

**Roles of Human Resource Management Specialist in Employees' Trade Union  
Recognition and Consultation for Harmonious Industrial Relations and Peace in  
Nigerian Organizations**

**By**

**Okere Loveday, PhD**  
**Department of Management**  
**Faculty of Business Studies**  
**Ignatius Ajuru University of Education, Rumuolumeni**  
**Port Harcourt, Rivers State, Nigeria.**  
**E-mail: [lovedayokere54@gmail.com](mailto:lovedayokere54@gmail.com)**

**Okolo, Biriya Samuel**  
**Department of Management**  
**Faculty of Business Studies**  
**Ignatius Ajuru University of Education**  
**Port Harcourt, Rivers State, Nigeria.**  
**E-Mail: [okolobs@gmail.com](mailto:okolobs@gmail.com)**

**&**

**Stephen Chikaodi Okoro**  
**Department of Management**  
**Faculty of Business Studies**  
**Ignatius Ajuru University of Education**  
**Port Harcourt, Rivers State, Nigeria.**  
**E-Mail: [stephenchikaodi@gmail.com](mailto:stephenchikaodi@gmail.com)**  
**[okoro2ky@yahoo.com](mailto:okoro2ky@yahoo.com)**

**Abstract**

Essentially, trade union is an organization of employees which aims to protect and promote their interests in the workplace, mainly by means of collective bargaining and consultation with employers. Although the last decade has seen a major change in the emphasis of Nigerian Employment Law from collective rights of individuals in the workplace, there is still a considerable body of law affecting collective activities, especially those of trade unions. This work examined the roles of human resource management specialist in employees' trade union recognition and consultation for harmonious industrial relations and peace in Nigerian organizations. The review study noted that recognized trade unions have a right to be consulted about on a range of issues. Collective consultation is also a legal obligation in non-union firms. The work also recommended among others that the

legal system should now act to support individuals in the workplace as well as collective groups represented by a union.

**Key Words:** Human Resource Measurement, Union, Employees', Employers' Recognition, Consultation, Organizations, Industrial, Relations, Harmonious, Peace.

### **Introduction**

Historically, trade unions in Nigeria have been viewed as (1) collective employee organizations established to protect employees from arbitrary actions by employers in matters of pay and working conditions, and (2) as promoters of the legitimate interests of people at work (Okere, 2013). In practice, they have also played an important role in the political life of the nation, and to a lesser extent, in its social affairs. As with all organizations providing a service to the community, the ability of trade unions to exercise power and influence over users of their service depends on the relative demand for that service. Thus, when demand for skilled labour in the economy is high, trade unions are in a relatively powerful position to negotiate on behalf of that labour. They are also able in such circumstances to employ a wide range of sanctions against employers.

The term trade union, has been defined variously by different researchers. Some view that there are only associations of employees or persons working in the industry, and wage earners engaged in one or more professions, undertaking or business while others view that these also include employer's organizations and friendly societies. However, Cole (2002) says, a trade union means "an association of workers in one or more professions, that is, an association carried on mainly for the purpose of protecting and advancing the members' economic interests in connection with their daily work". Yoder (1972) posit that trade union is "a continuing long-term association of employees, formed and maintained for the specific purpose of advancing and protecting the interests of the members in their working relationship". In essence, "union is a continuous association of persons in the industry, whether employer or independent workers, formed for the purpose of the pursuit of the interests of its members of the trade they represent".

### **Why Do Workers Join Trade Unions?**

In the opinion of Cole (2002), workers join trade unions to achieve their objectives which they could not achieve individually. Specifically, workers join trade unions due to the following:

1. To attain economic security: In other words, to secure permanent employment with higher salary and benefits in order to have economic security.
2. To improve their bargaining power and balance it with that of the management.

3. To ventilate the workers' grievances to the management.
4. To inform workers' views, aims, ideas and dissatisfaction/frustration to the management.
5. To secure protection from unexpected economic needs like illness, accidents, injury etc.
6. To satisfy their social needs.
7. To satisfy their psychological needs.
8. To satisfy their need for belongingness.
9. To secure power.

