

Collective Bargaining Agreement with its Related Factors and Employees' Perceived Productivity: The Case of an Academic Institution in Davao City

Amylyn F. Labasano, MS Econ

ABSTRACT

The study estimates the impact of collective bargaining agreement and its related factors on employees' perceived productivity in terms of union-management relation's climate, income, fringe benefits, and job satisfaction of the employees. It also determines whether there are significant differences in the employees' perceived productivity based on the demographic characteristics of the respondents. The results revealed that the relationship climate which exists between union and the management is found to have significant adverse effect on the average unpaid hours spent by employees working within the college. On the other hand, the total monthly wage earnings of employees has negative effect on the average hours an employee spent in bringing his work home while job satisfaction positively influences the productivity level of employees. The result further shows significant differences in the productivity level of employees across civil status and current designation.

Keywords: *perceived productivity, collective bargaining agreement, union, union-management relations climate, income, fringe benefits, job satisfaction*

INTRODUCTION

Collective bargaining is the cornerstone of industrial democracy. It gives the employees a collective voice vis-a-vis the employers who always represent collective entities (Brandl & Traxler, 2009). Bargaining collectively is defined by Byars and Rue (1991) as a process that involves the negotiation, drafting, administration, and interpretation of a written agreement between an employer and a union for a specific period of time. This process, therefore, involves proposals and counter-proposals, demand, and counter-demand wherein each party tries to obtain the best or most favorable terms and conditions, Tomboc (2004). It involves constant communication between the union and the management during the effectivity of the written contract in order to avoid disputes in the interpretation and implementation of its provisions (Edralin, 2003). The collective bargaining agreement (CBA) must be able to guarantee that workers gain the respect and recognition that is not usually given to them; thus, treating them equally and fairly. It is in this context that hours of work, leaves, employee assistance, health care benefits, promotion, and transfer are among the subject of negotiations between the employer and the union (Edralin, 2003).

Drafting collective bargaining document needs time, effort and resources for both the union and management. But, what is really the main purpose of having collective bargaining agreement? Will it be beneficial to the workers? What about the company? In most cases, firms give bonuses and incentives to employees who perform more productively than others. This is because productive workers produce quality outputs to firms, thereby, increasing the incentives to earn more and even sustain firm's market credibility. In short, productive workers serve as assets to the company.

So, what is the role of the union in this case? If the union's purpose is for the betterment of the workers, the company also aims sustainability and profitability to meet the demands of its employees. It is at this point that the researcher would like to analyze the influence of the CBA to the productivity of the workers by getting their perceptions about some provisions of the contract.

Statement of the Problem

This research estimates the influence of the CBA and its related factors on the perceived productivity of the college employees. It also analyzes the difference on perceived productivity of respondents based on their demographic characteristics.

Specifically, the study sought answers to the following questions:

1. What is the demographic profile of the respondents in terms of:
 - 1.1 age
 - 1.2 gender
 - 1.3 marital status
 - 1.4 educational attainment
 - 1.5 current designation
 - 1.6 union membership?
2. What is the status of the collective bargaining agreement and its related factors in terms of:
 - 2.1 union-management relations climate
 - 2.2 income
 - 2.3 fringe benefits
 - 2.4 job satisfaction of the employees?
3. What is the status of the employees' perceived productivity in terms of:
 - 3.1 unpaid tasks rendered in the college
 - 3.2 bringing their work home
 - 3.3 meeting the deadlines and requirements of their job
 - 3.4 their over-all productivity in getting their job done?
4. Do collective bargaining agreement and its related factors predict employees' productivity?
5. Are there significant differences in the employees' perceived productivity when grouped by demographic profile?

FRAMEWORK

There are two theories from which this study is anchored with, the theory of industrial democracy and labour productivity theory.

The theory of industrial democracy is concerned about the exercise of powers by workers or their representatives through collective bargaining agreement which involves decision making, sharing of responsibility and authority in the workplace. It is actually the application of the democratic theory to the people's lives as workers. This theory was first published by British socialist reformers Sidney Webb and Beatrice Webb in 1897, then in 1926.

