

IMPACT OF LEADERS' EMOTIONAL INTELLIGENCE ON INDUSTRIAL HARMONY IN TWO TERTIARY INSTITUTIONS IN ADAMAWA-NORTH SENATORIAL DISTRICT

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ABSTRACT

The dynamic nature of modern institutions has made it imperative for leaders to master and control their emotions so that they become reliable tools for navigating social complexity, conserving professional and personal relations and mitigating conflict tendencies inherent in human nature. Therefore, achieving such harmonious and cooperative atmosphere is premised on the degree of emotional intelligence that leaders possess. This study attempts to theoretically and empirically examine the interrelationship between leaders' emotional intelligence and industrial harmony in two higher institutions of learning in Adamawa North senatorial district. Literatures around the nexus were reviewed and the Dual-Concern theory propounded by Blake and Mouton (1964) was adopted as a theoretical guide. Data were collated from 340 respondents from two higher institutions within Adamawa North Senatorial District (Adamawa State University and Federal Polytechnic, Mubi). the sample size was determined using taro Yamane's formula and the actual respondents were selected using random sampling techniques. Five point Likert scale questionnaire was used in data collection and was analyzed using regression in SPSS version 23. The independent variable was assessed using five different dimensions: leaders' self-awareness, leaders' self-management, leaders' social awareness and leaders' social skills in relation to organizations industrial harmony and the overall model was fit with Cronbach alpha of .716 to .952. The study reveals that there is a strong positive relationship between the IVs and the DV with adjusted R square of .737 in the model summary. Therefore, the study recommends among others that leaders should have good understanding of their emotions and manage them, so that it will serve as a veritable tool for navigating social complexities, dissipating conflicts and promoting industrial harmony.

Key words: Leadership, Emotional Intelligence, conflict Resolution, and industrial Harmony.

Introduction

Pure state of harmony scarcely exists in organizations as conflict is naturally an inevitable phenomenon in organizational settings and industrial harmony does not preclude the existence of grievances or dissatisfaction, but it is when there is an understanding between leaders and their followers in the face of those conflicts that permits the system to achieve set goals. The dynamic nature of modern institutions operations has made it imperative for leaders to master and control their emotions and impulses, understand the emotions of their follower, and effectively utilize the knowledge arising therefrom so that they become reliable tools for navigating social complexity, conserving professional and personal relations, mitigating conflict tendencies inherent in human nature; this underpins their emotional competence and will determine how relationship and

industrial peace develops. Emotional competence is a precondition for effective grievance management, defusing and/or forestalling its occurrence and enhancing industrial harmony. Researches have shown that leaders' emotional intelligence could significantly prevent the incidence of industrial conflict or mitigate and regulate the frequency with which it occurs. Emotional intelligence contributes significantly in improving interpersonal relationship at the workplace and also determines the regularity of personal and industrial conflicts in the organization (Shahhosseini, Silong, Ismaill and Uli, 2012).

Conflict often stems directly or indirectly from the interaction process comprising two major actors; the management and the representative of the workers (the union) expressed most often through processes such as collective bargaining, grievances and dispute settlement, and management of conflict. The emotional intelligence of the management influences their behaviors, actions and roles when conflict erupts, which also determines its development and the reactions of the union culminating in industrial harmony or otherwise. Therefore, achieving harmonious cooperative atmosphere is premised on the degree of emotional intelligence of leaders of the organization. Hence the absence of emotional intelligence disposition in a leader-follower relationship especially in a highly complex and diverse workforce organization, such as Adamawa State University and The Federal Polytechnic Mubi can be highly disastrous to interpersonal and professional relationships vivacity; thereby creating an environment conducive to industrial disharmony and poor adaptive mindset in the face of challenges.

The roles of leaders in enhancing industrial harmony in institutions of higher learning in Nigeria have received wide attention in the literature of industrial relations. This is because many academic institutions in Nigeria are marred with a myriad of incessant industrial actions most often ascribed to inefficient and ineffective management style or strained relationship between management and labour unions (Osamwonyi and Ugiagbe, 2013). These occurrences are not strange to Adamawa State University and the Federal Polytechnic Mubi – the two institutions have been suffering from challenges that ranges from national and local chapter industrial actions that resulted from leadership problems to political influence. A more formidable factor that has received little or no attention in the discourse of the causes of industrial relation in academic institutions, especial in Nigeria is the lack of emotional competence. In the past, scholars have ascribed successes in leadership's effectiveness in the management of conflict to possession of relevant work experience, previous academic achievement, technical skills and cognitive ability. Existing researches however have shown that most successful executives are those with high emotional intelligence. Leaders who are well aware of their own emotions and those of others have greater capacity of effectively handling interpersonal relationships judiciously and empathetically thereby dissipating industrial conflict.