### **Employees' Trade Union Recognition**

Recognition, in the context of employee relations, is defined fairly narrowly in law. Nigerian Trade Union and Labour Relations Act Contains the established legal definition of recognition as being a situation in which, either via a formal written agreement or through custom and practice, employers engage in collective bargaining with union representatives about some or all of the following matters (Okere, 2013):

1. Terms and conditions of employment, or the physical conditions in which any workers are required to work.
2. Engagement or non-engagement, or termination or suspension of employment or the duties of employment of one or more workers.
3. Allocation of work or the duties of employment as between workers or groups of workers.
4. Matters of discipline.
5. The membership or non-membership of a trade union on the part of a worker.
6. Facilities for officials of trade unions.
7. The machinery for negotiation or consultation and other procedures, relating to any of the foregoing matters, including the recognition by employees or employers' associations of the right of a trade union to represent workers in any such negotiation or consultation or in the carrying out of such procedures.

According to Barrow (2002), the decision to recognize or to withdraw recognition from a trade union has implications far beyond the terms of the agreement itself. Once recognized, the union gains a raft of defined legal rights to exercise on behalf of its members. First, there is the right to be consulted before redundancies are made or before a business is transferred to new owners. Recognized unions also have consultation rights in the fields of health and safety and occupational pensions, and are empowered to conclude workplace agreements with employers concerning the working time and parental leave regulations. Second, official of recognized unions and union-appointed learning representatives have a right to reasonable paid time off work in order to carry out their

duties and for training purposes. Union health and safety representatives enjoy these rights as well as others giving them access to office facilities. Third, recognized unions have the right to receive information from managers to enable them to engage in meaningful collective bargaining. Finally, the transfer of undertakings Regulation Act require that union recognition continues and collective agreements remain in force after the transfer of an undertaking to new ownership, provided that the transferred undertaking retains an identity distinct from the remainder of the transferee's undertaking (Marchington, Wilkinson, Ackers and Dundon, 2001).

A range of other rights such as protection from discrimination on trade union grounds, the right to accompany an employee at a serious disciplinary or grievance hearing, and the right to organize lawful industrial action apply to unions and their members irrespective of whether or not they are formally recognized. However, Morris and Archer (2000) explained that these rights are conditional on the union concerned, being recognized as an independent entity by the Certification Officer who has the responsibility of maintaining the official list of trade unions.

### **Forms of Trade Union Recognition**

Trade union recognition comes in various shapes and forms. It may be "partial", in which case the range of topics subject to negotiation is limited, or it may be "full", covering pay, conditions and all employer policies relating to the employment relationship (Wood, Moore and Eving, 2003). The irreducible minimum is assistance by a union representative for members with grievances, but the extent to which matters beyond that are recognized as being a subject of bargaining, however, it depends on the type of management regime that is in place. It also depends on the possible existence of other agreements that could take some matters out of the scope of local recognition (Barrow, 2002). A feature of some collective agreements is an acceptance that certain matters are potentially subject to recognition with the recognized union, e.g. pay and redundancy, while in other areas the union has the right only to be consulted or informed (Rose, 2001).

The second fundamental decision to be taken in respect of recognition concerns the number of unions to be recognized and the type of bargaining to be adopted. There are three basic alternatives:

1. **Multi-Union Bargaining:** This involves the recognition of several different unions, each of which negotiates separately on behalf of different groups of workers. Sometimes this lead to a situation in which the separate groups are employed on indifferent sets of terms and conditions. Such has traditionally been common in large public sector organizations. Although union mergers in recent years have tended to reduce the overall number that are recognized. As a rule

different unions will represent different bargaining groups such as unskilled manual workers, skilled manual grades, and white – collar workers.

