UNIT 9 EMPLOYMENT RELATIONS IN NON UNION FIRMS

Objectives

After going through this unit, you should be able to:

- understand the meaning of non-union organisations;
- comprehend the reasons for existence of non-union firms;
- understand dispute settlement mechanisms in non-union organisations;
- get insights into workers involvement mechanisms in non-union context; and
- comprehend the approaches for employee relations in non-union firms.

Structure

9.1 INTRODUCTION

For many decades the concept and practice of employee representation primarily involved representation through a trade union. Unions have been viewed as negotiating agents for collective agreements with employers, whether at unit level, industry level or national level.This role of unions has been a result of general understanding that workers have to associate together to strengthen their bargaining power with their employers. Unions fulfilled this role quite successfully during decades of 1950s to 1980s. They were able to provide substantial gains to workers while bargaining with employers on issues like pay, working conditions and work hours. Such negotiations sometimes affected the gains and practices of non-union workers too. The industrial relations during this phase were marked by actions like strikes and lockouts, therefore the labour policy in India, as in several other countries, like the USA, was largely focused on union-management relationship, workers' participation in managementand collective bargaining. The focus was on attaining industrial peace by eliminating unfair labour practices and reducing the instances of strikes and lockouts.

9.2 NON-UNION ORGANISATIONS

Non Union firm does not mean that union does not exist in establishment .It refers to an organisation wherethe management does not deal with a trade union that collectively represents the interests of employeesbecause it does not recognise the union for taking decisions related to terms and conditions of employment. It also represent a situationwhere management consults only a section of workers while it does not recognise another section of workers for negotiations or consultation. Non-unionism occurs in firms because of various reasons. Some of these reasons are as following:

- management wants to avoid the trade union influence.
- non-unionism occurred by chance, and not because trade unionism caused any problem.

Guest and Hoque (1994), divided non-union organisations into several types, that is, good, bad andugly non-unionism.

Good non-unionism: The good non-union employer provides an attractive terms and conditions of employment and employs an advanced Human Resource Management (HRM) practices, for example, greater autonomy, above average remuneration, anddevelopment opportunities.

The bad and ugly non-unionism: Such firms operate in highly competitive markets and are often dependent upon larger enterprises for their work. In the 'bad' non-union firm, management offers poor wages and work conditions without mal-intentions, while in the 'ugly', management seek to exploit workers.

Foulkes (1981) identified characteristics of non-union companies as a sense of caring, a climate of trust, high profitability, employment security, promotion from within, influential personnel departments, competitive pay and benefits, open communication channels, better performance management. Non-union organisations are also known to be characteristised by egalitarianism and equality.

9.3 REASONS FOR EMERGENCE OF NON-UNION FIRMS

It is generally considered that the decline in trade unions is attributable to four major factors: structural/economic changes; politico-legal influences; managerial attitudes and behaviour; and employee attitudes and behaviour. Non-union firms are able to manage employees well as they get the opportunity to deal directly with employees rather than through unions. Such firms experiment with different plans on improving employee relations. Lack of union may also lead to positive relations between workers and management rather than viewing them as opposition party. Many non-union firms are adopting innovative ways to improve employee relations with the objective to improve productivity.

With the adoption of new industrial policy in India from 1991, which marked the beginning of economic liberalisation, country's business environment witnessed a number of crucial changes like increased competition with multination firms, de-regulation, and technological change. The monopoly enjoyed by many domestic firms declined substantially and hence their ability to influence customers. Cost effectiveness, quality

and performance standards suddenly became important and all this resulted in decline of union bargaining power and unionization itself. The practices of contracting and sub-contracting adopted by the private firms had a serious outcome for unionization. The union membership began falling, particularly in private sector. These trends continued into the twenty-first century, with unionization and collective bargaining becoming much less common globally as compared to the period falling in first three quarters of the twentieth century.

Moreover, the nature of the workforce is becoming heterogenous. This calls for a change in approaches that have been shaped by relatively homogenous workers, and by union concerns for uniformity and consistency in pay and working conditions. In some countries, companies have pursued union avoidance and union busting activities. Moreover, the nature of the workforce is becoming heterogenous. This calls for a change in approaches that have been shaped by relatively homogenous workers, and by union concerns for uniformity and consistency in pay and working conditions.

