

The Effect of Negotiations and Collective Bargaining as a Tool for Organisation Effectiveness: Evidence from the Literature

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Abstract

The paper identifies the influence of negotiation and collective bargaining as a technique in influencing organisational effectiveness in Nigeria by reviewing the literature on the variables under study. The investigation is entirely exploratory and is based on desktop research. For that, the study reviewed several publications leading to significant findings. Most of the justifications presented for evaluating variables in the research area were based on the existing literature. The study concluded that collective bargaining and negotiation had a significant impact on the effectiveness of organisations. The report proposes that stereotypes of unions as adversaries of employers be dispelled. Both the union and the employers should consider each other as collaborators in developing their members, organisations, and the country. The cost-of-living index should be used to adjust salaries and earnings in the public sector.

Keywords: Negotiation, Collective bargaining, organisational effectiveness

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I. Background to Study

Political battles over the geographical scale at which labour relations and collective bargaining will have historically been vital to the labour movement. Workers and their unions face numerous obstacles (Holmes, 2004). Industrial disputes cost companies, employees, and the government time and money and strain employers, employees, and the government. As a bipartite procedure, collective bargaining effectively resolves conflicts between employee and employer representatives through negotiation (Agarwal, Shirke, & Panackal, 2020).

Collective bargaining has long been seen as a core institution of democracy, serving as a mechanism for increasing employee pay, improving working conditions, lowering inequality and sustaining fair employment relations and a driver of organisational innovation. However, the number of employees joining trade unions has fallen in many countries, and global economic integration has moved bargaining power to employers (Hayter, Fashoyin, & Kochan, 2015)

Collective bargaining agreements (CBAs) are essential for any organisation's growth and economic success. Industrial discontent has been known to cause workplace disruptions and, in some instances, to disrupt whole operations, reducing or ceasing productivity. The industrial actions appear to be never-ending because most of their remedies are just temporary. CBA has been shown to effectively reduce or terminate industrial unrest (Kiawa, Ngari, & Kamaara, 2019).

Contract administration includes workplace conflict resolution and periodic collective bargaining between management and trade unions, which has yielded a wealth of crucial insights into the vast subject of negotiations. The function of holistic and distributive negotiation, simultaneous construction of attitudes, and administration of internal relations have all improved in recent years due to collective bargaining between participants (within a party). New insights into the mechanics of multilateral bargaining and a wide range of mediation and arbitration procedures have come from public sector negotiations. Although, the number of labor agreements negotiated annually has declined significantly over the last half-century, at least 23,000 private sector agreements are signed each year, and significant changes in industrial relations systems make continued attention to labor-management negotiations increasingly important. This area, in particular, now includes highly organised tactics based on interest-based bargaining concepts, and it poses significant issues as power relations evolve in a variety of ways (McKersie & Cutcher-Gerstenfeld, 2009). Although collective bargaining is

primarily a communication activity, industrial relations experts have paid little attention to the importance of language (as opposed to discourse) in negotiating exchanges (Joullié & Spillane, 2021).

One of organised labor's most important tasks in Nigeria is collective bargaining, which is a mechanism by which representatives of labor unions negotiate with the management of concerned organisations (public or private) concerning the terms and conditions of service impacting their members. In a work environment characterised by a lack of harmonious coexistence among employers and employees, job performance cannot be improved. Collective bargaining is thus recognised as one of the official communication approaches, based on voluntarism, participative management, and mutual respect (Paul, S.A. & Chukwurah, 2013). This research aims to look at the effects of negotiation and collective bargaining on organisational effectiveness, considering the existing literature on the topic.

II. Literature Review

Collective Bargaining

According to Chaneta (2012), collective bargaining defines employment terms and conditions that involve negotiation and agreement between management and employee representatives. It establishes a formal route through which management and employees' competing interests can be handled collectively. Collective bargaining is a procedure that assumes that organisations have a position in the process; it entails direct talks between groups that represent employees and management (Salmon, 1997).

Collective bargaining, according to the International Labour Organization (ILO), is a voluntary discussion between employers and workers' organisations to govern employment terms and conditions through collective agreements. It is a procedure aimed at reaching an agreement on substantive matters such as wage and salary and job terms and circumstances.