Evidence based on extant literature has shown that there is a plethora of empirical and theoretical studies on emotional intelligence. But amid this superfluity of studies, there is a dearth of study empirically or theoretically that x-rayed the interconnectedness and imperativeness of leaders' emotional intelligence with industrial harmony.

Based on the foregoing, this study undertakes to examine the relationship between leaders' emotional intelligence and industrial harmony, review conceptual theories around the nexus, and empirically assess the impact of the two in two higher institutions of learning in Adamawa North Senatorial District.

Statement of Hypothesis

H_0 = there is a significant relationship between leaders' self-awareness, self-management, social awareness, and social skill on industrial harmony.

Literature Review

The Concept of Industrial Harmony

Industrial harmony refers to the conducive working environments that result from willing cooperation and agreement on working relationships between management and employees and/or their representatives (the Union) (Otobo, 2005; Osad and Osas, 2013). This implies relative peaceful working environment premised upon the willingness of both management and employees individually or collectively as represented by their union to cooperate and work together as partners and not rivals, agree on terms and conditions of employment, pay, security of employment and other issues such as labour grievances for their mutual benefit (Puttapalli and Vuram, 2012). In other words, industrial harmony signifies a situation where management and employees cooperate willingly in pursuit of common goals.

The definitions above tend to liken industrial harmony to industrial peace which implies the lack of industrial actions like strike and lockouts. However industrial harmony cannot be taken to mean the lack of disputes and disagreement between management and employees, rather it concerns itself with the positive proactive procedure for managing them when they inevitably arise. Akuh (2016) reechoed this view when he posits that "Industrial harmony creates a peaceful working environment conducive to tolerance, dialogue and other alternative (to strike) means of resolving industrial or labour disputes in Nigeria (such as negotiation, mediation, arbitration, conciliation and litigation or court adjudication)". Industrial harmony is not the absence of grievances or dissatisfaction, but it is when there is an understanding between employers and employees that permits the system to achieve set goals.

The flip side of industrial harmony and on which the public often associate industrial union particularly in institutions of learning in Nigeria with is strike. Strike shows a breakdown of cordial relationship between the employees represented by the labor union and employer and/or management. Strike are the most overt and significant aspect of industrial conflict. But they are unfortunately only a part of the phenomenon of conflict. Disharmony occur when leaders lack the emotional competence to understand and manage their emotions and impulses and to allow them to intuitively and empathetically cope with disputes or disagreement when they occur and as a consequence strike and lock down take place, distorting the smooth operation of work.

The Concept and nature of Emotional Intelligence

The construct emotional Intelligence derives from two concepts; emotion and intelligence. Emotion is a psychological state that involves a wide variety of feelings like love, hate, fear, anger etc., that influence judgments. In the same vein Salovey and Mayer (1990) aver that emotions are internal events that coordinate physical responses and actions, reasoning and conscious awareness.

Emotions are natural proxies of biasness that can shape our judgment and behavior if not properly controlled, a situation which Goleman (1996) refers to as emotional hijack (Wobodo, 2019). In order that good decisions are made in handling industrial relations matters, it is imperative that leaders avoid allowing their emotions to becloud rational judgments.

Intelligence on the other hand implies the ability to acquire knowledge and apply skills and creative thinking in dealing with affairs.

Emotional intelligence is the point of convergence between cognition (intelligence) and emotion. It facilitates our capacity for empathy, reasoning, communication, and our ability to read and navigate a plethora of social situations and conflicts. Emotional intelligence or Emotional Quotient (EQ) therefore implies rare ability to process emotional information through rational thinking and action devoid of biasness. Robbins et al (2011) assert that emotional intelligence is a combination of several non-cognitive skills, capabilities and competencies that influence a person's ability to cope with his environment's demand and interpersonal complexities.

