



LABOUR MANAGEMENT RELATION AND JOB PERFORMANCE OF ACADEMIC STAFF IN THE FEDERAL POLYTECHNIC, ILARO, OGUN STATE

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Abstract

This study examined the relationship between labour management relationship and job performance of academic staff in the Federal Polytechnic Ilaro. The population of the study consisted of all academic staff members within the institution. A questionnaire survey was employed as the primary method of data collection. The objective of the study was to investigate whether a significant relationship exists between labour management relationship and job performance among the academic staff. The study focused on assessing the impact of factors such as effective communication, employee involvement in decision-making, feedback mechanisms, and recognition of employee contributions on job performance. The study's findings revealed that the labour-management interaction has a substantial impact on job performance. Employee job performance was positively influenced when there was a constructive and collaborative labour management relationship defined by open communication, involvement in decision-making, regular feedback, and appreciation of employee contributions. These findings emphasize the importance of establishing and nurturing a favourable labour management relationship within the Federal Polytechnic Ilaro. It proposes that management prioritize effective communication channels, stimulate employee involvement in decision-making processes, create feedback mechanisms, and acknowledge and respect employee contributions.

Key Words: Labour, Management, Labour Management Relationship, Job performance, Academic Staff.

Background to the Study

The labour-management interaction has long been acknowledged as a significant aspect in determining academic staff job effectiveness in businesses. A positive labour -management connection is critical for fostering workplace harmony, increasing productivity, and improving job satisfaction. This interaction can occur at several levels, including individual, group, and institutional. The International Labour Organization (ILO) explains labour management relations as "the relationships between employers, academic staff, and their representatives, as well as the various ways in which they interact" (ILO, 2017). To describe labour-management connections, numerous theories and models have been proposed. The human relations method, which emphasizes the significance of treating academic staff as human beings with social and emotional needs, is one of the most well-known viewpoints. This approach recognizes that academic personnel are persons with distinct personalities, motivations, and objectives, rather than cogs in a system. Managers, according to this approach, must develop a supportive work atmosphere that fosters healthy relationships and encourages employee interest and participation. (Mayo, 2013).

Effective labour-management relations, according to Bryson, Forth, and Zhou (2014), can lead to higher job satisfaction, motivation, and productivity among academic staff. Management, according to the authors, should create policies that provide academic employees more influence over their work and decision-making processes. This can be accomplished through implementing high-performance work processes, employee involvement programs, and employee participation in decision-making. Guest (2017) underlines the significance of employee well-being in labour-management relationships. Firms should take a more holistic approach to human resource management that takes employee health and well-being into account as essential elements influencing job performance. This can be accomplished by providing employee perks including healthcare, wellness initiatives, and work-life balance policies.

A positive work environment that enhances staff job performance and overall job satisfaction requires effective labour-management interaction. Academic personnel are more likely to be engaged and productive when their concerns are addressed. Poor labour-management communication, on the other hand, can contribute to a negative work environment, decreased employee morale, and lower output (Budd, 2010). Participation of labour unions in



decision-making can increase employee engagement, job satisfaction, and overall organizational success. Academic staff feel valued and respected when they participate in decision-making processes, which leads to higher motivation and productivity. Additionally, union involvement can lead to better communication and cooperation between management and academic staff, ultimately resulting in better outcomes for the organization.

Labour management agreements are essential for establishing clear expectations and norms for both management and academic staff. These agreements address a variety of themes, including wages, benefits, working conditions, and employee rights. Labour management agreements that are clear and equal can increase employee satisfaction, motivation, and productivity while also creating a stable and predictable work environment for both management and academic staff (Taras, 2014). Several studies have discovered a link between labour-management interactions and job performance. For example, a study by Kramar et al. (2014) found that positive relationships between managers and academic staff led to better job satisfaction, improved performance, and lower turnover rates. Similarly, a study by Wanous et al. (2007) found that effective communication and mutual trust between managers and academic staff were significant predictors of job performance.

