

Since 2000

ISSN:2393-1795 ISSN-L:2068-6900





Issue 4/2023

IMPACT OF TRADE UNIONS' PRESENCE ON THE ENHANCEMENT OF SAFETY PERFORMANCE OF WORKERS IN THE MARITIME INDUSTRY IN LAGOS STATE

Pedro Uwadum ADAGBOR¹, Wilfred IsiomaUKPERE²

¹Department of Human Kinectics and Health Education, Tai Solarin

University of Education, Ijebu-Ode, Ogun State

Email: puwadum@gmail.com

²Department of Industrial Psychology and People Management, School of

Management, College of Business and Economics,

University of Johannesburg, Auckland Park Kingsway Campus,

Corner Kingsway & University Road

PO Box 524, AUCKLAND PARK, 2006, South Africa, Tel: +27115592722

Email: wiukpere@uj.ac.za

How to cite: Adagbor, P. U. & Ukpere W.I. (2023). "Impact of Trade Union' Presence on the Enhancement of Safety Performance of Workers in the Maritime Industry in Lagos State". *Annals of Spiru Haret University*. *Economic Series*, 23(4), 49-76, doi: https://doi.org/10.26458/2341

Abstract

Trade unions plays a pivotal role in championing the rights and well-being of workers, including the enhancement of job safety performance. The study investigated the impact of trade unions' presence in the enhancement of job safety performance of workers in the Maritime industry in Lagos state. Proportionate random sampling technique was employed to select two hundred (200) workers. The data collection instrument consisted of a researcher-designed questionnaire. The data analysis involved pie charts and multiple regression analysis. The findings reveal that trade unions' presence significantly enhance workers' adherence to safety regulations and standards to perform their job safely (R=.783, P<0.05); trade unions' presence significantly enhance safety knowledge and skills of workers to perform their job safely (R=.590, P<0.05); trade unions' presence significantly improve the



Economic Series

Since 2000 ISSN:2393-1795 ISSN-L:2068-6900





Issue 4/2023

provision of proper safety equipment to enhance workers' job safely (R=.671, P<0.05); trade unions' presence significantly enhance workers with hazard identification and control to perform their job safely (R=.592, P<0.05); trade unions' presence significantly enhance support to workers who experience injuries or accidents to perform their job safely (R=.671, P<0.05) in the Maritime industry in Lagos state. Considering the findings, it was therefore suggested that trade unions should continue to actively engage with workers and employers to promote adherence to safety regulations and standards; prioritize the provision of safety knowledge and skills to workers through ongoing training programs; actively support employers in ensuring the provision of appropriate safety equipment to workers; work closely with employers to strengthen hazard identification and control processes in the workplace; focus on establishing support systems for workers who experience injuries or accidents.

Keywords: *Job safety, Safety Performance, Social exchange, Trade union*

JEL Classification: J5; J51; L8

1. Introduction

Job safety is a critical aspect of ensuring the well-being and productivity of workers in any organization. Employers bear the responsibility of creating a safe and healthy work environment for their employees (Kalatpour and Khavaji, 2016). Job safety performance is a crucial aspect of the overall well-being and satisfaction of workers. When employees feel secure and safe in their workspace, their productivity is likely to increase, engaged, and motivated. On the other hand, a lack of proper safety measures can lead to increased accidents, injuries, and illnesses, resulting in physical and emotional distress for workers. However, the implementation and maintenance of proper safety measures can be challenging without the active involvement of trade unions (Karunarathne and Ajith, 2020). In the maritime space in Lagos today, the following are the different trade unions: Dockworkers' Union of Nigeria, Senior Staff Association of Statutory Corporations and Government Owned Companies (SSASCGOC), Nigeria Union of Seamen and Water Transport Workers, Union of Shipping, Clearing and Forwarding Agencies and Maritime Workers Union of Nigeria (MWUN). Each of which plays pivotal role in representing the needs of their members. Trade unions play a crucial role in advocating for the rights and welfare of workers, including the enhancement of job safety performance (Saeed, Mussawar, Lodhi, Iqbal, Nayab and Yaseen, 2013). In



conomic Series Since 2000





ISSN:2393-1795

ISSN-L:2068-6900

Issue 4/2023

this article, we will explore the significant contributions of trade unions in promoting job safety and how their involvement can lead to a safer working environment for employees.

However, before delving into the role of trade unionism, it is essential to understand the existing challenges faced by workers regarding job safety. Many industries and sectors often prioritize productivity and profit margins over employee well-being, leading to compromised safety protocols and hazardous working conditions. This disregard for safety can result in accidents, injuries, and even fatalities, significantly impacting workers' lives and families (Agwu, 2012). Moreover, workers may face various barriers when attempting to address job safety concerns individually. Fear of reprisal, lack of knowledge about their rights, or limited access to resources can hinder their ability to voice their concerns effectively. This is where trade unions step in as powerful advocates for workers' rights, providing a collective voice to address these issues (Katsuro, Gadzirayi, Taruwona and Mupararano, 2020). Trade unions possess the expertise, experience, and resources necessary to engage with employers and collaborate on improving job safety measures. They act as mediators between management and workers, negotiating for safer working conditions, enforcing compliance with safety regulations, and ensuring that employees receive the necessary training and tools for safe job performance (Karunarathne and Ajith, 2020).

Furthermore, trade unions actively engage in the advancement and execution of safety policies and procedures. Through engaging with management, they can influence the decision-making process, ensuring that worker safety remains a top priority. Through ongoing discussions and consultations, trade unions can help identify potential hazards, recommend effective control measures, and foster a culture of safety within the organization. They play a pivotal role in educating and empowering workers about their rights and safety regulations. They provide training programs, workshops, and information sessions to help employees understand potential risks in their workplace and the measures in place to mitigate them. This knowledge equips workers with the necessary skills to identify hazards, report unsafe conditions, and take appropriate actions to protect themselves and their colleagues (Florence and Amos, 2017).

Trade unions act as a support system for workers who are victims of accidents or injuries. They ensure that affected employees receive adequate compensation, medical assistance, and support during their recovery process. Trade unions can also advocate for improved rehabilitation programs and initiatives to help injured workers reintegrate into the workforce successfully (Florence and Amos, 2017).



Conomic Series Since 2000 INSTITUTUL CENTRAL



ISSN:2393-1795

ISSN-L:2068-6900

Issue 4/2023

Hence, trade unions play an integral role in enhancing job safety for workers. Their involvement in advocating for safer working conditions, negotiating with employers, and educating employees significantly contributes to creating a culture of safety within organizations. By providing a collective voice for workers, trade unions help to address the challenges and barriers that individuals face in ensuring their own safety. It is imperative that employers recognize, and value the important role trade unions play in safeguarding the interest of workers. Collaboration between trade unions, employers, and regulatory bodies is essential to ensure that job safety remains a priority and that workers can perform their duties in a secure and healthy environment (Gyekye, Salminen and Ojajarvi, 2012).