Employers and employees engage in collective bargaining to develop agreements that regulate working conditions. Remuneration, working hours, training, health and safety, overtime, complaint systems, and rights are frequently spelt out in the collective agreements that emerge from these discussions. These agreements help to improve working conditions by allowing individuals to enjoy their jobs while also helping the company achieve its objectives (Richard, 2003). Unions may have an offsetting influence on workplace performance and climate because of their involvement in bargaining for improved working conditions on behalf of members and representing the voice of employees to management. By improving worker motivation and organisational commitment, boosting perceptions of effective workplace governance, and contributing to collaborative management employee-employer relations, unions can increase productivity and performance (Connerton., Freeman, & Medoff, 1983).

Employees are happy because their working circumstances have improved, and they give their all to help their company succeed. Because of the effect of wage disparities on employee motivation and effort, the issue of collective bargaining may have significant productivity ramifications. A higher compensation and a positive wage may lower turnover while increasing incentive and effort (Demining, 1997).

A collective bargaining agreement may have more practical employee measures than the current laws and regulations. It may not, however, conflict with provisions enforcing law and order. By way of employment contracts, an employer and a worker bound by a collective agreement cannot agree on conditions that are opposed to or less advantageous than those of the collective agreement. If such clauses were included in some employment contracts, even if they were signed before the collective agreement, they must be replaced by collective agreement provisions. Contractual protections that benefit workers are still in place (LRLR, 2009)

Those who sign it or are members of the trade unions or employers' professional organisations that signed it are bound by it. It also binds employers' professional organisations and trade unions who consented to it and those who joined them for the duration of the agreement (LRLR, 2009). Those to whom they apply, the professional categories they control, and the time restrictions within which they stay valid are all determined by collective bargaining agreements.

Collective Bargaining and Negotiations

Collective bargaining is a type of industrial relations process that applies to the working relationship and is a type of negotiation. Both are essentially the same procedure, and the concepts used to talk also apply to collective bargaining. However, there are particular distinctions to be made. Since collective bargaining is for the benefit of several employees, the union always has a joint interest. In non-employment discussions, however, group interests are more negligible or non-existent. Some key requirements for collective bargaining must be met, including freedom of association and the existence of a labour law framework (International Labour Standards Department [ILSD], 1981). When the outcome of a collective bargaining agreement is in the public interest, the government can intervene.

The nature of the parties' relationship distinguishes collective bargaining from typical business talks. The buyer may be stronger since he can relocate his company. The employer serves as a buyer of services in the

workplace. In contrast, the employee acts as a seller, with the latter facing a more substantial penalty in trade union activity. While collective bargaining may appear to be bickering, it should ideally entail modifying the parties' respective views in an acceptable way to all parties (Silva, 1996).

Nature of Collective Bargaining

The following are some of the characteristics of collective bargaining: Even though collective bargaining does not always end in a collective agreement, it is a strategy employed by trade unions to improve the working conditions of their members. Collective bargaining aims to even out the bargaining strength between the employer and the employee. It adapts, rather than replacing, the individual contract of employment where it leads to an agreement. It does not create the employer-employee relationship and the process is two-dimensional. However, in certain developing nations, the government acts as a mediator when there is a disagreement or when collective bargaining interferes with official policy (Brown & Medoff, 1978).

Organisational Effectiveness

Organisational effectiveness (OE) is a phrase often used to describe organisations that have reached their highest level of performance. To achieve higher and long-term business success, organisations must plan and engage employees. The term "effectiveness" refers to achieving the desired goal (AL-Shourah, 2015; John-Eke & Akintokunbo, 2020). Viewed OE as the degree to which an organisation recognises its goals. According to Ramesh (2019), OE may be measured in terms of quantity and output quality and represents the result's superiority with organisational goals. Lee and Choi (2003) viewed OE as organisational members' assessments of the organisation's overall success, profitability, growth pace, and innovativeness concerning significant competitors.

