
MANAGEMENT-LABOUR RELATIONS AND ITS EFFECTS ON PRODUCTIVITY USING NIGERIA LIQUEFIED NATURAL GAS LTD

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ABSTRACT

This study aimed to examine the effect of management-labour relations on productivity of Nigeria Liquefied National Gas Ltd. Specific objectives were to: examine the effect of planning on productivity of Nigeria liquefied National Gas Ltd and ascertain the effect of channelization of collective bargaining on productivity of Nigeria liquefied National Gas Ltd. The study adopted survey research design. Population of the study was 605 while sample size was 240 using Taro Yamane's formular. The instrument used for the data collection was Structured Questionnaire. The sources from which data was obtained were primary and secondary sources. Hypotheses were tested using multiple regression analysis of which the study revealed that planning had a significant positive effect on productivity of Nigeria Liquefied National Gas Ltd and channelization of collective bargaining had a significant effect on productivity Nigeria Liquefied National Gas Ltd. In conclusion, the study concluded that management-labour relations had significant positive effect on productivity of Nigeria Liquefied National Gas Ltd. The study recommended since planning influences workers productivity, management should see to it that a cordial and healthy relation is maintained in order to overcome future occurrence events that could lead Nigeria Liquefied National Gas into decline below other competitors.

Keywords: NLNG (Nigeria Liquefied Natural Gas Ltd), Management-Labour Relations, Productivity

INTRODUCTION

The word management is defined as a process of planning, decision making, leading, motivation and controlling the human resources, financial, physical, and information resources of an organization to reach its goals efficiently and effectively. It is a process of setting objectives, organizing resources to attain these predetermined goals, and then evaluating the results for purpose of determining future actions. Hodgetts, (1990) said that management has, for thousands of years, been a key to success to individuals and civilizations alike.

Labour is the most important factor of production and consists of all human energy expended in the production and distribution of products and services. A nation having plenty of rich land but no labour force, cannot attain any economic development or prosperity. Agriculture, industries, mining, transport system, trade activities, etc., all require sufficient and efficient workers for proper functioning and increased productivity. Nwachukwu (1988) 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.

Productivity is the achieved set objectives in company by the workers. Productivity is the efficiency in which tasks and goals are completed for the company. By creating a productive worker, benefits such as profitability and employee morale will be more discernible. A company can't be productive without employees being able to effectively and efficiently do the type of work that drives revenue for the company. It is the output of what the input of workers yield productivity when increased, favours the company's because this means that the predetermined goals of company are realized but when it is decreased the company is at loss and this affects both management and labour in the context of this research work, management should be seen as owners of business.

Labour in this work should be seen as those hired employees of Nigeria LNG who takes directives from the management in carrying out their official duties, who have no hand in the decision making and objective settings of the company, who through the management gets done the work that should be done in order to achieve the set objectives. These two groups, management and labour are the two major groups that exist in a company where products and services are produced. These two groups must be built up effectively and efficiently in any company for a harmonious work environment between labour and management. Nwachukwu (1988) had to state that management must work harmoniously with employees and must therefore develop programmes and policies that will enable them to achieve the best results of the organizational goals, understands labour (Employees).

The need to promote and improve good relationship between management and labour cannot in any way, shape or form be undermined. In all forms of managements that exist, the management of human beings at workplace are the most complex. Management therefore, needs to relate very well with labour in an establishment like NIGERIA LNG LTD that relies solely on the productivity of its labour force to achieve its corporate objectives. When there is dissatisfaction between labour and its management or vice versa, there is always a bridge to harmonious working relationship amongst both parties in the company and productivity suffers.

As a means of achieving industrial peace and harmony, high productivity, and to attain all organizational objectives, it is in the interest of management to treat labour as the greatest

asset of the organization and building a system that improves and enhances communication amongst both parties, all the factors of production in company are useless and cannot yield anything without a system that improves communication. Labour should understand that employers would benefit more and be happy if they put 'enterprise first' in all they do to improve productivity and work hard towards that. They should see with the management in times of crisis in company and maintain their loyalty with the management; a good example is when the company declares 'Force majeure' or things of that nature.

Management on the other hand should equally know that communicating effectively with labour through the trade unions and more importantly their involving them in decision making, motivating them, setting up an effective leadership will help to promote relationship between the two groups and productivity will be on the increase. Its effects on productivity in an Oil and Gas company hence NIGERIA LNG LTD, Bonny Island, rivers state has been chosen as a case study.