According to Campbell and Wiernik (2015), trade unions play a significant role in enhancing job safety performance by advocating for the implementation and enforcement of safety regulations and standards. They collaborate closely with employers to establish appropriate safety measures, such as safety regulations and standards, safety knowledge and skills, proper safety equipment, hazard identification and control, and provide support to workers who experience injuries or accidents. Trade unions have a critical role in advocating for the enforcement of safety regulations and standards in the workplace. They work with employers to ensure compliance with local and national safety guidelines, which directly impact job safety performance. They advocate for proper training and education programs to equip workers with the requisite skills and knowledge to perform their jobs safely.

According to Greepherson (2013), trade unions work with employers to ensure that employees receive adequate safety training and understand potential hazards in the workplace. They emphasize the importance of providing workers with proper safety equipment to minimize the risks associated with their job tasks. They negotiate with employers to ensure the availability and proper use of proper safety equipment to enhance job safety performance. They actively participate in identifying potential hazards in the workplace and recommending effective control measures. Kalatpour and Khavaji (2016) further noted that trade unions collaborate with employers to conduct risk assessments, implement safety protocols, and make necessary changes to minimize risks and enhance job safety performance. Trade unions provide support and representation to workers who experience workplace accidents or injuries. They assist workers in accessing appropriate medical care, ensuring fair compensation, and supporting their rehabilitation process, ultimately contributing to job safety performance.



Since 2000





ISSN-L:2068-6900 ISSN:2393-1795

Issue 4/2023

Trade unions also have a crucial role in fostering a culture of safety among workers. Through their communication channels and outreach programs, they raise awareness about safety practices and encourage participation of workers in maintaining a safe workspace. By involving workers in safety committees and providing platforms for feedback and reporting, trade unions empower employees to contribute to the improvement of job safety performance. In addition to their advocacy efforts, trade unions offer support and representation to workers who experience workplace accidents or injuries. They ensure that affected employees receive the necessary medical attention and support, including compensation for any losses or damages suffered (Kaynak, Toklu, Elci and Toklu, 2016). Trade unions also assist workers in navigating the workers' compensation process, ensuring that their rights are protected and that they receive fair treatment and rehabilitation services (Milijic, Mihajlovic, Strbac and Zivkovic, 2013).

Furthermore, trade unions play a critical role in addressing emerging safety issues and staying up to date with advancements in safety practices. They actively participate in research and development activities related to job safety, collaborate with experts and organizations, and advocate for the incorporation of modern days safer technologies and practices to enhance job safety performance. This proactive approach helps to anticipate and mitigate potential risks, ensuring that workers are protected from evolving hazards in their workplaces (Samarasinghe and Karunarathne, 2015). Hence, trade unions are instrumental in enhancing job safety performance of workers. Through their advocacy, collaboration, and support, they contribute to the development and maintenance of safe working environments. Through promoting compliance with safety regulations, fostering a culture of safety, and providing representation for workers. Trade unions play a vital role in safeguarding the well-being and job safety accomplishment of employees. Employers and regulatory bodies must recognize and value the contributions of trade unions and work together to prioritize job safety for the benefit of all workers. Given the background outlined above, this study aims to examine the impact of trade unions on the enhancement of job safety performance of workers in the Maritime industry in Lagos State.

1.2 Problem Statement

Despite the importance of job safety for the well-being and productivity of workers, many organizations struggle to prioritize and maintain adequate safety measures in the workplace. This poses a significant challenge for workers, as they face increased risks of accidents, injuries, and occupational illnesses. While employers bear the primary responsibility for ensuring job safety, the involvement



Economic Series Since 2000





ISSN:2393-1795

ISSN-L:2068-6900

Issue 4/2023

of trade unions is crucial in enhancing job safety performance. However, there are several issues that hinder the effective collaboration between trade unions and employers in improving job safety. The lack of prioritization and maintenance of safety measures in the workplace poses challenges for workers, leading to increased risks of accidents and injuries. While employers hold the primary responsibility for job safety, trade unions play a crucial role in enhancing job safety performance. However, there are barriers to effective collaboration between trade unions and employers. Workers often lack awareness of safety regulations, hindering their ability to identify hazards and take preventive actions. Insufficient resources, including budgets, training programs, and personal protective equipment, further compromise job safety performance. Fear of reprisal and job insecurity discourages workers from engaging in safety discussions. Inadequate communication channels and collaboration hinder timely hazard identification and control (Dwomoh, Owusu & Addo, 2013). In fact, there can be a disconnection between safety policies and their implementation, leading to inconsistent enforcement. Addressing the issues raised requires bridging the knowledge gap, providing resources, creating a supportive environment, improving communication, and ensuring consistent enforcement. Trade unions have a vital role to play in creating a safer working environment through effective collaboration with employers.

1.3 Research questions

From the problem statement the following research questions are raised to guide the study.

- 1. Will trade unions' presence significantly enhance workers awareness of safety regulations and standards to perform their job safely in the Maritime industry in Lagos State?
- 2. Will trade unions' presence significantly enhance safety knowledge and skills of workers to perform their job safely in the Maritime industry in Lagos State?
- 3. Will trade unions' presence significantly support workers with proper safety equipment to perform their job safely in the Maritime industry in Lagos State?
- 4. Will trade unions' presence significantly support workers with hazard identification and control to perform their job safely in the Maritime industry in Lagos State?



Economic Series Since 2000





ISSN:2393-1795

ISSN-L:2068-6900

Issue 4/2023

5. Will trade unions' presence significantly enhance support towards workers who experience injuries or accidents in the line of duty in the Maritime industry in Lagos State?

1.4 Research objectives

The objectives of the study are:

- 1. To establish whether trade unions' presence significantly enhance workers' awareness of safety regulations and standards to perform their job safely in the Maritime industry in Lagos State.
- 2. To investigate whether trade unions' presence significantly enhance safety knowledge and skills of workers to perform their job safely in the Maritime industry in Lagos State.
- 3. To establish whether trade unions' presence significantly support workers with proper safety equipment to perform their job safely in the Maritime industry in Lagos State.
- 4. To investigate whether trade unions' presence significantly support workers with hazard identification and control to perform their job safely in the Maritime industry in Lagos State.
- 5. To investigate whether trade unions' presence significantly enhance support towards workers who experience injuries or accidents in the line of duty in the Maritime industry in Lagos State.

1.5 Hypotheses

Based on problem statement, research questions and objectives the following hypotheses have been formulated:

H1₀: Trade unions' presence will not significantly enhance workers' awareness of safety regulations and standards to perform their job safely in the Maritime industry in Lagos State.

