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A STUDY ON REGAINING ABC AUTHORITY AFTER TRADE UNION ACTIVITIES

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ABSTRACT

Trade Union is any group or combination of employees, whether temporary or permanent, having one or more goals that can have a positive or negative effect on organizational efficiency. In ABC Authority, more than 60 Trade Unions were actively involved. Since 2016, six strikes and picketing cases were reported among ABC Authority. The major incident was, that in 2020 ABC Authority East Terminal was to be sold to a foreign Indian company. The purpose of this study was to identify how ABC Authority was regained after trade union activities. The study adopted a qualitative method, conducted semi-structured interview, using thematic analysis and NVIVO software, responded by eight Managers of separate division in ABC authority. The semi-structured interview findings concluded that ABC Authority is positively regained after trade union activities and ABC Authority has highly progressed from trade union activities. This research indicated various trade unions in ABC Authority and there were reasons to conduct the trade union activities in the authority. The semi-structured interview findings conclude that ABC Authority has positively regained after trade union activities and ABC Authority has highly progressed from trade union activities. The respondents also have stated that ABC Authority has made huge progress as a result of trade union activities. The trade union has consistently advocated for the ABC Authority's best interests. The rapid growth of the ABC Authority will be facilitated by several trade union activities. The significance of the study is to look at how ABC Authority regained after trade union activities. Given the numerous roles that unions play in policing their employers in the public sector, this research was absolutely necessary.

Key words: Organizational Performance, Positive Perception, Trade Union, Trade Union Activities

1.Introduction

1.1 Background of the Study

Trade or labor unions play an influencing role today's dynamic corporate environment. A labor union is a group of workers who have banded together to achieve a range of goals (Podro, 2011). Gall and Fiorito (2016) claim that labor unions are in charge of regulating employee employer relationships. When employees are laid off, retrenched, promoted or transferred or faced with issues concerning work, they are represented by trade unions. Additionally, labor unions bargain for wages, working hours, holidays, and improvements in working conditions. In addition, most labor unions provide training and awareness to their members to be timely updated in critical areas like workplace security, health and safety, and related subjects on employment and employee rights.

Organizations must maintain a high level of satisfaction across their workforce. As a result, most businesses employ a variety of incentives and methods to sustain the happiness of their workforce. Despite the fact that organizations adopt a variety of tactics, nowadays several malpractices occur within organizations that have the potential to offend employees. Employees are mistreated, and they are frequently underrepresented in senior management to in term of employee welfare. This created room for the trade unions to emerge. Trade unions arose primarily as a result of workers' lack of representation, particularly in upper management. As a result, employee demands and requirements were not adequately and formally discussed in the workplace. Employees are represented by trade unions, which hold conversations with upper management to ensure that the workforce's demands are addressed. These days, many types of trade unions operate and their purposes and force largely vary. As a result, these trade unions are capable of disrupting as well as destroying work in organizations in all parts of the world. As a result, when ensuring long-term survival, trade union is a key area where businesses considerably emphasize. Maintaining firm connections with the industry's trade unions is critical for the success of any organization's employee relations and performance.

1.2 Purpose of the Study

According to Saunders, Lewis and Thornhill (2016), the process of collecting and analyzing numerical data is known as quantitative research. The primary goal of a qualitative method is to test ideas and hypotheses. Our objective is to identify how ABC Authority regained or resumed business following trade union activities through data collected from semi-structured interview questions.

1.3 Problem Statement

The Trade union activities took place at the ABC Authority regain after trade union activities. Regain is defined as the planning, realization, and control of all processes that the company puts in place to regain customers who either give notice to terminate the business relationship or whose relationship has already ended are all covered by the regain (Thair, 2020). The ABC Authority provided details on strikes and picketing cases between 2016 and 2020, as well as trade union activities. A similar case occurred in 2017, where the Commercial industry and progressive employees' union lead the case against the transfer of Hambantota port lands to China. These details provided background

information about the issue that had a significant impact on how ABC Authority regained after the trade union activities. According to the ABC Authority's records, there are more than 60 trade unions have been active. Six major strikes and picketing cases have occurred among groups since 2016. The All-Ceylon General Employees Union led the battle against selling the ABC Authority's East Container Yard to India in 2016. In 2020, the ABC Authority's East Terminal would be sold to a foreign Indian corporation, according to the main lawsuit. The current issue involves saving the ABC East Terminal retaining the company's local ownership. As a result, it is evident of problem with trade union actions affecting ABC Authority's organizational effectiveness. The ABC Authority faces a variety of consequences as a result of these strikes, protests, and other acts. The problem statement is: to identify how ABC Authority regained after trade union activities. The goal of the research is to figure out how the ABC Authority has reestablished its performance after trade union actions.