Statement of the Problem

Over the years several factors have been responsible for hindering the good relationship that should exist between the management and labour in many organizations which NIGERIA LNG LTD is not an exception. This unhealthy relationship between management and labour has been attributed to being one of the major forces that hinders productivity which happens to be the main goal of any organization. The neglect of workers interest as revealed in certain behaviours by workers of NIGERIA LNG LTD, was observed by the researcher.

However, must employees may not be satisfied over the management's attitude on the handling of the annual staff appraisal system which is not taken into consideration in areas of training, impact of work done, volume of work done and promotion of staff. It is not clear whether there are any motivational incentives for the staff of NIGERIA LNG LTD who stand as the critical officers of the company and are more exposed to hazards and risks in the cause of discharging their duties. Ineffective trade union in NIGERIA LNG LTD which does not represent the employees well when it comes to negotiating any condition with management most often makes the workers feel that their interest is not protected by the trade union leaders on the management level. No part in the decision making by workers on processes, procedures and issues that bother on their welfare and conditions by the Management of NIGERIA LNG LTD. This is what attracted the interest of this study.

Objectives of the Study

The main objective of this work was to examine the effect management/labour relations on productivity of Nigeria liquefied National Gas Ltd: Specifically,

- i. To examine the effect of planning on productivity of Nigeria liquefied National Gas Ltd.
- ii. To ascertain the effect of channelization of collective bargaining on productivity of Nigeria liquefied National Gas Ltd.

Statement of Hypotheses

The following hypotheses were formulated to guide the study.

- i. Planning does not have significant positive effect on productivity of Nigeria liquefied National Gas Ltd.
- ii. Channelization of collective bargaining does not have significant positive effect on Nigeria liquefied National Gas Ltd.

REVIEW OF RELATED LITERATURE

Labour Management Relations

Labour-Management can be used as a substitute for the following terms namely: union-employer relation, worker-employer relation, or employee relation. Akpala (1982), labour-management relations is concerned with the internal arrangement between employers and trade union in a bipartite relationship within an industry or across industries or within an enterprise to regulate their relations affecting employment and its compensation, according to him labour management relation connotes a relationship between workers, not as individuals but in their identity as the employer. Okenwa (2000) in her book concept of industrial relations in Nigeria defined management labour relation as a relationship between workers not as an individual but in their collective entity with the employer.

Management must relate with labour if the organization must survive the absence of this relation will rob the organization of the workers loyalty and high productivity. Herman W. Stekraus, called it human relation and he defined it as the working together of management and employees in the spirit of mutual understanding and teamwork, with the definitions above, we can now understand that when management and labour are integrated and are well complemented into group, they will work harmoniously and there will certainly be improved productively for economic benefit and social satisfaction of everyone.

Ukoha (1989) said that industrial relations is the relationship that exists between workers, employers and the government for the purpose of determining the conditions under which work is done, therefore we can state that industrial relations is the regulation of the employers relationship by the workers or labour union, the employers or management and the government or its agencies, the propose of which is the establishment of job rules which specify the rights, duties and responsibilities of each other.

Planning (Independent Variable)

Planning is one of management functions that predict future occurrence of event. planning is a senior management activity or process that involves determining where an organization is going (direction) over the next year or more, the means, steps and actions that it needs to take to get there and what it is meant to achieve (Daft, 2019). In contrast, operational planning is a lower-level management activity which involves working out on the strategic goals and methods or strategies to achieve the overall vision of the organization. It is normally for duration of not more than one year (short-term) and handled as indicated at lower hierarchy of the organizational structure (Daft, 2019).

Channelization of Collective Bargaining (Independent Variable)

Rose (2018), the term collective bargaining was originated by Webb and Webb to describe the process of agreeing terms and conditions of employment through representatives of employers (and possibly their association) and representatives of employees (and probably their unions). Rose (2018) posits that collective bargaining is the process whereby representatives of employers and employees jointly determine and regulate decisions pertaining to both substantive and procedural matters within the employment relationship. Davey (2019) views collective bargaining as “a continuing institutional relationship between an employer entity (government or private) and labour organization (union or association) representing exclusively a defined group of employees of said employer (appropriate bargaining unit) concerned with the negotiation, administration, interpretation, and enforcement of written agreement covering joint understanding as to wages/salaries, rate of pay, hours of work and other conditions of employment.