9.4 HUMAN RESOURCE SYSTEM IN NON-UNION FIRMS

The human resource system in many of the organisations is now fulfilling the gap by being having high involvement with employees, though there is still a belief that there is no substitute to unions when it comes to protecting employee interests. The changing shape of organisations has changed the form of employee relations in organisations. The relationship between employees and employer has undergone a big change with technological interventions in work and emergence of gig economy. The focus today is on developing and retaining talented employees in the organisation. Various strategies of human resource management have been developed from time to time to enhance employee satisfaction with the dual objectives to improve productivity and have positive employee relations. The concept of quality of worklife (QWL) originated in the 1950s. During the 1980s the concept of the quality of worklife and productivity became popular. Management practices like Quality Circleswere adopted by many companies to achieve quality in production and enhance productivity. The focus on QWL has been helpful in promoting a number of human resources policies that were aimed at getting productivity increases as well as cooperation during the process of technological changes in firms. However, the unions in many organisations were not forthcoming in supporting these practices as they perceived that these programmes as a threat to their existence.

Human Resource Management (HRM) has assumed greater importance since the 1990s. The new non-union model of industrial relations that emerged in the USA enhanced the status of human resource professionals.There was an integration of technology with human resources in organisations to attain effectiveness. There was greater emphasis on teamwork and autonomy in teams. The changes in the nature of labour force in many industrialised countries had taken place. Labour class was better educated and desired for development. Meanwhile, the composition of workforce also changed with greater participation of female workers.The number of casual and parttime workers also increased. The increase in workforce diversity and greater awareness among workers in terms of the demand for greater autonomy to the work schedules and job content led to emergence of collaborative rather than authoritative management of firms. The 'liberated and educated' workers did not prefer 'combined efforts' like collective bargaining to negotiate with employers over employment conditions.

Thus new methods of managing employee relations were gradually developed that would help non-union firms deal with relational issues.

9.5 DISPUTE SETTLEMENT IN NON-UNION ORGANISATIONS

Unions have had a significant effect on organizational structures and practices by institutionalizing dispute resolution through a well-developed grievance process, in addition to their important contributions to improving safety, working conditions, and economic gains for workers. Union participation in collective bargaining is an important means of achieving industrial harmony. Collective bargaining is viewed as a defining feature of the labor–management relationship, providing both parties with an effective means of managing workplace conflict, addressing worker concerns, and eliciting worker voice and input, whilethe grievance process is often seen as a mechanism for advancing worker and union interests in equity alongside employer interests in efficiency. Thus the grievance process along with collective bargaining are unique institutionsthat tend to balance the needs of employer and worker.This balance is achieved by neutralizing the power of unions thus constraining management from taking any unilateral decisions that might adversely affect workers' interests.

The steady decline in unionization over the past decades has had serious implications for the way conflicts are resolved in organizations. With lowering of union density in organisations, particularly in private sector, a large proportion of workforce does nothave access to the institution of combined voice, unionized grievance process and collective bargaining. The decline in unionism, however, does not mean that non-union workers have lost their voice or they do not have means for dispute resolution for non-union workers. Non-union firms have evolved various alternatives to the traditional institutions that function in unionized firms.

Various grievance models and dispute resolving methods have been evolved that are based on collective participation of employees rather than those dominated by workers' representatives through union.Strategies have been developed by firms about their approach to worker voice and dispute resolution.The absence of bilateral negotiations in the non-union setting means, among other things, that these decisions are often made with little to no input from workers. Though workers' perspectives are also taken into consideration, but,such decisions are taken through managerial authority. More often workers are passive actors in the decision-making process, since they are central to adoption and implementation of participation and dispute-resolution practices, such decisions are affected by their presence.

Activity 1: Present a note on the employment relations in any non-unionised firm that is known to you or you are familiar with.

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9.6 APPROACHES TO WORKER-MANAGEMENT RELATIONS

Attitudes and approaches of non unionfirm's with respect to involvement and participation of workers in various decisions and methods adopted for dispute and conflict management is central to an understanding of important organizational dynamics, processes, and outcomes, from turnover to performance. Management of disputes and maintaining harmony in relations is of utmost importance for management.Various strategies are adopted by the firms for resolving conflicts and disputes. Such strategies may be broadly based on the following approaches.There are :

1) ***Avoidance approach***: In this strategy the firms avoid the use of formal dispute resolution and participation practices altogether. Though various alternative dispute resolution techniques have been evolved, not all firms have adopted these methods of resolving conflict. Some prefer not to formalize the dispute-resolution function. These firms prefer traditional authoritative approaches to resolving workplace conflict and tend to rely on a top-down approach of conflict and/or a litigation-centered approach. While reasons for adoption of this approach may vary, these firms do not trust the potential benefits of institutionalizing organisational dispute-resolution mechanisms.