According to Hackett and Guion (2015), job performance is the effectiveness with which an individual performs job-related activities and obligations. Job performance has been identified as an important component of organizational success because it leads to the attainment of organizational goals and objectives. Job performance is also an important predictor of organizational outcomes such as profitability and customer satisfaction. According to Delaney and Huselid (2016), high-performing academic personnel are more likely to increase customer satisfaction, resulting in increased profitability.

Ali et al. (2017) discovered that job performance is a major factor of organizational success in their study on the association between job performance and organizational effectiveness. According to the survey, firms that prioritize employee job performance are more likely to meet their goals and objectives. Job performance is also a key indicator of organizational outcomes like profitability and customer satisfaction. According to a study conducted by Delaney and Huselid (2016), high-performing academic personnel are more likely to boost customer satisfaction, which leads to greater profitability. Job performance is an important factor in determining organizational success. It refers to academic staff's ability to effectively carry out their tasks, obligations, and academic duties within the school. Teaching effectiveness, research output, administrative chores, and contributions to the overall development of the institution are all examples of job performance.

Job performance research has revealed some key views and widely recognized facts. These viewpoints give insight on the factors that influence work performance and the significance of academic staff contributions to the institution's aims and objectives. The Job Characteristics Model (JCM) presented by Hackman and Oldham (2016) is one well-known viewpoint. Certain job features, such as skill variety, task identity, task relevance, autonomy, and feedback, according to the JCM, might significantly improve job performance. When academic personnel have the opportunity to use their abilities, have purpose in their work, exercise autonomy, and receive feedback, their job performance can improve. Effective labour-management interactions can also result in enhanced employee motivation and engagement, which can help to improve job performance. Saks (2006) discovered that academic personnel who were extremely involved in their profession performed better and were less likely to leave their positions. Academic staff that are engaged are more likely to put in more work, take on new tasks, and remain devoted to the organization.

Collective bargaining offers workers a collective voice in determining their working conditions and helps to maintain the balance of power between labour and management. Collective bargaining has a significant impact on how labour relations are shaped. It may result in more equitable working conditions, better working surroundings, and a cooperative climate between employees and employers. Aidt (2008). Collective bargaining is a procedure in which representatives of a group of workers, usually labour unions, negotiate with representatives of an employer or employers to set the terms and conditions of employment. It comprises discussions and agreements about a variety of employment-related subjects, such as pay, benefits, working conditions, job security, and others.

Employee engagement is the process of involving and involving employees in various organizational processes, decision-making processes, and problem-solving processes inside a firm or workplace. It is a management method meant to give workers greater power by giving them a say in decisions that influence their jobs, the company's aims, and the workplace culture. Agyeman, 2012 Poor labour-management interactions, on the other hand, can have a detrimental impact on job performance. According to a study conducted by Koys and DeCotiis (2011), academic employees who felt a lack of support from their supervisors had lower levels of job satisfaction and were more likely



to feel stress and burnout. Poor labour-management interactions can also result in greater rates of absenteeism and turnover, both of which can be harmful.

The level of engagement between employers and academic staff, which is impacted by the labour-management relationship's quality, is a major factor in an organization's failure. Concerns regarding the labour-management relationship and how it impacts academic staff members' job performance have been raised in certain organizations. A number of academic staff have voiced discontent with the way management has addressed their problems, and a number of management staff have lodged complaints regarding the work ethic and dedication of academic employees. Negative effects of ineffective labour management techniques can include low job satisfaction, low motivation, high turnover rates, and decreased productivity among academic staff.

