



## MANAGEMENT-LABOUR RELATIONS AND ITS EFFECT ON WORKERS PRODUCTIVITY

(A STUDY OF STAR PAPER MILL LIMITED ABA)

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### Abstract

Management-Labour Relation is a relationship between management and labour. For increased productivity of labour, it requires the balancing of both labour and management objectives. The review of relevant literatures showed the effect of the above factors on the productivity of workers participation in management decision will reduce friction and miss-interpretation of management policies. On communication, it is the bedrock of industrial peace and the means by which people are linked together in agnation to achieve common method was used designing a structured questionnaire. This was complimented with interviews on formation such as production output. Data obtained in the following summarized discovered that the length of relationship between employee's and management of star paper mill Aba has been on the average and this to a great extent affects the general out and productivity. Certain conclusions were drawn, upon which the following recommendations were advanced. labour leaders should improve communication effectiveness between them and their members. Finally, management especially those in top management position should attend seminars and courses dealing with management and labour relations to enable them reassess their leadership style for industrial peace.

### INTRODUCTION

#### BACKGROUND OF THE STUDY

The role of management - labour relations in the various organizations in Nigeria cannot be over - emphasized hence the need for the two to work inter changeably in other to achieve a wide

range of productivity objective.

Management and labour are the two major actors on which the organization is projected. Labour is a group of workers organized in the work place. They bring themselves together and form unions to protect their interests Management on the other hand is also a group



of people/workers who are concerned with day-to-day administration of the organization through controlling and directing of its activities.

The word management has been defined as getting things done through people. It is the process of setting objectives organizing resources to attain the predetermined goals and then evaluating the results for purpose of determining future actions.

Hodgetts (1990) said that management has for thousand years been a key to the success of individuals and civilization alike. Labour is one of the factors of production and consists of all human energy expended in the production and distribution of goods and services.

Nwachukwu (1998) opined that this definition includes all professional executives all levels of employees and self employed people. According to the United States Bureau of census, the labour force includes all who are willing and able to work whether employed or self employed. Nwachukwu (1998) stated that management must work harmoniously with employees and must therefore develop programmes and policies that will enable them achieve the best results of the organizational goals.

As a means of achieving industrial peace, high productivity and attainment of all organizational objectives, management should regard and treat labour as the greatest asset of

the organization having their interest in mind and communicating them effectively.

Labour should understand that employers would benefit and be happy if they should put in all their best to improve productivity and work towards that. They should see with the management in times of citizen in the firm and maintain their loyalty with the management.

On the other hand, management should equally know that their effective communication to labour through the trade unions, their involvement in decision making, motivating them, setting up on effective leadership will help to promote relationship between the two groups and productivity will be on the increase.

Moreover, the need to promote and improve good relationship between management cannot be over emphasized. In all managements, the management of human beings at work are the most complex. Management, therefore need to relate very well with labour in any firm like star paper mill limited, Aba that there will be no disruption to achieving the set objectives which will hinder productivity. Management and labour in their relationship in the work place should recognize the objectives of the investors management should pay adequate remuneration commensurate with the level of the workers productivity.

Management should recognize labour as their

greatest assets. In this way, the work tend to examine the management labour relations and it's effect on workers productivity.

### STATEMENT OF THE PROBLEM

According to Nwachukwu, it is well known that labour and management are two indispensable groups in every organization which their relationship affect their productivity either positively or negatively. One of the problems of labour management relation is between the management and the workers.

Another problem of labour management relation on worker's productivity is the lack of effective communication between the workers and management. Furthermore, workers are not motivated adequately in their performance by management. Even in decision - making, workers are not allowed to participate and air their own view as members of the organization.

### PURPOSE OF THE STUDY

The purpose of this study is to identify the problems that affect management and labour relation in the productivity of star paper mill limited Aba, it will also help in finding out the following.

- i. To examine how employees relate with top management. That is the extent of their relation.

- ii. To identify the types of leadership style that controls the increase productivity in the organization.
- iii. To ascertain the evaluation and recognized performance.
- iv. To find the effect of management labour relation on productivity.

### RESEARCH QUESTIONS

- i. What is the strength with the management of star paper mill ltd?
- ii. What is the level of the employee's participation in management decision and how it affects labour productivity of star paper mill ltd?
- iii. What is the communication gap between the workers and management
- iv. What are the motivational devices adopted by the management?

### LITERATURE REVIEW

#### MANAGEMENT LABOUR RELATION

According to Fashoyin (1987:53) Management and labour relation is the bilateral relationship between the employer and the employee with the exclusion of government of its agencies as a party in the industrial relations. The relationship is move pronounced in the private sector because of the effectiveness of the collective bargaining machinery as opposed to the public sector where government as the employer of labour uses registration and wage commission to determine condition of work of its employees.