Labour Management Relations and the Management

Most management practitioners have come to recognize that paying attention to employees in their organization is as important as any attention paid to the technical side of their plans if not more important. Andre Carnegtie is believed to be the first to emphasize about the value of the individual worker to an economic system, he was said to have rated workers higher than everything else in importance including non-human assets and the reputation of the company.

There is no universally acceptable definition of management; the word has different meaning depending on the context and purpose. The word management was derived from the Italian word “managgiare” meaning to train horses, Druker (1973) defined management as an objective function that ought to be grounded in the responsibility for productivity, according to MC Farland, management is the process by which managers create, direct, maintain and operate purposeful organization through systematic co-ordinate and control” the definition that suited the researcher was the one defined by Mary Parker Follett (1920); she defined management as the art of getting things done through, by and with people.

Labour Management Relations and the Employee

Every employee is important to an organization; putting personal touch to job environment is a good element of labour-management relations, for instance a chat with a junior staff at his table by a top management will mean much to the junior staff, it will encourage the staff, 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 his loyalty as well.

An employee who puts all his effort at work, expects good remuneration, safe working environment, conducive condition, holidays/rest days and sick leaves, job security and as present in NIGERIA LNG, there are benefits which workers enjoy and it tend to improve their working relationship, these benefits are long service award, Special recognition awards, provision of Personal protective equipment and other safety accessories to those entitled to wear them, leave bonuses, children education subsidy, housing allowance, vehicle and housing grants and loans. When all these lacks, there is labour turnover, industrial dispute, and conflict. Careless attitude to work result to poor productivity at work, no matter how vast the resources of an organization may be if it has not got happy and well satisfied employees, it will scarcely be successful in its operation, hence the need for a good labour-management relationship.

Effect of Mutual Relationship between Workers and Management on Productivity

Productivity is the measure of how resources are brought together in an organization and utilized for accomplishing a set of result, productivity can be effective and efficient only if there is a mutual relationship between workers and management. There is always a condition of service in every organization, together labour and management should determine the terms and conditions under which employees will work, how much employees are paid, when they must come to work and when they are to leave work, how appraisals and promotion are to be done, if both parties fulfil their own part NIGERIA LNG will co-exist peacefully.

In the year 2004, the managing director of NIGERIA LNG, Mr. Andrew Jamieson went around to personally acknowledge and appreciate staff contributions to the management’s success, in 2006 he went round again and even went a step further to write letter to the plant staff in which he highlighted management achievement, commitments and projections, his

effort to relate to workers delighted the workers, money alone can only buy machinery, tools, man's physical presence in an organization, but cannot buy initiative, loyalty and enthusiasm.

Effect of Labour Participation in Decision Making

Employees should be afforded the opportunity of directly or indirectly participating in decision making, it is a matter of social justice to let workers have a say, if in nothing, but at least matters affecting them an employee will work hard to achieve an objective knowing he was involved in its formulation; a means of participation not only increases employee's contribution to problem analysis, but also enhances their ability to make important operational decisions.

Worker's participation in decision making in an organization promotes good industrial relations, improves commitment and production. Other words, in labour relations, empowerment in the workplace is allowed and employers and employees are seen as partners. Management see this kind of participation as a way of increasing the commitment and control of workers, while trade unions see it as a way of increasing workers influence and control in the work place, workers see it as a way of overcoming employer-employee conflict and achieving cooperation between management, trade union and workers.

Industrial democracy is a compelling aspect of management decision making, the reason for the involvement of workers in decision affecting the affairs of the organization is hinged on the fact that the workers are regarded as partners in progress by management, it is also important for management to involve workers in decision, to ensure high level of morale and productivity.

Theoretical Framework

This study takes its bearing from the tenets of the Group Theory. According to Chikendu (2022) & Nwokoye (2018), group theory is believed to have originated from Arthur Bentley and elaborated by David Truman. It originated as a reaction against the institutional approach, which emphasizes the formal description of the institution, structures of government and the formal rules that govern the pattern of interaction and normative relationship among government institutions. The theory seeks to explain social phenomena with reference to groups. In the words of Bentley (1949), a group means "a certain pattern of the men of a society taken, however, not as a physical mass cut off from other masses of men but as a mass of activity which does not preclude the man who participates in it from participating likewise in many other group activities".

The relevance of the group theory to the study is that it offers enough provisions in explaining the behaviour of the various groups that make up an organization, their motivation and orientation as well as their role in ensuring and enhancing the performance of the organization together with other elements in the organisation. We can thus deduce from the theory that the Nigeria Liquefied National Gas Ltd Employee is not a mere collection of individuals who share one or more features and do not interact with any degree of frequency, but rather, it is a group that frequently interacts with other stake holders with a clear sense of direction in furtherance of organizational goal.