2. **Single – Table Bargaining:** This is a situation in which a number of unions are recognized, but where only one set of negotiations takes place over terms and conditions at a time. The full range of issues is thus, determined for all groups of staff around a single table. It is usual for such arrangements to be associated with “single status” practices or harmonized terms and conditions, so that all workers enjoy the same basic entitlements as regards matters such as holiday, pensions, hours, and sick pay.
3. **Single – Union Bargaining:** According to Millward, Bryson and Forth (2002), this is principally associated with situations in which one union seeks recognition. However, it can also occur where an employer rejects multi-union bargaining and agrees instead only to recognize one union. These are popularly known as “Sweetheart or New Style” agreements and have been the subject of some controversy. They are typically found on greenfield sites and in businesses of technological sophistication, their essential novelty been the closeness and extent of the working relationship between management and union. Union officials find that they have less freedom of action on some matters than their members expect, but also find they are involved in the full range of human resource management questions, not simply the familiar terrain of collective bargaining. The agreements are also frequently accompanied by “no strike” clause, which supposedly remove the need for industrial action by providing for independent arbitration in situations where management and union fail to reach agreement. Single status arrangement also often feature in single – union deals. From a management perspective it is preferable, if possible, to conclude a partnership agreement with the union or unions which have been recognized.

### **Employees’ Trade Union Recognition Law**

Marchington and Wilkinson (2002) observed that since 2000 there has been in place a formal legal route which unions can use as a means of forcing employers to recognize them and to bargain with them in good faith about the pay and conditions of the workers they represent. The new law worldwide was introduced by International Labour Organization (ILO) as part of the Employment Relations Act and is highly complex. A central role is played by the Central Arbitration Committee (CAC), a statutory body which is independent of government, to which union recognition claims are sent. The committee is required to consider the claim and to seek voluntary agreement between the parties. Where this cannot be established it can either require management to recognize the union or organize a ballot of the workforce concerned. The law applies in all organizations that employed more than twenty people where there is no existing collective bargaining arrangement in place.

The process is started by a union or a group of unions acting together, making a formal recognition claim on behalf of a defined bargaining group. Management can then accept the claim, reject it outright or seek to negotiate a more favourable deal. If necessary the committee panel dealing with the case will ask, officials from the Advisory, Conciliation and Arbitration Service (ACAS) to help the parties reach a voluntary agreement. Only when such avenues fail are formal hearings held and decisions made. The CAC will consider the case if the bargaining group concerned is coherent, includes everyone who should be included and is generally “compatible with effective management”.

### **Employees’ Trade Union Structure**

The structure of Trade Union in Nigeria Varies from organization to organization Okere (2013). However, the structure can be classified into four types:

1. **Craft Union:** If the workers of the same craft or category of the job form into a union, that union is called “Craft Union”. These unions are called horizontal unions. The basic logic behind the formation of such unions is that the workers belonging to the same craft do face similar problems, mostly non-managerial personnel form such unions.
2. **General Unions:** If the workers of any industry, any region and of any job or occupation form into one union in order to protect the overall interests of their workers, such unions are called “General Unions”.
3. **Industrial Unions:** If the workers of different categories form into a union, that union is called “Industrial Union”. These unions are also called “vertical unions”. The logic behind the formation of these unions is that workers of the same industry have the common bend and they are governed by same rules and regulations and are administered by the same management. Moreover, the problems of all in the same industry are more or less common. The importance of these unions has been increasing in recent times.
4. **Federation and confederation:** Industrial unions, either of the same industry or of the different industry may form into an association in order to improve Trade Union Unity/Strength. Such a union of unions is called “Federation”. During the critical situations, Union/Federations in different industries may resort to concerted action without losing their individuality. In such situations, the federations form into an Association and such an association is called confederation.

### **Case for and Against Union Recognition**

When employees’ trade union has recruited a number of members in an organization, it will seek recognition from the employer in order to represent those members. The step of recognition is seldom easy but is very important as it makes a highly significant movement

away from unilateral decision making by the management (Gall and McKay, 1999). If employees want that of representation, they will not readily cooperate with the employer who refuses. In extreme cases, this can generate sufficient antagonisms to cause industrial action in support of recognition. In such situations, the employer may be forced to grant partial recognition or even concede the demand for full negotiating rights over a whole range of issue. Alternatively, refusal may lead to a situation in which the employer is forced to recognize the union under the terms of Employment Relations Act (Morris and Archer, 2000). However, Marchington and Wilkinson (2002) opined that "there are also positive reasons for considering recognizing trade unions, relating to the benefits that can flow as a result: there are employee representatives with whom to discuss, consult and negotiate so that communication and working relationships can be improved".