According to Duncop (1995:16) But labour prefer its relationship with management to her free of interference by external forces. This is his view when he observed as follows: one of the most strongly held belief of the trade unions movement and implicit accepted by many employers, is that the state government and the law should not interfere with the process of collective bargaining among and of trade unions organizations.

In any organization, the important of employee relationship with management of employee relationship which management cannot be overemphasized. Mutual relationship between management and labour is one of the greatest weapons of increasing the employer's productivity. This is why Fashoyin (1995:53) observes that significant proportion of employees and employers still believes that better wages and good living condition in the industrial place leads to higher productivity. He went further to say that nowadays management focuses its interest on the sizable sales and profit margin with the result that workers invest and overlook probable dissipation of the activities when employees react to the insensitivity of the employer.

Similarly Yesufu (1998:145) said that industrial discontent like other form of lives discontent occurs in cohesive form. This discontent has attending to be disruptive of the industrial relation equilibrium. Infact such situation result in low employees productivity.

Argyru (2007) stated that the overall effect of such discontent is that each individual would take whatever

step he can in pursuit of his own happiness, and high rate of labour turnover, absenteeism, general inefficiency and unwillingness to work is experiment. Therefore for industrial peace to prevail in organizations there should be workable machinery for collective bargaining as well as accessible greierince procedures.

Harbinson and Coleman (2008:16) agreed that collective bargaining is a treaty making and treaty enforcing process undertaken by the chosen representatives of management and labour. The legal frame work entails disclosing of information, the prohibition of unfair labour practice and the duty to bargain in good faith.

### **LEADERSHIP STYLE IN AN ORGANIZATION TO ENHANCE PRODUCTIVITY**

Leadership style to a great extent affect productivity of employees in the organization that why feller (2001:3) stated that he would pay more the ability to deal with people than any other ability. His work showed that managers need there levels of experience.

1. Understanding past behaviour
2. Predicting future behaviour
3. Directing, changing and controlling behaviour in order to be effective in their ability.

### **HIS SUGGESTION FOLLOWS:**

1. **Employee Centered Leadership:** Employee-centered leadership means leader shows great concern about the employees emotional well-being, personal growth and development and

achievement. The employee-centered leadership believes that creating a supportive work environment ultimately lead to superior organizational performance.

2. **Job Emargement:** This is known as horizontal job loading and it is the enlargement of the job contents. A job is enlarged where the employee performs a wider range of activities to function approximately the satisfaction by adding more related function to the existing task in order to make it varied and interesting.
3. **Reality Leadership:** This is the type of leadership that makes thing happen in the organization. It also contribute to the organization in day-today activities and also help in achieving organizational goals. In addition to this, he stressed that reality leadership is flexible not directive.

Impact on individual behaviour and productivity is increased, so also is organizational productivity to the mutual benefit of all concerned.

Similarly, Beach (2004:268) noted among other things, that managerial leadership reflects the internal states and health of the organization. He further affirmed that it is tolerates attitude, motivation, communication and perception of all members of the organizational goals such as high productivity and market performance.

Argyine (1993:98-100) suggests the possibilities which would enhance work in the industrial organization and consequently lead to greater human potentiality. He stressed that reality is flexible not too directive.

This is the type of leadership that is ideal for good management labour relations as to enhance productivity of the labour. It is also likely to democratic leadership (Ogbonnia, 2023), which creates a congenial environment for a loss of co-operation between workers and management.

This type of relationship between the leader and the subordinate will create the right atmosphere for high productivity and even lead to the achievement of energetic results.

### WORKERS PARTICIPATION IN MANAGEMENT DECISION MAKING

Many scholars of management have at one time or the other emphasized the fact that workers should be given the opportunity to participate in management decision making n the organization they belong.

Damachi (2002:27) said that workers participation in management decision is the situation where these below the top of enterprises, hierarchy take part in the managerial function of the enterprises.

However, Farham and Pilmoth (2004:423) opined that participation would be direct or indirect. Direct participation may basically describe as test-based participation. It focuses on the individual work group, and on those areas of work, which are directly related to the executive decision affecting the workers immediate job. Under direct participation, the worker contributes to, and influences managerial decision making. They further



observed that direct participation is said to take place when an individual job responsibilities are enlarged. This can be done through the development of flattered organization structure.