2) ***Defensive approach***: Under defensive approach firms adopt dispute resolution as a means of defending against a various external perceived threats, such as litigation and unionization, and avoid the adoption of formal worker involvement practices. Under this approach firms recognise the potential that dispute-resolution practices have for safeguarding the organization from external pressures perceived to negatively affect financial, managerial, and reputational outcomes. This approach originates from the belief that non-union firms can benefit from customized dispute-resolution dimensions. The defensive non-union alternative relies on dispute-resolution practices which ensure that internal conflicts and disputes are not exposed to external stakeholders and the general public for analysis which may have adverse implications for firm. The decision to use dispute resolution in this manner is deliberate, strategic, and proactive. Nonetheless, it is conceptualized as a narrower dispute-resolution approach that does not seek to leverage broader benefits documented in union or non-union settings. This strategy, therefore, has implications for employee relations in a firm since it makes a narrower use of conflict resolution tools, thereby affecting the formal and informal manner by which workers and managers deal with tensions, disagreements, and disputes.

3) ***Operational approach***: Firms that adopt workers involvement practices designed to get production-related input without a corresponding set of dispute-resolution practices.

4) ***Utilitarian approach***: Firms that adopt a defensive approach to dispute resolution and a production-focused approach to workers participation and involvement

5) ***Comprehensive approach***: Firms that leverage dispute-resolution practices to advance a broad range of employer-employee relational outcomes alongside participation practices that allow for the expression of both production and worker-centered input. The strategy is designed to provide organizations with a comprehensive systemic approach to managing conflict. This strategy is based on

a view of dispute resolution as a means to strengthen relational and managerial capabilities and, in the process, provide broad organizational and worker outcomes. While a defensive strategy focuses on the narrow organizational features of dispute resolution, an expansive strategy is based on a wider range of dispute-resolution functions, where firms seek to leverage alternative dispute resolution techniquesto serve for a broader employment relations approach based on organisationalculture focused on collaboration, partnership, and problem solving.

The manner in which firms, union or non-union, deal with conflict is reflective of the overarching employer-worker relations. Processes like collective bargaining, workers' involvement in management and grievance process, where union has active involvement, have the purpose to advance specific organizational and worker needs. Non-union firms have developed their own mechanisms for responding to work-related conflicts and disputes in the absence of collective bargaining and negotiated grievance procedures. These mechanisms may be adopted forms of the traditional methods. .Furthermore, since different firms would attach different levels of significance to conflict-resolution, there would be variation in alternative strategies guiding their decisions. Thus, different organisations have different policies regarding adoption ofconflict-resolution alternatives and their motivations determining their adoption decisions also vary.

9.7 ALTERNATIVE DISPUTE RESOLUTION STRATEGIES

Various dispute resolution methods have been evolved eversince a growing proportion of firms began turning to non-union firms and started adopting internal alternatives to unionized and tripartite means of resolving conflict. While some firms turn to ADR to address litigation-related pressures, others use ADR to avoid unionization. These firms seek to incorporate features of the grievance process that provide employees with a sense of participation in the dispute-resolution process.These practices include interest-based options (like mediation, facilitation, and conflict coaching) and rights-based options (like arbitration and peer-review panels).The use of rights-based practices does not, by itself, imply a defensive dispute-resolution strategy. Rather, what matters is the underlying motivation driving the use of specific practices.

1. Right-based options

These options are connected with rights of employees. These methods include:

- *Mandatory Employment Arbitration*

  A mandatory arbitration is a clause in a contract that requires the parties to resolve their disputes through an arbitration process.Mandatory arbitration clauses usually state that the parties to the dispute will not litigate their legal issue in the event of a dispute which might arise from their contract. Parties to the contract waive/ forfeit their other legal rights to resolve their dispute by any other ways and agree to submit to arbitration in order to resolve the dispute.Most mandatory arbitration clauses limit the rights of a party to appeal to an arbitration award. Further, some mandatory arbitration clauses even impose a limit on damages.

