



Organized Employees' Disillusion on Collective-Bargaining Process: Threat to Labour-Management Harmony in Organizational Economy in Nigeria

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ABSTRACT

The paper explored contentious issues that generate when organized employees become disillusioned because of ineffective collective-bargaining process, focus on labour - management harmony in organizational economy. The paper objective was to ascertain if disillusionment because of distrust on collective-bargaining process poses a threat on labour-management harmony. Employees disillusion created by collective-bargaining process implies that collective-bargaining has been relegated, not considered as a labour right and disregards quality of work-life. The methodology employed was qualitative empirical study that examined the malignant impact on employees' disillusion because of collective-bargaining process and its effect on labour-management harmony. The finding was that ineffective collective-bargaining process creates employees' disillusionment as a threat to labour-management harmony. In conclusion, threat to labour-management harmony adversely affects organization's growth. Human resource management recommendations were stated as a way forward.

Keywords: Organized employee, Disillusion, Collective-bargaining process, Threat to labour-management, harmony, Organizational economy.

INTRODUCTION

Background of the Study

Employees across the globe are experiencing cost of living crisis and economic aftermath of a global economic dynamics. On-going global events are impacting on employees' well-being. Well-being is climbing organizations' agenda, showing the emphasis that employees need more organizational support. Employees' well-being support can majorly be cushioned through reliable collective-bargaining process rather than employees' disillusion on collective-bargaining process. Organized employees' disillusion will generate unhappy employees that are unproductive, unmotivated and may quit the organization (Chandler, 2023). Employers need to take urgent priority importance on collective-bargaining process that will be progressive in sustainability of labour-management harmony to achieve healthy industrial relations and growth.

The collective-bargaining process hinges not only on wage issues but work conditions, job functions, benefit programs negotiations between two parties, employer and employee (Stohank, 2018). The basic matters in collective bargaining are wage administration policy and welfare concerned discusses. When discussing wage issues, work conditions, job functions, and welfare benefit related matters and its endorsement agreement are not strictly followed and applied, such scenario will ignite organized employees' disillusionment which further creates lack of labour-management harmony. As a result of employees' disillusion of the collective-bargaining process in on-going era of global economic downturn, it has impacted on employees' mental health issues on how to sustain economic survival. On this background, this paper explored on the contentious issue of employees' disillusion on collective-bargaining process as a threat on labour-management harmony using industrial economy in Nigeria.



Statement of the Problem

Most employers of labour both in public and private sectors especially in Nigeria, do not appreciate the fact that employees are the most important asset in an organization which as such they are building blocks of any organization. Employees well-being are experiencing a race to bottom economic conditions. Most employers of labour treat their employees with levity to the extent they get self-disillusioned on collective-bargaining process. Disillusioned employees feel distrust and despaired, dis-chanted with job roles, are unmotivated and lack inspiration, and adopt behaviour that contradicts the workplace culture. Most employees have become slaves and alienated by the workplace conditions in which they find themselves. Most unfortunate realities in our time are that employees are receiving tragic blows to human dignity and a criminal suppression of human potential because of mismanagement of government fund and organization's resources. Employee disillusionment has become a threat to labour-management harmony both in public and private labour sectors in Nigeria.

Objectives of the Study

The objective of this paper was to examine malignant effects of employees' disillusionment on collective-bargaining process as it disrupts labour-management harmony. For the paper paradigm is IPO model (Input --- Process --- Output).

Table.1. Researcher's IPO Model.

Collective bargaining (Input)	Implementation (Process)	Contentious Issues (Output)
i. Employer and Employee meet	i. Employer, agreement not honored	i. Employees' disillusionment
ii. Negotiation process stages	ii. Applying unilateral decisions	ii. Feel lost /despaired/dischanted
iii. Resolutions	iii. Setting re-negotiation panels	iii. Anger/fear /mental stress
iv. Agreement reached and signed	iv. Involving industrial court	iv. Complaints/industrial actions
v. Strategic planning	v. Politicking on resolutions reached	v. Unmotivated/less work attention
vi. Implementation envisaged		vi. Unproductive/work contradictions
		vii. Disengagement/job change
		viii. Lack acceptability

The above paradigm illustrates contentious issues due to employees' disillusionment on collective-bargaining process.

METHODOLOGY

The paper is well illustrated comprehensive compilation of non-numerical data collection through qualitative empirical study that involved observations, interactions and interviews to comprehend real-world experience and impact of disillusion on employee behaviour.

Conceptualizing Organized Employee

To achieve a nimble organization, an organized employee(s) is needed. According to Herrity (2023), organized employee implies that the employee takes good management of time and energy and carefully accomplishes all his/her assigned tasks in real time. He is always prompt on duty calls and has acquired detailed organization's



orientation. As a duty, organized employee can keep track of complex issues, systems and large amounts of data within the workplace.