Goleman (1995) expanded and popularized emotional intelligence construct when he defined emotional intelligence as capability to stimulate oneself and thrive in the midst of obstacles. Bradberry (2014) defines it as the ability to manage one's behavior, navigate social complexity, and handle interpersonal relationships judiciously and empathetically. McGrath (2013) offers a wider and explicit definition of the construct as the capacity to be aware of, control and manage one's emotions so that they become reliable assets and intuitively applying them to empathetically conserve professional and personal relationships.

The Art and Skill of Emotional Intelligence (EI)

EI is the degree of mastery over one's emotional world; understanding one's emotion and recognizing their strengths and weaknesses, managing and controlling those emotions so that they become reliable assets for enhancing one's capacity to intuitively engage various levels of empathy and sympathy in order to enter, influence, maintain, grow, and enrich both professional and personal relationships. McGrath, (2013) gave the four dimensions that make up emotional intelligence as:

- 1 *Self-Awareness*: It precedes other dimensions as it is the foundational element on which emotional intelligence is built and has to do with having good understanding of one's emotion as well recognizing the impact of such emotion on their decisions. Research has shown that, leaders who are self-aware are much more organized and efficient than those who are not. Self-awareness in this sense consist in having inner emotional life, knowledge of one's strengths and limitations, as well having confidence in oneself (McGrath, 2013)
- 2 *Self-Management*: It is one thing to be aware of one's emotion, and it is another thing to be able to manage same. This is attributable to leaders who possess self-management attributes such as ability to control one's emotions and impulses as well having the flexibility to adapt to changing circumstances.

Leaders may be aware of their emotions but if they are not able to manage same, those emotions may affect their judgments, decisions and actions and distort peaceful working environment.

- 3 *Social skills or Mindful of Others*: A good leader should possess the emotional intelligence competence to not only manage their own emotions but to also be able to manage the emotions of others implied as the ability to sense, understand, and react empathetically to others' emotions while comprehending social complexities. The attribute that characterize leaders in this area include the ability to be empathetic, to understand organizational politics, and to be service-minded (McGrath, 2013). Hence,

Robbins, David and Mary (2011) corroborate this view by asserting that leaders who are well aware of both their own emotions and those of others have the tendencies of being of higher performance.

- 4 *Relationship Management*: The ability to inspire, influence, and develop others while managing conflict. This includes being able to have a palpable influence on friends and colleagues in order to advance the connection. Another key attribute to this stage of EI is the skill to resolve conflicts without jeopardizing interpersonal connection(s). Someone with EI skills also has the ability to rally people towards worthwhile causes and goals, author social connections and team building, and inspire leadership.

Leaders' Emotional Intelligence and Industrial Harmony

Higher institutions of learning in Nigeria have suffered from incessant industrial crises, of which Adamawa State University and The Federal Polytechnic Mubi are not exempted, a situation which has assumed an unprecedented dimension in recent time with disruptive consequences that manifest in industrial strike, reduce morale, pervasive irregular school system, and general decline in quality of education. Albert and Yahaya (2013) corroborated this position when they assert that the pattern of industrial relations in Nigeria is conflictual (i.e. conflict) ridden in nature. Arguably, some of the most put forward reasons that undermine industrial harmony are related to management practices such as Leadership behavior, poor communication, work environment, failure to recognize trade union as a bargaining party, and breach of collective agreement (Nwokocha, 2015). All these factors mentioned are surmountable if leaders have the emotional competence to manage conflict in such a way as not to jeopardize social connection.

How leaders relate with conflict is largely dependent on their ability to be aware of their emotions and manage same while employing that awareness as a tool to manage interaction with workers, this underpins their emotional competence and will determine how relationship and industrial peace develops. Existing researches have shown that leaders' emotional competence contributes significantly in enhancing interpersonal and professional relationship in the workplace and also regulates personal and industrial conflict in an organization (Shahhosseini, Silong, Ismaill and Uli 2012).

Technically our first reaction to conflict situation is strong emotional response and the problem is that when leaders are in such situation, it is natural to act emotionally which are proxies of biasness and could cause the situation to escalate and get out of hand if such emotions are allowed to control the process.