 $H2_0$: Trade unions' presence will not significantly enhance safety knowledge and skills of workers to perform their job safely in the Maritime industry in Lagos State.

H3₀: Trade unions' presence will not significantly support workers with proper safety equipment to perform their job safely in the Maritime industry in Lagos State.

H4₀: Trade unions' presence will not significantly support workers with hazard identification and control to perform their job safely in the Maritime industry in Lagos State.



Economic Series Since 2000

ISSN:2393-1795 ISSN-L:2068-6900





Issue 4/2023

H5₀: Trade unions' presence will not significantly enhance support towards workers who experience injuries or accidents in the line of duty in the Maritime industry in Lagos State.

2. Literature Review

This study is subjected to two (2) theories, namely social exchange theory propounded by George Homans (1961) and agency theory propounded by Michael C. Jensen (1976)

2.1 Social exchange theory

George Homans, an American sociologist, is renowned as a key proponent of social exchange theory, which served as a foundational framework for comprehending social interactions and relationships based on exchanges of resources, rewards, and costs (Homans, 1961). Herein is an overview of the social exchange theory, its assumptions, and its relevance to the present study. Social exchange theory posits that social interactions are based on a rational calculation of rewards and costs. Individuals engage in relationships and exchanges to maximize their benefits and minimize their costs. According to Homans (Homans, 1961), individuals engage in behavior that yields rewards and avoid behavior that results in costs. The theory suggests that individuals form relationships and maintain them based on the expectation of receiving desirable outcomes from these interactions.

Social exchange theory presupposes that individuals act as rational decision-makers, meticulously evaluating the benefits and drawbacks associated with their actions. They weigh the potential benefits against the anticipated risks or costs before engaging in any social exchange (Mitchell, et al., 2012). The theory assumes that individuals' behavior is influenced by their relationships with others. People engage in exchanges to meet their needs and depend on others for resources, information, and support. Social exchange is based on the principle of reciprocity, meaning individuals expect that their actions will be reciprocated by others (Mullins, 2013). If one party provides rewards or benefits, the other party is expected to reciprocate in kind gesture. Individuals have a comparison level, which represents their expectations of what they deserve or what they believe is fair in a particular exchange. They evaluate the outcomes of their interactions based on this standard (Robbins & Judge, 2022).

Social exchange theory is relevant to the study, as the theory helps in understanding the motivations of workers to join trade unions. Workers expect to receive certain benefits and protections from trade unions, including improved job safety. By examining the exchange relationship between trade unions and workers,



Since 2000

ISSN:2393-1795 ISSN-L:2068-6900





Issue 4/2023

the theory can shed light on the factors that drive workers' involvement in advocating for better job safety measures. The theory highlights the reciprocal nature of social exchanges. Trade unions negotiate with employers to improve job safety conditions, and in return, workers contribute to the union's objectives and participate in collective actions (Venter & Levy, 2014; Bendix, 2019). The theory emphasizes the interdependence between trade unions and workers, where both parties benefit from a safer working environment. The theory's concept of a comparison level is relevant to understanding workers' expectations regarding job safety. Workers compare their current job safety conditions with their perceived fair or desired level of safety.

Moreover, trade unions play a vital role in advocating for higher standards of safety, helping workers achieve a comparison level that aligns with their expectations. Social exchange theory posits that individuals engage in judicious decision-making when assessing the rewards and costs of their actions (Mullins, 2013). The theory can help in analyzing the decision-making processes of trade unions and workers concerning job safety. It allows for an examination of the choices made by trade unions to prioritize job safety and the considerations of workers in actively participating in safety-related activities (Leap and Crino, 2014). Hence, social exchange theory provides a framework to understand the motivations, expectations, and reciprocal relationship between trade unions and workers in enhancing job safety performance. By considering the principles of social exchange, the theory helps illuminate the dynamics at play in the relationship between trade unions and job safety, contributing to a deeper understanding of their impact on worker well-being and safety.

2.2 Agency theory

Michael C. Jensen, an economist, is one of the key proponents of the agency theory. His work, along with William H. Meckling, focuses on the relationship between principals (employers) and agents (employees or trade unions) and the challenges that arise due to divergent interests (Jensen, & Meckling, 1976). The agency theory examines the relationship between principals who delegate tasks, and agents who carry out the delegated tasks in organizations. It recognizes that there may be divergent interests and goals between principals and agents, leading to agency problems. According to Jensen (2000), agency relationships are characterized by information asymmetry, risk, and conflicts of interest. The theory focuses on aligning the interests of principals and agents and minimizing the costs associated with these divergent interests.



conomic Series Since 2000 INSTITUTUL CENTRAL CERCETARE 6 STRINTIPICA



ISSN:2393-1795

ISSN-L:2068-6900

Issue 4/2023

Agency theory assumes that there is a difference in the information available to principals and agents. Principals may not have complete knowledge of agents' actions, efforts, or intentions, creating a potential for conflicts of interest (Pearce & Robinson, 2014). The theory assumes that individuals act in their self-interest and seek to maximize their own well-being. Agents may prioritize their own goals and objectives, which may not align with the interests of principals. Due to the information asymmetry and the potential for agents to act in their self-interest, principals must implement mechanisms for monitoring and controlling to ensure that agents act in line with the principals' interests (Noe et al, 2015). These mechanisms may include performance evaluations, incentives, contracts, and monitoring systems. Agency theory recognizes the concept of moral hazard, which refers to the risk that agents may engage in opportunistic behavior or shirk their responsibilities once delegated a task. Agents may take advantage of the information asymmetry and act in ways that are detrimental to the principals' interests (Pearce & Robinson, 2014).

The agency theory is relevant to the present study, as it helps to understand the relationship between employers (principals) and workers (agents) in terms of job safety. Employers delegate the responsibility of maintaining job safety to workers, who may have their own goals and interests. Trade unions act as agents representing the interests of workers and aim to align their interests with the principals' goal of ensuring job safety. Agency theory placed emphasis on the necessity of monitoring and control mechanisms to mitigate agency problems (Mullins, 2013; Noe et al. 2015). In the context of job safety, trade unions can be involved in a crucial part in monitoring and guaranteeing compliance with safety regulations and procedures (Olokede & Ukpere, 2023a). They act as a check on employers' actions and advocate for effective safety measures and enforcement (Venter & Levy, 2014). Agency theory provides insights into the challenges of aligning the interests of principals and agents. Trade unions, as representatives of workers, work towards aligning workers' interests in job safety with the overall objectives of employers. They negotiate for safer working conditions, promote the use of proper safety gears, and advocate for improved safety policies (Bendix, 2019). The theory focuses on moral hazard and is relevant to the study of job safety. Trade unions play a role in mitigating moral hazard by ensuring that workers adhere to safety protocols, report hazards, and engage in responsible behavior. They provide support, education, and advocacy to workers to minimize the risk of opportunistic behavior that could compromise job safety (Raamazan, Arzu and Ismail, 2016).