Herrity (ibid) emphasized that employee being organized at the workplace involves making use of range of required skills which include:

- **Time management:** An organized employee has the capacity to coordinate work tasks and workplace activities to maximize efficiency and effectiveness on an individual effort. Employee good time management is necessary requirement to achieve productivity.
- **Communication skills:** The ability to carry out effective communication is an important skill needed to facilitate workplace activities. An organized employee has the skill for effective communication with co-workers to enhance productivity.
- **Setting goals:** An organized employee is diligent enough to develop a work procedure that defines necessary, attainable, and measurable and real time objectives that organization targets to achieve.
- **Delegation:** An organized employee applies teamwork system that will facilitate job roles and achieve required productivity. He entrusts duties to sub-ordinates and accepts responsibility for those job tasks and their performances.
- **Work under pressure:** Organized employee has the capacity and skill to handle and cope with job difficulties which are often outside his control.
- **Self-motivation:** An employee has the internal drive that leads to action towards achieving goals. He designs procedures of productive action, keeps on routine, creates priority, focuses and applies in-depth thinking to proffer solutions. He encourages himself to continuously make progress toward a goal even when he feels challenging. He has self-drive to initiate ideas, means and resources needed for a specific assigned job role.
- **Analytical thinking:** An employee that is organized has the mental knowledge to handle complex issues by critical evaluations of available information to offer solution on job role challenges. He has the mental analytic understanding skill to create initiatives to handle issues. Good thinking, good product is the accepted slogan for an organized employee.
- **Attention to details:** He has ability to focus on all required scope of a project or work task no matter how minute. He applies excellent attention in reviewing specific work. He is always scientific in his methods of handling issues at workplace.
- **Decision making:** Organized employee adopts a procedure making options by identifying information collation and weighing alternative resolutions. He applies step-by-step decision-making process. He is democratic and liberal in his leadership pattern. He initiates process ideas that define its blueprint of action direction to make decisions on portioning its available resources that will reach long time achievement. He sets priorities, focused energy, resources and strengthens work operations. He makes certain that all collective efforts are working towards achieving goals.

Combination of the above knowledge, skills and ability (KSAs) and importantly when employees give value in maintaining industrial relations harmony for effective organization's growth and achieves success, make an organized employee needed in building workplace relationships.

Collective-Bargaining Process on Employees' Disillusionment

In Nigeria of today, cost of living crisis, economic downturn and inflation has put financial strain on employees, especially as wage income and welfare scheme fail to meet up with stepping-upward cost of living. To survive the economic hardship, it is no wonder that employees rely on effective, reasonable financial take-home and implementable collective-bargaining processes to avert disillusionment. When collective-bargaining process becomes unreliable and agreements reached are not honored, it generates organizational conflict that will eventually lead to employee's disillusionment and workplace stress. This pattern of organizational conflict creates internal wrangling and disagreement between employer and employees. Collective-bargaining process implementation becomes a major approach to apply effective management of employees' disillusion.



Collective-bargaining process is defined as the wage and employment conditions “settlement process” between two parties, the employer and employee (Opara, 2023). According to Kenton (2019), collective-bargaining process refers to the negotiation of employment conditions between groups of employees (unions) and their employer (management). Employees are represented by their unions during collective-bargaining process. The basic matters of collective-bargaining process are wages and employment work conditions discuss. In the process of collective-bargaining negotiation, confirming to Henderson (2019), mainly centers on wage administration, welfare issues and employment conditions deliberations. These three mentioned issues focus on employees’ value as estimated to competitor organizations, opportunities to receive better conditions of service, wage income payment technique and employment hinged inducement and value.

In management perceptive, collective-bargaining process reflects to employee union’s negotiation contracts with their employer to ascertain their employment conditions which involve wage income, benefits, work hours, job leave, job health and safety policies, welfare scheme policies, ways to create work-life balance and more. Collective-bargaining process has an impact and once-for-all effect. It enhances the wage administration of the employees involved relative to the general level prevailing around the employees. The importance of collective-bargaining process lies in employees negotiating the conditions of their employment including factors such as workplace conditions, employment regulations, compensations, overtime protocol, holidays, sick leave, family leave, paid time off, retirement plans, welfare policies and health care scheme (Roller, 2023).

Employees’ disillusion as result of collective-bargaining process failure is to destroy employee’s belief and his good efforts for the organization to achieve its objectives. The employees will become disappointed because the organization they admired has been good and has employment security now seems without value. The employees tend to not feel excited about their job or experience joy at the workplace (Henderson, 2019). They lack motivation and inspiration to execute their job tasks efficiently. No more putting extra effort into helping the organization reach its goals. Disillusion induced by collective bargaining process implies that prompt and correct payments of wages to the employees are not ensured and aeries of payment were accumulated.