In the core of every conflict lies a self-perceived verdict of an attack on one's ego that can occur at any level; it starts on an emotional level and that makes it unpredictable. Industrial harmony does not preclude the presence of anger or disputes but how leaders master and manage their emotions through self-regulation by exercising the capacity to liberate themselves from impulse-driven reaction (Goleman, 1995) in the face provocative dispute and empathically dissipate and deescalate them in such a way it does not foster hostility and undermine personal and professional relationship.

Leaders or senior management executives with an aptitude for self-regulation are far less likely to be angry and aggressively confrontational, but they respond calmly to negative environment and remain in control of their emotions and not allowing their actions to be emotion-driven. Mastering self-management allows us the opportunity to open the door to the other

beneficial aspects of EI while in the absence of self-regulation other competencies, such as effective communication and conflict management, are challenging. Leaders need to understand the role of emotional intelligence in fostering peaceful working environment and stay focused on growth.

Theoretical Framework

The theoretical framework adopted for this research is the Dual-Concern Theory originally expounded by Blake and Mouton (1964). The main premise of the theory is that in handling disputes individual adopt different preferred methods based on underlying dimensions and/or concerns; concern for self (assertiveness) and concern for others (empathy) (Forsyth, 2009).

The theorists assert that group members try to balance these dimensions; assertiveness and empathy and that the convergence of these dimensions lead group members to exhibit different methods of conflict resolution (Augsburger, 1992).

There are five strategies of conflict resolution under the dual concern model each of which is either pro-self or pro-social goals and the adoption and exhibition of any of the strategies in settling conflict is dependent on the party's emotional disposition;

1. Avoidance Conflict Style; characterized by leader's unwillingness to deal with the conflict situation either because they are uncomfortable with conflict or due to cultural context (Bayazitm Mahmut, Mannix, and Elizabeth, 2003). This type of strategy may result in conflict spinning out of control. Leaders who adopt this strategy apply the wait and see method which in the long run further exacerbate the problem instead of improving it.
2. Yielding conflict Style is a pro-social approach characterized by empathy i.e. concern for the interest of others. It derives personal satisfaction from dealing with the needs of others and prioritizes the maintenance of peaceful and stable social relations.
3. Competitive Conflict Style is characterized by leaders' dominance, suppression and forcing employees to submit to their dictates by intimidation (Morril, 1995). It maximizes individual assertiveness.
4. Conciliation Conflict style is proximate to yielding conflict model and is characterized by compromising. Leaders who employ this method value fairness and anticipate mutual give and take interactions through bargaining or negotiation and shifting grounds while dealing with their employees.
5. Cooperative Conflict Style is characterized by pro-social (empathetic) and pro-self (assertive) behavior when conflict arises. Leaders collaborate with employees in order to resolve issues amicably that serves the interest of all the parties in the conflict so that in the end a win-win solution emerge.

According to the theories of conflict resolution, cooperative conflict method is recommended above all the others.

The Dual-concern theory is relevant to this research because it indicates that there is a typical correlation between Emotional Intelligence and empathy which involves connecting one's experience with those of others and being responsive to their needs. Of the strategies of conflict resolution expound in this theory, the yielding, conciliatory and cooperative conflict styles are pro-social (empathetic) but the latter is more empathetical and therefore recommended above other models in dealing with workers because of its problem solving style which emphasizes

willing collaboration with subordinates to come up with outcomes that satisfies all parties in the conflict (Bayazitm Mahmut, Mannix, and Elizabeth, 2003).

The inevitability of grievances and disputes in institutions of learning is as constant as the dynamism of human beings. In order to ensure industrial harmony leaders must possess the right psychological ability referred to as emotional intelligence to adopt appropriate strategy that are pro-social to judiciously handle interpersonal relationship and empathetically dissipate conflict. The major challenge leaders have to deal with in the face of escalating industrial crises is principally how to engender employees' satisfaction, loyalty, productivity without jeopardizing interpersonal and professional relationship and undermining industrial harmony. Leaders who possess emotional intelligence are more likely to employ pro-social approaches in dealing with grievances and conserving social cohesion, and attaining industrial tranquility (Pesuric and Byham, 1996).