Since 2000

ISSN-1 :2068-6900 ISSN:2393-1795





Issue 4/2023

2.3. Empirical Review

In a study conducted by Olatunji, Aliyu, Afolayan, Atolagbe, and Ibrahim (2016), the researchers aimed to empirically examine the relationship between the presence of trade unions in a work organization and the achievement of improved working conditions for employees in Seven-Up Bottling Company, Ilorin. The research adopted a survey design and collected quantitative data through structured questionnaires. The findings indicated a significant relationship between the presence of trade unions in a work organization and the attainment of improved working conditions for employees in the selected company. The study concluded that the existence of trade unions plays a significant role in fostering improved working conditions within a work organization.

Fanso and Ugur (2021) investigated the impact of trade unionism on performance of employee in Cameroon, with a focus on the teachers and drivers' trade unions. The researchers collected both quantitative and qualitative data using questionnaires and structured interviews. The study's outcomes unequivocally illustrate that trade unions in Cameroon play an indispensable role in enhancing employee performance. The research revealed that teachers and drivers in Cameroon predominantly join trade unions to safeguard employes' rights. The principal strategies employed by trade unions encompass organizing, collective bargaining, alliance-building, and taking action. Furthermore, it was discerned that trade unions bear a fundamental responsibility in advocating for the rights and socioeconomic interests of their members. Therefore, it is hereby proposed that, trade unions should prioritize negotiation for collective bargaining rather than confrontations with employers. Additionally, employers should provide opportunities for upskilling and training to augment employee performance (Olokede & Ukpere, 2023b). In conclusion, the trade unions of teachers and drivers in Cameroon should prioritize protecting workers' rights and advancing their socioeconomic interests.

Nkirote and Kiiru (2018) investigated the effect of trade union activities on the performance of universities in the public sector in Kenya. Adopting a census approach, due to few numbers of respondents by using questionnaires as data collection instruments. Their data analysis encompassed both descriptive and inferential statistics. The findings of the study revealed that collective bargaining had an inverse and statistically significant impact on the performance of employees in universities in the public sector. On the other hand, the welfare of employee and code of regulation had a very strong statistically significant effect on performance. However, the code of discipline had an inverse and statistically insignificant effect



Since 2000 ISSN-1 :2068-6900 ISSN:2393-1795





Issue 4/2023

on performance. Based on these findings, the study proposes the implementation of a specific time frame after a collective bargaining agreement has been reached to reduce the frequency of negotiations, to mitigate its adverse effects on performance. Furthermore, public universities should prioritize activities that focus on employees' welfare, as this has been found to improve performance.

Osman (2014) examined the influence of union activities on employee performance. The research methodology employed was descriptive in nature. The results of this study align with previous research, affirming that union activities exert an influence on workers' performance in the workplace. This suggests that employers should establish adequate structures to mitigate the occurrence of industrial action. Implementing effective measures to address employee concerns, will reduce workers propensity to resort to strike actions.

Bakokor and Antwi (2020) conducted a study to assess the impact of trade union activities within Ghana's Food and Drugs Authority (FDA) on employee fulfilment. Data were collected from actively involved FDA employees who were members of the trade union. The FDA was deliberately chosen for the survey due to the presence of an active trade union within the organization. The researchers gathered information from selected respondents who were active members of the trade union. The result of the inquiry revealed that the majority of respondents concurred that affiliated unions should be supported in conducting collective bargaining on behalf of workers. They also advocated for the organization of workers under a unified trade union movement. Respondents emphasized the importance of affiliated unions collaborating to advocate for improved wages, reduced working hours, and enhanced working conditions. Moreover, most participants strongly endorsed the notion that the trade union plays an essential role in safeguarding its members from victimization. Effective communication facilitated by the trade union between management and employees was identified as having the most substantial impact on employee performance. Several challenges hindering the effective operation of the trade union were identified. These challenges included unfavorable government interference, lack of cooperation among union members, a high number of nominal union members, and low productivity. The inequitable involvement of employees in management decisions and insufficient efforts to increase membership were identified as the most pressing constraints faced by the trade union.

Karimi and Nyawira (2019) conducted a study to investigate the correlation between trade union campaigns and organizational performance in the health sector of Kiambu County. The findings revealed a lack of consensus among respondents



Since 2000





ISSN:2393-1795

ISSN-L:2068-6900

Issue 4/2023

regarding the trade union's use of collective bargaining agreements to negotiate for improved pay and workplace protection. The study also identified subpar working conditions within the organization, with the trade union wielding significant influence over terms and conditions as well as the implementation of occupational health and safety programs, which subsequently affected organizational performance. The results indicated a positive and significant relationship between work stoppages and organizational performance, with strikes negatively impacting the quality of service provided. Furthermore, the study identified the organization's offering of inequitable remuneration and a lack of essential facilities and safety measures. The study also highlighted the absence of organization policies addressing strikes. Concerning dispute resolution, the research revealed that trade unions represented workers in disciplinary and grievance hearings, with conflict management having a positive impact on organizational performance. Mediation emerged as a means to resolve conflicts stemming from personal differences. Wage payment was found to influence labor disputes, and the organization must have conflict management strategies in place.

3. Methodology

The study adopted a descriptive survey research design and utilized a proportionate random sampling technique to select a total of 200 workers from five departments in the Maritime industry in Lagos State. This sampling method aligns with the recommendation by Agbonmiewalent (2007), which suggests appropriate sample sizes based on the population size. In this case, a sample size of 2% or more was used for populations in the few hundred range. A researcher-designed questionnaire was deployed as the data collection instrument, comprising two sections (A and B). Section A collected demographic information, while Section B contained questions pertinent to the study. The questionnaire's validity was assessed by the researcher's supervisor, and its reliability was determined using the test-retest method. The questionnaire was administered twice to 25 employees in 7up Bottling Company, Lagos State, who were not part of the study sample, with a five-day interval. The scores obtained from the instrument were analyzed using Pearson Product Moment Correlation (PPMC), resulting in a reliability coefficient of 0.76. The collected data was then analyzed using pie charts and multiple regression using the Statistical Package for Social Science (SPSS) version 20.



Since 2000





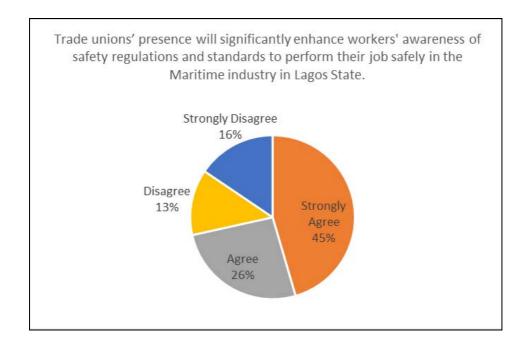
ISSN:2393-1795

ISSN-L:2068-6900

Issue 4/2023

4. Results

Research Question 1: Will trade unions' presence significantly enhance workers' awareness of safety regulations and standards to perform their job safely in the Maritime industry in Lagos State?



