

UNIVERSITY OF CAPE COAST

LABOUR MANAGEMENT RELATIONSHIP AND STAFF  
PERFORMANCE AT THE NEW TIMES CORPORATION

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BY

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## **DECLARATION**

### **Candidate's Declaration**

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature.....Date.....

Name: Alberta Aidoo

### **Supervisor's Declaration**

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature..... Date.....

Name: Dr. Nana Yaw Oppong

## **ABSTRACT**

This research investigates the effect of the relationship between management and labour on the performance of staff at the New Times Corporation. The purpose of the study is to explore the existing relationship and how to enhance the relationship between management and labour. The data of the research was collected using a questionnaire which was distributed to 130 staff as sample size, in five major departments, out of a staff population of 200 as at August 2018. A number of 99 of the questionnaires were valid for analysis. Upon analysis the findings were that the labour management relationship has an effect on workers' performance and that there is a positive relationship between labour relationship, management aspects and staff performance. Junior staff do not participate in decision making in the New Times Corporation. Motivation is also a necessary inducement for workers to work hard and it was evident that communication gap between workers and management is wide and has negative effect on workers' performance. Based on the findings it is recommended that employees must have a clear path to discuss problems and management should work with them to resolve issues as soon as possible to minimise the effect on their morale. It is also clear that employees without a career advancement path or voice in the corporation often do not feel motivated to move beyond basic job performance (Assad, 1990). Management should therefore involve their employees in decision making which will improve trust between them.

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## **DEDICATION**

In memory of my father, Anthony Kwaku Aidoo and to the Aidoo Family of  
Taifa, Accra.

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## **LIST OF ABBREVIATIONS**

NTC: New Times Corporation

LMR: Labour Management Relationship

PMSU: Professional and Managerial Staff Workers Union

# **CHAPTER ONE**

## **INTRODUCTION**

### **Introduction**

The relationship between management and labour at the workplace is of utmost importance to the success of the organisation. Each party cannot be successful in isolation; management would have to depend on labour for successful management and implementation of policies and goals. The expectation of labour may also be handicapped and frustrated if management is not forthcoming. Previous researches including the Employment Law Review Ghana, Edition 9, 2018, revealed that in Ghana, management tends to take entrenched and extreme positions ignoring the importance and power of labour. Rules and regulations are bent for selfish gains and what may appear a cordial or a participatory relationship between them and labour “may be on the surface”.

Management abuse powers vested in them, suppressing and intimidating labour. Some of labour may not be aware of the power they possess and may succumb to the suppression and unfair labour practices of management. Others put up a defensive or challenging front and as a result the conflicts and poor performance recorded by many corporate organisations. Chapter one of this research highlights this problem in its subsets of background to the study, the statement of the problem, purpose of the study, significance of the study, delimitations and limitations. These sections respectively describe the context within which the problem occurs and existing knowledge gaps and what could be introduced to eradicate or lessen this problem.

## **Background to the Study**

Many would believe that how successful an organisation is in achieving its objectives, or satisfies social responsibilities or both, depends on both management and labour (employees). Should all of them do their work well the organisation would probably achieve its goals (Boachie-Mensah, 2006). Black and Lynch (2001), regard the relationship between management and labour as contractual. Management sets goals and targets which it must meet and they employ people from different backgrounds to help meet these goals and targets. Thus the administration of the organisation is the preserve of management who are also supposed to respect and treat employees as a vital asset of the organisation. Employees, on the other hand, need to appreciate the efforts of management in trying to protect the interest of the organisation, investors and other shareholders (Annan-Prah & Appiah Ofori, 2015).

A cordial relationship should so exist between labour and management, so as to maintain high performance (Annan-Prah & Appiah Ofori, 2015). However, recent studies by several people and institutions give a global picture of poor labour management relations. In Ghana, there have been instances of inefficiency and labour unrests. The New Times Corporation and others like the Electricity Company of Ghana, the Volta River Authority, Tema Oil Refinery and the Ghana Gas Company witnessed agitations in the form of strikes and protests over poor management practices and conditions of services in 2017 (Employment Law Review Ghana, Edition 9, 2018).

Management may not be sufficiently concerned to ascertain the causes of inefficiency and unrest until it is faced with strikes and more serious unrest. Even

with regards to the methods of work management it may not bother to devise the best method. Contempt on the part of managers towards the workers has taken a higher rate. There has been inadequate fixation of wage or wage structure, unhealthy working conditions and indiscipline. Workers increasingly desire for higher bonuses and incentives and managers correspondingly desire to give as little as possible. There have been unfair labour practices of retrenchment, dismissals and lock-outs on the part of management and strikes on the part of workers and general indiscipline having their effect on the employees' attitudes (Employment Law Review Ghana, Edition 9, 2018).

These are coupled with inter-union rivalries and general economic and political environment such as price hikes of fuel, utilities and taxes by the state. Most often too individual goals and targets conflict with those of the organisation. Goals of the individual workers in the organisation may also conflict with one another, and so there are bound to be disagreements, disparities, discordination and conflict which vary from minor differences of opinions to intensive ones. If there is lack of understanding and cordial relations between management and its workers, the problem of low performance in an organisation occurs, thereby preventing management and workers from achieving their goals (Employment Law Review Ghana, Edition 9, 2018).

Nel (2002), noted that industrial democracy is important to workers because it results in an increased share in the control of the organisation. Management should count workers' participation in decision-making as a way of increasing the commitment and control of workers. In Ghana the Ministry of Employment and Labour Relations has sought to minimise labour disputes

through the National Labour Commission, investigating unfair labour practices and settling disputes. The Labour Act also sets the minimum standards required to govern employment relations. However, these have not been sufficient to curb the pervasive labour unrest recorded at workplaces (Employment Law Review Ghana, Edition 9, 2018).

This study intends to investigate into labour management relations and staff performance at the New Times Corporation with respect the factors underlying a good labour management relationship looking at motivation, supervision, communication, participation and leadership styles. The research also reveals how the labour and management relationship at the New Times Corporation has been in relation to performance and to a lesser extent on how the community views performance.

### **Statement of the Problem**

In order for an organisation to achieve an efficient and effective performance there needs to be mutual satisfaction, dedication and relationship of the group that constitutes the human side of the organisation (Annan-Prah & Appiah Ofori, 2015). Unfortunately, most organisations fail to achieve this mutual satisfaction and peaceful co-existence between labour and management that they end up producing below expectation. In recent times, the GhanaWeb (2010-2015) had reported that most employees of the New Times Corporation while on the job, do not put up their best if there is unhealthy relationship between them and their managers. If employees are not happy, then it is unlikely that they will make the

customers of the corporation happy, therefore throwing the corporation's profits and business away.