There are also various arguments that can be put against choosing to recognize a trade union and resisting doing so. Employers are often apprehensive about the degree of rigidity in employment practice that trade union aims for security of employment appear to imply, and they therefore, consider to what extent collective consent can be achieved by other means, provided that the management work hard at both securing and maintaining that consent (Farham, 2000).

A survey undertaken by IRS (1995), asked company representatives to outline the advantages and disadvantages of trade union recognition. The benefits suggested included the stable structure such a relationship gives confidence in to the management of employees, the promotion of smooth industrial relations and its role in providing a mechanism for upward communication from the staff. A further perceived advantage was its cost effectiveness as a communication tool when compared to more individualized approaches. The drawbacks principally related to a perception that unions tend to resist change and take a long time to get things done. The result is a reduction in the ability of managers to respond quickly and flexible to market pressures and opportunities.

Data from the Workplace Employment Relations Survey shows that managers are split over the issue of trade union recognition. Cully, Woodland. O'Reilly and Dix (1999) report that in 29 percent of workplaces managers are broadly in favour of union membership and that in 17 percent they are opposed. The remaining 54 percent stated either that they were neutral or that it was simply not an issue in their workplaces.

### **Employees' Trade Union Derecognition**

Derecognition of employees' trade unions is often seen in published literature as being redolent of fundamentally undesirable "MACHO" approaches to employee relations (Gall and McKay, 1999). While outright derecognition against the stated wishes of the workforce

has been relatively rare, instances of employers withdrawing from collective bargaining arrangements increased somewhat during the 1990s. (Gall and McKay, 1999). The comparative rarity of derecognition is also a finding of successive Workplace Employment Relations Surveys (Millward, Bryson and Forth, 2001), the majority of episodes relating to specific grades of employees rather than the entire workforce. In other cases, partial derecognition has occurred where the scope of matters covered by collective bargaining is narrowed. Such situations often accompany moves by employers to establish personal employment contracts and/or to move towards pay rises based on individual performance or contribution. The result is the retention of collective bargaining machinery, but a tendency for it to be used more and more rarely in important decision making.

It could be argued that partial derecognition of this kind ultimately leads to full derecognition as fewer staff see any particular advantage in joining the union. Over time the union becomes so numerically weak that there is no longer a persuasive case for its continued recognition, even over the limited range of issues for which it retains bargaining rights. In such circumstances there is a good case for accepting that the union is no longer performing a useful representative function and that employees' interests might thus be better served with the introduction of other forms of collective or individual involvement (Gall and Hammond, 2000).

### **Collective Consultation**

Rose (2001) said, among the legal rights that are conferred on unions when they are recognized is a requirement to be consulted over particular issues. However, Okere (2013) demonstrated that the duty on employers to consult with their workforces on a collective basis is not restricted only to those which recognize trade unions. The legal requirement to consult thus takes a variety of different forms. In this context the term "Consultation according to Hart (1993), means formally talking to employee representatives with a view to reaching agreement. There is no obligation on employers to negotiate or to conclude any formal deal, but an attempt must be made in good faith. Employer need to consult as stated by Morris and Archer (2000) in the following issues.

1. **Redundancy:** Where an employer proposes to make 20 or more people redundant there is an obligation to consult when formal proposals are drawn up. Where a union or unions are recognized, consultation must be with their representatives. In non-union organizations, the obligation is to consult with representatives chosen by all relevant sections of the affected workforce.
2. **Transfer of Undertakings:** The same regulations covering redundancies apply in transfer of undertakings cases, namely, situations in which one organization is taken over by another, usually as a result of a sale. Consultation is a requirement placed on both transferor and transferee companies. The duty to consult extends

to representatives of employees whose work or conditions will be directly affected by the transfer. There is a more general duty to inform representatives of other workers about the reason for the transfer and its longer-term implications.

3. **Health and Safety:** Under the Health and Safety Regulation Act, employers have a general duty to consult with workers representatives about all health and safety matters. Here too the obligation is to consult with trade union appointed safety representatives wherever a union is formally recognized. In other organizations employers can either consult with the workforce directly or set up a health and safety committee to which employee representatives are elected. There are specific duties to consult in good time on the introduction of any measure e.g. new technology or working arrangement which substantially affects health and safety, and on procedural arrangements for managing health and safety issues.
4. **Pensions:** Recognized unions must be consulted where an employer proposes that its occupational pension should be contracted out. They also have the right to receive on request information concerning a pension scheme's rules and membership members, as well as copies of its accounts and actuarial valuation.