Empirical Review

Planning and Productivity

Phillips (2020) showed that there is a positive relationship between planning sophistication and performance in UK hotel industry. The study found that formal strategic planning is a

tool that may be used to enhance financial performance for a broad range of food processors. The extent of the firm's use of formal strategic planning was made using the measurement instrument developed by Boyd and Reuning-Elliott as in many other studies. Financial performance was measured as the average pretax return on assets (ROA) for the previous 3-year period for the business unit to which the survey was addressed. The ROA measure was chosen over other indicators, such as return on equity or sales growth, because it is a commonly used, comprehensive financial performance measure.

Aldehayyat and Twaissi (2021) found a strong positive relationship between strategic planning and corporate performance in Jordanian small industrial publicly quoted firms. Key findings provided empirical evidence about the involvement of top and line management in planning, the use of environmental screening, and the use of strategy tools and techniques.

Karel, Adam and Radomir (2023) in a study carried out in micro, small and medium-sized enterprises in Czech and Slovak Republic, stated that strategic planning is definitely reasonable activity of any company, since enterprises who did prepare detailed strategic document proved in 80 % of observed performance parameters better results than enterprises without written business plan. Further they stated that enterprises who did prepare brief, partial, concise strategic document proved only in 40 % of observed performance parameters better results than enterprises without written business plan, so there is necessary to put impact on proper strategic planning in all significant business areas.

Channelization of Collective Bargaining and Productivity

Adodo (2015) conducted a study on collective bargaining informal organizations in Nigeria and concluded that the bargaining process represents negotiations on issues in which both the trade union and the management have divergent positions. Primary data was collected through the administration of the questionnaires. The study found that the process is based on the principle that workers have a right to make a contract with their employers with regards to wages and other conditions of service and that the employers recognise that right.

Contrary to Adodo's position, Omole, Noah and Powell (2016) conducted a state-by-state analysis of the impact of collective bargaining among teachers on workers' performance. The results of their findings according to the show that bargaining among workers and management does not have any significant effect on the workers' welfare as most agreements reached during collective bargaining are not implemented. They discovered that most union leaders sell out to management during negotiations.

Nwokocha (2015) examined the role of employers in enhancing collective bargaining in organizations with a focus on private sector organizations in Nigeria. Study data were collected using a structured self-administered questionnaire. The study used descriptive statistics to analyze quantitative data using Statistical Package for Social Science (SPSS) application version 19 while qualitative data was analyzed through content and context analysis. The paper exposed some of the factors that undermine industrial harmony and productivity in private sector organizations to include leadership behaviour, lack of effective communication, work environment, and non-recognition of the trade union as a bargaining party.

METHODOLOGY

The research method adopted in any research study to an extent is dependent on the nature and objectives of the study. Since this study centres on 'Management-Labour relations and

its effect on productivity in NIGERIA LNG', the survey research was used under the study. The population size of this study has been drawn from the management staff and employees of NIGERIA LNG, the Population size was six hundred and five (605) people, and it was gotten from its various department namely; Production Technology PT (180), Production Maintenance PM (80), Production Operations PO (120), Contracts and Procurement CPM (60) and Technical Projects TP (45), Human Resources HR (25), Finance FN (10), Medical Department CMO (75) staffs, Making the total population of 605. The sample size was 240 using Taro Yamane's formula. The instrument used for the data collection was 'Structured Questionnaire', the questions used in the questionnaire were targeted at the respondents with a view to satisfying the purpose of the study and providing the right analysis, the questions dwelled on research questions, objectives of the study, research hypotheses and personal questions. The sources from which data was obtained were primary and secondary sources. To improve the validity of the instrument the expert validation and content validation was used, the expert validation was sought through the researcher's supervisor who gave an expert advice about the area of study, content validation of this research study was based essentially on judgment alone. To ensure the reliability of the instrument test-retest methods was used since it is more effective than other methods, questionnaires were administered at different times to the same respondents, the scores from the respondents correlated revealing that the results were consistent, which indicates that the instrument was highly reliable with 0.70. The researcher made use of tables, percentages and statistical method of distribution while multiple regression statistics was used to test the hypotheses.