By this method, of more job autonomy, Farham and Pilmot (2004:424) still argued that subordinate employee are then able to make their own decisions as they affect their immediate work environment whereas previously, such decisions were made for them by management.

Indirect participation on the other hand is power based. It includes all forms of participation through which employee representative's influences organizational decision making on behalf of the work concerned. Farham and Pilmot (2004:42) summarized the indirect forms of workers participation in management to include, collective bargaining, joint consultation, works council and representation on boards of directives.

Nevertheless, they observed that main function of power-based participation is not to motivate individual employees directly to raise production or enterprise efficiency. It is rather to protect their collective interest indirectly at work place level, and above, and all those matters that have common concern to them. This it does through the application of counter varying power against management workers

participation should not be limited to pay and condition of work done. They also held the view that in addition to bargaining about pay and condition of work, Workersrepresentative should seek to influence all the policy decisions most affecting employee's interest generally. These include decision on merge, capital investment, closure, expansion, lay-off, plant relocations and introduction of new technologies.

Improved workers participation in decision affecting them will also reduce function and minister predation of management policies. It is important to maintain that the degree of participation will depend on the relationship existing between labour and the employer.

Yesufu (1999: 143) opined that "the participation of workers in management is one of the major objectives of relational labour policy in Nigeria and elsewhere". he went ahead to say that joint consultation and collective bargaining are regarded as basically democratic because both sides meet directly or through representative to consider and agree or disagree on matters arising out of or contract of employment. He observed that the road that workers trod to attain recognition and high even t o participate in discussion of issues on how to work, wages, levels and methods of outputs, safety, workers welfare scheme etc is long, strong and offer bitter.

The issues at state were at first essentially how

to humanize the conditions of work, to limit, if on could not completely eliminate the physical dangers and the exploitation to which the worker was prone to at the early phase of industrial revolution.

However, the argument has shifted to embrace not just the question of improving the condition of work, but the right of the workers themselves to participate in the decision making process as a right. The inalienable or fundamental right of human beings to determine direct, or influence the course of events or the events themselves, which affect him.

Similarly, Douglas (2009:6) in his work affirmed that high degrees of employee's participation in management of an organization will not only develop the hidden but has also a positive effect on the productivity.

### **THEORETICAL FRAME WORK OF THE STUDY**

The theoretical frame work adopted for this study IS the human relation theory.

According to Nwatu (2012:40), Human relation theory deals with the motivation of workers and the psychology of the individual. It is concerned with improving the social condition of the worker.

Nwatu (2012) maintained that human relation theory advocates the cordial relationship between management and workers which is

geared towards attainment of goals and set objectives.

The theory is premised on the face that management should use incentive like praise, informal relationship, better leadership, efficient communication, participation in decision making and team work as a major motivating factor's to the employees/workers towards attaining the organizational goals and objectives.

This theory contends that workers are likely to take interest in work and accept challenge when they are allowed to operate in a work environment considered favourable to them.

### **METHODOLOGY**

#### **RESEARCH DESIGN**

According to Nwogu (1991:50) a research design is a plan or blue print which specified how data related to a given problem should be collected and analyzed. In the views of Odo (1992:9) "design means outlining the name of the equipment and other materials the research intends using and applying same to successfully execute the practical aspect of the research".

Method has been described by Cohen and Manion (1980:26) as that range as Approaches used in research to gather data which are to be used for inference and

interpretation, for explanation and prediction. The researcher developed a structured questionnaire named “management-labour relations and its effects on workers’ productivity Descriptive Questionnaire”, which was used for data collection in this study. There was no discrimination with regards to sex, education or rank of the group studied. The questionnaire was made up of multi-choice and dichotomous questions. A simple random technique was used in distributing the questionnaire while frequency tables and percentage were applied in data presentation and analysis.

**POPULATION OF STUDY**

The population of this study is made up of 348 workers in the six main sections/department of Star Paper Mill Limited. The table below shows the population distribution.

**Table 3.1 POPULATION DISTRIBUTION**

| S/N | DEPARTMENT | POPULATION |
|-----|------------|------------|
| 1   | Security   | 47         |
| 2   | Marketing  | 24         |

|   |                |            |
|---|----------------|------------|
| 3 | Administration | 85         |
| 4 | Accounts       | 14         |
| 5 | Maintenance    | 104        |
| 6 | Personnel      | 74         |
|   | <b>TOTAL</b>   | <b>348</b> |

Source- Research Data 2013

**SAMPLE SIZE AND SAMPLE TECHNIQUES**

**SAMPLE SIZE**

Odo (1992:46) states that sampling is a process of selecting a proportion considered adequate to represent all the existing characteristics with a target population for the purpose of generalizing the findings from the sample, about the sample itself, the target population and any other population having similar characteristics with the target population.