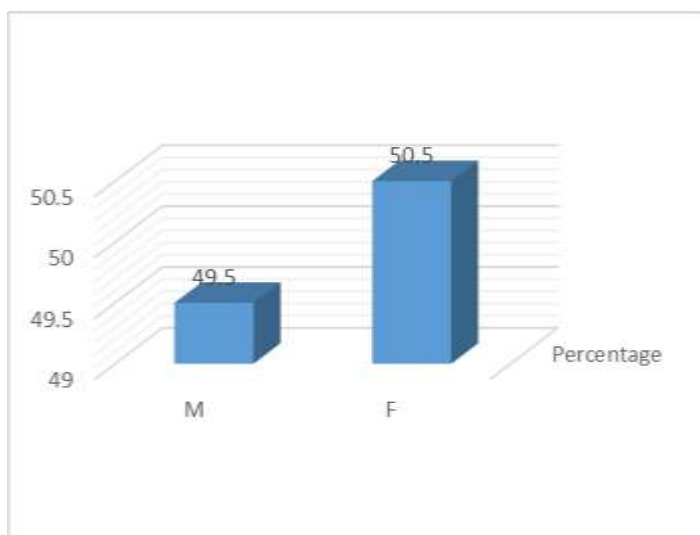
Objectives of the Study

The main objective of this study was to know the effect of Labour Management Relationship on Job performance of academic staff in The Federal Polytechnic, Ilaro Ogun State. The specific objectives are to:

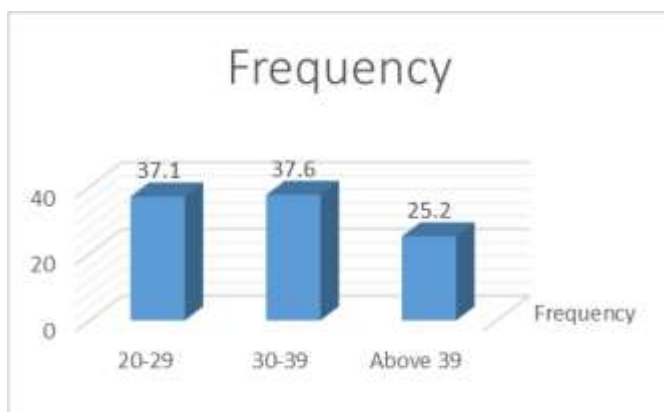
1. examine the impact of collective bargaining on job performance of academic staff in The Federal Polytechnic, Ilaro. Ogun State.
2. determine the effect of employee involvement on the job performance of academic staff in The Federal Polytechnic, Ilaro. Ogun State.
3. examine the influence of collaboration on the job performance of academic staff in The Federal Polytechnic, Ilaro. Ogun State.

Methodology

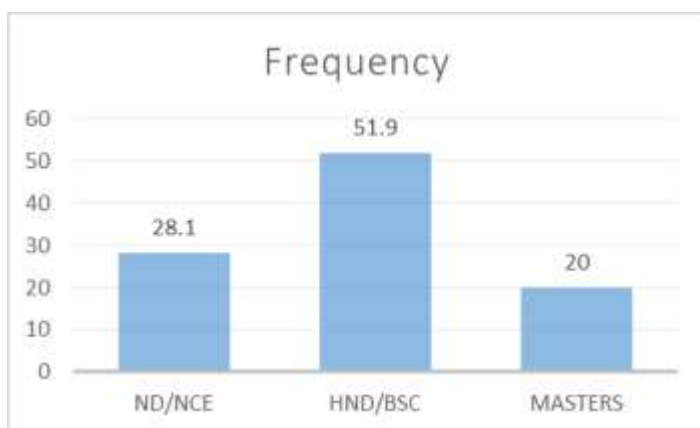
The research design adopted for the study was a survey design used to investigate the relationship between variables. The target population was all teaching staff of federal polytechnic Ilaro, ogun state, Nigeria as at the time of this study, there are six hundred and four (604) academic staff in the federal Ilaro, ogun. The survey participants were selected using a convenience sampling approach, taking into account their availability and willingness to participate. The sample size of 210 was determined using the Taro Yarmane formular, considering the population size and desire confidence level. A structured questionnaire was developed to collect data on the sample size through an online platform and an inferential statistics was employed to examine the relationship between the variables.