  There has been a rapid growth in adoption and use of mandatory employment arbitration by firms. This approach may be considered to be falling under defensive

approach.Mandatory arbitration agreements cap the workers' ability to take employment-related claims in court and, instead, offer a binding, private, rights-based process. The mandatory arbitration can be positive and negative for a firm. Onthe positive side, in case of a dispute, the arbitration award will be final and there will be no unnecessary appeals and it can, thus, save the time of litigation.Thus mandatory arbitration offers firms a strongmeans forprotecting themselves from costly, time-consuming, and potentially reputation-damaging employment litigation. But a negative aspect of mandatory arbitration is that by agreeing to such mandatory clauses, employees waive all other legal rights to litigate and this can be misused by employers.

- *Peer-review methods*

  Peer review method of resolving conflict can be seen as another dispute-resolution process adopted to address external pressures. Peer review methodprovide a mechanism for incorporating employee involvement into non-union dispute resolution procedures in the workplace. In this problem-solving process, aggrieved employee takes a dispute/grievance to a group or panel of fellow employees and managers for a decision. Peers of the grievant sit on a panel that hears and decides the employee's grievance. The intended effect is to enhance employee trust in and use of dispute resolution procedures by providing a final decision-maker that is viewed as more independent of management and more favorable to the employee perspective in disputes. The decision is not binding on the employee, and s/he would be able to seek relief in traditional forums for dispute resolution if dissatisfied with the decision. The principal objective of peer review is to resolve disputes early before they become formal complaints.

  The peer review panel follow certain pre-decided policies and guidelines of the panel. The panel may take various forms. The panel may consist of employees and managers who volunteer for this duty and who are trained in listening, and problem-solving skills A peer review panel may also be a standing group of peers who are available to resolve disputes brought to it by employees at any time. Panels may be formed on an ad hoc basis through some selection process initiated by the employee.

2. Interest based options

Interest based options are used by certain non-union firms to address external threats. Thus, for example, firms may use mediation to avoid unionization, as this technique is commonly used in the unionized grievance process. Dispute-resolution practices are, according to this approach, tools that organizations use to further certain interests and deliver on specific strategies. It is also used as a means of supportingfirm's employee relations approach. A commonly used method under this approach is mediation.

- *Mediation*

  Mediation is a technique designed to explore disputing parties' underlying needs and concerns. Given its focus on resolving conflict in a manner that addresses the parties' interests, mediation and similar techniques are likely to be more prevalent and used more frequently by firms that adopt a comprehensive strategy. While firms employing a defensive dispute-resolution strategy may also use mediation, its execution by firms with an expansive dispute-resolution strategy likely differs. First, firms with an expansive strategy use mediation as part of a broader system

of practices. Second, these firms are also likely to leverage mediation for gains beyond efficiency and union avoidance.

Thusalternative dispute resolution practicesadopted by firms depend on their overarching strategic approach. In contrast to the defensive strategy, the expansive approach is based on firms' recognition that how conflict is resolved and managed within organizations has clear implications for central worker and managerial outcomes and, as such, can positively affect a wide range of performance outcomes.

9.8 TYPES OF NON-UNION STRATEGIES

Processes like grievance handling give voice to workers. The grievance process and workers' participation act as tool for bothlabor and management to resolve conflict and to bring out worker voice. In absence of a uniform and combined mechanism to deliver both, non-union firms dissociate these two features of employee relations management and develop separate strategies for each. Non-union firms consider worker involvement and participation as capable of delivering various organizational benefits. For example, workers' participation can be seen as a means to enhance internal organizational communication, allow for employee consultation, and provides workers a mechanism to offer inputs to decision making. Though all the objectives are related, each of these differ and might require adoption of different mechanisms.In the absence of unions, the range of mechanisms for worker participation and involvement has expanded and includes practices and processes varying in emphasis on worker expressions regarding work, work environment and workplace and collective representation.