The New Times Corporation, formally called the Guinea Press Limited is a state-owned media firm which publishes two state papers- 'The Ghanaian Times' and 'Weekly Spectator'. As the first state press to have been established by the first president of Ghana Kwame Nkrumah in 1957, it had been a well-endowed, cherished and a famous news firm. Its major objective was to become one of the best and the most profitable publishers and printers with a major impact on socio-economic development of Ghana, employing experienced, motivated and dedicated workforce, optimising the use of the available technology and always ensuring customer satisfaction and growth. However, performance is low and the corporation is losing its credibility and fame to other state and private news firms in the country. Some of its sections such as the Commercial Printing and Packaging departments which were major sources of income have been closed down.

The Evening News, a daily paper and The Sporting Times which used to be widely read papers are now defunct. This is because the corporation is incurring losses rather than profit. (New Times Corporation, 2018). There is the fear of more of its papers going into oblivion as well as the entire corporation collapsing if stringent measures are not taken to address the situation. A critical assessment of the attitude of staff towards work for which they have been employed, makes one wonder what the state of the relationship between management and staff and performance in the New Times Corporation (NTC) had been.

Labour management relationship actually exists at the New Times Corporation but it is not documented or managed. The GhanaWeb (2010-2015) reported on several occasions of state bodies descending on the leadership of the Corporation for some irregularities and discord between some managers and staff. This situation creates a necessity for labour-management relationship, which is good for the growth of any organisation (Bratton & Gold, 2003, page 357).The management should be concerned about nurturing a strong relationship with their employees because to a greater extent the corporation can profit much from improved interpersonal relationships.

The problem that this study intends to address is whether staff performance may vary based on the level of interaction they have with the management. This study intends to determine whether there is an effect for labour management relationship on performance at the New Times Corporation. Hence the problem of this research can be summarised in the statement: To what extent does labour management relationship contributes to improve staff performance?

### **Purpose of the Study**

This research is aimed at examining the labour management relationship at the New Times Corporation and its impact on productivity and efficiency of workers and management and identifies what is missing in the labour and management relationship.

### **Research Objective**

To examine the connection between a mutual labour management relationship and staff performance at the New Times Corporation.

### **Specific Objectives**

1. To explore the factors underlying a good labour management relationship
2. To assess the effect of a good labour management relationship on staff performance at the New Times Corporation.
3. To investigate the existing relationships and how to enhance the relationship between management and labour.
4. To propose recommendations for a proper labour management relationship leading to effective and efficient staff performance.

### **Research Questions**

1. What are the factors underlying a good labour management relationship?
2. Does good labour management relationship have any effect on staff performance at the New Times Corporation?
3. What are the existing relationships which could be enhanced at the New Times Corporation?
4. What are the recommendations for a proper labour management relationship leading to effective and efficient staff performance?

## **Significance of the Study**

The importance of this study is to help the labour and management of an organisation identify the areas they are performing well and also capture the loopholes they need to attend to. It may also help management to know what it entails to improve performance in an organisation. The benefit that management would get when it relates well with its workers would also be brought to the fore with this study. This study would also motivate other researchers to make further researches in the area. Finally, this research would serve as a tool for students, management and the general public for other researches.

## **Delimitation**

The study focussed on examining labour management relationship and workers' performance in an organisation. It featured primarily staff of the New Times Corporation, Ghana. The selection of the corporation was premised on the crucial position it occupies in the development of the society. The researcher is a staff of the corporation and so proximity and accessibility of data would be easier.

## **Limitations of Study**

The study would be limited to the head office in the Greater Accra Region of Ghana due to the limitation of finance and the involving time period.

## **Definition of terms**

**Labour:** The people who are available to perform a job. The collection of people who work to perform the work of an organisation. In this study it is the same as 'employees'.

**Management:** A group of people responsible for running an organisation or directing the organisation's human resource for specific ends, they take care of the process of planning, organising, directing and controlling of human activities.

**Performance:** The way a job or task is done by an individual, a group or an organisation.

**Productivity:** The measure of the relationship between the quantity of results produced and the quantity of resources required for production.

Productivity is the measure of the work efficiency of an individual, work or unit or an entire organisation.

**Organisation:** A group of people brought together for the purpose of achieving certain objectives.

**Conflict:** A condition that arises when two or more individuals or group of people perceive their own interest as being challenged by others and where strong feelings can be aroused.

**Collective bargaining:** The negotiation of wages and other conditions of employment by an organised body of employees.

### **Organisation of the study**

The study was presented in five chapters. Chapter one discussed the background of the study, the statement of the problem for the research, research objectives, research questions, significance of the study, scope, limitation and organisation of the study. Chapter two involves the review of literature pertaining to the study. Chapter three deals with the methodology, involving the usage and analyses of data collected. Chapter four constitutes data presentation, analysis of

results and discussions. Chapter five centres on summary of the study, conclusion, recommendations and suggestions for further researches.

## **CHAPTER TWO**

### **REVIEW OF LITERATURE**

#### **Introduction**

This chapter reviews literature from findings of other studies on labour management relationship and performance, with particular reference to its theoretical and conceptual framework. These frameworks and concepts are defined and critiqued in relation to the research topic. It guides the development of the study model on which analysis of data for the study would be based. The mutual benefits between labour and management highlighted in this chapter may be of great help to the subsequent development of this research work.

#### **Conceptual Framework of Labour Relations**

Industrial peace and harmony is necessary for the all-round progress of an enterprise. Pleasant labour relations lead to higher productivity, peaceful running of an enterprise and overall progress of the organisation. Poor labour relations generate industrial disharmony and friction which results in industrial disputes and causes hazardous industrial situations (Annan-Prah & Appiah Ofori, 2015). The Managing Director of the New Times (2015), stated at an opening ceremony of a training programme for employees of the Corporation that, the happier an employee the better productivity they will have. She believed that in order to have a strong corporation she needs to take time building strong relationships as well. “Happy employees will result in happy customers and happy customers will keep the papers soaring and the Corporation moving,” she noted.

## **Concept of Labour Management Relations**

According to Obeng Fosu (2004), labour management relations (LMR) is about the rules and policies associated with employment, how these are established and implemented, and how they affect the needs and interest of employees and employers. The nature and scope of labour management relationship consists of an analysis of how people work together in a workplace, an evaluation of differences as well as relations arising among them and how they regulate organisational arrangements for the reconciliation of different interests. The main objective of labour management relations is to bring about an agreeable relationship between two parties.

Other objectives may include: Improvement of personal goals and ambition, maintenance of control of the organisation and wellbeing, sharing of scarce job opportunities, improvement of certain social and economic goals and development of a judicial system of deciding disputes over rights of individual workers. It is the responsibility of the employees and management therefore to organise themselves on how to relate with one another under the broad framework of objectives which each party seeks to achieve (Obeng Fosu, 2004).

Ghana became a member of the world's labour body, International Labour Organisation (ILO) on 13<sup>th</sup> May, 1957, after attaining independence on 6<sup>th</sup> March, 1957. The government had as at December 2004 ratified forty-seven of the International Labour Organisation's conventions. Labour laws in the country conform to the provisions of the conventions ratified by Ghana and provide a legal framework which influences industrial relations. The labour laws provide

for the establishment of conciliatory machinery for the purpose of preventing and settling labour disputes (Obeng Fosu, 2004).