Productivity theory explains the negotiating position that employees should share to increase the company's profits through their efforts. Aremu, et. al. (2007) describes productivity as the act of producing something that generally yield good result, such as production of goods and services, that have exchange values in economic terms. It also means to look for or find ways of doing things faster or at a less cost.

In this study, subjective measurement method of productivity is used not based on quantitative operational information, but on personnel's subjective assessments. Subjective productivity data are gathered from employees, supervisors, clients, customers, and suppliers (Hameed & Amjad 2009). Wang and Gianakis (1999) have defined subjective performance measure as an indicator used to assess individuals' aggregated perceptions, attitudes or assessments toward an organizations product or service.

Subjective productivity data are usually collected using survey questionnaires. The conceptual framework of this study was derived based on the theory of industrial democracy and labour productivity.

The independent variables are the collective bargaining agreement, union-management relations climate, income, fringe benefits and job satisfaction. On the other hand, the dependent variable is the employee's perceived productivity. Meanwhile, the moderator variable is the demographic profile of the respondents in terms of age, gender, civil status and educational attainment.

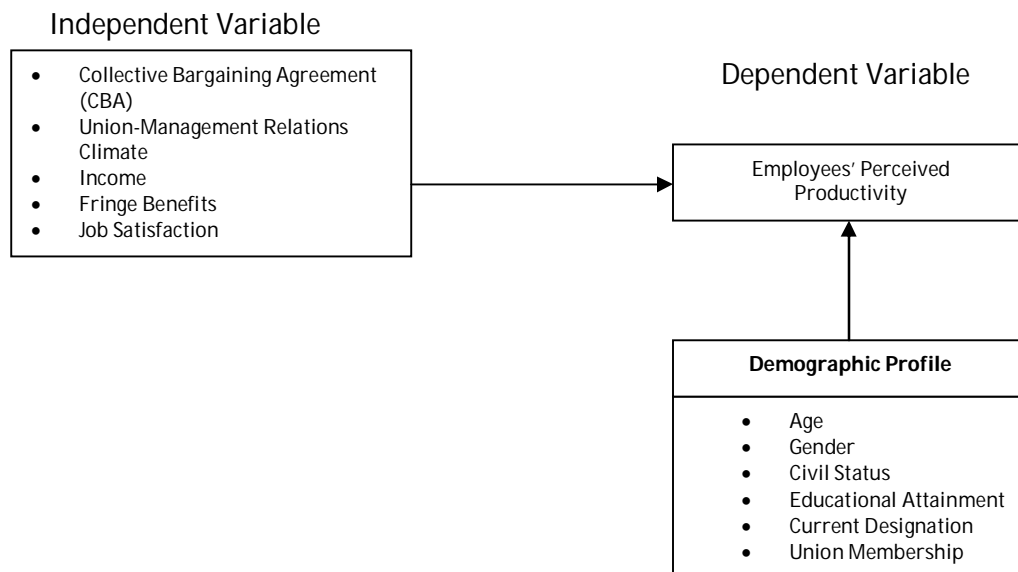


Figure 1. Conceptual Paradigm Showing Relationship of Variables

METHODS

Research Design

The researcher used the descriptive-correlation design using the survey technique. According to Calmorin and Calmorin (1995), descriptive correlation is used to determine the relationship of two variables (X and Y). In this study, the influence of collective bargaining and its related factors such as union-management relations climate, income of employees, fringe benefits, and job satisfaction to the perceived productivity of employees were correlated in order to determine the relationship between them.

Respondents

The respondents of this study were the college staff, faculty and the administrators. Purposive sampling technique was used in gathering data in which only regular employees were chosen to be respondents of the research. All regular employees were given questionnaires; however, only 77 of them responded while some chose not to answer for personal reasons.

Research Instrument

Primary data were utilized using a self-made survey questionnaire which had been validated by three experts.

The questionnaire was divided into 7 sections which were arranged respectively into demographic profile, union-management relations climate, income, fringe benefits, job satisfaction, CBA, and productivity with their respective indicators.