Irrespective of legal obligations, consultation is generally regarded as a hallmark of good management. An employer who fails to consult properly, particularly at times of significant change is likely to be perceived as being unduly autocratic (Gall and Hammond, 2000). The result will be dissatisfaction, low levels of motivation, higher staff turnover, and poor levels of customer service. Moreover, consultation has important advantages as a means by which good ideas are brought forward and weak ones challenged (Farnhan, 2000). Thus, in workplaces where unions are recognized it is usual for consultation to take place over a range of issues and for permanent consultative institutions to be established. The Joint Consultative Committee (JCC) is the most common form, being a forum in which managers and union representatives meet on a regular basis. Importantly, joint consultative committees are kept distinct from negotiating forums, despite the fact that the membership is often the same.

Joint Consultative Committees (JCCs) are twice as common in union workplaces as in those where unions are not recognized, suggesting that they are mostly still used in parallel with collective bargaining machinery (Millward, Bryson and Forth, 2000). However, research by Marchington (1989) found evidence that they were used in some workplaces as a substitute for collective bargaining or as a means of discouraging the development of a union presence. Managers in such workplaces believe that unions are less likely to gain support and request recognition if the employer keeps its staff informed of issues that affect them and consults with them before taking decisions. Consultative forums in non-union firms also provide a means whereby managers can put their case effectively without the presence of organized union.

### Trade Union Representatives

Broadly speaking, trade union officers are of three types:

1. The full-time paid official, employed by the union.
2. The part-time, voluntary official, who is elected in a locality to be a branch officer of his or her union.
3. The workplace representative, that is, shop steward/staff representative, who is an employee of the firm or enterprise, but who acts on behalf of a group of his or her fellow employees.

Full-time officials are employees of the trade union. Their overall task is to carry out the union's policies under the direction of its executive committee. The policies are usually directed towards, a two-fold objectives: (1) to protect the interests of their members against arbitrary or unfair actions of employers, and (2) actively to promote the interests of their members in matters concerning their terms and conditions of employment (Goodman and Whittingham, 1973).

### Role of Human Resource Management Specialists in Employees' Trade Union Recognition and Consultation

Human resource management specialists play different roles in the recognition, bargaining and consultation processes, much depending on the status achieved by the human resource function within the organization. According to Barrow (2002), broadly it is possible to identify three types of role:

1. **Facilitating Role:** The facilitating role is the most restricted. Here human resource staff do little more than manage the administrative aspects of recognition and consultation. They organize the meetings, calculate agendas, take minutes and provide factual information, but do little more than support the line managers who take the leading role.
2. **Advisory Role:** The advisory role also involves the human resource manager being present in a supporting capacity. Here, however, there is considerably more direct involvement with the substance of employee relations management. Specialist advice is provided on legal matters, procedure and precedent, as well as on the human resource implications of different courses of action. Line managers chair meetings and take the lead in negotiations, but are directly assisted and supported by an human resource specialist who participates in decision making.
3. **Executive Role:** Executive model is one in which employee relations management is largely devolved to the human resource function. Here, human resource managers lead the negotiations, chair consultative meetings and are chiefly responsible for decision making concerning matters such as recognition and derecognition. The advisory role, in such situations, is played by line managers.

In order to carry out the advisory or executive roles effectively, human resource managers need to be able to combine specialist knowledge with detailed knowledge of the organization and its business strategy. Practical negotiation skills and experience of handling sensitive employee relations matters are also significant. Human resource manager's role has been enhanced in recent years by the great growth in the volume and complexity of legislation.

### **Industrial Relations**

The concept of industrial relations means the relationship between employees and the management in the day-to-day working of the industry. But the concept has a wide meaning. When taken in the wider sense, industrial relations is a "set of functional interdependence involving historical, economic, social, psychological, demographical, occupational, political, and legal variables. According to Yoder (1972), industrial relations is a "whole field of relationships that exists because of the necessary collaboration of men and women in the employment process of an industry".