According to Hannan (2020), employees disillusion induced by collective bargaining implies that work evaluation, survey, wage incentives, profit sharing, wage changes and adjustment, supplementary payments, control of compensation costs and other related pay items are not guaranteed. Collective-bargaining process is always preferred to the individual judgment of a manager however unbiased he is in his judgment. Tiwari (2020) stated that the primary concern of establishment and maintenance of personnel interest so that the satisfaction of the employees and employer is maximized and conflicts are minimized. Employee’s voice through collective bargaining is a key labour right. Unreliable collective-bargaining process on what is going-on within the organization becomes a complex issue for employees to willingly and truly be committed with their job roles. They become disengaged and usually do not enjoy their job. Disillusion generates mental stress in an employee quitting the job (Armstrong, 2025).

From empirical observation and close interactions with public/private sector workers made especially during national/state industrial actions (strike) staged by labour unions in Nigeria, most industrial actions are as a result of poor implementations of collective-bargaining issues (such as poor wages in a galloping inflation era, ineffective pension scheme, withheld accumulated aeries of work allowances, delayed salary payments, poor management of national/state employees’ health insurance scheme, ghost workers issues and generally harsh economic condition) most employees are disillusioned. Observed, there is widespread of employees’ disillusionment which is ‘damaging trust on their organizations and weakening workplace relationship and culture’ (Armstrong, 2025).

The data indicates an overwhelming sense of pessimism among workforce. Employees lose trust in work institutions, that mistrust creates eroding morale, poor collaboration and compromised loyalty to the management. Feeling of though they are not being prioritized by institutions and governments in an environment where they are really struggling. This situation generates easy for distrust in leadership and organization’s to breed, and weakens the national /state economy. The researchers’ data found out that



disillusionment brings about employee loss of hope, trust and enthusiasm on how they feel toward their jobs, organizations or career due to unmet expectations, broken promises, or a disconnect from workplace values.

That in Nigeria, collective-bargaining has fundamentally been based on distrust and this has created employee disillusion which is causing :

- Economic pressure - Employees experiences stagnant pay during high inflation or cost of living crises.
- Broken trust - It has become common to notice leadership failing that do not act with transparency or tolerating poor behaviour.
- Loose of purpose - There is the feeling that daily tasks lack meaning or do not align with personal values.
- And the signs are there to observe which include:
- Low motivation - Most labour employees are doing the bare minimum and lacking initiatives to improve work productivity.
- Emotional withdrawal - It is common to see employees checking out mentally and detecting from team goals rather than from organization's goals.
- Poor performance - It has become general to notice missing job deadlines or letting work quality drop.
- Cynicism - It has also become common to see employees both in public and private sectors complain frequently or displaying negative behaviour to their job responsibilities.

Threat to Labour-Management Harmony

In organizational management, threat to labour- management harmony are the factors that compromise the accuracy, credibility and effectiveness of employees' welfare (Opara, 2023). Such factors can pose adversely to sound management practices emphasis on the human relations necessary for the achievement of business goals (Rao, 2010). Also, the factors will show that collective-bargaining effectiveness can-not be applied to real-work scenarios indicating manipulation of collective-bargaining process trustworthy. In management perspective, when threat (such as politicking with collective agreed decisions, management taking unilateral decisions, management/labour agreement not honored etc) they undermine collective-bargaining process, it becomes economic threat undermining employees' psycho-social feelings that influence their work responsibility, eventually develop employee disillusion at workplace.

Threats that generate lack of trust on implementation of collective-bargaining agreement will influence into poor change of employee's baheviour to work duties. The poor change of behaviour will create internal communication gap that is adverse to organizational economy. The employees dropping out of work responsibilities gradually influences the make-up of the entire workforce that will adversely affect the economy of the organization. From the external frontiers, threat to labour-management harmony promote employees change their behaviour simply because they are apprehensive that their welfare are being tampered with as a result of inconsistency and management manipulation of collective-bargaining process.

Labour is the most vital in all the factors of production. The type of connection that exists between labour and management determines the type of industrial atmosphere that may prevail in the organization. Collective-bargaining has strong impact on labour -management relation for industrial harmony and productivity of employees to improve. According to Lennon, (2020), in labour-management relations, collective-bargaining is a an effective tool to build industrial harmony, especially in Nigeria context. It generates purposeful corporation between labour/management in process of production and maximum social good behaviour. Effective collective-bargaining process initiate the need for employee quality of production, values, social commitment and responsibility very importantly (Rao, 2010).