The research instrument consisted of 32 questions, including the productivity questions. A five-point Likert Scale was used to measure most of the independent variables. The scale varies from 1 (strongly disagree) to 5 (strongly agree) in most cases. All aspects of the questionnaire were explained to the respondents and the confidentiality of the information supplied was guaranteed. Thereafter, it underwent a reliability test with a Cronback alpha of 0.8 across variables. Items with values lower than 0.5 were deleted, before the study was subjected to further analyses.

Statistical Treatment

The data collected were collated and analyzed using simple percentages and frequency count for the descriptive part. Standard multiple regression analysis was utilized to estimate the impact of the CBA, union-management relations climate, fringe benefits, and job satisfaction on the perceived employees' productivity. Chi-square test was used to test the difference in the perceived productivity of employees based on their demographic characteristics.

RESULTS AND DISCUSSIONS

Demographic Profile of the Respondents

The results revealed that middle-aged worker comprises almost half (50%) of the respondents, while young and old workers are evenly distributed which constitutes 24.7% of the respondents. Female worker represents the majority (70%) of the respondents. Majority of the respondents (62.3%) are legally married, and living together as husband and wife succeeded by the single workforce (31.2 %).

There are more college graduates (41.6 %), followed by master's degree holder (36.4%), then the doctorate degree holder (18.2%) as compared to the combination of high school graduate and college level employees (3.9%). The majority of the respondents are faculty (41.6%) and a slight marginal difference between the number of staff (29.9%) and administrators (28.6%) is observed. More than half (57.1%) of the sample are non-union members and the rest are union members (42.9%).

The respondent's demographic profile indicates that there are more middle-aged employee working in the institution and most of them are females. These employees have marital obligations since most of them are legally married. Most of them have finished baccalaureate course and go through continuing education for professional development by attending graduate and post graduate programs. The major composition of the sample size comes from the faculty and administration. Non-union members represent the larger group of the study population.

Status of the CBA and its Related Factors

The mean and standard deviation of the perceived union-management relations climate indicate that the employees partially agree on the statements describing union-management relations climate. However, the highest mean values is observed on the presence of genuine employee voice for effective representation of employees (Mean = 3.48; Sd = .75). On the same level of agreement, the exhaustion of grievance machinery in neutralizing conflict between the union and the management generated a lowest mean value (Mean = 3.40; Sd = .87).

On the distribution of the sample's wage earnings, barely equally distributed number of study participants who receive salary of Php 10,000 and below and those who receive salary

between Php 15,001 – 20,000 before tax and other deductions are noted at 27.3 percent and 26 percent, respectively. This is followed by those who receive between Php 10,001-15,000 at 20.8 percent followed by those who receive Php 25,001 and above at 16.9 percent then the least who receive a salary of Php 20,001 -25,000. On the other hand, half (50.6%) of the respondents do not receive monthly overload or overtime pay, nearly a quarter (27.3%) receive overload or overtime pay of Php 4,000 and below. This is followed by those who receive Php 4,001-8,000 at 13 percent and those who receive Php 8,001 – 12,000 at 9.1 percent. On a general note, majority of the employees are receiving basic salary more than the daily mandated minimum pay while half of them receives overload or overtime pay.

On the employees degree of agreement on the provision of fringe benefits, results show a partial agreement on the provision of fringe benefits particularly on hazard protection (Mean = 3.41; Sd = .93), employee services (Mean = 3.44; Sd = .89) and comparability of benefits offered by other institutions (Mean = 3.45; Sd = .81). This implies a perceived inadequacy of the institution's provision on fringe benefits to its employees.

The general mean of 3.51 of the employee's job satisfaction suggest a partial satisfaction rating of employees' job. This is in agreement with the partial satisfactory rating on the relationship climate between the employees and the management (Mean = 3.42; Sd = .65), effort of the management in reaching out to employees (Mean = 3.51; Sd = .85) and the present provision of avenues for promotion (Mean = 3.36; Sd = .74). However, employees agree that they are satisfied on all of the aspects of their current job (Mean = 3.67; Sd = .67) and on the pay that commensurate with respective duties and responsibilities (Mean = 3.66; Sd = .75). Comparing the two observed satisfaction rating categories, it can be concluded that job satisfaction from the relational standpoint is deficient.