Of the models explained above, the cooperative model is pertinent in managing grievance and promoting peaceful coexistence between leaders and employees that is because it recognizes that each party (leaders and their workers or their representative) is dependent on the other and achieves its objectives more effectively if it wins the support of the other (Oseyomon, 2015) Pro-social (empathetic) approach to conflict resolution is more apt in fostering industrial harmony in the following ways;

1. Consistent understanding, mastery and control over one's emotions and impulses
2. Increased capacity to master conflict resolution through empathetic understanding by willingly setting aside one's self-interest in order to thoroughly envision the situation from the perspective of others
3. developing and sustaining interpersonal and professional relationships

Methodology

The study adopted a survey research design. It assessed primarily the strength of relationship between Emotional Intelligence and industrial Harmony in Adamawa North Senatorial District. A total number of 355 questionnaires were sampled out of total staff strength of 3122 both academic and non-academic cadre in Adamawa State University and Federal Polytechnic Mubi. The sample size was determined using Taro Yamane's formular. as shown below:

$$\text{Formula} = n = \frac{N}{1+N(e)^2}$$

n = Sample size

N= Population size (3122)

E = Proportion of Sampling Error

$$n = \frac{3122}{1 + 3122(0.05)^2} = \frac{3122}{1 + 3122(0.0025)} = \frac{3122}{8.805} = 355,$$

n = 355 respondents

Table 1: Population and Sample size according to Institution

S/N	NAME	POPULATION	SAMPLE SIZE
1	Adamawa State University, Mubi	2374	85
2	Federal Polytechnic Mubi	748	270
	Total	3122	355

Source: Field survey, 2021

Method of data collection and Analysis

The researcher used five-point likert scale structured questionnaire in an effort to collect relevant and dependable data for the study. Different dimensions for measuring EQ were synthesized to test the hypothesis formulated; the Emotional Intelligence Index (EQI) (observer) models were applied to measure the emotional intelligence of leaders (in this case defined as management). The major difference between the instrument used and previous scholars is that the questionnaire was focused on assessing leaders' emotional intelligence as perceived by their subordinates instead of the self-assessment by leaders themselves to avoid bias. Again, the Rahim Organizational Conflict Inventory – II (ROCI-II) was adopted and modified to assess the impact of leaders' emotional intelligence on industrial harmony.

The modified questionnaire was later subjected to input and opinions of senior colleagues in the field and was later certified for use. After data cleaning and preparation, the analysis was done using regression method in SPSS version 23 in other to ascertain the strength of relationship between the independent variables and dependent variable.

Reliability test

The reliability test was done using Cronbach alpha. Cronbach alpha is a statistic commonly quoted by authors to demonstrate the tests and scales that have been constructed or adopted for research projects are fit for the purpose. The Cronbach Alpha of the instruments lies between .716 to .952 which indicates that the model is fit and reliable.

Table 3: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	21313.655	4	5328.414	210.806	.000 ^b
Residual	7608.175	301	25.276		
Total	28921.830	305			

a. Predictors: (Constant), LSA, LSM, LSA, LSS

b. Dependent Variable: Industrial Harmony

Model of the Study

The predictor variable emotional intelligence was measured using four different dimensions in an effort to ascertain their influence on industrial harmony. Therefore, considering the dimensions used, the study used multi-regression and the equation is multiple regression equation which assumes the form $Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$, where Y stands for outcome variable (industrial harmony), X_1 , X_2 , X_3 and X_4 stand for the four predictor variables: LSA₁, LSM, LSA₂, and LSS while beta one to beta four (β_1 to β_4) are the coefficients of the predictor variables respectively.

Data Analyses and Interpretation

Table 4: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t-value	p-value	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	5.341	1.034		5.167	.000		
LSA ₁	.385	.108	.170	3.559	.000	.385	2.597
LSM	.246	.068	.193	3.608	.000	.305	3.279
LSA ₂	.301	.074	.192	4.085	.000	.395	2.531
LSS	.501	.057	.410	8.719	.000	.394	2.535

a. Predictors: (Constant), LSA, LSM, LSA, LSS

b. Dependent Variable: Industrial Harmony

Table 2. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.858 ^a	.737	.733	5.02756	1.765