The chart revealed that trade unions' presence will significantly enhance workers' awareness of safety regulations and standards to perform their job safely in the Maritime industry in Lagos State. The chart revealed that 91(45.5%) of the respondents strongly agreed and 52(26.0%) agreed that trade unions' presence significantly enhances workers' awareness of safety regulations and standards to perform their job safely, while 26(13.0%) of the respondents disagreed and 31(15.50%) strongly disagreed that trade unions' presence significantly enhance workers' awareness of safety regulations and standards to perform their job safely in the Maritime industry in Lagos State.



Since 2000

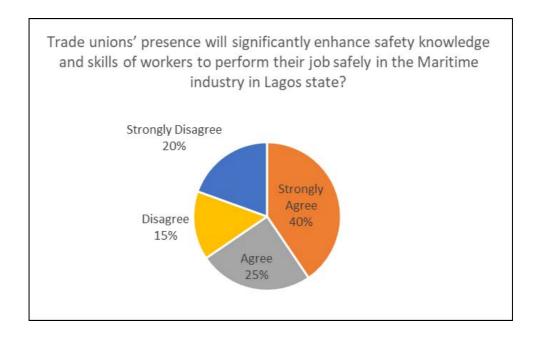


ISSN:2393-1795

ISSN-L:2068-6900

Issue 4/2023

Research Question 2: Will trade unions' presence significantly enhance safety knowledge and skills of workers to perform their job safely in the Maritime industry in Lagos State?



The chart revealed that trade unions' presence will significantly enhance safety knowledge and skills of workers to perform their job safely in the Maritime industry in Lagos State. The chart revealed that 81(40.5%) of the respondents strongly agreed and 50(25.0%) agreed that trade unions' presence significantly enhance safety knowledge and skills of workers to perform their job safely, while 30(15.0%) of the respondents disagreed and 39(19.5%) strongly disagreed that trade unions' presence significantly enhance safety knowledge and skills of workers to perform their job safely in the Maritime industry in Lagos State.



Economic Series Since 2000



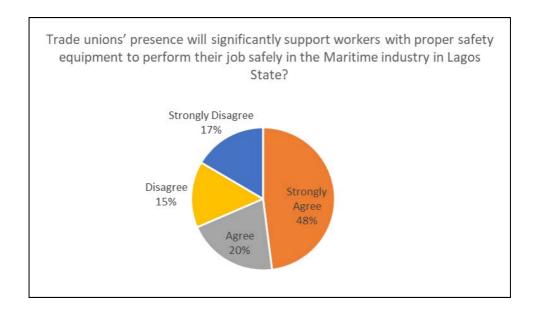


ISSN:2393-1795

ISSN-L:2068-6900

Issue 4/2023

Research Question 3: Will trade unions' presence significantly support workers with proper safety equipment to perform their job safely in the Maritime industry in Lagos State?



The chart revealed that trade unions' presence will significantly support workers with proper safety equipment to perform their job safely in the Maritime industry in Lagos State. The chart revealed that 96(48.0%) of the respondents strongly agreed and 41(20.5%) agreed that trade unions' presence significantly support workers with proper safety equipment to perform their job safely while 30(15.0%) of the respondents disagreed and 33(16.5%) strongly disagreed that trade unions' presence significantly support workers with proper safety equipment to perform their job safely in the Maritime industry in Lagos State.



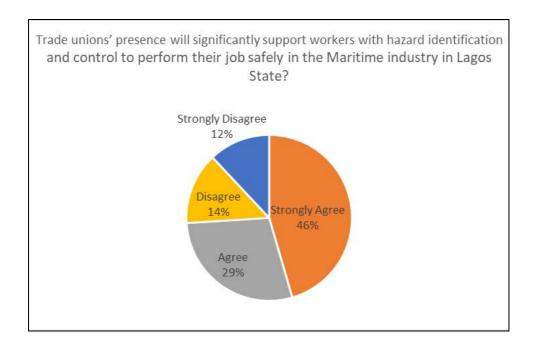
Since 2000



ISSN-L:2068-6900 ISSN:2393-1795

Issue 4/2023

Research Question 4: Will trade unions' presence significantly support workers with hazard identification and control to perform their job safely in the Maritime industry in Lagos State?



The chart revealed that trade unions' presence will significantly support workers with hazard identification and control to perform their job safely in the Maritime industry in Lagos State. The chart revealed that 91(45.5%) of the respondents strongly agreed and 57(28.5%) agreed that trade unions' presence will significantly support workers with hazard identification and control to perform their job safely, while 28(14.0%) of the respondents disagreed and 24(12.0%) strongly disagreed that trade unions' presence will significantly support workers with hazard identification and control to perform their job safely in the Maritime industry in Lagos State.



Since 2000



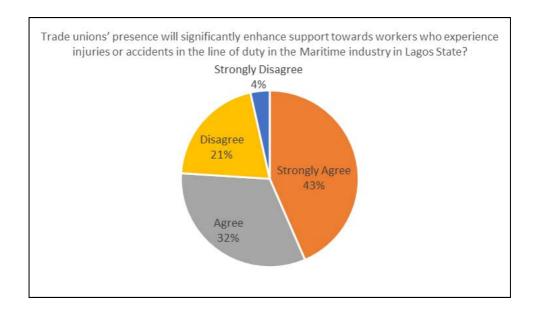


ISSN:2393-1795

ISSN-L:2068-6900

Issue 4/2023

Research Question 5: Will trade unions' presence significantly enhance support towards workers who experience injuries or accidents in the line of duty in the Maritime industry in Lagos State?



The chart revealed that trade unions' presence will significantly enhance support towards workers who experience injuries or accidents in the line of duty in the Maritime industry in Lagos State. The chart revealed that 87(43.5%) of the respondents strongly agreed and 65(32.5%) agreed that trade unions' presence will significantly enhance support towards workers who experience injuries or accidents in the line of duty, while 41(20.5%) of the respondents disagreed and 7(3.5%) strongly disagreed that trade unions' presence will significantly enhance support towards workers who experience injuries or accidents in the line of duty in the Maritime industry in Lagos State.

H₁₀: Trade unions' presence will not significantly enhance workers' awareness of safety regulations and standards to perform their job safely in the Maritime industry in Lagos State.