The labour laws lay down what the social partners should do when dealing with each other. The laws governing labour relations have the dual role of protecting satisfactory working conditions and also regulating relations (Obeng Fosu, 2004). LMR has outcomes for the organisation of work as well as economic policy (Otter, 2007). Strategic human resource policies are gradually taking the place of formation and operation of national and local institutions and collective bargaining is the focus. Labour relations may differ between countries and so to get an understanding of its systems as well as the collective bargaining situation of each country would give a clearer picture of the nature of the economy, its production methods as well as the countries' background and development (Caulfield, 2004).

Getting an understanding of the economic situation and changes that affect each country helps better understand labour relations system so the study of both labour relations and collective bargaining should not be put aside (Kuruvilla, 1994; Napathorn and Chanprateep, 2011). In collective bargaining organised groups of employees and employers search for ways to coordinate their conflicting goals through common circumstances (Vettori, 2005). Its main function is being able to meet a common interest that organises terms and conditions of employment (Bamber & Sheldon 2002). Collective bargaining is generally recognised as a central feature of democratic industrial relations system and the most desirable and normal means of regulating contracts of employment (Obeng Fosu, 2004).

The importance of labour-management relationship may have more to do with organisational performance than unionisation. However, there is considerable debate among academics, union officials and management executives concerning the benefits of labour-management cooperation. Thornicroft (1993), Black and Lynch (2001) agreed that unionised organisations that support joint decision making and enjoy incentives such as bonuses have greater output than non-union ones. On the other hand, organisations that are unionised but carry on traditional labour management relations have lesser productivity. Barbash (1984), noted that the labour-management relations had usually been characterised by higher wages and benefits, a well-developed grievance procedure, strong adherence to seniority and restrictive work rule and job classification procedures.

Furthermore, labour management relations have been largely unfavourable and power-oriented, with both parties accepting the position that management was responsible for increasing the wealth of the organisation while labour's responsibility was to bargain for a share of wealth (Stephen and Roderick, 2005).

### **The Role of Management in Labour Management Relationship**

Most managers have realised that paying attention to employees in their organisations is as important if not more, than paying attention to the technical side of their plans. Andre Camegie believed to be the first to emphasise the value of the individual worker to an economic system, was said to have rated workers higher than everything else in importance. The word management has meaning depending on the context and purpose, there is no universal acceptable definition.

The word was derived from the Italian word, 'managgiare' meaning to train horses. Drucker (1973), defines management as an objective function that ought to be grounded in the responsibility for performance. However, he thought: "So much of what we call management consists of making it difficult for people to work."(Drucker, 1973, Chapter 10, Pages 122-124).

According to McFarland (2004), "Management is the process by which managers create, direct, maintain and operate purpose organisation through systematic co-ordinate and control."Among the top of definitions was that by Parker Follett (1920). She defined management as the art of getting things done through and with people. Management should exercise certain powers and employ some privileges but not to the detriment of its workers and the organisation as a whole, totalitarian attitude or being too bossy on workers does not constitute what can be rightly called labour management relations. In the book Human Relations for Management, edited by EC Busk (2015), management should be just firm and impartial towards things that concern its workers. It should also be noted that management should always make necessary arrangement for access to all materials required for the efficient performances of the job at the right time and place.

### **Labour Management Relationship and the Employee**

Every employee is important to an organisation. Putting personal touch to the job is a good element of labour management relations, for instance a chat with a junior staff at his table by a top management staff might mean much to the junior staff and bolster his sense of belonging and willingness to work harder.

Meanwhile as one considers the need to be reasonable the employees should also cultivate the right attitude to work by being willing to accept change and pledge loyalty as well. Employees should know what is expected, not just in terms of duties and responsibilities but also in standards of performance (Pilbeam & Corbridge, 2002).

### **Motivation of Labour**

The Encyclopedia-Business Terms Inc. Com defines employee motivation as the level of energy, commitment and creativity that a company's workers bring to their jobs. Finding ways to motivate employees is always a management concern. Motivators are factors that cause, channel and sustain an individual behaviour. Managers must motivate people to join the organisation, remain in the organisation, perform well and come to work regularly. Qualified manpower must be attracted and maintained in an organisation. Hodgets(2006), defines motivation as the psychological drive that directs someone towards an objective. Managers should appreciate that the continuous success of their organisations depends on being able to attract and retain staff that is willing and committed to the business. Employees who are not interested and bored would not provide good services, would make mistakes and damage the organisation's reputation.

Panagiotatopoutos (2013), noted that factors affecting staff motivation at a period where financial rewards are kept to the least, stimulate employee performance. So, management personnel have the responsibility to motivate their employees to work as per the expectation to enhance the organisation's performance. Similarly, Dysvik and Kuvaas (2012), concluded that intrinsic

motivation was the strongest eradicator of turnover intention. The theory of Abraham Maslow, the human psychologist best known for his theory of self-actualisation would be employed to analyse the effect of motivation on workers' performance. He explained that human beings are constantly motivated by the fulfilment of some need. He grouped needs into hierarchy arranged in an ascending order starting from low level needs to higher level needs. The hierarchy of human needs model suggests that human needs will only be fulfilled one level at a time.

Thus a pressing need would have to be mostly satisfied before someone would give their attention to the next highest need. Management may cater for physiological needs by offering adequate wages and salary, acceptable working hours and working hours and condition like heat, ventilation and rest room. Need for safety and security can be satisfied by management initiative to provide life insurance, job security, cost of living increment and pension plans, social needs and provide opportunity for employees to interact. Self-esteem need will be achieved by giving workers challenging tasks and providing positive feedbacks on their performance and also involve them actively in decision-making. Lastly to achieve self-actualisation, the employees should be given an opportunity to shape their own jobs and express themselves freely without fear.

To solve a problem one needs to understand not only the enormity of the problem, but also consider the problem in its entirety, looking at it from different dimensions. There is also the problem of health and training of workers in an organisation as a means of motivation. The need for safety and health precaution cannot be overemphasised in a press or printing firm like the New Times

Corporation. According to Lockley (2012), offering training and development programmes that effectively contribute to personal and professional growth of individuals is another effective employee motivation strategy. Alternative working patterns such as job rotation, job-sharing and flexible working have been branded as effective motivational tools by Llopios(2012).

In the latter part of 2016, the management of the NTC engaged in a series of training for staff in the various sections of the corporation especially for the technical and editorial sections of the corporation to motivate and enhance their performance. Electronic gadgets and other tools including computers were provided for staffs in these sections. Training included better modes of dissemination of work, how to handle these machines with care and be safe on the job. Management should also take stock of the losses and cost implications of any industrial accident, in terms of death benefits, where lives are lost, loss of man-hours, repairs, replacement of equipment damaged as a result of handling or operation by non-trained or inadequately trained staff, to appreciate the need for training staff especially in an industrial setting such as the New Times Corporation.