Empirical Review

Scholars have looked at the effects and relationships relating to negotiation, collective bargaining, and organisational performance with different results and submissions conceptually and empirically for decades till today. The following review is presented based on the year in descending order to show how the trend of the research process had been by the experts in the area. For instance, the study of Mukiira, Moguche, and Muema (2020) investigated the relationship between collective bargaining and public health facility performance in Meru County's Imenti North Sub-County. A correlational research design was used in this study. Questionnaires were used to gather information. The correlation findings demonstrated a favourable link between collective bargaining and public health facility performance. The null hypothesis was rejected based on the regression results, with a computed significance level of $P < 0.05$, indicating that collective bargaining had a significant link with organisational performance. Contrariwise, Agarwal, Shirke, and Panackal (2020) used Interpretative Structural Modelling and MICMAC analysis to create a model that highlighted the nature of the relationships between the components. A case study on collective bargaining strategies further validated the enablers. The study discovered that the ISM model for collective bargaining enablers has four stages, understanding the legislation emerging as an essential facilitator. The enablers and disablers were further categorised by MICMAC as driving, dependent, linking, and autonomous factors.

On the other hand, collective bargaining is a valuable dispute resolution instrument in the retail industry, according to Takupiwa and Shelfa (2019). It enables employers and employees to express their concerns about work-related issues, preventing and resolving conflicts amicably. Collective bargaining is a platform for effective communication, good faith discussions, the dissemination of rights as stated in Chapter 28:01 of the Labour Act, and the enforcement of collective bargaining agreements (CBA). At the same time, Obiekwe and Eke (2019) concluded that effective employee grievance management is necessary for a healthy management-labour relationship and increased organisational performance.

Deakin, Butlin, McLaughlin, and Polansk (2015) presented a socio-legal case study of the current equal pay litigation wave in the UK, which saw an unanticipated spike in the number of claims, triggered in part by the introduction of no-win, no-fee law firms into this section of the legal services market. Collective bargaining, on the other hand, has served as a cornerstone institution for democracy, a vehicle for raising workers' earnings, improving working conditions, and lowering inequality, as well as a means of ensuring equitable employment relations and a source of workplace innovation, according to Hayter, Fashoyin, and Kochan (2015).

Morishima (2015) found that when employers increased information exchange, negotiation procedures were shorter and smoother, and unions tended to demand and accept lower wage increases. In contrast, research done in the United States found that sharing knowledge strengthened labour's bargaining position. On the other hand, Chan and Hui (2014) looked into the impact of labour strikes on China's collective bargaining progress. They claim that, as a result of escalating labour demonstrations, China's collective bargaining process is shifting from "formal collective consultation" to "riot collective negotiating" and then to "party state-led collective negotiation." However, in the near future, this shift is unlikely to reach the level of "worker-led collective bargaining."

Whitley Councils were largely ineffective in collective bargaining in the Nigerian public sector, according to Paul, Michael, and Chukwurah (2013). As a result, successive federal and state governments have had to rely on ad hoc panels, committees, and commissions to review salaries and wages and handle other labour-related issues in the federal and state public sectors. Similarly, Lewin, Kochan, and Keefe (2012) discovered that when compared to private sector employees who are matched by education, organisation size, and other relevant factors, public employees are under-compensated rather than over-compensated. The study discovered that conflict resolution methods work rather well. Based on process and outcome assessments, public sector labour and management can use mutual benefit dialogues to benefit themselves, residents, and communities more broadly.

Bargaining coordination appears to be more critical at times of rapid economic change, according to Aidt and Tzannatos (2008), than in times of more excellent stability. As a result, they argue that the 'package' of (formal and informal) labour market institutions is more important for the economy's performance than unionisation or specific components of unionism. Bourque (2008), on the other hand, underlines the importance of International Framework Agreements (IFAs) in multinational businesses' collective bargaining (MNC). The study employed a variety of data, including content analysis of 42 IFAs and interviews with members of the five Global Union Federations (GUFs) involved in the talks, to analyse the substance and efficacy of these agreements. IFAs frequently include a pledge by the signatory MNC to implement the ILO's fundamental conventions in all of its operations and alert its business partners of their responsibilities under the agreement, according to the study's findings.

Its history and structure and its role in conflict resolution, labor regulation, and collective bargaining are examined by Shen and Benson (2008). China's tripartite consultation system was deemed to depart from the ILO's suggestion due to its lack of neutrality and independent employee representation, insufficient legal enforcement of consultation conclusions, and limited commitments. The authors believe that a tripartite consultation is a first step toward more authentic collective bargaining despite these problems. Sixty-six collective bargaining agreements between teachers' unions and Florida school districts were gathered and analysed for provisions relevant to teacher assignment in Cohen-Vogel and Osborne-Lampkin (2007)'s work. Despite the fact that seniority rules typically favour seniority, the findings show that contracts provide administrators more flexibility in terms of transfers, cuts, and reassignments than critics have alleged. Furthermore, contracts do not impose greater restrictions on administrators' assignment decisions in large, poor, minority, or low-performing districts than in other districts.

