. It is about establishing plans and programmes that facilitates workplace communication and also fosters a sense of community within an organization. It must be founded on mutual trust and respect for the rights and responsibilities of both the employer and the employee. It is about supporting the physical, emotional and psychological health of employees; and treating employees as part of the business through engagement and involvement to promote employee retention and maximize productivity and profitability. It is about good corporate governance and sound leadership practices in the workplace. Employee relations is about an organization's effort to create and maintain a positive relationship with its workforce.

5.5   Recommendations

For good employee relations to thrive, there must be effective leadership practices that promote leadership success through good employee relations management and this must be considered as one of the key factors. For leadership success, the goals must align – the employer and the employee's goals must ultimately affect productivity and business success.

Leadership must create systems to deal with conflicts as and when they occur, however, their ability to recognize the existence of conflict is very key. Again, a leader must be able to effectively manage conflict in such a way that the conflicting parties will arrive at a solution that not only addresses their needs but also takes community interest into account as suggested by (Fisher and Ury, 1991). Conflict management strategies are very significant as conflict is inherent in the employment relationship.

The basis of every good employee relations system must be founded on conducive work environment. Creating and maintaining a conducive workplace environment is key to productivity and business and employment sustainability. (Nzuve, 2007) avers that employee relations practices are key to the success of engagement of initiatives while (Deming, 2007) also noted that good employment relationship can be created through motivating employees, having good working conditions and building effective communication systems.

When workers are happy, they produce results, therefore establishing systems and plans to create a peaceful workplace that engenders productivity is of utmost importance. Rewarding and motivating employees for their worth promotes organizational growth; recognizing employees through engagement and consultations go a long way to guarantee ownership, commitment and loyalty to the organization because when people are part of a process, they own not only the process but the outcome as well.

In every relationship, proper management facilitates effective team building. The employment relationship was the concept of this study in order to define employee relations, because it exists under the employment relationship and dialogue is considered as a key principle.

Dialogue is key as it is a process of consultation or exchange of information, and applying dialogue ensures consensus building and democratic involvement of the parties in the employment relationship. It is through dialogue that relationships are nurtured, built and strengthened. Dialogue is about effect communication and the lack of it can have serious effect on a relationship because communication creates understanding as it allows people to appreciate how things are done or why things have to be done in a certain way. Furthermore, communication with understanding clarify issues, due to the fact that where people fail to communicate effectively, conflicts may occur due to misunderstandings or misconceptions.

Developments in the world of work have further improved and reviewed or refined how work is managed by focusing more on the development and management of processes and the offering of leadership to create social partnership at the workplace by involving employees in management and decision-making, hence doing away with servitude and giving rise to partnership. The establishment of internal mechanisms to deal with grievances and disagreements and the establishment of institutions to deal with conflicts also provide a means to bringing conflicts to closure. A functional employee relations system is an impetus for employers and employees to create value that facilitates productivity and profitability to promote the economic well-being of both parties and other stakeholders.

In conclusion, employee relations policy is considered a scheme that enables fair and consistent treatment of all employees, creates a peaceful working environment as it recognizes and facilitates mutual respect for the parties' rights and responsibilities and help manage and deal with employment and workplace disputes.

5.6 Recommendations on the Way Forward

The significant purpose of this Study was to determine whether or not good employee relations practices impact the employment relationship. The results of the Study confirmed that good employee relations

practices affect the employment relationship and ultimately productivity.

To this end, the importance of employment relations at the workplace was not only underscored by the Study but also emphasized. Therefore, the adoption of good employee relations practices can be said to positively affect the employment relationship, which eventually affect productivity through organizational performance. This also calls for practices such as continuous engagement, conflict management and employee recognition. Again, organizational performance is a function of employee relations, hence, there is the need to critically analyse and assess how and to what extent the various components of employee relations practices individually and collectively affect the employment relationship and also facilitate leadership success in business or organizations.

Two major thematic areas under Employee Relations were analyzed, that is, employee engagement and employee relations practice and the result showed a significant impact of 72% productivity, which can be considered as a clear pointer of how employees and the management of the relationship between the employer and the employee can contribute to a business or organization growth and development.

While many scholarly works have largely been discussed as having an impact on productivity, clearly it is very significant through this study to define what employee motivation entails. When people are motivated, they perform, this motivation can take the form of engagement, consultation, recognition and inclusiveness because as has been earlier mentioned in this Study, when people are involved, they own not only the process but the outcome. This way they feel belonged and loyalty is ensured, commitment gained and staff turnover can be minimized.

Therefore, as a way forward, there is the need for continuous studies on what employee relations initiatives can build strong employment relationships and thus contribute to productivity, leadership and organization success. This may also call for some studies and analysis of the various employee relations strategies and how they inform the employment relationship through a collaborative approach. Another important area of Study recommended is how the employee relations can be managed under the new and rapidly evolving employment relationship where employees work remotely and out of the four corner walls of the employer's premises.

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