### **Motivational Techniques/Motivators**

Money: Money may be one of the biggest motivators whether in the form of wages, bonus, and company paid insurance or any other incentive pay that may be given to employees for performance, in spite of the variation to the place of money in motivation among scholars. Money will remain a strong means of motivating workers particularly where workers live below poverty line.

Reinforcement: The teaching of reinforcement as a means of motivation could be credited to the words of B.F Skinner, who stated that a worker would want to repeat a performance if he or she receives recognition or praise for such an act. On the other hand, whenever a worker is reprimanded for an act, the tendency is that he/she will drop it since it was not approved of.

Job enrichment: This type of motivational technique points to the importance of making jobs challenging and meaningful. Job enrichment is related to Herzberg's theory of motivation in which factors such as challenge, achievement and responsibility are seen as real motivators. Workers can be enriched by giving them more feedback in decision issues by encouraging interactions between workers and giving workers the feeling of personal responsibility for their task and giving them feedback on their performance.

### **Labour Participation in Decision Making**

Workers participation in decision, that is when workers are given the chance to take part in determining the conditions under which they have to live and work, may enhance their motivation, productivity and the effectiveness of the functioning of the organisation. The enterprise is a co-operative entity of capital and labour. In view of this labour should have an equal voice in running the enterprise. It is the workers who by their labour see to it that the enterprise operates successfully. As a result, they have to participate in decision-making within the enterprise to the extent of having a say in matters affecting it. Participation may enhance workers' motivation, productivity and the effectiveness of the functioning of the enterprise (Obeng Fosu, 2005).

Participation promotes mutual understanding and co-operation between management and labour and thus reduces the chance of labour disputes (Obeng Fosu, 2004). There are also counter arguments in respect of workers' participation as follows: The responsibility is the property of management who should have the power to decide matters. However, the lack of participation makes policy less effective and less efficient, and it diminishes the scope for resolute decision-making and for prompt and effective action. Workers may not have enough sense of responsibility and an adequate perspective on the undertakings of long-term interest. Whatever be the merits in these counter perceptions of workers' participation the onus lies on the social partners at the workplace to develop principles that guide their joint decision to co-exist, as harmonious parts of the whole, for mutual benefit.

Nel (2002), notes that industrial democracy is important to workers because it results in an increased share in the control of organisations in the economy and community as a whole. According to Pons and Deale (1998), industrial democracy refers primarily to participation in management and decision-making process by the workers in an organisation. The basic premise of employee empowerment involves the idea that employees are uniquely positioned to identify problems and to solve them. Employee participation involves management actively encouraging staff to assist in running and improving business processes and operations. Also known as employee involvement, employee participation includes management recognising individual employee opinions and input so that employees understand that management views them as unique and individually valuable to running the business.

Employee participation and empowerment can be achieved in a small business context. To empower employees, management must transfer some decision-making authority. This shows employees that management has faith in them. Participation may be encouraged through a variety of means: the result is greater employee involvement in certain aspects of your business and greater organisational efficiency. Employee empowerment generally involves management recognising that employees are in a better position to oversee their own duties and work processes. Management plays a critical role in empowerment as employees cannot manage themselves without being trained properly. Once employees are well-informed and educated regarding problem solving strategies, management may then transfer some decision-making authority to them.

### **Employee Communication**

An employee who does not trust management or does not feel like an integral part of the company will not put the interests of the company first (Kovach, 1980). It is also necessary for management to maintain communication at all levels. Maintenance of communication rests squarely with the management and labour should also try as much as possible to communicate its position with management at all times. The Managing Director of the NTC for example maintains communication at all levels and at all times, trying to extend communication to cover whatsapp groupings, emailing and personal calls and invitations apart from the organisational circulars.

## **The Issue of Supervision**

Supervision is a management activity carried out by supervisors to oversee the productivity and progress of employees who report directly to the supervisors. For example, chief executive officers supervise those who report directly to the chief executives, middle-level managers supervise first-level supervisors, and first-level supervisors supervise entry-level employees. Supervisors act as a bridge between management and employees and are involved in the day-to-day operations of the organisation. Their ability to lead, motivate and implement the organisation's policies effectively and fairly is critical to the success of their department or division and the organisation as a whole. Supervisors can influence how their employees feel about the organisation. Thus, supervisors should be able to interact well with people in addition to having solid technical skills.

## **The Concept of Supervision**

Effective managerial supervision is defined as providing expertise, support, reinforcement, direction and or the necessary resources for subordinates to achieve their goals. Managerial supervision then is composed of various types of helping (Michlitsch, 2004). Michlitsch also argues that supervisors can help employees to be self-leaders by teaching and encouraging them to focus on thoughts and behaviours that they use to influence themselves. Supervision is essentially an interaction between a helper and a receiver, which is influenced by the needs, wants, values, feelings, thoughts and overall perceptions of each party.

## **Effective Employee Supervision**

Most businesses complain that employees are not committed to the business. When we consider that management cannot possibly oversee every act of the employee, the issue of participation takes on a critical importance. Employees for several reasons have the capacity to derail the most resourceful organisations. Even companies with innovative products and services, the best facilities, the largest advertising budgets and the finest customer support systems can be solely compromised by one under-performing employee. Employees cannot be expected to act in ways that supervisors will not, meaning supervisors will have to earn the respect of their subordinates.

In his book 'The E-Myth Revisited', Gerber (2005), argued that it is virtually impossible to develop committed and caring employees unless supervisors are trustworthy and employees feel valued and appreciated. To him, there are supervisors who do not see their subordinates as strategic resources or as a critical part of the success of the organisation. Instead, they view them as tools to be used or manipulated without real regard for the personal welfare of the individual. As expected, these managers or supervisors usually experience significant employee turnover, rapidly deteriorating work performance, and the inevitable decline of employee morale.

## **Objectives of Labour Management Relationship**

The main objective of labour management relationship is to bring about an agreeable relation between two colleagues. Given that public policy provides the basis for labour and management relationship it is the responsibility of the union

and management to organise themselves on how to relate with one another under the broad framework of objectives which each party seeks to achieve (ObengFosu,2004).The objectives of labour management relations include: improvement of personal goals and ambition, individual goals and ambition, maintenance of control of the organisation, the maintenance of the organisation and wellbeing, sharing of scarce job opportunities, improvement of certain social and economic goals and development of a judicial system of deciding disputes over rights of individual workers.

### **Effect of Mutual Relationship Between Workers and Management on Performance**

Performance is the evaluation of how resources are brought together in an organisation and utilised for accomplishing a set of results. It is the belief of many that performance can be effective only if there is a mutual relationship between workers and management. Appraisals may be used to study performance, recognise career and planning needs and decide whether employees should acquire an element of financial reward for their performance. Appraisals help to enhance employees' job performance by recognising strengths and weaknesses and decide how their strengths could be best made of within the organisation (Armstrong, 2000).