According to the International Labour Organization (ILO) "Industrial Relations deal with either the relationship between the state and employers, and workers organizations or the relation between the occupational organizations themselves". The concept of industrial relations has been extended to denote the relations of the state with employers, workers and their organizations. The subject, therefore, include individual relations and joint consultations between employers and people at their work place, collective relations between employers and their organizations and trade unions, and the part played by the state in regulating these relations.

The characteristics of industrial relations include:

1. Industrial relations are the outcome of employment relationship in an industrial enterprise.
2. Industrial relations develop the skills and methods of adjusting to and cooperating with each other.
3. Industrial relations system creates complex rules and regulations to maintain harmonious relations.
4. The government involves to shape the industrial relations through laws, rules, agreements, awards etc.
5. The important factors of industrial relations are: employees and their organizations, employer and their associations and the government.

### **Harmonious Industrial Relations**

There has been a phenomenal growth in employment, wages, benefits, working conditions, status of the worker, educational facilities etc, with the growth and spread of the industry. Moreover, career patterns have also changed widely by providing change for wide varieties of jobs to the working communities (Okere, 2013). This has been possible only through fast industrial development which in turn, depends on industrial peace. The size of industrial labour in Nigerian organizations has increased remarkably due to rapid and planned industrial development. The increase in industrial labour led to the formation and development of trade unions and various social groups. It has also been recognized that management without labour would be sterile and labour without management would be disorganized, ill-equipped and ineffective. It is realized that the concrete cooperation between labour and the management is highly essential to fulfill the individual, organization and national goals. The economic plan has clearly demonstrated the fact that “an economy organized for planned production and distribution, aiming at the realization of social justice and the welfare of masses can function effectively only in an atmosphere of industrial peace.

### **Industrial Peace**

In the words of Rao (2016), the objectives of maintenance of industrial people is not only to find out ways and means to solve conflicts or to settle differences, but also to secure the unreserved cooperation of and goodwill among different groups in the industry with a view to drive their energies and interest towards economically viable, commercially feasible, financially profitable and socially desirable channels. It also aims at the development of a sense of mutual confidence, dependence and respect and at the same time encouraging them to come closer to each other for removing misunderstandings, redressing grievances, if any, in a peaceful atmosphere and with an open mind and fostering industrial pursuits for mutual benefits and social progress. But the maintenance of congenial industrial relations, particularly in a democratic socially society like Nigeria, is not only a significant task but also a complicated one.

### **Why Decline in Trade Unions After Globalization?**

According to Rao (2016), trade union membership, activities and influence on managements have been declining after globalization. Infact, the number of non-union firms particularly in software industry has been on increase. The important reasons for the decline in trade unions are:

1. **Proactive Approach by Employers:** Some employers follow proactive approach to industrial relations and offer better salary and higher benefits to the best of their abilities to pay. As such, employees do not find any reason to form unions.
2. **Profit Sharing:** Some employers provide profit-sharing benefits in the form of

“Employees’ Stock Option Scheme (EOSOPS)” and make the employees as equity shareholders of the company.

3. **Prevention of Trade Unions:** Some employers prevent the formation of unions by threatening the employees from joining the unions/forming new unions.

### **Conclusions**

While trade union recognition is less common than it was years ago, collective bargaining remains the main means by which pay and conditions are determined in large minority of workplaces. It is still dominant in the public sector. An employer is deemed in law to have recognized a trade union if it negotiates with it about pay, conditions or employment policy. Recognition gives trade unions and their representatives important rights in law. There are compelling cases from a management perspective both in favour of and against trade union recognition. Their validity is determined by the circumstances of the organization. Collective bargaining varies in terms of the scope and its level are in the number of unions involved. Recent years have seen moves towards partnership agreements, as well as those designed to achieve flexibility and to facilitate the introduction of new technology. Since 2000 there has been in place a legal route for trade unions to use as a means of securing recognition. The result has been an increase in the number of voluntary agreements reached. Recognized unions have a right to be consulted about, on a range of issues. Collective consultation is also a legal obligation in non-union firms. Consultation is therefore, a hallmark of a good employer. In order to be effective, consultation processes must be meaningful and genuine.