The general mean of the employee's perception of collective bargaining (CBA) describes a partial agreement on the contribution of CBA to employment conditions. Considerable large standard deviation on the CBA's contribution to fair pay (Mean = 3.22; Sd = 1.10) and benefits of employee (Mean = 2.85; Sd = 1.10) are observed. This means a large variance on employees view on CBA's role in promoting healthy employment conditions in terms of employee-management relations. Despite these, the employees agree that the CBA has contributed to their productivity for the past twelve months (Mean = 3.81; Sd = .95).

The prevailing relations climate between the college management and the union officials and its members and on the ability of the grievance machinery in exhausting means to neutralizing conflict between the employee's union and the management panel generated a limited agreement. This affirms the notion of doubt on the contribution of the collective bargaining agreement in reducing unpaid hours of workers spent inside the college.

Status of Employees' Perceived Productivity

On the perceived productivity of employees for the past twelve months, majority or a total of 65 percent of the sample spent an average of 1 to over 7 hours per week doing unpaid tasks in the college.

Similarly, 61 percent of the employees spent an average of 1 to over 7 hours per week of doing unpaid tasks outside the college or bringing their work at home.

Thirty-nine percent (39%) of them further perceived that they can mostly meet deadlines and requirements of their job, followed by the 27.3 % of those who always meet deadlines and requirements of their job, often at 16.9 %, to some extent at 11.7 % and those who cannot at 5.2%.

The general subjective productivity rating indicates that 48.1% of the employees have rated themselves to have a very satisfactory productivity rating, followed by those who rated themselves

as excellent (22.1%), then those who rated themselves satisfactory (15.6%), fair (7.8%) and the least who rated themselves having poor (6.5%) productivity rating. The results imply a subjective agreement on the employee's productivity in view of the implementation of collective bargaining agreement.

CBA and its Related Factors on Predicting Employees' Productivity

Table 1 presents the multiple linear regression of predicting the employee's productivity in terms of spending average hours per week of doing unpaid tasks in the college. The computed probability value ($p = .13$) indicates that the set of variables in the model does not significantly predict the average hours spent per week of doing unpaid tasks in the college since $p > .05$. The computed R-square indicates that only 11.1% of the average weekly hours spent in doing unpaid tasks in the college can be accounted to the set of predictor variables. However, among the predictor variables, union-college relations climate ($p = .02$) is significantly related to productivity. The unstandardized coefficients imply that increasing agreement with union-college relations climate will adversely affect the average weekly number of hours in doing unpaid tasks in the college.

Model Estimation:

Predicting Average Number of Hours Spent Per Week in Doing Unpaid Tasks in the College

The estimated model is:

$$\text{Prod}_1 = 4.11 - 0.64 \text{ Rel} - 0.12 \text{ Inc} - 0.16 \text{ FB} + 0.29 \text{ JS} + 0.44 \text{ CBA}$$

Table 1. Multiple Linear Regression Analysis Predicting Average Number of Hours Spent Per Week in Doing Unpaid Tasks in the College

Model	Unstandardized Coefficients		Standardized Coefficients	T	P
	B	Std. Error	Beta		
(Constant)	4.11	1.41		2.90	.00
Union-College Relations Climate	-.64	.278	-.32	-2.33	.02
Total Wage Earnings	-.12	.17	-.08	-.71	.47
Fringe Benefits	-.16	.24	-.09	-.65	.51
Job Satisfaction	.29	.33	.12	.88	.38
Perception of CBA	.44	.28	.219	1.57	.12

Predictors: (Constant), Union-College Relations Climate, Total Wage Earnings, Fringe Benefits, Job Satisfaction, Perception of CBA
 Dependent Variable: weekly hours spent on an "unpaid tasks in the college"
 $R = .333$; $R\text{-Square} = .111$; $\text{Adjusted } R\text{-Square} = .048$; $F = 1.76$, $p = .13$

Table 2 shows the multiple regressions of the predictors of productivity in terms of the average number hours spent in doing unpaid tasks at home. The p-value generated ($p = .01$) by the set of predictor variables indicates that the model fits in predicting productivity. The computed R-square suggests that 17.6 % of the productivity variance can be attributed to the set of predictor variables. It can be noted further that increasing total wage earnings would likely reduce the weekly average number of hours spent in doing unpaid tasks at home.