Harmony in management refers to the promotion of cooperative and trusting relationship between labour (employees) and organization's management where everyone work together for shared goals and mutual benefits. However, in every scientific management setting harmony and discord between labour and management often occur because organization is a human entity. Labour-management harmony is a peaceful and corporative working relationship between organization's employers (management) and its employees, represented by trade unions (Lennon, 2020). Core components of labour/management harmony include:

- Open communication: Clear approach as channel for employees and management to share ideas and concern.
- Mutual respect: Condition in valuing the rights, roles and contributions of both employees and management leadership.
- Fair compensation: Parties agreeing of fair pay, benefits, and safe working situations.
- Joint problem solving: Establishing system of applying dialogue and negotiation, instead of strikes or lockouts to resolve industrial conflicts.
- Labour -management harmony matters in-order to achieve the following:
- Higher productivity: Employees perform better when they feel secure, respected and happy.
- Fewer disruption: Harmony and peaceful cooperation prevents expensive work stoppage, protest/agitation and legal disputes.
- Goal achievement: A united workforce help and facilitate an organization's business reach its operational target much faster.

In Nigeria, the first pre-condition for labour-management harmony is a wholesome of applying an agreed collective-bargaining which therefore, provides to accept the fact of commonality of interests to avoid employees' disillusionment. Both sides should respect the rights and obligations of the other, and both sides should learn to trust each other. Such working condition prevents employees' disillusionment and promotes workplace relationship. Promotion of workplace relationship improves quality of work life, that is taking a big hand in improving not only the standard of living but also improving the quality of life of the worker and his family. Labour-management harmony generates 'trusteeship principle' which ensure employers should agree in principle to employees participation in management. Trusteeship in this sense means that "both labour and capital are co-servants in the service of the community and, therefore, co-partners in industry" (Rao, 2010:111).

Effective collective-bargaining that generates a condition of no employee disillusionment and trusteeship principle provide participative management as logical step. It is industrial democracy in action. But participative management cannot succeed if it is extended as a condescending act by the employers. It should be based on the honest realization of the nature of the inherent relations between labour and capital, and consequent willingness to give labour its due, that is effective collective-bargaining. Good human relations are vital for growth and stability. Looking after employee's welfare is to be carried out in practice; in other words, it is not empty words, as is the case with most. Use of 'effectiveness' in organization's management can provide working condition that improves workplace relationship. In this perspective, organizational effectiveness is the extent to which an organization gives certain resources and means, achieves its objectives without placing undue strain on its members (Gupta, 1992).

Organizational economy in this discuss, the paper defines it as an element of microeconomics that shapes the mental structure, behaviour and performance of employees towards why organization's business success or failure (Chete, Adeoti, Adeyinka and Ogundele, 2016). Effective implementation of collective-bargaining will influence employees' behaviour, navigates organization's trust on employee welfare, and often explores why organizational business will succeed or fail. The pro-activeness of organization's economy goes along way to



reduce employee disillusion, while uncertainties surrounding application of collective-bargaining agreement generates a threat to labour-management harmony that may impact on workplace relationship.

The Power of Disillusion on Human Character

Disillusionment often cause changes that have impact on employee psycho-social cognition. Reacting to changes has impact on employee aspect of human character towards his/her approach to job duties. Human nature is extremely sensitive to change whether positive or negative. Conceptualizing human characters at workplace through the personality concept illustrates the power of disillusion. According to Scott & Marshal (2005), the concept of personality is alluded to the individual as object (object of external evaluation), where the term 'self' refer to the individual as subject (as the course of action and self-reflection). The above implies that personality incorporates an individual relativists, stable feelings, personal thoughts, behavioural patterns and innate character. In this perspective, personality refers to employee character and variations that have ways of thought, feelings and attitude.

The human character gives definition on the interesting or unexpected quality that an individual has (Opara, 2023). By implication, the character of an individual (employee) decides his/her social actions within a given social context such as in an organization. Character becomes determining influence in employees at workplace. However, conceptualizing employee human character gives emphasis upon the 'subjective state of an employee, his feelings, the meaning an employee attaches to his/her job roles and motive he has for behaving in specific ways (Haralambos & Holborn, 2013). From organizational perceptive, employees as human beings are the fundamental building blocks of any organization (Draft & Bowerman, 1998). In this management view, organizations are different from other named social entities. An organization becomes collective of employees that deliberately and collectively work to achieve economic compensation as payback through collective-bargaining arrangement (Opara, 2023). The employees have a clear mandate that formulated as an entity to achieve aims and objectives of the organization.

In this perspective, an organization becomes a social entity that involves an employee and employer working together to achieve common goals. A social entity is established to achieve objectives. When organization's pattern of collective-bargaining process and eventual resolutions agreement fails, employees feel disillusioned to achieve the expected objectives of the organization. The power of disillusionment has an adverse impact on employees' psycho-social cognition that affects their productivity. The power of disillusion changes the entire personality, human character, and way of thinking, feelings and behaviour towards job duties. The power of disillusionment has impact on the subjective state of an employee, his feelings, his meaning to attachment and commitment to work and the motives he has for behaving in such ways. The employee absolutely feels lost, dis-chanted, unmotivated, and unproductive, and lacks interest in the organization he initially cherished to render services for a living.