Cutcher-Gershenfeld, Kochan, Ferguson, and Barrett (2007) gathered data from matched pairs of union and management negotiators in three stratified, national, random sample surveys. The study offered a unique viewpoint on the current state of collective bargaining in the United States. It illustrates a trend in which critical institutional characteristics like contract deadlines' focusing effect and even the ability to reach agreements have worsened. In addition, a process in which innovations can have transformative effects, but only in a tiny number of situations. Arrowsmith and Marginson (2006) investigated MNC policy and practice in two industries, metalworking and banking, and four nations, Belgium, Germany, Italy, and the United Kingdom. The findings suggest that, while the cross-border dimension of collective bargaining remains underappreciated in formal terms, its significance may be obscured by the fact that it is implicit rather than explicit, and that European Works Councils have had some impact in reinforcing the importance of the international dimension for domestic and, on rare occasions, transnational collective bargaining.

According to an analysis of two public sector collective bargaining experiences by Caverley, Cunningham, and Mitchell (2005), guaranteeing the clarity of the negotiation concerns was a crucial driver in moving the negotiations agenda ahead. Furthermore, past discussions and the negotiators' expertise/style influenced the fragile level of confidence formed. The success of collective bargaining cannot be attributed to a single factor. Instead, many aspects are important and supportive of the overall performance of the collective bargaining process. On the other hand, Hubler and Jirjahn (2003) looked into the interaction of establishment-level codetermination and industry-level collective bargaining in Germany. Based on a bargaining model, the study discovered that works councils have a positive impact on productivity in the covered industrial relations regime but not in the uncovered regime. Works councils have a good effect on wages in the uncovered system, but not as much in the covered system.

In addition, Warner and Sek-Hong (1999) found that government enterprises used collective bargaining agreements more frequently than multinational firms. If they are generally adopted, such contracts may need to be made more "customer" for the latter. Based on survey and anthropological data from two teacher-school board disagreements, Linda (1994) discovered that bargaining serves a communication function by signalling potential challenges, clarifying misunderstandings, and exchanging information. Interaction patterns and subtle hints embedded in arguments, proposition exchanges, and examples unwittingly expose these functions. The productive character of conflict in negotiation also requires the development of relationships within and between teams, constituents, and the general public.

Mulunda, Were, and Muturi (2018) looked at empirical research to evaluate how collective bargaining affects employee performance in the energy sector. Kenya's Nairobi County. In the Energy Sector, stratified random sampling was employed to choose 356 personnel from a population of 5,001. A questionnaire was used to collect data for the study. According to the correlation coefficient results, collective bargaining has a significant favorable effect on employee performance. Employee performance rises by 0.362 for every one-unit increase in collective bargaining, indicating that collective bargaining positively impacts employee performance. Moore, Onaran, Guschanski, Antunes, and Symon (2018) published ten in-depth case studies of collective bargaining, each based on an analysis of collective bargaining agreements and in-depth interviews with the actors involved: 16 trade union officers, 16 government officials, and 16 private sector executives in total. According to the research, many bargaining power metrics, including union density, welfare state retrenchment, minimum wages, and female employment, considerably impact labor share.

When negotiating work performance, Babalola and Ishola (2017) looked into the impact of collective bargaining and employee happiness. A standardised questionnaire was given to 181 unionised public sector employees who were chosen at random. Employee satisfaction with collective bargaining ($=.56$, $p 0.01$) was found to be a strong direct predictor of work performance in the first of the two models. Employee performance improved by 35 percent in the second model.

Okpalibekwe, Onyekwelu, and Dike (2015) used a survey study approach to collect data from 218 participants out of a total population of 493. The data was collected through the use of a questionnaire. According to the study's findings, the Nigeria Union of Local Government Employees has contributed to industrial peace, employee commitment to optimum job productivity, and the effective use of collective bargaining to improve organisational performance. Olive (2015) investigated the impact of collective bargaining on Sorwath Company employee performance. A total of 497 persons were polled, with 99 being chosen as a representative sample. 90.8 percent of respondents agreed that hurdles were addressed during the bargaining process, according to the survey. Some issues, such as firm size, legal protection for employees, leadership structure, and others, were resolved. As a result of this research, 100% of respondents felt that unions are vital for a business because they help employees honour their commitments and defend their rights to create a work-life balance. Collective bargaining increased Sorwath's social conversation and influenced employee performance, which in turn influenced the company's overall performance.