Economic Series

ISSN:2393-1795

Since 2000 ISSN-L:2068-6900





Issue 4/2023

Table 1: Regression analysis of research hypothesis one

R = .783 $R^2 = .633$

Multiple R²(adjusted)=.586

S.E of estimate= .686

	ANOVA				
Model	Sum of square	Df	Mean square	F	Sig.
	(SS)				
Regression	11.586	1	23.317	49.270	.001 ^b
Residual	38.092	198	.470		
Total	5.091	199			

Table 1 illustrates that the independent variable, trade unions' presence, has a significant positive effect on workers' compliance with safety regulations and standards in the Maritime industry in Lagos state, as evidenced by the values of R = .783 and R^2 (adjusted) = .633, with a p-value of .001. These results indicate that trade unions' presence will significantly enhance workers' awareness of safety regulations and standards to perform their job safely in the Maritime industry in Lagos State. In that sense, trade unions play a crucial role in enhancing workers' adherence to safety regulations and standards, enabling them to perform their tasks safely with improved safety measures.

H2₀: Trade unions' presence will not significantly enhance safety knowledge and skills of workers to perform their job safely in the Maritime industry in Lagos State.

Table 2: Regression analysis of research question two

R = .590 $R^2 = .748$

Multiple R²(adjusted)=.616

S.E of estimate= .314

	ANOVA				
Model	Sum of square	DF	Mean square	F	Sig.
	(SS)				
Regression	49.317	1	51.079	10.929	.000 ^b
Residual	8.097	198	.099		
Total	12.414	199			



Economic Series

Since 2000 ISSN-L:2068-6900 ISSN:2393-1795





Issue 4/2023

Table 2 indicates that the independent variable, trade unions' presence, has a significant positive impact in enhancing the safety knowledge and skills of workers in the Maritime industry in Lagos state, as evidenced by the values of R = .590 and R^2 (adjusted) = .748, with a p-value of .000. These results demonstrate that trade unions' presence significantly contribute to improving workers' knowledge and skills in relation to job safety, equipping them with the necessary tools to perform their tasks safely and effectively.

 $H3_0$: Trade unions' presence will not significantly support workers with proper safety equipment to perform their job safely in the Maritime industry in Lagos State.

Table 3: Regression analysis of research question three

R = .671							
$R^2 = .427$							
Multiple R ² (adjusted)=.594							
S.E of estimate= .523							
ANOVA							
Model	Sum of square	DF	Mean square	F	Sig.		
	(SS)						
Regression	50.886	1	27.721	89.942	.001 ^b		
Residual	22.447	198	.374				
Total	33.333	199					

Table 3 indicates that the independent variable, trade unions' presence, has a significant positive effect in supporting workers with access to proper safety equipment in the Maritime industry in Lagos state, as evidenced by the values of R = .671 and R^2 (adjusted) = .427, with a p-value of .001. These result highlights the fact that trade unions' presence significantly contribute towards providing workers with the necessary proper safety equipment to perform their jobs safely, thereby ensuring that they have adequate protective measures in place.

H₀: Trade unions' presence will not significantly support workers with hazard identification and control to perform their job safely in the Maritime industry in Lagos State.



Economic Series

Since 2000



ISSN:2393-1795

ISSN-L:2068-6900

Issue 4/2023

Table 4: Regression analysis of research question four

R = .592 $R^2 = .354$ Multiple R²(adjusted)=.236 S.E of estimate= .864

	ANOVA				
Model	Sum of square	DF	Mean square	F	Sig.
	(SS)				
Regression	56.504	1	64.504	9.716	.005 ^b
Residual	35.816	198	.746		
Total	42.320	199			

Table 4 indicates that the independent variable, trade unions' presence, has a significant positive impact on supporting workers' ability to identify and control hazards in the Maritime industry in Lagos State, as demonstrated by the values of R = .592 and R^2 (adjusted) = .354, with a p-value of .005. These findings suggest that trade unions' presence play a crucial role in improving workers' capacity to recognize and manage workplace hazards, thereby creating a safer work environment and enhancing overall job safety performance.

H5₀: Trade unions' presence will not significantly enhance support towards workers who experience injuries or accidents in the line of duty in the Maritime industry in Lagos State.

Table 5: Regression analysis of research question five

R = .671 $R^2 = .451$ Multiple R²(adjusted)=.439 S.E of estimate= .891 **ANOVA** Model Sum of square DF Sig. Mean square (SS) $.0000^{6}$ Regression 31.260 1 31.260 39.362 Residual 38.120 198 .794 Total 69.380 199



Economic Series

Since 2000 ISSN-1 :2068-6900 ISSN:2393-1795





Issue 4/2023

Table 5 indicates that the independent variable, trade unions' presence, has a significant positive impact in enhancing support for workers who experience injuries or accidents in the line of duty in the Maritime industry in Lagos State, as evidenced by the values of R = .671 and R^2 (adjusted) = .451, with a p-value of .000. These findings imply that trade unions play a crucial role in providing substantial support to workers in such situations, facilitating their job safety performance by ensuring timely assistance, resources, and measures for recovery and prevention.

5. Discussion of Findings

The study showed that trade unions' presence will significantly enhance workers with safety regulations and standards to perform their job safely in the Maritime industry in Lagos State. This finding aligns with the study of Kumarasinghe and Dilan (2022) who asserted that trade unions contribute towards enhancing workers' understanding of safety regulations and standards, thereby enabling them to perform their jobs with a greater focus on safety. Through their collective bargaining power and representation of workers' interests, trade unions can advocate for and enforce the implementation of safety regulations and standards in the workplace. This includes ensuring that employers provide adequate safety training, establish safety protocols, and maintain a safe working environment.

The study showed that trade unions' presence will significantly enhance safety knowledge and skills of workers to perform their job safely in the Maritime industry in Lagos state. This finding is consistent with the study of Ogechi and Tamunomiebi (2019) who stated that trade unions often prioritize the provision of training programs and resources that aim to enhance workers' awareness and understanding of occupational hazards and safe practices. Through educational initiatives, workshops, and safety campaigns, trade unions assist workers in acquiring the requisite knowledge and skills to identify potential risks and implement appropriate preventive measures. By equipping workers with safety knowledge and skills, trade unions contribute to creating a safety-conscious workforce, improving job safety performance, and reducing the likelihood of workplace accidents or injuries.

The study showed that trade unions 'presence will significantly support workers with proper safety equipment to perform their job safely in the Maritime industry in Lagos state. This finding aligns with the study of Iheanacho and Ebitu (2016), who observed that trade unions actively advocate for the provision of proper safety



conomic Series Since 2000 INSTITUTUL 40 CENTRAL CERCETABE 40 STIMPIPICA



ISSN:2393-1795

ISSN-L:2068-6900

Issue 4/2023

equipment by employers, emphasizing the importance of protective gear in mitigating workplace hazards. Through collective bargaining and negotiations, trade unions strive to secure adequate funding and resources for the provision and maintenance of proper safety equipment. By ensuring that workers have access to suitable protective equipment, trade unions enhance their jobs safety performance and reduce the risk of injuries or illnesses resulting from workplace hazards. This finding highlights the vital role that trade unions play in safeguarding workers' well-being and promoting the cultivation of a safety culture in the workplace.