The acceptable relation between employees and employers is a foundation for the growth of industrial democracy. In 1982, Agarwal described industrial harmony as completely connected with economic boost of the country. Industrial harmony brings about higher cooperation between management and workers

which eventually results in improved production that goes on to the economic advancement and success of the country. Employee productivity is based on the extent of time an individual is actually present at a job and effortlessly performing their duties while at the job. To achieve and maintain high work productivity, companies must address both of these issues (Adenike, 2011).

Very significant researches have shown the importance of job satisfaction in an organisation in terms of productivity, employee relations and efficiency (Fajana, 2001). Performance is influenced by a worker's performance as well as a collection of environmental and situational factors. Job satisfaction is key, in any organisation because if employees are not pleased, their work productivity as well as relationship with management decreases (Cockburn and Perry, 2004). In an attempt to please employees, managers most frequently make use of incentive programmes, although research has consistently proved that no amount of money given will change the levels of motivation and job satisfaction (Joyce and Slocum, 2004).

The labour management relationship should also relate to the accepted web of connection usually gotten between employees (Pandey, 2007). At the NTC, the Managing Director some of the time goes round to personally acknowledge and appreciate staff contribution to the corporation's success and where there are loopholes try to find ideas from workers for solutions to them. She goes the extra mile to meet sectional heads and representatives every week where she highlights management's achievements, commitments and projections. Her effort to relate to workers delights the workers and most especially when she makes it clear that

money can only buy machinery, tools but cannot buy initiative, loyalty and enthusiasm.

Labour management cooperation will lead to better wages, good conditions of work, increased productivity, industrial peace and increased performance. Many studies have seen that effective labour management relationship is important to promoting organisational change (Gera and Gu, 2004). It had been seen as the solution to organisation's ambitious woes and as a means to organise labour compliance, thus carrying on management's control over labour. When labour's power reduces, the labour management cooperation comes to an end. In contrast, others have argued that management looks for labour's cooperation as well as being involved in workplace decision-making during times of ambitious crisis (Preuss and Frost, 2003).

### **Summary**

Chapter two has adequately captured the relationship between management and labour and how it affects performance, in the review and critique of the works of proponents. The concept and theories of labour and management relationship is dissected with respect to the objectives raised in chapter one. The objectives tackled included the factors underlying good labour management relationship; the motivation of labour raising the motivational techniques or motivators, labour participation in decision making and the issue of supervision and their benefits in relationship with performance. What was obvious was that performance could be effective only if there is mutual relationship between workers and management. Management and workers may

realise that each play a very important role to the success of the organisation in terms of their relationship with each other.

## **CHAPTER THREE**

### **RESEARCH METHODS**

#### **Introduction**

This chapter discusses the methodology used in carrying out the research. It highlights the research design and approach, the population and sampling procedures, study structure, population of study, sampling procedure, sources of data, the data collection procedures and the type of research instrument used and data analysis tool adopted for the study.

#### **Research Approach**

This study employed only the quantitative approach using questionnaires for data from staffs.

The qualitative approach allowed for the combined use of the case study and survey methodology to conveniently gather information on the sampled population, who are staff of the New Times Corporation. The survey method helped to describe the preferences, behaviour, or factual information of respondents being considered (Kasunic, 2005).

#### **Research Design**

A combined research design with aspects of cross sectional, explanatory and description was employed. Cross sectional is a research where data are gathered once perhaps over a period of time. Explanatory research design, it seeks to explain the variable by associating it with the study and this was used because the researcher was interested in explaining why and how the variable behave the way they do. Descriptive research design was used to describe the variable which

was under study because it laid in identifying the relationship between management and employees and organisational performance.

The study aims to investigate the effect of a mutual relationship between management and employees on the performance of employees at New Times Corporation through explanatory and descriptive analysis of data collected, and the quantitative approach is used to conduct quantitative analysis of primary data gathered, in respect of the performance of the staff and the New Times Corporation.

### **Study Area**

The geographical coverage of this study is the New Times Corporation (NTC) head office, Accra, Ghana. The head office was chosen because it has about 90 per cent of the staff. The NTC, formally called the Guinea Press Limited is a state-owned media firm which publishes two state papers-‘The Ghanaian Times’ and ‘Weekly Spectator’. As the first news firm to have been established by the first president of Ghana, Kwame Nkrumah in 1957, it had been a well-endowed, cherished and a famous newspaper firm. It has a staff of about 200 with the greater population being male. In terms of association and membership of the unions (the Local Union and the P.M.SU), the corporation has about 90 per cent membership. The corporation has the mission of becoming one of the best and the most profitable publishers and printers with a major impact on socio-economic development of Ghana, employing experienced, motivated and dedicated workforce, optimising the use of available technology and always ensuring customer satisfaction and growth.

The management of the corporation is governed by a nine-member board of directors who are appointed by the National Media Commission in consultation with the President of Ghana. The day-to-day administration of the corporation is however in the hands of a management team made up of the heads of its six main departments. The departments are the following: Accounts, Administration, Audit, Editorial, Marketing, Technical Services and Publications ([Www.newtimes.com](http://www.newtimes.com)).

### **Population**

The target population for this research is of staff of New Times Corporation made up of management, senior and junior staffs. It comprised all staff in five major departments - Administration, Editorial, Marketing, Audit and Technical Services. The Corporation had a staff of 200 as at August 2018 which is the target population.

### **Sampling and Sampling Techniques**

The study used random sampling technique, adopting Yamani's (1967) statistical formula to determine the sample size. The technique involves identifying groups in the population which enables generalisation with a margin of error that is statistically determinable. According to Gold (1969), sample theory centres on the central limit theorem, which briefly states that if the sample size becomes large the sampling distribution will fall around the variable population mean. Yamani's (1967) statistical formula is as stated below:

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

where:

n = the sample size; N= Population; e = Margin of error (5%); I = Constant

Therefore,

$$n = \frac{200}{1 + 200(0.05)^2}$$

$$n = \frac{200}{1 + 200(0.0025)}$$

$$n = \frac{200}{1.5}$$

$$n = 133.33$$

$$n = M \text{ (appropriate)} = 133$$

$$n = 130$$

Sample size = 130

Based on the results of the sampling methodology, one hundred and thirty (130) respondents were randomly selected from a total population of 200 employees of the corporation. The breakdown of the sample population according to the category of staff is presented in the table below.

A sample on four categories of employees was selected as follows:

**Table 1: Categories of employees**

<b>Staff</b>	<b>Target population</b>	<b>Sample size</b>
Top management	5	5
Middle-level managers	15	10
Senior and junior staff	140	80
Casual staff	40	35
Total	200	130

Source: Field survey (2019)

### **Data Collection Procedure**

The sources from which data was obtained for this research work are primary and secondary sources. The primary sources of data collection are information gathered directly from management and employees through questionnaire or interview with some management staffs and employees in the organisation. The secondary sources of data were collected from already written works, both published and unpublished that have relevance to the subject matter. These include textbooks, newspapers and various journals.