Comboh (2014) investigated the causes of conflicts in the context of labour relations and collective bargaining and their influence on employees and organisational performance. The study comprised 350 persons who worked in the Pakistani automobile sector in a unionised situation. According to the research, all types of industrial conflicts negatively impact employee and organisational performance. In contrast, two types of conflicts, (1) salary and benefit inequity; and (2) profit sharing, have a negative impact on workers and organisational performance. While Kabuoh, Nma, Erigbe, Patience, and Ilori (2014) looked on the impact of collective bargaining as a technique for resolving disagreements on the effectiveness of organisations. Primary and secondary data were used to support the descriptive and survey methodologies. A population of 120/69 employees with a sample size of 59 was chosen using the stratified sampling technique and the Yamane formula. The responses were subjected to chi-square analysis from the data acquired by surveys. According to the findings, employing collective bargaining as a method of conflict resolution could result in a cordial relationship between management and employees. According to the 5% degree of freedom (12.59) test, industrial unrest can be addressed through collective bargaining.

Furthermore, Akhaukwa, Maru, and Byaruhanga (2013) investigated the impact of collective bargaining on the Kenyan public's perception of industrial relations. The study used a stratified random sample of 322 respondents interviewed in 2012 at Kenya's three public universities. Expert opinion was used to determine the validity of research tools, whereas the Cronbach alpha coefficient was used to assess their reliability. To examine qualitative and quantitative data, descriptive and inferential statistics were used. To reduce the amount of variables for future research, exploratory factor analysis was performed. Linear regression analysis was used to investigate the impact of collective bargaining on labour relations. The findings show that collective bargaining significantly impacts the industrial relations environment ($=0.495$, $p0.05$). Finally, in the 2005–2006 school year, Strunk and Grissom (2010) studied 113 California school board members and teachers' union school district collective bargaining agreements. According to both board members' estimates of union strength and board members' union support in prior elections, districts with more critical unions provide school district managers less flexibility than contracts in districts with weaker, less active unions.

Literature Matrix

Authors	Title	Sample Size	Location	Variables	Design	Result	Controversies
Mulunda, Were, and Muturi (2018)	Effect of Collective Bargaining on Employee Performance in The Energy Sector in Nairobi City County, Kenya	356	Kenya	Collective Bargaining and Employee Performance	Descriptive	collective bargaining had a positive significant effect on employee performance	
Babalola and Ishola (2017)	Perception of collective bargaining and satisfaction with collective bargaining on employees' job performance	181	Nigeria	collective bargaining, satisfaction and employees' job performance.	ex post-facto	Employee satisfaction with collective bargaining was found to be a substantial direct predictor of job performance. Second, the model revealed a 35 percent increase in employee work performance.	contradicted Traxler and Brandl (2011) study which revealed that collective bargaining had no impact on employee performance.
Okpalibekwe, Onyekwelu, and Dike (2015)	Collective Bargaining and Organisational Performance; A Study of the Nigeria Union of Local Government Employees of Idemili North Local Government Council, Anambra State (2007 -2012).	218	Nigeria	Trade Union, collective Bargaining and Organisational Performance	Survey	The Nigeria Union of Local Government Employees has contributed to labor peace, employee commitment to optimum job productivity, and the successful use of collective bargaining to improve organisational performance.	
Olive (2015)	Collective bargaining and employee performance: A case study of sorwathe Ltd	99	Kenya	Collective bargaining and employee performance	Descriptive	Collective bargaining enhanced Sorwathe's social dialogue and, as a result, influenced employee performance and, as a result, the company's overall performance.	
Comboh (2014)	Examine Conflicts in Industrial Relations & Collective Bargaining context and its impact on Workers & Organisation Performance	350	Pakistan	Industrial conflicts, employee's and Organisation's performance	Descriptive	Industrial conflicts of any kind have a negative impact on employee and organisational performance.	
Kabuoh, Nma, Erigbe, Patience, and Ilori (2014)	Collective bargaining as a conflict resolution strategy for organisational effectiveness	59	Nigeria	Collective bargaining and organisational effectiveness	Descriptive and Survey	As conflict resolution strategy, collective bargaining may result in a friendly relationship between	

						management and employees. Industrial discontent can be handled through collective bargaining, according to a 5 percent degree of freedom (12.59) test.	
Akhaukwa, Maru, and Byaruhanga(2013)	Effect of Collective Bargaining Process on Industrial Relations Environment in Public Universities in Kenya	322	Kenya	Collective bargaining and Industrial relations environment	Explanator y	collective bargaining process has a significant effect on industrial relations environment	