Gender



Age



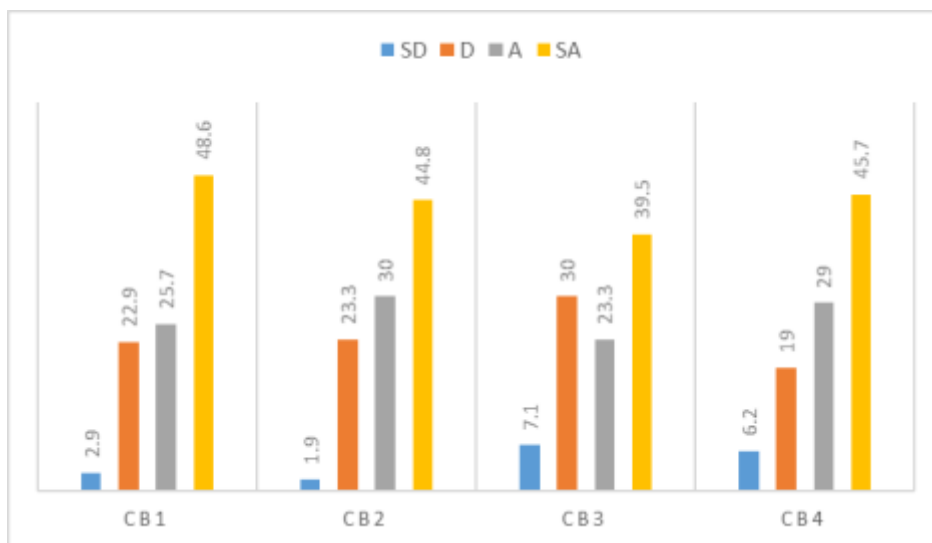
Qualification

The findings of the research reveal that around 49.5% of the participants identify as male, while the remaining 50.5% identify as female. The largest proportion of participants (37.6%) falls within the age range of 30 to 39 years, followed by 37.1% falling within the age range of 20 to 29 years. Conversely, the smallest proportion of participants falls within the age range of above 39 years. The majority of participants, at 51.9%, either a Higher National Diploma (HND) or Bachelor of Science (BSc) degree. Following this group, participants with National Diploma (ND) or Nigerian Certificate in Education (NCE) qualifications are represented, while those with Master's degrees constitute the smallest proportion.