The use of questionnaires was employed as the instrument for data collection. Questionnaires were used because that was the easier mode for participants to express opinion and provide objective responses to the research questions. Questions were targeted at the respondents with a view to satisfying the purpose of the study and providing analysis. The questionnaires dwelt on the objectives and questions of the study. All questionnaires were effectively checked for accuracy and completeness. Questionnaires were distributed but not all were fully completed or returned by the respondents. Semi structured questionnaires with both close and open-ended questions were administered to 130 respondents,

comprising five from top management, 10 from middle level managers, 80 senior and junior staff, and 35 casual staff. The total number of questionnaires returned was 99. Secondary data was collected from the performance reports and other reports of the NTC, journals, articles and books.

**Table 2: Distribution and Return of Questionnaires**

<b>Options</b>	<b>No of responses</b>	<b>Percentage (%)</b>
Returned	99	76.2
Not returned	31	23.8
Total distributed	130	100

Source: Field survey (2019)

### **Reliability and Validity of Data**

To ensure the reliability of the instrument test-pretest method was used, since it is more effective than other methods. The prepared instruments were tested to check their usefulness and whether it would really meet the intended objectives, before they were used or sent to the respondents. Pretesting of the instruments was done by selecting few people and giving them questionnaires to check their response before sending to the respondents for data gathering.

According to Shaddish Cook and Campbell (2002), the term validity refers to the approximate truth of inference. When we say something is valid we make a judgement about the extent to which relevant evidence supports the inference as being true or correct. Expert validation and content validation was used. The expert validation is whereby the researcher's supervisor gives an expert

advice about the area of study. Content validation of this research study was based essentially on judgement alone.

### **Ethical Issues**

The study employed ethical standards to insure the study against falsification of facts and data and to promote the pursuit of knowledge and truth as required by every study. The researcher ensured that the confidentiality of the respondents is maintained and that all information given out are primarily for academic purposes. To this end, the questionnaires did not require names of respondents but ranks. Participants easily provided information because they were confident that their information would not be given to any person. The data gathered from the questionnaires and literature sources were effectively checked for accuracy and completeness.

### **Data Analysis**

The descriptive statistics was used to describe the basic features of the data. Together with tables and percentages used, they formed the basis of a quantitative analysis of the data. The table was used to represent the number of respondents and the degree of response to each question. Researcher had to understand the data collected and focus the analysis by looking at how respondents answered questions in order to identify consistencies and differences. Researcher identified patterns and connections within and between categories and interpretation, whereby themes and connections were used to explain findings.

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

#### **Introduction**

This section analyses the survey data gathered and interpret the analysis with respect to the objectives of the study. The section discusses findings based on responses given by the respondents. A total of 130 questionnaires were administered to 130 respondents of the New Times Corporation. However, only 99 were returned, giving approximately 76 per cent response rate (Shown in table 2).

The key findings were that that labour management relationship has an effect on workers' performance in an organisation. It was also clear that cordial relationship could be achieved between labour and management if there are aspects such as good communication between them, timely payment of salaries, proper motivational techniques, and participation of workers in decision making.

#### **Demographic Characteristics of the Respondents**

In social sciences research, personnel characteristics of respondents have very significant role to play in expressing and giving responses about the problem.

**Table 3: Sex, marital status and age of respondents**

<b>Options (%)</b>	<b>No of respondents</b>	<b>Percentage</b>
Male	61	62
Female	38	38
Single	30	30
Married	69	70
20-30years	19	19
31-40years	38	39
41-50	30	30
51 and above years	12	12
Total	99	100

Source: Field survey (2019)

The table above depicts that majority of respondents, approximately 61, were male while about 38 of respondents were female. More males therefore participated in the study reflecting the fact that most workers in the NTC were males. This result also indicates that gender composition of staff is biased towards females. The researcher could not ascertain why it so, as gender composition of respondents, though necessary, was not deemed to potentially have significant impact on the findings of the study.

One major interest for this study was the marital status of respondents, due to the extent of responsibility and maturity it brings to bear on an individual. Respondents' marital status as presented in the table above indicated that approximately 69 of respondents were married and about 30 were single.

Data gathered from the questionnaires also indicated the age distribution of respondents was fairly balanced towards active labour force. The analysis showed that 19 of the respondents were between the 20-30 years of age range, 38 were within 31-40 years, while 30 had their ages between 41-50 years. As low as 12 were 51 years or above. Establishing the age bracket of respondents could help obtain experienced and matured views on the objectives of the study.

**Table 4: Department of the respondents, employment status, and length of service of respondents**

<b>Options</b>	<b>No of responses</b>	<b>Percentage (%)</b>
Editorial	41	42
Marketing	18	18
Administration	15	15
Accounts	15	15
Technical Services	10	10
Junior staff	49	50
Senior staff	45	45
Management staff	5	5
1-4 years	25	25
5-8 years	33	33
9 years and above	41	42

Source: Field survey (2019)

From Table 4, it is clear that from total respondents of 99, 41 of them were from the Editorial Department, 18 from Marketing, 15 each were from

Administration and Accounts and 10 from the Technical Services Department. The greater population was from the Editorial Department since the corporation is a print media firm. The department distribution of the respondents was of relevance because the department for which they belong may determine the level of relationship that may exist between managers and labour.

Junior staff form about half of the respondents as indicated by the 50 representation. 45 and 5 respectively were senior and management staffs.

Of the total respondents, 41 of them had worked for nine (9) years and more, 33 and 25 have worked in the corporation for five to eight years and one to four years, respectively, reflecting a fairly balanced staffing in the Corporation.

**Response to questions in questionnaire concerning the research under study**

**Table 5: Is there a mutual relationship between labour and management in your organisation?**

<b>Options</b>	<b>No of responses</b>	<b>Percentage (%)</b>
Yes	55	56
No	34	34
Undecided	10	10
Total	99	100

Source: Field survey (2019)

The table above shows that 55 representing 56% of the respondents agreed that there is a mutual relationship between labour and management at the New Times Corporation, while 34 believed there was no mutual relationship between labour and management of NTC. 10 of the respondents however, were not very sure about the question. Although 55 of the staff responded in the affirmative, there was still indication of job dissatisfaction since 34 is quite a big figure, an

indication that the mutual labour management relationship may be fairly good but not adequate.

**Table 6: Do you agree that mutual labour management relations have any effect on workers' performance?**

<b>Options</b>	<b>No of responses</b>	<b>Percentage (%)</b>
Yes	87	88
No	8	8
Undecided	4	4
Total	99	100

Source: Field survey (2019)

Table 6 above reveals that 87, which is 88% of the respondents agree that mutual relations have an effect on workers' performance. Eight of them think otherwise and four of them were uncertain and undecided about their stance on the question. Many of the respondents were much aware effective labour management relationship is important to promoting organisational change and the solution to the organisational woes and the means to organise labour compliance (Obeng Fosu, 2004; Otter, 2007). With this greater awareness by the majority of staff, anything done contrary would greatly affect the performance of the staff.