Predicting Average Number of Hours Spent Per Week in Doing Unpaid Tasks at Home

The estimated model is:

$$\text{Prod}_2 = 7.10 - 0.51 \text{ Rel} - 0.43 \text{ Inc} - 0.40 \text{ FB} + 0.32 \text{ JS} - 0.14 \text{ CBA}$$

Table 2. Multiple Linear Regression Analysis Predicting Average Number of Hours Spent Per Week in Bringing Unpaid Tasks at Home

Model	Unstandardized Coefficients		Standardized Coefficients	T	P
	B	Std. Error	Beta		
(Constant)	7.10	1.38		5.13	.000
Union-College Relations Climate	-.51	.27	-.25	-1.89	.06
Total Wage Earnings	-.43	.17	-.28	-2.46	.01
Fringe Benefits	-.40	.23	-.23	-1.70	.09
Job Satisfaction	.32	.33	.13	.98	.32
Perception of CBA	-.14	.27	-.06	-.50	.61

Predictors: (Constant), Union-College Relations Climate, Total Wage Earnings, Fringe Benefits, Job Satisfaction, Perception of CBA
 Dependent Variable: weekly hours per spent in doing "unpaid tasks outside of the college or bringing work home"
 R = .419; R-Square = .176; Adjusted R-Square = .118; F = 3.02, p = .01

Predictors of productivity in terms of accomplishing deadline and requirements for the past twelve months are shown in Table 3. The computed p-value ($p = .20$) indicates that the set of variables in the model does not significantly predict the accomplishment of deadlines and requirements. Only 9.5% of the productivity variance can be accounted to the set of predictor variables.

Predicting the Accomplishments of Deadlines and Requirements for the Past Twelve Months

The estimated model is:

$$\text{Prod}_3 = 4.48 - 0.29 \text{ Rel} - 0.25 \text{ Inc} - 0.26 \text{ FB} + 0.46 \text{ JS} + 0.0031 \text{ CBA}$$

Table 3. Multiple Linear Regression Analysis Predicting the Accomplishment of Deadlines and Requirements for the Past Twelve Months

Model	Unstandardized Coefficients		Standardized Coefficients	T	P
	B	Std. Error	Beta		
(Constant)	4.48	1.20		3.73	.00
Union-College Relations Climate	-.29	.23	-.17	-1.26	.21
Total Wage Earnings	-.25	.15	-.20	-1.69	.09
Fringe Benefits	-.26	.20	-.18	-1.26	.21
Job Satisfaction	.46	.28	.22	1.60	.11
Perception of CBA	0.0031	.24	.01	.12	.89

Predictors: (Constant), Union-College Relations Climate, Total Wage Earnings, Fringe Benefits, Job Satisfaction, Perception of CBA
 Dependent Variable: meeting job deadlines and requirements for the past twelve months
 R = .309; R-Square = .095; Adjusted R-Square = .031; F = 1.49, p = .20

Table 4 presented the multiple linear regressions of predictor variables of the overall productivity rating for the past twelve months. The set of variables does not significantly predict the sample's overall productivity rating since the computed p-value ($p = .10$) is greater than the .05 level of significance. Only 11.7% of the overall productivity rating can be accounted to the model as shown by the computed R-square. However, it can be noted further that among the set of predictor variables, job satisfaction ($p = .02$) significantly predicts overall productivity rating. Unstandardized coefficient indicates a likely direct proportional increasing overall productivity rating when higher job satisfaction ratings are obtained.