Power of disillusion debases the employee psychological perception, reduces economic value and social status of the employee, and expected organization's welfare scheme for the employee. The employee gets disengaged and applies apathy on his job duties. He develops destructive tendencies towards his job duties. Disillusionment is averse to any change to achieve labour-management harmony. Power of disillusion adversely affects employee career development and frustrates the organization's culture and skills that creates threat to build workplace relationships.

It creates a situation where the employee develops the intention to inflict damage and applies hostile actions that make healthy industrial relations impossible. In this atmosphere, the employee would not like to get involved in any justifiable means that will sustain any development to achieve workplace relationship. By workplace relationship, it involves the connections the employee form with co-workers, colleagues and managers in the workplace (culled from Wikipedia). These relationships built with colleagues and managers form the basis for collective contribution of initiatives to build the organization. Power of disillusion weakens work relationships such as co-workers, team members and work friends that will activate reliable efforts to achieve organizational goals.



Power of Disillusion on Employee Engagement Survey

Power of disillusion generates ‘poor collaboration’ at the workplace. The term ‘collaboration’ entails a process of employees working together to complete a task or some tasks to achieve organizational goals. Collaboration is an essential part of teamwork and helps to build labour-management harmony and workplace relationship, organizational success and promotes organization’s skills and culture. Collaboration at workplace involves task orientated collaboration; communication orientated (which both revolve around achieving task, goals or projects); also, collaboration involves network-orientated and community based orientated. All elements of collaboration are relevant to teamwork and render means to achieve successful teamwork function most effectively build workplace relationship.

On employee disillusionment showing on employee engagement survey, the primary challenges include:

- Employees’ feeling of disappointment at workplace are easily observed.
- There are employee unhappiness to fully participate in their job roles.
- Work conditions are not as good, honest or special as employees once believed.
- Work apathy are generally identified.
- The common cause that created the primary challenges are:
- Politicizing collective-bargaining process that changes economic reality to economic illusion, and the results are loss of faith, sadness and no clear view of the truth on collective-bargaining.

The quality of having great value of an employee’s job is a major factor in engagement as their relationship with co-workers and managers. This relationship is properly shaped based on the reinforcement, validity and establishment chances their organization provides. No doubt, engaged employee gives back organization’s regards for its workforce, which makes it more appealing to most relevant recruits and guide to improved profits and return of investment.

However, employee engagement moral survey is to take measurement of an employees’ commitment in doing their tasks, innate driving forces to the task, intention to accomplish tasks and eagerness for their jobs and the employer (Tech Target (2023) – www.techtarget.com). This evaluated employee’s acumen on handling his job, organization’s culture and pattern of management, and is applied to know if employee is in-line with the organization’s aims. This system of employee engagement survey in an organization brings to the knowledge of employer and management which constructively evaluated ways to build workplace relationship that enhanced and sustained productivity.

A healthy relationship between the employees (labour union) and employer (management) has been backed up with effective collective-bargaining process that creates high expectations to achieve organization’s objectives. Disillusioned employees lack commitment to carry out their tasks, weakens innate driving forces to carry out their expected tasks, intention to accomplish their tasks become doubtful and eagerness for their jobs and employer drastically fade away. This implies that power of disillusionment makes employees’ engagement survey less relevant.

Furthermore, employee(s) engagement refers to emotional and career connections employee(s) feel toward their organization, co-staffers and job itself (TechTarget, 2023 www.techtarget.com). Employee’s engagement becomes a guide to improve job contentment, task performance, and employment holding, casting back on a constructive total employee involvement in his job. It is a reflection on the expected way to assess overall employee experience. Furthermore, engagement is a frame of mind distinctive to each employee, but it does not occur on its own; one of the main causes of its occurrences is based on how effective or ineffective the collective-bargaining process is that determined employee ‘engagement’ as a frame of the mind. The proven benefits of employees’ engagement lie in the hands of the employer and its management pattern. Work

responsibilities of the employees in an organization are to create development, stimulate, empowering, and spurring-on everyone in the organization.

But when employees are disillusioned, each individual employee begins to frame his/her mind rather than collective mindset of working towards achieving overall organizational aims and objectives. Work responsibilities of employees in an organization as to build, stimulate, energize and spur-on everyone in the organization becomes actively disengaged. Power of disillusionment will damper the term ‘engagement’; which implies putting-together employees’ opinions that management and its human resource department use for analysis to build an expectant workplace environment that promotes the opportunity to build healthy workplace relationships. This can only be achieved by comprehending different employee viewpoints such as assessment of human resource department. Power of disillusionment renders applications of ‘engagement’ non-useful and wastage venture.