The study showed that trade unions' presence will significantly support workers with hazard identification and control to perform their job safely in the Maritime industry in Lagos state. This finding correlates with the study of Jelimo (2013) who affirmed that trade unions often prioritize the promotion of a safe work environment and advocate for effective hazard identification and control measures. Through regular communication channels, safety committees, and workplace inspections, trade unions actively engage with workers to raise awareness about potential hazards and empower them to identify and report risks. Through their collaboration with employers, trade unions ensure the implementation and maintenance of hazard control measures, including engineering controls, administrative controls, and personal protective equipment. This proactive approach to hazard identification and control equips workers with the necessary knowledge and resources to minimize workplace risks, resulting in enhanced job safety performance and a safer working environment.

The study showed that trade unions' presence will significantly enhance support towards workers who experience injuries or accidents in the line of duty in the Maritime industry in Lagos State. This finding correlates with the study of Kossek, Kalliath and Kalliath (2012) who was of the opinion that trade unions recognize the importance of timely assistance and resources for workers in need, and they actively advocate for measures to support injured workers. Trade unions may negotiate for improved workers' compensation benefits, access to healthcare services, and rehabilitation programs to aid in the recovery and return to work process. Additionally, trade unions provide a platform for workers to voice their concerns, ensuring that their rights are protected and their experiences are taken into account in the development of workplace safety policies and practices. By offering support to workers who experience injuries or accidents, trade unions contribute to a supportive work environment that promotes worker well-being, boosts morale, and ultimately enhances job safety performance.



Conomic Series Since 2000

ISSN:2393-1795

Series 20000 ICCS ISSN-1:2068-6900 INSTITUTE CENTRAL STRIPE



Issue 4/2023

6. Conclusion and Recommendations

In conclusion, trade unions play significant roles in the enhancement of employees' adherence to safety regulations and standards in the workplace. By actively promoting and advocating for the implementation of safety measures, trade unions contribute to creating a safer work environment. Through training programs, awareness campaigns, and educational initiatives, trade unions empower workers with the necessary information and skills to identify and mitigate potential hazards. By fostering a culture of safety and continuous learning, trade unions contribute to enhancing job safety performance and reducing the risk of workplace accidents and injuries. By advocating for the provision and proper use of proper safety equipment, trade unions contribute to creating a safer work environment and enhancing workers' job safety. Through active involvement in safety committees, workplace inspections, and regular communication channels, trade unions facilitate the identification and reporting of hazards. By collaborating with employers and advocating for effective hazard control measures, trade unions contribute to a safer work environment and improve workers' job safety performance. By advocating for workers' rights and negotiating for improved workers' compensation benefits, access to healthcare services, and rehabilitation programs, trade unions contribute to the overall well-being and job safety of workers. From the above findings and analysis, the following recommendations are worth pondering:

- (i) Trade unions should continue to actively engage with workers and employers to promote safety regulations and standards. This can be achieved through regular training programs, workshops, and awareness campaigns. Trade unions should collaborate with management to develop and implement comprehensive safety policies that address the specific needs of the workers.
- (ii) Trade unions should prioritize the provision of safety knowledge and skills to workers through ongoing training programs. Through offering regular workshops and educational initiatives, trade unions can ensure that workers are equipped with the necessary knowledge to identify hazards, implement safety measures, and respond effectively to workplace incidents. The focus should be on providing comprehensive training that covers various aspects of job safety, including hazard identification, risk assessment, and emergency response.
- (iii) Trade unions should always advocate for employers to provide proper safety equipment to workers. This includes ensuring that proper safety



Economic Series Since 2000





ISSN:2393-1795

ISSN-L:2068-6900

Issue 4/2023

- equipment is readily available, properly maintained, and meets relevant safety standards. Trade unions should actively engage in negotiations with employers to establish protocols for the regular inspection, replacement, and training on the proper use of proper safety equipment.
- (iv) Trade unions should work closely with employers to strengthen hazard identification and control processes in the workplace. This can be achieved through regular workplace inspections, reporting mechanisms for hazards, and collaborative efforts to implement effective control measures. Trade unions should actively participate in safety committees and encourage workers to report potential hazards promptly.
- (v) Trade unions should focus on establishing support systems for workers who experience injuries or accidents. This includes advocating for improved workers' compensation benefits, access to healthcare services, and rehabilitation programs. Trade unions should work closely with employers to develop return-to-work programs that ensure that injured workers are provided with necessary accommodations and support during their recovery process.
- (vi) Trade unions should emphasize the importance of cooperation and effective communication between workers and management to enhance job safety performance. Encouraging open dialogue, regular meetings, and joint problem-solving initiatives can contribute to a positive safety culture and improve overall safety outcomes in the workplace.

References

- [1] Agbonmiewalent, I. (2007). Research methodology: Aguide for students and researchers in Africa. Ibadan: University Press.
- [2] Agwu, M. O. (2012). Total Safety Management: A Strategy for Improving Organizational Performance in Selected Construction Companies in Nigeria. International Journal of Business and Social Science, 3(20), 451-470.
- [3] Bakokor, S.A., & Antwi, D.E. (2020). The effect of trade union activities on employee-performance: The Case of Ghana's Food and Drugs Authority. Global Scientific Journals, 8(4), 278-291.
- [4] Bendix, S. (2019). Labour Relations: A Southern African Perspective. Cape town: Juta Academic.
- [5] Campbell, J. P., & Wiernik, B. M. (2015). The Modeling and Assessment of Work Performance. The Annual Review of Organizational Psychology, 2, 47-74.