Sample size therefore refers to the proportion selected to represent the entire population. The sample size for this study was determined using the “Taro-Yamani’s Formula”. For sample size determination. According to



Yamani (1964:280) sample size can be calculated using the following formula.

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

Where

- n = Sample size
- N = Population
- I = Constant
- e = error limit (0.1-0.05)

Substituting we have –

$$n = \frac{348}{1 + 348(0.05)^2}$$

$$n = \frac{348}{1 + 348 \times 0.0025}$$

$$n = \frac{348}{1 + 0.87}$$

$$n = \frac{348}{1.87} = 186.10$$

Approximately

186

**Table 3.2 SAMPLE SIZE DISTRIBUTION**

| S/ N | DEPARTMEN T    | POPULATIO N | SAMPL E SIZE |
|------|----------------|-------------|--------------|
| 1.   | Security       | 47          | 25           |
| 2.   | Marketing      | 24          | 13           |
| 3.   | Administration | 85          | 45           |
| 4.   | Accounts       | 14          | 7            |
| 5.   | Maintenance    | 104         | 56           |

|    |              |            |            |
|----|--------------|------------|------------|
| 6. | Personnel    | 74         | 40         |
|    | <b>Total</b> | <b>348</b> | <b>186</b> |

Source: Research Data 2013

**CALCULATIONS FOR DEPARTMENTS**

- 1. Security -  $\frac{47 \times 186}{348} = 25.12$  ie 25
- 2. Marketing -  $\frac{24 \times 186}{348} = 12.83 = 13$
- 3. Administration -  $\frac{85 \times 186}{348} = 45.43 = 45$
- 4. Accounts -  $\frac{14 \times 186}{348} = 7.48 = 7$
- 5. Maintenance -  $\frac{104 \times 186}{348} = 55.56 = 56$
- 6. Personnel -  $\frac{74 \times 186}{348} = 39.55 = 40$

**3.5.2 SAMPLING TECHNIQUE**

The sampling technique used for this study is simple random sampling. Borg et al quoted in Odo (1992 : 51) said that simple random sampling technique is a procedure in which all the individuals in the defined population have equal and independent chance of being selected to be representative of the population from which they are drawn. The researcher after determining the sample size used this technique to distribute the questionnaire.

**DATA COLLECTION**

Structured questionnaire designed for the study was used for data collection. Face to face method as used in the distribution to ensure that all the departments go their fair share. Some of the filled questionnaires were collected same day while some were collected the next day. The reception desk was used as the collection point.

**INSTRUMENT RETURN RATE**

A total of 186 questionnaires were distributed to the respondent out of this, 184 were returned given a return rate of 98:92 percent. Table 3.3 below shows the return rate.

**TABLE 3.3 INSTRUMENT RETURN RATE**

| S/N | DEPARTMENT     | NO GIVEN | NO RETURNED |
|-----|----------------|----------|-------------|
| 1.  | Security       | 25       | 25          |
| 2.  | Marketing      | 13       | 12          |
| 3.  | Administration | 45       | 45          |
| 4.  | Accounts       | 7        | 7           |
| 5.  | Maintenance    | 56       | 56          |

|    |              |            |            |
|----|--------------|------------|------------|
| 6. | Personnel    | 40         | 39         |
|    | <b>Total</b> | <b>186</b> | <b>184</b> |

**Source:** Research data 2013

**PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA**

This chapter deals with presentation, interpretation and analysis of data collected for the study.

**RESEARCH QUESTION ONE**

What is the strength of employee’s relation with management of star paper limited?

**Table 4.1 Options and Responses to Research Question One.**

| S/N | OPTION         | RESPONSE | PERCENTAGE |
|-----|----------------|----------|------------|
| a.  | Very excellent | 24       | 13.04      |
| b.  | Excellent      | 47       | 25.54      |
| c.  | Average        | 64       | 34.78      |
| d.  | Below average  | 35       | 19.02      |



|    |              |            |            |
|----|--------------|------------|------------|
| e. | No ideal     | 14         | 7.61       |
|    | <b>Total</b> | <b>184</b> | <b>100</b> |

Source: Research data 2013

**DATA ANALYSIS**

Table 4.1 above shows that 24 respondents representing 13.04 percent said that the length of employee’s relation with the management of star paper mill limited is very excellent. 47 persons or 25.54 percent adjudged the length of employee’s relation with management to be excellent. 64 respondents which is equivalent to 34.78 percent said it is average. 55 other respondent representing 18.02 percent said it is below average, while it respondent or 7.61 percent have no idea.