The importance of employee engagement in an organization can never be over-emphasized. In an organization with high degree of employees’ engagement, there are more profitable investment returns. Customer satisfaction ratings become more successful and engagement efforts lead to less absenteeism and turnover. However, employee engagement programs provide a range of benefits such as better business outcomes, increased productivity, better work culture, the organization becomes more attractive to top talent, faster on-boarding and good for employee(s) health.

Graphic Diagram Summaries of the Use of Employee Engagement in an Organization

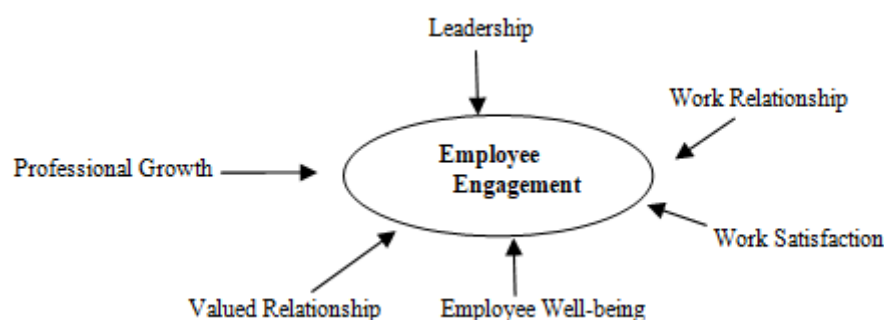


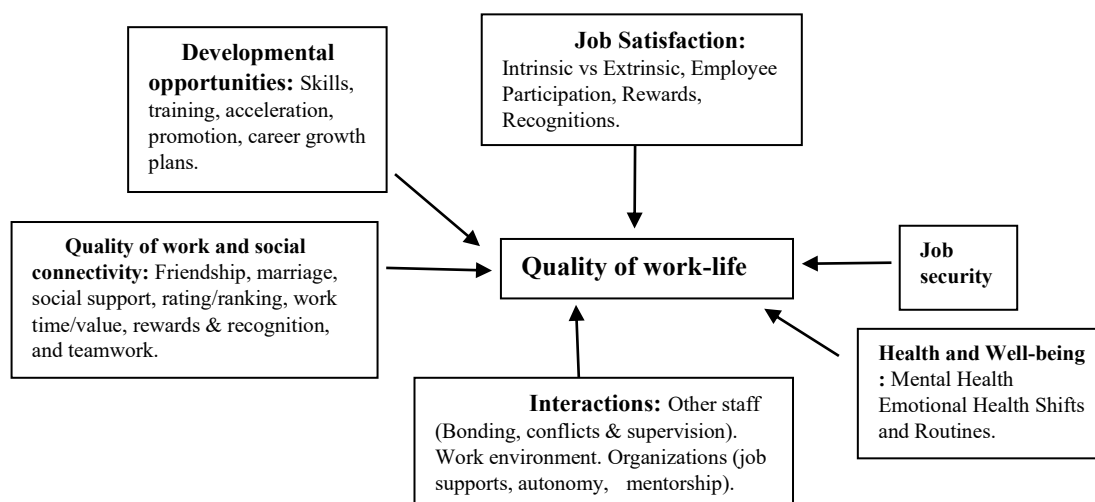
Diagram 1 (Source: TechTarget, 2023. www.techtarget.com)

Quality of Work-life on Employee Disillusion

Employees’ disillusion is a human factor that creates negative side effects on productivity through employee absenteeism, sabotage, withdrawals and voluntary disengagements. Then the organization starts to witness financial dryness and drops, closures of businesses and retrenchments of staff among other unfortunate circumstances. Conceptualizing quality of work-life, however, remains exclusively relevance to changing employees’ disillusion. Quality of work-life has become relevance in all works of life and sufficing in the success stories of global organizations with unique landmarks and excellence.

Quality of work-life commonly refers to the quality or standard of relationship between the employees and the total work environment. Its main concern and focus are the overall climate of work and the impact on work and people as well as on organization’s effectiveness and goals’ sustainability. There are other terms often interchangeably used with quality of work-life such as ‘Humanization of Work’, ‘Quality of Working life’, ‘Industrial Harmonization’ and Participative Work’ (Sumathi & Velmurugan, 2017). Growth in quality of work-life instills a sense of belonging and intimacy among members of the organization with emphasis on teamwork. For various individual organizations and work communities, there are basic factors that define quality of work-life and in turn motivate or de-motivate workers and of course, influence the landscape, scope and quality of individuals and organizational input (Uwaoma, 2023). Hence, to reduce the escalation of employees’ disillusion that creates conflicts and poor productivity, it is the responsibility of management to provide a good work environment.