Expressions of unionized workers is viewed to be different from that of non-union workers. Voice of workers in non-union firmsis more often direct and focused on individual issues rather than addressing collective issues and collective representation. Workers' involvement and participation methods may be differentiated on the basis of their focus, that is, whether it is concerned with individual issues, or meant to solve managerial matters, or aim at managing employees. Non-union firms can adopt a various practices aimed at enhancing employee participation and improving employee relations. These includefree-flowing and transparent communication, open-door policies, suggestions schemes, quality circles, employee-involvement programs, employee empowerment, self-managed teams, problem-solving groups, and joint consultative committees. Employee participation methods in non-union firms serve dual purpose asnot only they can be used to enhance organizational performance and productivity but also promote workers' well-being. Though both interest are, in many ways, intertwined in unionized firms, they are dissociated in the non-union firms and therefore can be used for further one interest without necessarily advancing the other. Thus, management motivations become important in explaining variation in methods adopted across different non-union firms. The worker invovment and participation methods may be directed to achieve effective communication and exchange between workers and management or may be used as a mechanism for workers to share ideas and provide input to management unidirectionally.

Firms may adopt one of three workers' participation strategies:

- Participation avoidance,
- Production-centered participation

- Worker-centered participation

- ***Participation avoidance***

  As with dispute resolution strategy, a firm may decide not to have any formal mechanisms for workers' involvement/participation or grievance management. This limits the exchange between management and workers. Such organisations do not attempt to have any processes aimed at providing voice to workers.These firms, that do not formalise work participation and involvement mechanisms do not believe in providing to workers any formal platforms approved by the management to provide any sort of input, share thoughts and plans, participate in decision making, raise workplace related issuesor grievances. This strategic choice may be the outcome of a different reasons. These reasons may include (1) perceived financial costs involved in satisfying workers' needs and concerns, (2) apprehension of undermining the management authority due to participation of workers in operation decision making (3) non-belief in workers' capability to offer meaningful contributions in organisational decision making. Thus, depending upon the contextual background of the organisation, the characteristics of the workforce, or the general strategic and employee relations orientation of the top management, firm may adopt a strategy for workers' involvement in firms' decision making.

- ***Production-Centered workers' participation***

  Processes involved in maintaining employee relations may also be leveraged by non-union firms to enhance production and service quality. Thus the main motive of the firms to deploy techniques of workers participation and involvement, grievance mechanism or conflict resolution methods is to utilize it for improving organizational productivity and performance. These non-union firms attempt to get inputs from workers in form of consultation, suggestion and advisory source to gain from their experience and expertise for enhancing operational productivity and quality. A production-centered approach thus focuses on processes that enhance information sharing, problem solving, and opportunities for employee participation so as to provide the firm with an operational-related competitive advantage. Worker participation is thus used as a means of improving production and productivity. Such organisations are likely to implement processes like suggestion scheme, problem solving teams, like quality circles, joint committees of workers and management and easy accessibility of management for communication.

- ***Worker-Centered participation***

  Certain firms may employ workers' participation and involvement to enhance and improve production process as well to address workers' interests. This approach offers a way for workers to demand for better working conditions and also express discontent. Firms adopting a worker-centered strategy are, thus try to leverage participation as a means of improving operational processes and productivity through direct involvement of workersin these operational issues and by improving work conditions by offering the workers different forms and platforms for expression . The aim is to affectattitudinal change and commitment among workers. This may also help in constraining workers' turnover intentions.

Worker-centered approach works well when firms adopt mechanisms that facilitate meaningful interactions between workers and management relation to issues that do not just pertain to production and productivity.The worker involvement practicesare

broader in this approach as compared with production-centred participation practices. Such practices include self-managed teams, consultative committees, and joint decision-making practice, among others. Nonetheless, non-union firms that adopt this strategy are equally concerned with leveraging the strategy for enhancing production and productivity.

9.9 FACTORS AFFECTING EMPLOYEE RELATIONS IN NON-UNION FIRMS

The employee relation strategies adopted by the firms are dependent upon a number of factors.Four dominant factors drive firms' strategic combination of worker's participation in management, and dispute-resolution approaches to manage overarching employee relations

1. external pressures,
2. internal organizational dynamics,
3. employment relations models, and
4. workforce characteristics.

1. **External pressures** – Various external pressures are faced by the firms, including perceived threats of litigation and unionization, alongside a range of competitive pressures. Dispute-resolution strategies are often designed to respond to litigation exposure and pressures. When firms perceive greater levels of perceived litigation threats, firms' are more inclined to adopt defensive approach of dispute-resolution. Also, alternative dispute resolution methods are adopted by firms that perceive unionization as a threat. Firms that aim at avoiding unionization have been found to adopt such non-union dispute-resolution practices that are seen as enhancing worker agency and participation around the resolution of conflict. Both non-union worker participation and dispute-resolution strategies are influenced by competitive threats related to quality, performance and efficiency. Such pressures force the firms to leverage a range of workers participation and dispute-resolution methods to enhance quality. But since implementing these practices may be costly of the firms, therefore, pressure to reduce cost stop the firms from devoting scarce resources in employee relation practices, especially those associated with proactive and expansive dispute resolution and worker participation.