**Table 7: Is there a need for workers to participate in decision making?**

<b>Options</b>	<b>No of responses</b>	<b>Percentage (%)</b>
Yes	76	77
No	13	13
Undecided	10	10
Total	99	100

Source: Field survey (2019)

Table 7 above shows that a greater number of the respondents- 76 representing 77% believe that there a need for workers to participate in decision making while 13 responded No to the Question. However, 10 of the respondents

were in doubt about the question. Participation promotes mutual understanding and co-operation between management and labour and thus reduces the chance of labour disputes (Obeng Fosu, 2004). The management of NTC must transfer some decision-making authority. This shows employees that management has faith in them. The result is greater employee involvement in certain aspects of your business and greater organisational efficiency.

**Table 8: Do you believe that allowing workers to participate in decision making would give them a sense of belonging?**

<b>Options</b>	<b>No of responses</b>	<b>Percentage (%)</b>
Yes	90	91
No	-	-
Undecided	9	9
Total	99	100

Source: Field survey (2019)

From the above table, an overwhelming majority of the respondents, 90 that is 91%, believe that allowing workers to participate in decision making would give them a sense of belonging while nine of them were undecided about the issue. None of them said no to the question. They hold the view that participation in decision making would give them a sense of belonging and also allow them to have a say in matters affecting the corporation and which may enhance their motivation, productivity and the effectiveness of the functioning of the corporation (Obeng Fosu, 2005).

**Table 9: Does motivation make you and others work hard?**

<b>Options</b>	<b>No of responses</b>	<b>Percentage (%)</b>
Yes	97	98
No	2	2
Undecided	-	-
Total	99	100

Source: Field survey (2019)

Table 9 above indicates that 97, which is 98% of the respondents are certain that motivation is what makes them and their colleagues work harder. Two of the respondents, were uncertain or undecided about the question. Almost all of the respondents believed that motivation really boosts their morale to work harder and remain in the organisation. Motivation is the psychological drive that directs a person towards an objective. And thus if they are not interested and bored they would not be able to provide good services, they would make mistakes and damage the reputation of the organisation (Hodgets, 2006).

**Table 10: What kind of motivational package do you prefer?**

<b>Options</b>	<b>No of responses</b>	<b>Percentage (%)</b>
Money	32	32
Participation in decision-making	18	18
Praise	10	10
Good working conditions	39	40
Total	99	100

Table 10 indicates that 39 of the respondents believe good working conditions is the greatest motivational package, 32 saw money as the next motivational package. Participation in decision and praise following in that order attracted 18 and 10 respectively, of the respondents.

Researcher was quite surprised at the response, assuming money might be the greatest motivator to workers. However, labour has become more enhanced as to what makes them put in much effort and sustain industrial peace, which are good working conditions. Yet money may still be one of the biggest motivators whether in the form of wages, bonuses, paid insurance, etc, considering the small

gap between the responses to money and good working conditions, not to leave out participation and praise, which may also enhance workers' productivity.

**Table 11: What is the communication gap between employees and management in your organisation?**

<b>Options</b>	<b>No of responses</b>	<b>Percentage (%)</b>
Wide	75	76
Narrow	24	24
Total	99	100

Source: Field survey (2019)

The communication gap between employees and management is very wide with the above table indicating that 75 of the respondents were of such opinion but 24 of them thought otherwise. Though it had been indicated that the Managing Director maintained communication at all levels and at all times, it was obvious the communication gap was still very wide, probably because other managers may be alienating their subordinates.

**Table 12: Do you think that good communication enhances smooth labour and management relations?**

<b>Options</b>	<b>No of responses</b>	<b>Percentage (%)</b>
Yes	99	<b>100</b>
No	-	
Undecided	-	
Total	99	100

Source: Field survey (2019)

Table 12 makes it clear that all the respondents were certain that good communication enhances smooth labour and management relations (Wilson, 1998).

**Table 13: Are your salaries paid as and when is due?**

Options	No of responses	Percentage (%)
Yes	74	75
No	20	20
Undecided	5	5
Total	99	100

Source: Field survey (2019)

The above table 13 shows that 74 of the respondents affirmed that salaries are mostly paid as and when it is due while 20 of the respondents said otherwise.

**Table 14: Has your organisation witnessed any strike?**

Options	No of responses	Percentage (%)
Yes	99	100
No	-	-
Undecided	-	-
Total	99	100

Source: Field survey (2019)

The New Times Corporation has witnessed strikes as all the respondents responded in the affirmative. The Employment Law Review Ghana, Edition 9, 2018, revealed that in Ghana, management tends to take entrenched and extreme positions ignoring the importance and power of labour. Here the assumptions may be that management may be bending rules and regulations for selfish gains and are abusing powers vested in them, suppressing and intimidating labour. Some of labour may not be aware of the power they possess and may succumb to the suppression and unfair labour practices of management. Others put up a defensive or challenging front and as a result the strikes.

**Table 15: How many times has strike occurred in your organisation?**

<b>Options</b>	<b>No of responses</b>	<b>Percentage (%)</b>
Once	13	13
Twice	25	25
More than twice	61	62
Total	99	100

Source: Field survey (2019)

From Table 15, the New Times Corporation had witnessed strike cases for more than twice because about 61 of the respondents said so. And 25 of the respondents indicated twice with 13 indicating once. These varied responses to the number of times the Corporation has witnessed strikes was due to the varied length of services of the respondents as staff of NTC. Some of the 61 might have been present to witness the strikes and others may have read about the history of strikes at the Corporation.

**Table 16: Do you agree that strike has an effect on organisational performance?**

<b>Options</b>	<b>No of responses</b>	<b>Percentage (%)</b>
Yes	78	79
No	19	19
Undecided	2	2
Total	99	100

Source: Field survey (2019)

From the above table 78 of the respondents believed strike has an effect on organisational performance whereas 19 of them did not think so. But two per cent of the respondents were not certain about the question.

**Table 17: Do your junior staff workers participate in decision making in your organisation?**

Options	No of responses	Percentage (%)
Yes	29	29
No	55	56
Undecided	15	15
Total	99	100

Source: Field survey (2019)

The above table indicates that junior staff workers do not participate much in decision making as indicated by the 55 respondents who represent about 56 of the sample size. 29 respondents said ‘Yes’ junior staff workers participate in decision making and those who were not very certain about the question were 15.

**Table 18: Does a cordial relationship exist between labour and management when it pertains to supervision?**

Options	No of responses	Percentage (%)
Yes	34	34
No	52	53
Undecided	13	13
Total	99	100

Source: Field survey (2019)

From the above table 52 representing 53% of the respondents indicated that pertaining to supervision, there is no cordial relationship between labour and management. 34 respondents representing 34% indicated yes and 13 were undecided about the question. This is a clear indication that there is no effective supervision at the NTC.