Predicting the Over-all Productivity rating for the Past Twelve Months

The estimated model is:

$$\text{Prod}_4 = 3.30 - 0.37 \text{ Rel} - 0.20 \text{ Inc} - 0.19 \text{ FB} + 0.61 \text{ JS} + 0.19 \text{ CBA}$$

Table 4. Multiple Linear Regression Analysis Predicting the Overall Productivity Rating for the Past Twelve Months

Model	Unstandardized Coefficients		Standardized Coefficients		T	P
	B	Std. Error	Beta			
(Constant)	3.30	1.13			2.90	.00
Union-College Relations Climate	-.37	.22	-.23		-1.69	.09
Total Wage Earnings	-.20	.14	-.17		-1.43	.15
Fringe Benefits	-.19	.19	-.13		-.98	.33
Job Satisfaction	.61	.27	.30		2.26	.02
Perception of CBA	.19	.22	.12		.87	.38

Predictors: (Constant), Union-College Relations Climate, Total Wage Earnings, Fringe Benefits, Job Satisfaction, Perception of CBA
 Dependent Variable: rate of overall productivity in getting your job done for the past twelve months
 R = .342; R-Square = .117; Adjusted R-Square = .055; F = 1.88, p = .10

The four (4) empirical models of this study generated an R-square of .50 or 50% which means that the independent variables of this study can explain fifty percent of the variation in the employees' productivity while the remaining 50% can be attributed to other factors of employees' productivity which had not been included in this study. Since multiple linear regression (MLR) analysis was used to test the model fit for employees' productivity, the usual MLR assumptions concerning linearity, independence of errors, homoscedasticity, normality, and collinearity problems were checked before the study was subjected to further analyses.

Partiality of agreement is also noted on the management's provision of benefits relative to the vulnerability of employee to work hazards even prior to the institutionalization of collective bargaining agreement. This finding corroborates with the sample's partial satisfaction on the management's provision of avenues for promotions.

The employees expressed satisfaction on the current nature of their job and the pay they are receiving which is proportionate to their respective duties and responsibilities. These conform with the data on total wage earnings showing that majority receives pay more than the mandated daily wage and some of them also receive overload or overtime pay.

Multiple linear regression unstandardized coefficients suggest that increasing employee wage earnings decreases the average weekly hours of doing unpaid tasks in the college and improving union-management relations climate decreases workers' unpaid hours in the college. On the contrary, improved job satisfaction increases the overall subjective productivity rating. Chi-square tests reveal that the average weekly number of hours in doing unpaid tasks outside the college or bringing these tasks at home can be accounted to the distribution of sample's civil status and current position.

Identifying Significant Differences in the Employees' Perceived Productivity when Grouped by Demographic Profile

Table 5 shows the Chi-Square test of subjective productivity in terms of the sample's age, sex, civil status, and educational attainment. Results show that the four indicators of subjective productivity do not differ significantly according to the distribution of respondents' age, sex, and educational attainment since the computed p-values are greater than the .05 level of significance. Further, the three indicators of subjective productivity: average weekly hours spent on an unpaid tasks in the college ($\chi^2 = 12.59$, $p = .39$); meeting job deadline and requirements ($\chi^2 = 14.34$, $p = .27$); and overall subjective productivity rating ($\chi^2 = 15.31$, $p = .22$) do not differ significantly when analyzed in terms of the distribution of the sample's civil status since $p > .05$.

On the other hand, the weekly average number of hours spent in doing unpaid tasks outside the college or bringing tasks at home significantly differ in terms of the sample's distribution of civil status ($\chi^2 = 20.51$, $p = .05$). This implies that civil status is a factor of doing unpaid tasks outside the college or bringing tasks at home.

Table 5. Chi-Square Test of Observed Subjective Productivity Distributed in Terms of Age, Sex, Civil Status and Educational Attainment

	<i>Age</i>		<i>Sex</i>		<i>Civil Status</i>		<i>Educational Attainment</i>	
	χ^2	P	χ^2	p	χ^2	p	χ^2	p
Average weekly hours spent on an unpaid tasks in the college	8.48	.38	3.05	.54	12.59	.39	25.21	.06
Average weekly hours spent in doing unpaid tasks outside the college or bringing work at home	10.13	.25	2.54	.63	20.51	.05	15.52	.48
Meeting job deadlines and requirements for the past twelve months	10.83	.21	2.30	.67	14.34	.27	8.64	.92
Overall subjective productivity rating in getting your job done for the past twelve months	8.62	.37	1.91	.75	15.31	.22	4.99	.99

* $p < 0.05$ (2-tailed) is significant

The Chi-Square test of subjective productivity in terms of the sample's current position and union membership is shown in Table 6. The four items indicating the sample's subjective productivity do not differ significantly according to the distribution of current union membership since the computed $p > .05$. However, the subjectivity productivity in relation to the average weekly hours spent in doing unpaid tasks outside the college or bringing tasks at home differ significantly when analyzed according to the samples current position ($\chi^2 = 26.03$, $p = .00$). This would imply that doing unpaid tasks outside the college or bringing tasks at home can be accounted to the sample's current position.