2. **Internal dynamics**–Organisation's internal processes and concerns significantly affect the participation strategy adopted by them for managing employee relations. Both conflict resolution and workers' involvement and participation practices help in enhancing coordination between management and workers and coordinated execution of organisational processes like the flow of communication and information sharing. Thus, complexity in internal processes can be better managed with effective employee relations practices..Workers' participation provides firms with effective mechanisms to address the problems of improving communication, coordination and information-sharing that may be associated with organizational complexity. Employee relations models, therefore, are also influenced by a firm's internal level of complexity.

3. **Employment relations models** - A firm's employment relations system plays an important role in shaping its employee relations strategy. Non-union firms' dispute

resolution practices, grievance redressal methods, workers' participation practices -all affect the overall work effectiveness and work arrangements.Such practices reinforce employment relations systems of the organisation.Employment relations systems may be collaborative, transactional, and conflictual.Employment relations systems based on conflictual characterized by adversarial and conflictual systems may not be able to leverage worker involvement and dispute settlement practices for organisational benefit. On the other hand, firms with collaborative employee relations model stresses on work arrangements with active employee participation and voice. Workers are viewed as partners in such firms. Organisations with transactional model believe in give and take relationship with workers and employee relations processes are deployed in a narrow sense. Such firms adopt production-canteredparticipation strategy which falls under defensive model.

4. **Workforce characteristics**- Employee relations model in non-union firm also depend upon characteristics of the workforce, like skill level, education level, readiness to participate in management processes, among others. Workers' skill levels are likely to affect the extent to which they participate in management decisions. Higher overall workforce skill, education and awareness levels increase the demand and need for worker participation. which enhances information sharing, knowledge exchange, and input. Higher skill levels of workers also force the firm to adopt strategies to reduce employee turnover as management would not want to lose skilled workers. Thus, firms are more inclined to retain workers having high levels of capabilities, and are more likely to adopt a wide range of dispute-resolution practices or attempt to have the more proactive approach for conflict resolution that may affect worker productivity and intentions to quit. Thus, employee relations strategies in non-union firms include an analysis of workforce characteristics.

9.10 SUMMARY

Unions have been viewed as negotiating agents for collective agreements with employers. This role of unions has been a result of general understanding that workers have to associate together to strengthen their bargaining power with their employers. With changing business environment, the union membership began falling, particularly in private sector.This resulted into emergence of a large number of non-union firms. The relationship between employees and employer has undergone a big change with technological interventions in work and emergence of gig economy. Non Union firm refers to an organisation where the management does not deal with a trade union that collectively represents the interests of employees. The steady decline in unionization over the past decades has had serious implications for the way conflicts are resolved in organizations. Various grievance models and dispute resolving methods have been evolved that are based on collective participation of employees rather than those dominated by workers' representatives through union. Various strategies are adopted by the firms for resolving conflicts and disputes. Such strategies may be broadly based on the approaches like a*voidance approach,* defensive approach and comprehensive approach. Alternative dispute resolution practices include interest-based options (like mediation, facilitation, and conflict coaching) and rights-based options (like arbitration and peer-review panels). Firms may adopt one of three workers' participation strategies avoiding participation, production-centered participation, worker-centered participation. Four dominant factors that drive firms' strategy to manage overarching employee relations

are external pressures, internal organizational dynamics, employment relations models, and workforce characteristics.

9.11 SELF-ASSESSMENT QUESTIONS

1. Define non-union organisations. Enlist their characteristics.
2. What factors have been responsible for emergence of non-union organisations?
3. Write a brief note on dispute settlement in non-union organisations.
4. Describe various approaches of worker-management relations in non-union firms.
5. Explain right-based options of alternate dispute settlement.
6. Compare Production-centered participation and Worker-centered participation
7. Discuss any two factors affecting employee relations in non-union firms

9.12 FURTHER READINGS AND REFERENCES

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