III. Research Method

The study is purely exploratory, which relies on desktop review analysing previous studies, Books, Journals, news articles, government publications, and websites. The existing literature formed the basis that backs most of the arguments put forward to assess variables under study. The synthesised input from published articles and institutional websites helps the researcher explore the influence of Negotiation and Collective Bargaining as a tool in enhancing organisational effectiveness in Nigeria.

IV. Discussions

Mulunda, Were, and Muturi (2018) concluded that collective bargaining significantly influences employee performance based on the matrix above. To determine the association between the variables, the researchers examined a sample of 356 employees in Kenya's energy sector. Similarly, Babalola and Ishola (2017) found that employee satisfaction with collective bargaining was a major direct predictor of job performance in the Nigerian context. However, the study's sample size is only 181 employees, which is significantly fewer than the latter. Similarly, Olive (2015) found that collective bargaining increased the social discourse at Sorwathe company and influenced employee performance, thus the company's overall performance, using a sample of 99 respondents in Kenya. The findings, however, contradict Traxler and Brandl (2011), who found that collective bargaining did not affect employee performance.

On the other hand, Okpalibekwe, Onyekwelu, and Dike (2015) found that the Nigeria Union of Local Government Employees helped to ensure industrial peace, employee commitment to optimum job productivity, and effective use of collective bargaining to improve organisational performance using a sample size of 218. In a similar line, Comboh (2014) found that all types of industrial conflicts are negatively related to employee and organisational performance, using a sample of 350 in Pakistan, larger than the later study. However, Kabuoh, Nma, Erigbe, Patience, and Ilori (2014) used a sample of 59 in Nigeria and found that collective bargaining as a conflict resolution strategy can result in a cordial relationship between management and employees while also confirming that industrial unrest can be controlled through collective bargaining. Similarly, Akhaukwa, Maru, and Byaruhanga (2013) concluded that the collective bargaining process has a considerable impact on industrial relations in Kenya, using a sample size of 322 people.

Finally, one can draw from the debates that collective bargaining is a negotiation process that affects the effectiveness of an organisation. Giving employees the legal authority to bargain collectively over some aspects of their jobs, in other words, gives them the power to influence workplace outcomes like job performance. This shows that collective bargaining increased employee commitment and efforts to improve organisational effectiveness.

V. Conclusion

The focus of this research was to look at the influence of negotiation and collective bargaining as techniques for improving organisational effectiveness. Based on the evidence of the interpreted literature analysis, findings, and presentations, the study concludes that collective bargaining usually promotes cooperation and mutual understanding between workers and management by providing a framework for dealing with industrial relations issues without resorting to strikes and lockouts. Every industrial relations system relies on intense negotiating in collective bargaining. It is a method of obtaining regulated flexibility, according to Cole (2005). It affects employee performance when management adheres to it. When management conforms to

collective bargaining, Budd et al. (2008) found that it builds a workable relationship with control based on mutual respect, in which genuine benefits are achieved on agreed-upon terms rather than at management's discretion.

VI. Recommendation

Based on the findings above, the study recommends the following:

1. Collective bargaining and negotiation as a mechanism for improving organisational effectiveness should be recognised and strengthened.
2. The government and labor unions should not be at odds all of the time, but should remember that negotiation is a crucial instrument for meeting their own objectives and delivering public benefits.
3. Unions should no longer be stereotyped as an oppositional force to companies. Both the union and the employers should consider each other as collaborators in the development of their members, organisations, and the country as a whole.
4. In the public sector, the cost-of-living index should be utilised to start adjusting salaries and earnings.

Suggestions for Further Research

The study discovered other variables; for instance; Industrial conflicts which also influence the impact of collective bargaining on organisation effectiveness. There is a need for other researchers to carry out other studies to exhaust them.

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