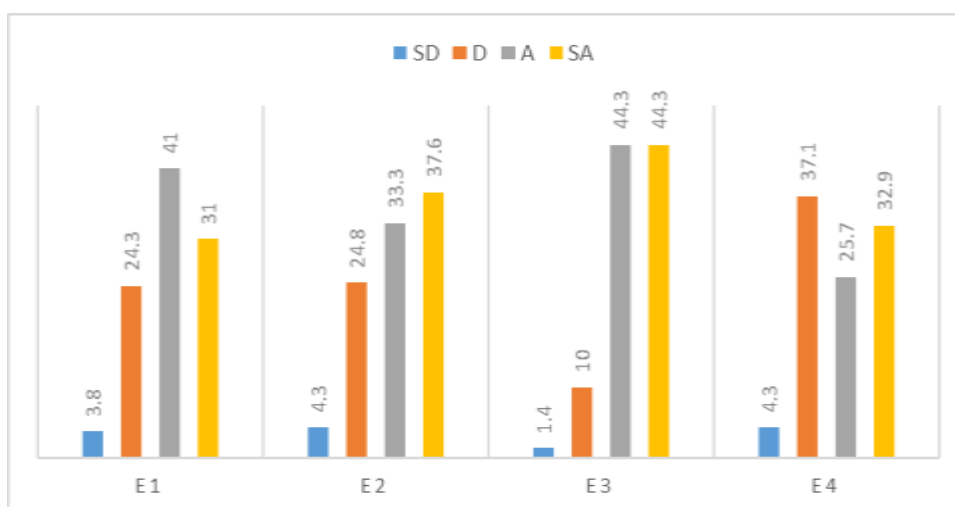




The findings of the investigation reveal that around 42.9% of the participants expressed agreement with the high quality of work, while 26.2% indicated a perception of great efficiency and effectiveness in job completion. A significant majority of 65.7% of the participants said that the level of initiative and originality is very high, with 70.9% stating that job knowledge and technical abilities are also extremely high. A significant majority of respondents, specifically 63.8%, expressed a high level of confidence in their capacity to adhere to safety protocols. Additionally, 72.3% of participants held the belief that they possess the capability to consistently appear at their workplace punctually. Finally, almost 69% of respondents expressed a high level of confidence in their capacity to effectively interact with their fellow team members.



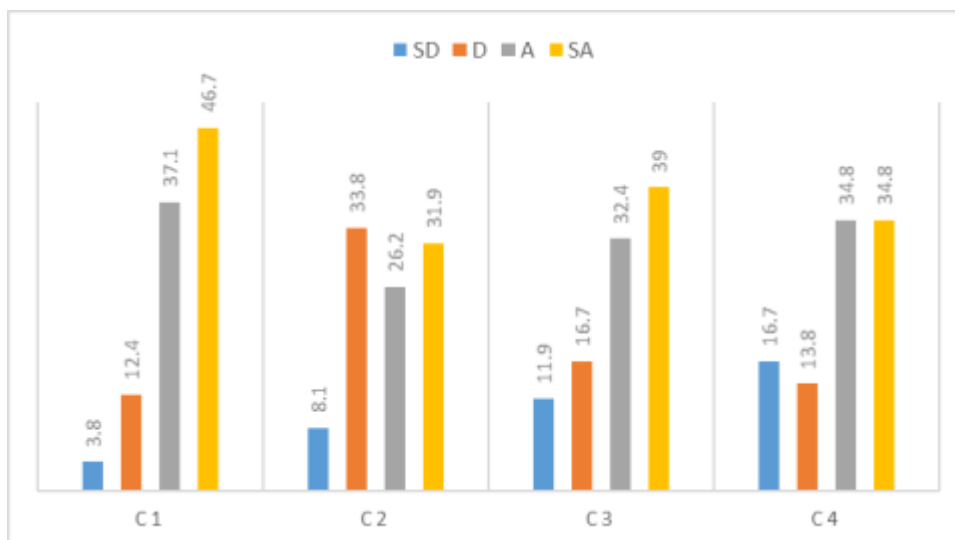
The findings of the study reveal that a significant majority of the participants, namely 74.3%, expressed their agreement with the notion that collective bargaining effectively addresses the interests of both management and workers. Furthermore, the participants acknowledged that the bargaining representatives adequately represent the employees' concerns during negotiation processes. A majority of 62.8% of the participants in the study expressed agreement regarding the positive impact of collective bargaining discussions on productivity and workplace tranquillity. Additionally, a significant proportion of 74.7% of the participants confirmed the presence of open and transparent communication between labour and management during the collective bargaining process.



Regarding employee involvement, it was found that 72% of the participants acknowledged that workers are provided with opportunities to actively participate in decision-making within the workplace. Additionally, 70.9% of the



respondents said that the organisation values their thoughts and recommendations. A majority of individuals, namely 88.6%, hold the belief that organisations provide avenues for workers to contribute their thoughts and opinions, and that more employee engagement positively influences the overall work environment.



According to the findings, around 83.8% of the respondents expressed agreement with the notion that collaboration platforms are easily available for enhancing cooperation. Furthermore, these platforms are seen as useful conduits for facilitating the efficient exchange of information. In a similar vein, it was found that around 71.4% of the participants acknowledged that organisations value individuals who exhibit outstanding collaboration skills, and that frequent team meetings play a crucial role in fostering successful cooperation among team members.