Economic Series Since 2000





ISSN:2393-1795

ISSN-L:2068-6900

Issue 4/2023

- [6] Dwomoh, G., Owusu, E., & Addo, M. (2013), Impact of occupational health and safety policies on employees' performance in the Ghana's timber industry: Evidence from Lumber and Logs Limited. International Journal of Education and Research, 1(12), 1-14.
- [7] Fanso, C.D., & Ugur, S. (2021). The Impact of Trade Unions on Employee Performance in Cameroon: Teachers' and Drivers' Unions Cases. Florya Chronicles of Political Economy, 7(2), 105-126.
- [8] Florence, S., & Amos, A. (2017). Effect of Selected Occupational Health and Safety Management Practices on Job Satisfaction of Employees. Journal of Human Resource Management, 5(5), 70-77.
- [9] Greepherson, A. (2013). The impacts of the health and safety programs on the organization performance: a case study of Arusha Airport Authority. Tanzania
- [10] Gyekye, S. A., Salminen, S., & Ojajarvi, A. (2012). A Theoretical Model to Ascertain Determinates of Occupational Accidents among Ghanaian Industrial Workers. International Journal of Industrial Ergonomics, 42(9), 233-240.
- [11] Homans. G.C. (1961). Social behavior: Its elementary forms. NY: Harcourt Brace.
- [12] Iheanacho, M., & Ebitu, E. (2016). Effects of Industrial Safety and Health on Employees' Job Performance in Selected Cement Companies in Cross River State. International Journal of Business and Management Review, 4(3), 49-56.
- [13] Jelimo, M. (2013). The Effects of Occupational Health and Safety on Employee Productivity (Descriptive Study), Unpublished, Moi University, Kenya.
- [14] Jensen, M.C. & Meckling, W.H. (1976). Theory of the Firm: Managerial Behavior, Agency Costs and Ownership Structure. Journal of Financial Economics, 3 (4): 305-360.
- [15] Jensen, M.C. (2000). A Theory of the Firm: Governance, Residual Claims and Organizational Forms NY: Harvard University Press.
- [16] Kalatpour, O., & Khavaji, S. (2016). Occupational Injuries Overview: General descriptive study of the Petrochemical Construction Industries. Caspian Journal of Health Research, 2, 37-43.
- [17] Karimi, J.M., & Nyawira, C. (2019). Trade union campaigns and organizations performance in the health sector in Kiambu county. Journal of Language, Technology and Entrepreneurship in Africa, 10(1), 139-150.
- [18] Karunarathne, E.A.C.P., & Ajith, W. (2020). Middle Level Managers' Organizational Commitment on Their Job Performance in Agricultural Input Distributing Companies in Sri Lanka. International Journal of Information, Business and Management, 12(4), 28-38.
- [19] Katsuro, P., Gadzirayi, C.T., Taruwona, M., & Mupararano, S. (2020). Impact of occupational health and safety on worker productivity: A case of Zimbabwe food industry. African Journal of Business Management, 4(13), 2644-2651.
- [20] Kaynak, R., Toklu, A. T., Elci, M., & Toklu, I. T. (2016). Effects of Occupational Health and Safety Practices on Organizational Commitment, Work Alienation, and Job Performance: Using the PLS-SEM Approach. International Journal of Business and Management, 11(5), 146.



Economic Series Since 2000



ISSN:2393-1795 ISSN-1:2068-6900

Issue 4/2023

- [21] Kossek, E. E., Kalliath, T., & Kalliath, P. (2012). Achieving Employee Wellbeing in a Changing Work Environment an Expert Commentary on Current Scholarship. International Journal of Manpower, 33(7), 738-753
- [22] Kumarasinghe, H.P. and Dilan, H.K. (2022). The impact of occupational health and safety practices on job performance of operational level employees: A study in the construction industry, Sri Lanka. International Journal of Management, Accounting and Economics, 9(1), 1-13.
- [23] Leap, P., & Crino, D. (2014). Managing organizational commitment: Insights from longitudinal research. Journal of Vocational Behavior, 7(9), 18-35.
- [24] Milijic, N., Mihajlovic, I. N., Strbac, N., & Zivkovic, Z. (2013). Developing a Questionnaire for Measuring Safety Climate in the Workplace in Serbia. International Journal of Occupational Safety and Ergonomics, 19(4), 631-645.
- [25] Mitchell, M. S., Cropanzana, R. S., & Quisenberry, D. M. (2012). Social exchange theory, exchange resources, and interpersonal relationships: A modest resolution of theoretical difficulties. In K. Törnblom & A. Kazemi (Eds.), Handbook of Social Resource Theory: Theoretical Extensions, Empirical Insights, and Social Applications, (pp. 99-118.) NY, NY: Springer.
- [26] Mullins, L.J. (2013). Management and Organisational Behaviour. UK: Pearson.
- [27] Nkirote, N., & Kiiru, D. (2018). Influence of selected trade unions activities on performance of public universities in Kenya. International Academic Journal of Human Resource and Business Administration, 3(4), 174-206.
- [28] Noe, R.A., Hollenbeck, J.R. Gerhart, B. & Wright, P.M. 2015. Human Resources Management. Gaining a competitive advantage. Berkshire: McGraw Hill Education.
- [29] Ogechi, E.C., & Tamunomiebi, M.D. (2019). Safety Management and Job Performance among Employees in Manufacturing Firms in Rivers State, Nigeria. International Journal of Business & Law Research, 7(2), 112-122.
- [30] Olatunji, A.G., Aliyu, I.Y., Afolayan, O., Atolagbe, O.E., & Ibrahim, A.K. (2016). Trade unions and enhancement of working condition of factory workers in seven-up bottling company Ilorin. European Journal of Business and Management, 7(1), 53-71.
- [31] Olokede, B.A. & Ukpere, W.I. 2023a. Revolutionising Organisational Safety and Health Management in the Nigerian Manufacturing Industry via Active Employee Involvement. Journal of Economic Development, Environment and People, 12, (3):83-118.
- [32] Olokede, B.A. & Ukpere, W.I. 2023b. Performance Enhancement of Occupational Safety and Health in Nigeria' Manufacturing Sector through Effective Government Safety Leadership. Annals of Spiru Haret University. Economic Series, 23(3), 249-285.
- [33] Osman, C. (2014). The effect of union activities on employee's performance; a case study at the Bawku Presbytarian Hospital. Accessed https://ssrn.com/abstract=2551452
- [34] Pearce, J. & Robinson, R. (2014). Strategic Management. NY: McGraw-Hill Education.



Economic Series Since 2000





ISSN:2393-1795

ISSN-L:2068-6900

Issue 4/2023

- [35] Raamazan, K., Arzu, T., & Ismail, T. (2016). Effects of Occupational Health and Safety Practices on Organizational Commitment, Work Alienation, and Job Performance. International Journal of Business and Management, 11(5), 146-166.
- [36] Robbins, S.P. & Judge, T.A. (2022). Organizational Behavior (19th ed). UK: Pearson
- [37] Saeed, R., Mussawar, S., Lodhi, R. N., Iqbal, A., Nayab, H. H., & Yaseen, S. (2013). Factors Affecting the Performance of Employees at Workplace in the Banking Sector of Pakistan. Middle-East Journal of Scientific Research, 17(9), 1200-1208.
- [38] Samarasinghe, K.P., & Karunarathne, E.A.C.P. (2015). Factors Affecting Export Performance in Sri Lanka: with Especial Reference to Value-Added Rubber Products Industry. International Journal of Management, Accounting and Economics, 2(7), 780-788.
- [39] Venter, R. & Levy, A. (2014). Labour Relations in South Africa 5e. Cape Town Oxford University Press Southern Africa (Pty) Ltd.