### **Summary of results and discussion**

A greater number of the respondents agreed that labour management relationship has an effect on workers’ performance in an organisation. Some

respondents however gave an alternative view. It was clear that a cordial relationship could be achieved between labour and management if there is a good communication between them, timely payment of salaries, proper motivational techniques, and creating room for workers to participate in decision making.

That there is need for workers to participate in decision making, because it would give them a sense of belonging. Junior staff workers do not participate in decision making at the New Times Corporation of Ghana. This is basically left for the management staff who believe they can handle the job better.

Motivation is a necessary inducement for workers to work hard. The motivational package preferred was good working condition, followed by money, participation in decision making and lastly praise. On communication, the study findings indicate that the communication gap between workers and management of New Times Corporation of Ghana is wide and it has negative effect on workers' performance.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

#### **Introduction**

This chapter discusses, concludes and makes recommendations based on the findings of the study. The study sought to identify the effect of labour management relations on workers' performance at the New Times Corporation.

#### **Summary**

Based on the analysis in chapter four as collected from the 99 respondents of New Times Corporation, the findings of the research are summarised below:

A good labour management relationship has an effect on workers' performance. New Times Corporation of Ghana has fair but not adequate mutual labour management relations. That there is need for workers to participate in decision making because it will give them a sense of belonging.

Junior staff workers do not participate in decision making in the New Times Corporation. This is basically left for the management staff who believe they can handle the job better.

Motivation is a necessary inducement for workers to work hard. The motivational package preferred was good working condition followed by money, participation in decision making and lastly praise.

It is evident the communication gap between workers and management of the New Times Corporation is wide and has negative effect on workers' performance. The success of a cordial relationship therefore depends on effective and smooth communication between labour and management.

Findings also reveal that the salaries of workers at the New Times Corporation are paid as and when due.

The corporation has witnessed strike more than twice and this has an effect on workers' performance.

### **Conclusion**

The study and findings of the effect of labour management relationship and its effect on workers' performance in an organisation is the purpose of this study. The introductory studies and analysis of information in the last chapter forms the foundation for the following conclusion.

Industrial peace and harmony is necessary in order to have an increased performance. This can only be maintained with good labour management relations.

Both the management and employees should understand that they both play an important role in the organisation; they should see each other as indispensable in the actualisation of the organisational goals and objectives and this can be achieved by seeing and treating the organisation as a system.

Labour must be handled with care in order to avoid unproductive labour. On the other hand, labour should not exploit and remain dormant in the organisation. Motivation and communication are vital factors that affect performance. Efforts should be made to meet up with the yearnings of the employees by introducing a motivational package that will suit and satisfy their needs. Communication as the only way information can be effectively

transmitted, good communication if maintained will reduce misinterpretation and increase the speed with which work is performed.

Since it is a known fact that workers will pursue an objective better if they join in making the decision on that objective, management should allow workers to participate in decision making because if workers are granted such permission to participate in decision making they will feel privileged and indebted to work hard to achieve the joint decision made.

Whenever there is a grievance or disagreement in the organisation management should try and resolve it at its early stage either through negotiations or collective bargaining before it gets too late and result in a strike.

### **Recommendations**

Based on the findings of the study, the following recommendations have been suggested for proper and adequate sustenance of a cordial relationship between labour and management:

Since labour management has an effect on workers' performance, management should see to it that a cordial relationship is maintained. Terms and conditions under which employees would work must be determined and if both parties fulfil their own parts, they would definitely co-exist peacefully. Management and labour should be the part of each other meaning management should fulfil the needs of labour like increase in wages, training and development programmes and every worker should be rewarded with incentives according to their performance on monthly basis if possible or on quarterly basis.

Workers should be given the opportunity to participate in decision making so as to give them a sense of belonging and enhance their performance. Opinions should be sort from the employees before decisions are taken, since they spend most of their time working for the organisation.

The employees should be motivated in order for harmony to reign between management and labour so as to enhance performance.

It is important that managers communicate more often with their subordinates to prevent unnecessary sabotage and enable them speak with one voice.

Management must pay salaries and when due since this has been a major cause of industrial action in the corporation.

Aside the above related recommendation there is the need for government to interfere in the affairs of organisations by implementing the law of labour appropriately. Working efficiencies of labour in countries with the labour regulatory bodies is high.

Finally, companies should focus on the labour law to improve the efficiency of workers for high quality of services and management should also reward labour with an increase in wages.

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## APPENDICES

### Labour Management Relations Survey

(NEW TIMES CORPORATION)

This questionnaire is to determine the outcome of a cordial relationship between management and labour in an organisation. You are assured of confidentiality of all information provided. Kindly be candid about your response to the questions.

<b>Sex</b>	Male		Female		(Please tick)	
<b>Age</b>	20-30yrs	31-40yrs	41-50yrs	51&above		
<b>Marital status</b>	Married		Single		(Please tick)	
<b>Department</b>	Editorial	Marketing	Administration	Accounts	Tech.Services	(Please tick)
<b>Employment status</b>	Junior Staff		Senior Staff		Management Staff	(Please tick)
<b>Length of Service</b>	1-5years		5-8years		9years and above	(Please tick)

**Please answer the following questions by ticking one of the three columns**

- Is there a mutual relationship between labour and management in your organisation?

Yes	No	Undecided
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- Do you agree that mutual labour management relations have any effect on workers' performance?

Yes	No	Undecided
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- Is there a need for workers to participate in decision making?

Yes	No	Undecided
-----	----	-----------

- Do you believe that allowing workers to participate in decision making would give them a sense of belonging?

Yes	No	Undecided
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- Does motivation make you and others work hard?

Yes	No	Undecided
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- What kind of motivational package do you prefer?

Money	Participation in decision making	Praise	Good working conditions
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- What is the communication gap between employees and management in your organisation?

Yes	No	Undecided
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- Do you think that good communication enhances smooth labour and management relations?

Yes	No	Undecided
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- Has your organisation witnessed any strike? 

Yes	No	Undecided
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- If your answer to question to the preceding question is yes, how many times has it occurred?

Once	Twice	More than twice
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- Do you agree that strike has an effect on organisational performance?

Yes	No	Undecided
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- Which leadership style does your organisation operate?

Autocratic	Democratic	Laissez-faire
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- Which leadership style will favour labour management relations?

Autocratic	Democratic	Laissez-faire
------------	------------	---------------

- Does your organisation have a personnel department?

Yes	No	Undecided
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- Is your personnel department performing its duties?

Yes	No	Undecided
-----	----	-----------

- Do your junior staff workers participate in decision making in your organisation?

Yes	No	Undecided
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- Does a cordial relationship exist between labour and management?

Yes	No	Undecided
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Are there any areas pertaining to this survey that was not mentioned?

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What would you recommend for good labour management relations at the New Times Corporation?

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