**RESEARCH QUESTION TWO**

What is the level of the employee’s participation in management decision making?

**Note: Table 4.2 Options and Response to Research Questions Two**

| S/. | OPTION | RESPONSE | PERCENTAG |
|-----|--------|----------|-----------|
| N   | S      | S        | E         |

|    |              |            |            |
|----|--------------|------------|------------|
| a. | Very high    | 27         | 13.7       |
| b. | High         | 38         | 20.65      |
| c. | Very low     | 75         | 40.76      |
| d. | Low          | 40         | 21.74      |
| e. | No idea      | 4          | 2.18       |
|    | <b>Total</b> | <b>184</b> | <b>100</b> |

Source: Research data 2013

**ANALYSIS:**

In the table 4.2 above shows that 27 respondent representing 14.67 percent said that the level of employee’s participation in management decision making is very high. 38 persons representing 20.65 percent adjudged the level is high while 75 respondents representing 40.76 percent said it was very low. 40 respondents which is equivalent to 21.74 percent said it was low while 4 respondent representing 2.18 percent have no idea.

**RESEARCH QUESTION THREE**

What is the communication gap between the workers and the management?

**Table 4.3 Options and Responses Question Three**

| S/<br>N | OPTION<br>S  | RESPONSE<br>S | PERCENTAG<br>E |
|---------|--------------|---------------|----------------|
| a.      | Very high    | 69            | 37.50          |
| b.      | High         | 48            | 26.09          |
| c.      | Very low     | 23            | 12.50          |
| d.      | Low          | 36            | 19.57          |
| e.      | No idea      | 8             | 4.35           |
|         | <b>Total</b> | <b>184</b>    | <b>100</b>     |

Source: Research data 2013

**ANALYSIS:**

The above table 4.3 contains options and responses to research question three. It shows that 69 persons or 37.50 percent said that communication gap between workers and management is very high. 48 others or 26.09 percent said it is high, 23 of them representing 12.50 percent said it is very low. 36 other respondents or 19.57 percent said it is low, while 8 respondent or 4.35 have no idea.

**RESEARCH QUESTION FOUR**

What are the motivational devices adopted by the management?

**Table 4.4 Options and Responses to Question Four**

| S/<br>N | OPTIONS                 | RESPONE<br>S | PERCENTAG<br>E |
|---------|-------------------------|--------------|----------------|
| a.      | Increased remuneration  | 82           | 44.57          |
| b.      | Improved worker welfare | 60           | 32.61          |
| c.      | Gifts                   | 39           | 21.20          |
| d.      | Others                  | -            | -              |
| e.      | No idea                 | 3            | 1.63           |
|         | <b>Total</b>            | <b>184</b>   | <b>100</b>     |

Source: research data 2013

**ANALYSIS:**

Data in table 4.4 above shows that 82 respondents representing 44.57 percent are of the view that increased remuneration (wages/salaries) is the improved workers welfare. 39 respondents or 21.20



percent said is gifts and other material motivating items, no respondent choose others, while three respondents or 1.63 percent have no idea

### **FINDINGS**

The researcher discovered that the length of relationship between employee's and management of star paper mill Aba has been on the average and this to a great extent affects the general out and productivity.

The study also shows that the level of employee's participation in management decision making is very low.

It was also found out that the communication gap between the workers (employees) and management and the workers.

Finally, the researcher discovered that the highest or the main motivating device to be adopted by the management is an increased remuneration (wages/salaries).

### **RECOMMENDATION**

There should be an improved enhance cordial relationship between the management and employee's for it will go a long way in increasing the productivity of the organization.

Management should also contact workers in deciding on matters affecting them because it boost the morale of workers and make them have sense of belonging in the company. The management can do that by encouraging workers to make use of such avenues such as "suggestion Box".

The effect of this is very rewarding since management will now have access to unlimited information about the feelings of workers and here tend to be more sensitive to their problems.

Management should also introduce annual rewarding/motivational incentives or measures which should be awarded to the best workers in each department, this could be in the form of increased remuneration, gifts, etc. it is a motivational technique for higher productivity.

There should also be management over hall that is restructuring the management team which will enhance or allow for more competent, achievement and employee relation managers that would take the company to its desired level.

### **CONCLUSION**



This study has successfully examined management labour relations and its effect on the workers' productivity. Based on the revelations made in the course of investigation, recommendations have been made on how to ensure effective, management labour relation.

It is therefore hoped that these recommendations will be properly implemented as they will ensure improved workers productivity.

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