Commonly speaking, there are many factors that individually or collectively determine the quality of work-life that can stop employees' disillusion. They include job satisfaction, job security, health and well-being, social interactions or connectivity and developmental opportunities among others (see diagram 2 below). Thus, a good quality of work-life entails any conscious effort for improving working conditions, work contents and its safety, security, wages and benefits.



(Diagram 2: Components of Quality of work-life)

There are other factors that can be employed to improve the quality of life of employees and reduce employees' disillusion anywhere globally. They are:

Administrative justice and fairness

Taking a job in any organization is never a sin and nothing whether or seen should be allowed to suggest or imply that. There must be visible and administrative inclusiveness that permits fairness, firmness and equity where the employees are treated as humans with unconditional acceptance irrespective of gender, age, skin colour, language, nationality or tribe.

Job security and stability

Adequate job security stands tall among the values and considerations why employees take or consider any job or even remain in jobs and organizations. Hence there must be measurable, reliable and visible provision of job security and stability made available to workers and of course, enshrined in the organization's bulletins and employees' letters of employment.

Career Development

Employees are always interested in their future and as such should be assured that they have a future in the organization. Clear and achievable career development structures should be firmly established which the employees should not only 'ear mark' but 'hand mark' and 'eye mark'. Of course, there should be routine and quality training aimed at enhancing the job-knowledge, finances, relevance, health and growth of the employees even when they migrate to other organizations.

Participative management

The period of being a 'robot' employee is over. In this digital work-age, workers perform best when they participate in taking decisions in matters that affect their lives and future. Hence, suggestions system, management by objectives and other refined forms of employees' participation in management are the needs of the time.



Job autonomy

The employees should not be seen as ‘machines’ that can be ‘manipulated’ or remotely controlled by the management or owners of the organizations. Opportunities should be given to them to make decisions, plan, coordinate and control their own activities in the organization without fear of being fired or punished. This would not improve the quality of work-life of employees but enhance their input.

Job redesign

Jobs should be redesigned from time to time to include the growing needs of employees and organizations, especially the constant environmental changes and organizational growth and expansion. Job positions, titles and contents should be re-examined, re-assessed and recapped to suit contemporary and obvious changes. Minor or narrow jobs should be integrated, job roles and rules should always be re-designed to have human face, fairness and integrity.

Workplace Relationship

In this paper presentation, workplace relationship places emphasis on a relationship between labour and management. In Nigeria, workplace relationship between both parties is mostly determined by how well collective-bargaining process is being handled and applied. It has become pervasive for employees in public and private sectors being experiencing poor handling of collective-bargaining that eventually generate disillusionment in most organization’s workforce. The type of politicians that run the government and employers of labour are not trustworthy enough to be considered as good managers of human-beings, that accept the fact that human workforce is the most important aspect of organizational management and building blocks of an organization are ought to be valued.

From observational analysis, poor application of collective-bargaining process that is creating employees’ disillusion, workplace relationship in Nigeria has become a challenge such as:

- Poor communication between labour and management become less interactive within work environment.
- Poor funding for healthy employee welfare and accumulated salary/allowances aeries.
- Incessant and prolong industrial conflicts and actions.
- Lack of labour/management harmony.
- Rights to unionize becomes questionable.

In measurable workplace practices in Nigeria and its impact on employees, it has being highly influenced by local cultural and social economic factors which include:

- Poor and hash economic conditions.
- Uncondusive working environment.
- Inadquate pay packages.
- Poor welfare services.
- No fair employment conditions.
- Delay payment of salaries.
- And, legal tussle applications.

When there is poor workplace relationship, it adversely affect the organizational culture that promotes organizational economy. Organizational culture refers to the values, norms, and patterns of action that characterize social relationship within a formal organization (Scott and Marshal, 2005). It emphases corporate culture that explicitly calls for a redirection of attention to human relations in the corporate world. In this sense, organizational economy involves the plural social systems within organizations, and the necessity of matching management systems to their economic and political environment.



For a country like Nigeria where workplace relationship is weak, organizational economy should be strong and effective to reduce employee disillusion. Organization economy when well structured will generate the following outcome, such as:

- Map internal friction; This is to measure the time and finances spent, evaluate coordination, make approvals and embark on information search to enhance workplace relationship.
- Effective decision-making: Involves organization's use of clear financial thresholds to choose whether to outsource service or build it internally.
- Stream-line communication: That is reducing unnecessary bureaucratic layer that slow down project delivery.
- Design incentive: Refers to align goals through structural compensation and key performance indicators (KPIs) so that employees can maximize their own welfare by achieving organization's goals.
- Tie pay to value; This application of transparent styles for work bonuses that will reflect direct, measurable outputs.