a. Predictors: (Constant), LSA, LSM, LSA, LSS

b. Dependent Variable: Industrial Harmony

Restatement of Hypotheses and interpretations of table values

The first Hypothesis states that LSA₁ has a significant effect on IH; this hypothesis was supported with Beta value of 0.385, t-value of 0.3559 and p-value of 0.000 which is far less than 0.05 margin of error. This indicates that there is significantly positive correlation between leaders' self-awareness and industrial harmony. The second Hypothesis states that LSM has a significant effect on IH, this hypothesis was supported with Beta value of 0.246, t-value of 3.608 and p-value of 0.000 which is far less than 0.05 margin of error. This indicates that there is significantly positive correlation between leaders' self-management and industrial harmony. The third Hypothesis states that LSA has a significant effect on IH: this hypothesis was supported with Beta

value of 0.301, t-value of 4.085 and p-value of 0.000 which is far less than 0.05 margin of error. This indicates that there is significantly positive correlation between leaders' social awareness and industrial harmony. The fourth Hypothesis states that LSS has a significant effect on IH: this hypothesis was supported with Beta value of 0.501, t-value of 8.719 and p-value of 0.000 which is far less than 0.05 margin of error. This indicates that there is significantly positive correlation between leaders' social skill and industrial harmony. Therefore, we reject all the alternate hypotheses and accept the null hypotheses.

Table 2 above provides the R and the R^2 values. The R value represents the simple correlation which is .858 in the R column which signifies a high correlation. The R^2 value indicates the overall variation in the outcome variable that can be explained by the predictor variables. In this case, 0.737 can be explained by the predictor variables. Therefore, we conclude that the predictor variable has a high degree of influence on the outcome variable which is 73.7%. The table also shows Durbin Watson statistics of 1.765 which is within the acceptable range of 1.5 to 2.5 which means that the overall model is fit. The analysis of variance (ANOVA) indicates that the overall model is positively significant at 0.000 level of significance in table 3. Table 4 above shows the variance inflation factor (VIF) of less than 3 as against accepted maximum value of 10. These indicates that there is no multi-collinearity in the model used, which means that the results are accurate and unbiased.

Table 5: Hypothesis Testing

Hypothesis	Regression weight	Beta	F	t-value	p-value	Decision
H1	LSA → IH	.385	210.806	3.559	.000	Supported
H2	LSM → IH	.246	210.806	3.608	.000	Supported
H3	LSA → IH	.301	210.806	4.085	.000	Supported
H4	LSS → IH	.501	210.806	8.719	.000	Supported

Source: SPSS output, 2021

Summary of Findings

The researchers were able to establish that leaders' emotional intelligence examined in four different dimensions (Leaders' self-awareness, Leaders' self-management, Leaders' social awareness and Leaders' social skills) significantly predict the presence of harmonious working environment in Adamawa State University and The Federal Polytechnic Mubi. All the four surrogates of the predictor variable were found to be positively correlated with the outcome variable (industrial harmony). This assertion is justified by the literatures reviewed in the course of this study such as: Goleman (1995), Bradberry (2014), McGrath (2013) etc.

Conclusion

Although disputes are elements in the maintenance of equilibrium, they can also become dysfunctional and pathological (Darbash, 1979). If leaders do not possess the capacity to effectively deploy emotional competence as a reliable tool for navigating social complexities and intuitively manage interpersonal relationship, there is bound to be industrial disharmony. Therefore, leaders must learn to master their people skills in order to guarantee objective reasoning and bias free decision making which will in turn promote industrial harmony among the two higher institutions of learning in Adamawa North Senatorial District. Of course, this is not limited to the study area, but extends to the wider society and organizational contexts.

Recommendations:

Based on the findings of this study, the researchers recommend as follows:

- 1 Management should develop the capacity to be aware of their emotions and understand the strength and limitations of their emotions; this will guide them into understanding how to deploy same in dealing with interpersonal relations
- 2 Management/ chief executives should develop the capacity to manage and control their emotions and impulses in such a way that their actions are not emotion driven. Self-control is important for conserving interpersonal relations and de-escalate disputes
- 3 Management must increase their capacity to master conflict resolution through empathetic understanding by willingly setting aside one's self-interest in order to thoroughly envision the situation from the perspective of others
- 4 Management should develop critical skills of empathy, understand the workers from their own point of view through appropriate communication platform such as creating dialogues and promoting ownership, pride, respect and synergy

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