With the given results, the researcher concluded that the college management manifests lapses and gaps in the promotion of healthy union-management relations climate due to the inferior ability of the grievance machinery in resolving internal conflicts between the management and union officials and members. The college management has not fully satisfied the reasonable benefits related to work hazards as well as the sound provision of opportunities for personnel promotions. Furthermore, the increase in income of employees does not come from their basic pay but rather from their overload or overtime pay, thus, it comes out that their productivity is diminished when their income increases. It is also observed that the union is successful in reducing unpaid hours of workers inside the college. The employees look at CBA not as a driver of productivity, but rather, as a right to demand for an equal share in the profit of the college. It shows that the CBA is an important factor on the job satisfaction of employees and the relationship climate prevailing in the college.

Table 6. Chi-Square Test of Perceived Productivity Distributed in Terms of Current Position and Union Membership

	<i>Current Position</i>		<i>Current Union Membership</i>	
	χ^2	P	χ^2	p
Average weekly hours spent on an unpaid tasks in the college	6.29	.61	6.97	.13
Average weekly hours spent in doing unpaid tasks outside of the college or bringing work at home	26.03	.00	8.56	.58
Meeting job deadlines and requirements for the past twelve months	11.45	.17	2.89	.57
Overall subjective productivity rating in getting your job done for the past twelve months	7.03	.53	5.63	.22

* $p < 0.05$ (2-tailed) difference is significant

CONCLUSION

Based on the preceding discussion of results, it can be concluded that the college management manifests lapses and gaps in the promotion of healthy union-management relations climate due to the inferior ability of the grievance machinery in resolving internal conflicts between the management and union officials and members. The college management has not fully satisfied the reasonable benefits related to work hazards as well as the sound provision of opportunities for

personnel promotions. The increase in income of employees does not come from their basic pay but rather from their overload or overtime pay, thus, it comes out that their productivity is diminished when their income increases. The union is successful in reducing unpaid hours of workers inside the college. The employees look at CBA not as a driver of productivity, but rather, as a right to demand for an equal share in the profit of the college. It shows that the CBA is an important factor on the job satisfaction of employees and the relationship climate prevailing in the college.

REFERENCES

- Aremu, M. A., Bamiduro, J. A., & Aremu, M. A. (2007). The Impact Assessment of Employee Benefits in Work Motivation: A Path to Higher Productivity in Nigeria. *Journal of the Faculty of Social and Management Sciences*, 9(1), University of Maiduguri, Nigeria: ISSN 1117-4668.
- Brandl, B., & Traxler, F. (2009). Labour conflicts: A cross-national analysis of economic and institutional determinants, 1971–2002. *European Sociological Review*, jcp036.
- Byars, L. L., & Rue, L. W. (1991). Human resource management. Boston: Richard D. Irwin Inc.
- Calmorin, L. P., & Calmorin, A. M. (1995). Methods of research and thesis writing. *Manila, RexBook*.
- Edralin, D. M. (2003). *Collective bargaining in the Philippines*. Published and exclusively distributed by National Book Store.
- Hameed, A., & Amjad, S. (2009). „Impact of office design on employees“ productivity: A case study of banking organizations of Abbottabad, Pakistan. *Journal of Public Affairs, Administration and Management*, 3(1), 1-13.
- Tomboc, J. B. M. (2004). *Outcomes of Collective Bargaining in the Philippine Manufacturing Industry*. College of Business and Economics, De La Salle University, Manila, Philippines.
- Wang, X., & Gianakis, G. A. (1999). Public officials' attitudes toward subjective performance measures. *Public Productivity & Management Review*, 537-553.