Human Relations Management Theory

Employees' disillusionment on collective-bargaining process misrepresents and gives misinterpretation of human resource management. The restraint of collective-bargaining underbids quality of work-life, wage administration policy, salary structure, welfare of the employee and labour/management harmony in the organization. Once the restraint of collective-bargaining process is achieved, it will adversely affect the psycho-social of the employee. Collective-bargaining process is a major means to proffer workplace environmental challenges (Mishel, Gould & Bivens, 2015) that will not create employee disillusion. According to Copper & Mishel (2015), the erosion of collective bargaining has widened the gap between productivity and wage income pay. No doubt the erosion of collective bargaining will trigger off organized employee disillusion and unhealthy labour/management relationship.

Human relations management theory as framework was employed to give meaning and neutralize threat on building workplace relationship generated by employees' disillusionment. The erosion of collective-bargaining process can be reduced by application of human relations management theory. The 'human relations management theory' pays attention to the possibilities to achieve organizational objectives through recognizing the importance of employee character/attitude, interpersonal relationships, group dynamics and leadership patterns (Ward, 2021). Human relations management develops the premise of organizational psychology that put forward that employee's motivation and productivity can be improved through positive social bonds and recognition of the employee as a unique person at the workplace. It is of the view that enhanced working conditions, participation, empowerment and positive treatment lead to improved input. It is human centered and increasingly becoming an essential focus of corporate management.

Human relations management de-mobilizes failure of collective-bargaining process which turns out to be an organizational factor that can emotionally drain an employee to disillusion and specific conducive to stress. The impact of this problem in terms of disillusionment and reduced quality of work-life is undoubtedly formidable. Disillusionment has become a psycho-social stressors that places emphasis on employee perceptions on the job roles (Newman & Newman, 2020). Human relations management theory neutralizes perceived situations that may lead to failure of collective-bargaining process by improving total compensation and enhancing welfare of employees in the workplace. Detailed motivation packages for an employee designed by human relations management theory wipes off any iota of disillusion in an employee.

Application of human relations management theory helps to reduce threat to build workplace relationship that will sustain an organized employee at the workplace. It promotes employee engagement and improves welfare impact on employee living standard. Human relations management theory promotes organizational support to cushion employee well-being, cost of living crisis and improves human dignity, and reduces criminal suppression of human potentials. It builds a workplace of the future that will be approvingly collaborative, diverse, spatially distributed and paid attention on work-life balance (Gunthner, 2023). By implication,



employing human relations as a management strategy helps to provide solutions to the challenges of the future world of work.

Human relations as a management strategy can invent a situation in which employees are more likely to continue with the organization rather than disengagement because of disillusionment. It manufactures and builds a healthy positive workplace, keeps employees and promotes productivity. Building human relations as the attention of management pattern, it can effectually generate a workplace tradition in which employees can thrive. It creates a participatory pattern in decision-making procedures at all stages of employees' jobs as well as improving human treatments of management system. To achieve validity to build workplace relationships, human relations pattern of management should be employed because it creates workplace communication, enhances motivations and workplace input, improves employee collaborations, maintaining scale of employee retention, provides good management of diversity, constantly nurturing employee creativity, employee self and career development etc.

CONCLUSION

Employee disillusion on collective-bargaining process in this era of global economic downturn has impacted on employees' psycho-social behaviour. Employee disillusionment has become a major root cause that degenerates to poor collaboration in the organization systems for doing work. The fundamental objective of collective-bargaining process is to agree on resolutions between employees and employer should be sacrosanct. Collective-bargaining process has become an avenue to proffer solutions to problems at workplace. It is often a main strategy to achieve better work conditions and provide safer workplace. For most employees, the issues of collective bargaining are inherently interwoven with their jobs, it is no surprise that issues such as finance and welfare matters are commonly reacted among employees.

The application of human relations in management approach goes a long way to reduce the power of disillusion, rising cost of living standard and creating healthy industrial relations. Human relations management style gives sense of belonging to employees to be more committed in organization's activities and avoid employee disillusionment. This management approach that is employee centered has become a management brand for use in corporate organizations to achieve validity to build workplace relationships and maintain group dynamics that are aligned with organization's goals. Human relations management brand as it focused on human centrality helps to build in employees' emotional intelligence, provides avenue for active listening, coordinates conflict resolutions, creates management empathy for employees and establishes organization's cultural competence.

RECOMMENDATIONS

Employees' disillusion as a result of ineffective collective bargaining can be taken care of in the following ways:

- The application of human relations as a management approach can help to avoid and correct employees' disillusion in the collective-bargaining process.
- The human relations management approach should create initiatives that will bring change and improve employee individual circumstances in and outside workplace besides their individual desired perceptions and attitudes.
- The human relations pattern of management should encourage appreciable group values, relationships and collaborations at workplace.
- Through human relations management, effective management and supervision should be ensured at workplace.
- Use of human relations management establishes effective organizational conditions conducive enough for every employee to operate on and its application will create, sustain and maintain quality of work-life in an organization.



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