DATA PRESENTATION AND ANALYSES

This section deals with the analysis of research findings through the data collected from questionnaires administered and testing of hypotheses as well as interpretation. Questionnaires were administered to various departments; questions that were distributed to 240 respondents but only 230 were fully filled and returned which was used for the analysis.

Table 4.1: Distribution and Return of Questionnaires

Options	No of Responses	Percentage (%)
Returned	230	96%
Not returned	10	4%
Total Distributed	240	100

Source: Field Survey, 2023

A total of 240 copies of questionnaire were distributed, 230 copies were returned with percentage of 96 while 10 copies of questionnaire were not returned with percentage of 4. Therefore, 230 copies were used for the analysis.

Test of Hypotheses

Two (2) hypotheses were raised and tested using multiple regression analysis in the course of this study. In regression analysis, when the significant (sig) value is less than 0.05 for 95% confidence level or less than 0.01 for 99% confidence level we accept the alternative hypothesis and reject the null hypothesis and vice versa. In order to test the hypotheses, simple regression analysis was used.

Test of Hypothesis One

H₀₁: Planning does not have significant positive effect on productivity of Nigeria liquefied National Gas Ltd.

H_{a1}: Planning has significant positive effect on productivity of Nigeria liquefied National Gas Ltd.

Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.663a	.440	.431		.37617

Source: Author’s Compilation, 2023

Predictors: (Constant), planning, Table above revealed that there is effect of R= .663 planning on productivity. An examination of the table shows that R square = .440 which implies that planning accounts for 44% of variations having a significant effect on productivity.

ANOVA a

Model	Sum of Squares	df	Mean Square	F	Sign
1 Regression	20.123	3	6.708	47.403	.000b
Residual	25.612	227	.142		
Total	45.735	230			

Source: Author’s Compilation, 2023

a. Dependent Variable: productivity b. Predictors: (Constant), planning Table shows that the F-value is the Mean Square Regression (6.708) divided by the Mean Square Residual (0.142), yielding F=47.403. From the results, the model in this table is statistically significant (Sig =.000). Therefore, planning had a significant predictor on productivity at F (3,184) = 47.403.

Test of Hypothesis Two

H₀₂: Channelization of collective bargaining does not have significant positive effect on Nigeria liquefied National Gas Ltd.

H_{a2}: Channelization of collective bargaining has significant positive effect on Nigeria liquefied National Gas Ltd.

Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.250a	.065	.047		.45468

Source: Author’s Compilation, 2023

Predictors: (Constant), channelization of collective bargaining Table above revealed that there is effect at R = .250 channelization of collective bargaining on productivity. An examination of the table shows that the R square = .063 which implies that channelization of collective bargaining accounts for only 6.3% of variations having a significant effect on productivity.

ANOVA a

Model	Sum of Squares	df	Mean Square	F	Sign
1 Regression	2.503	3	.834	4.035	.008b
Residual	37.417	227	.207		
Total	39.921	230			

Source: Author's Compilation, 2023

a. Dependent Variable: productivity b. Predictors: (Constant), channelization of collective bargaining with productivity Table shows that the F-value is the Mean Square Regression (0.834) divided by the Mean Square Residual (0.207), yielding $F=4.035$. The model in this table shows that channelization of collective bargaining statistically and significantly at (Sig =.008) and had a significant predictor of productivity at $F(3,184) = 4.035$. The statistical results are given as; (Channelization of collective bargaining $\beta = .019$; $t = .171$; $p > 0.05$). The statistical result implies that channelization of collective bargaining had statistically significant predictor to productivity.

Summary of Findings

1. Planning had a significant positive effect on productivity of Nigeria Liquefied National Gas Ltd.
2. Channelization of collective bargaining had a significant effect on productivity Nigeria Liquefied National Gas Ltd.

Conclusion

Based on the findings, we conclude that management-labour relations had significant positive effect on productivity of Nigeria Liquefied National Gas Ltd. Industrial peace and harmony are necessary in order to have increased productivity, this can only be maintained with good labour management relations.

Recommendations

For proper and adequate sustenance of the effect of management-labour relations on productivity, the researcher has stated the following recommendations.

1. Since planning influences workers productivity, management should see to it that a cordial and healthy relation is maintained in order to overcome future occurrence events that could lead Nigeria Liquefied National Gas into decline below other competitors.
2. Workers should be granted the opportunity to participate in channelization of collective bargaining, to give them a sense of belonging and enhance their productivity. Opinions should be sought from the employees before collective bargaining could be reached or taken.

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