Test of Hypothesis

- H₀₁ Collective bargaining has no significant impact on Job performance of academic staff in The Federal Polytechnic, Ilaro. Ogun State.
- H₀₂ Employee involvement has no significant influence on Job performance of academic staff in The Federal Polytechnic, Ilaro. Ogun State.
- H₀₃ Collaboration has no significant influence on Job performance of academic staff in The Federal Polytechnic, Ilaro. Ogun State.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.442 ^a	.195	.185	2.47213

The results (table 1) indicate a slight positive association (correlation coefficient = 0.442) between the combined influence of the independent variables (collective bargaining, employee involvement, and collaboration) and the job performance of academic staff. The findings also indicate that around 19.5% of the variance in academic job performance may be attributable to the aforementioned independent factors.

Table 2: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.172	3	1.057	.118	.009 ^b
	Residual	1258.952	206	6.111		
	Total	1262.124	209			

The obtained result from table 2 provides further evidence of the statistical significance of the test, as shown by a p-value of 0.009. This suggests that the model adequately and enough establishes a relationship between the dependent and independent variables.



Table 3: Coefficients^a

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	21.430	1.562		13.722	.000
	Collective bargain	.040	.077	.037	.518	.005
	Employee involvement	.028	.081	.025	.349	.028
	Collaboration	.008	.069	.008	.117	.007

According to the coefficient table (table 3), it can be seen that the job performance of academic staff is around 43% when the independent factors are not included. Nevertheless, it has been shown that a one-unit increment in collective bargaining results in a 4% rise in job performance, accompanied with a standard error of 0.077. Likewise, each incremental rise in employee engagement results in a corresponding 2.8% enhancement in work performance, accompanied with a standard error of 0.081. In conclusion, a one-unit improvement in collaboration has been shown to result in an approximately 0.8% increase in job performance.

The p-values obtained in the analysis are found to be below the predetermined significance threshold of 5%. Consequently, the alternative hypotheses are deemed to be supported. Therefore, it can be inferred that collective bargaining, employee involvement, and collaboration have a substantial role in influencing the work performance of academic staff at the Federal Polytechnic Ilaro.

Conclusion

This study examined the relationship between labour management relationship and job performance of academic staff in the Federal Polytechnic Ilaro. According to the study's findings, academic staff members' job performance is significantly impacted by labour-management relationships. Academic staff members' job performance has been found to be favourably impacted when management actively engages with them, listens to their perspectives, gives regular feedback, acknowledges their contributions, and improves work processes. This emphasizes the importance of a positive labour-management connection in developing a positive work environment and increasing employee productivity. The study emphasizes the importance of successful labour-management communication, collaboration, and mutual respect. When academic staff members feel respected, supported, and participated in decision-making processes, they develop a sense of ownership, motivation, and job satisfaction, which leads to better job performance. A poor labour-management relationship, on the other hand, characterized by a lack of communication, mistrust, and unfair treatment, can have a detrimental impact on work performance and overall organizational outcomes.

Recommendations

Based on the findings of this study, the following recommendations were proposed:

- ❖ Management should ensure a cordial relationship is maintained because the labour-management relationship affects the performance of academic personnel. Staff working conditions must be decided upon, and if everyone does their share, there will undoubtedly be peaceful coexistence.
- ❖ Providing workers with the chance to engage in decision-making can foster a feeling of community and improve their output. Given that they work for the company for the majority of the day, opinions from the staff should be sorted out before choices are made.
- ❖ To improve good performance and maintain harmony between labour and management, all academic staff members should be motivated.
- ❖ The management and employees need to communicate better in order to minimize needless sabotage and to speak with one voice, which will stop rumors from spreading.
- ❖ Paying salary on time is crucial for management, as it has been identified as a primary trigger for labour disputes inside the organization.

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