The increase in industrial labour led to the formation and development of trade unions and various social groups. It has been recognized that management without labour would be sterile and labour without management would be disorganized, ill-equipped and ineffective. Therefore, concrete cooperation between labour and the management is highly essential to fulfill the individual, organization and national goals. And an economy organized for planned production and distribution, aiming at the realization of social justice and the welfare of masses can function effectively only in an atmosphere of industrial peace.

### **Recommendations**

The followings are recommended as measures to strengthen trade union movement in Nigerian organizations.

1. The legal system should act to support individuals in the workplace as well as collective groups represented by a union.
2. There should be legal provision for the recognition of the representatives of a union.

3. Recognized employee unions should be consulted over issues such as redundancy, pensions, and health and safety.
4. The fundamental decision to be taken in respect of recognition of trade union should concern the number of unions to be recognized and the type of bargaining to be adopted.
5. From a management perspective, it will be preferable if possible, to conclude a partnership agreement with the union or unions which have been recognized.
6. Collective agreement should include specific undertakings relating to flexibility and new technology.
7. There should be Central Arbitration Committee (CAC), a statutory body which is independent of government, to which union recognition claims are sent.
8. Permanent consultative institutions should be established. The joint consultative committee (JCC) is the most common form, being a forum in which managers and union representatives meet on a regular basis.
9. Human resource management specialist should play different roles in the recognition, bargaining and consultation processes, such as facilitating, advisory, and executive.
10. Recognition should give trade unions and their representatives' important rights in law.
11. Efficient employees' trade union leadership should be developed.
12. Development of United Labour Front with one policy, objective, programme and method should be encouraged because it can assist to eradicate most of the present day's trade union problems.
13. Trade Unions should extend welfare measures to the members and actively render social responsibilities.
14. The Trade Union Act should be amended to and the number of members required to a trade union should be increased in an organization.
15. The Trade Union Act should also be amended in order to avoid dual membership.
16. Trade Union should not unnecessarily interfere in the management decision, where their interference reduces the organizational effectiveness.
17. Trade Union should form a labour party and Trade Unions in the country should be affiliated to it. It gives adequate strength to the Trade Unions both in the industry and in the parliament.

### References

- Barrow, C. (2002): Industrial Relations Law: Cavendish Publishing.
- Cully, M., Woodland, S. O'Reilly, A. and Dix, G. (1999). Britain at Work. London: Routledge.
- Farnham, D. (2000). Employee Relations in Context, 2<sup>nd</sup> ed. London: CIPD.

- Gall, G. and Hammond, D. (2000). Spectre of CAC Prompts First Waves of Voluntary Recognition. *People Management*.
- Gall, G. and McKay, S. (1999). Developments in Union Recognition and Derecognition in Britain 1994-1998: *British Journal of Industrial Relations*, 37, 4, 601 – 614.
- Hart, T. (1993). Human Resource Management: Time to Exorcise the Militant Tendency. *Employee Relations*. 15, 3, 29 – 36.
- IRS (1995). Employee Representation Arrangement: The Trade Unions; *Employment Trends*, No.586.
- Marching M., Wilkinson, A. Ackers, P. and Dundon, A. (2001): *Management Choice and Employee Voice*, London: CIPD.
- Marchington, M. (1989). *Joint Consultation in Practice*; In Sisson ed. *Personnel Management in Britain*. Oxford: Blackwell.
- Marchington, M. and Wilkinson, A. (2002). *People Management and Development*. London: CIPD.
- Millward, N. Bryson, A. and Forth, J. (2000). *All Changes at Work?* London: Routledge.
- Morris, G. and Archer, T. (2000). *Collective Labour Law*. Oxford: Hart Publishing.
- Okere, L. (2013). *Organization Performance*. Port Harcourt. Sabcos Publishers.
- Rao, P. S. (2016). *Personnel and Human Resource Management*. Mumbai; Himalaya Publishing House.
- Rose, E. (2001). *Employment Relations*. London: Financial Times Prentice-Hall.
- Wood, S. Moore, C. and Ewing, K. (2003). *The Impact of the Trade Union Recognition Procedure Under the Employment Relations Act 2000-2002*; in H. Gospel and S. Wood eds. London: Routledge.
- Yoder, D. (1972). *Personnel Management and Industrial Relations*. New Delhi; Prentice Hall of India, viii.