1.4 Significance of the Study

Assumed the numerous roles that unions play in policing their employers in the public sector, especially a key sector like port services in national economic growth and international trade like the port sector that determine economic growth. As such, this research was necessary for the local context. Two types of union activities have an effect on the performance of the ABC organization, namely needed activity and unwanted activity. This analysis contributes to having a better understanding of trade union issues, as noted previously on essential services, and how an organization can regain after these trade union activities.

Union activities have an impact on the performance of labor in a given organization, i.e. employees. This implies that it appears appropriate for employers to put in place the adequate structure for employee and trade union relations. As a result, industrial action such as disturbances and disrupting of business operations will be reduced as a result of this. Proper policies and strategies in place will be the right tool. Therefore, employees will find it difficult or it may even be a breach of employment conditions to launch a strike based on concrete satisfactory measures. The purpose of the study would be to assess the economic intelligence of ABC Authority employees and help uncover issues concerning trade unions and their impact on performance.

Researchers are of the view that the study will be most significant in a local letting; specifically, the research findings and recommendations will enable government institutions to develop policies and strategies that are in line with the needs and demands of their employees. This is even more valid when any changes to the ownership portfolio can significantly affect national services, i.e. 'who regulates the local port sector' as well as the conditions of employees. Additionally, researchers could use the study's recommendations and findings to conduct additional research on trade union activities in other industries and thereby take the necessary actions proactively. Trade unions will be able to identify their strengths and weaknesses and devise strategies for improving their performance and service delivery to their members. Then, the port sector entities of this type will be able to identify ways to relate to and interact with trade unions to provide employees with better working conditions and resulting in increased performance. The findings of this study can also support those of other studies where union activities have an impact on organizational performance and any regaining of ABC authority after trade

union activities. There is a knowledge gap in this area of research, which is also known as an empirical gap. Several research have been undertaken in order to fill identified knowledge gaps (Gaziano, 2017).

2.Literature Review

In terms of membership, trade unions are made up of people who work in the same or similar fields as a single entity to strive for a common goal. It may be made in the form of salaries, regulations about the employees, promotions, structure for hiring and firing and disputes settlement, and workplace safety and policies (Bakokor & Antwi, 2020).

A trade union is a membership-based organization, which means that an organization made up of members, and its involvement must also be made up mostly of workers. The history of trade unionism in Sri Lanka dates back to the 1890s when the first formal organization of employees emerged. There are 2,074 registered trade unions operate in Sri Lanka, of which 54.5% are in the public sector, 27.5% in public companies, and 18% in the private sector (International Labor Organization, 2019).

A labor union, also known as a trade union, is a group of workers who have banded together to pursue common goals such as better salaries and working conditions. Employee satisfaction is maintained by the union, which negotiates contracts and conditions with employers, defending workers from unsafe or unjust working circumstances (Budd, 2004). According to the Australian Bureau of Statistics, a trade union is an organization that is mostly made up of employees and whose primary activities include negotiating rates of pay and working conditions for its members.

The primary goal of trade unions is to advocate and safeguard workers' rights and economic interests. In general, unions have used four key techniques to attain these goals: organizing, collective bargaining, collective action, and forming alliances with other social actors (Rutherford, 2002). Employees' activities have been secured over time owing to the effective operations of trade unions. Despite the multiple problems that trade unions face, they can effectively address and manage the predicament of their members.

All union activities revolve around the organizing or mass mobilization of workers. Workers' struggles for a just and equitable society have always been pursued through collective action. Unions are aware that the problems that employees face cannot be solved on an individual basis but a collective basis. The biggest issues facing the labor movement today is expanding trade union membership to all industries and developing and maintaining a united labor front (Budd et al., 2008).

The heart of trade unionism and industrial relations is collective bargaining. Generally, four fundamental ideas underpin collective bargaining. The first principle of collectivism, as opposed to individualism, is that meaningful achievement can be achieved by working together. This means that trade unions are best suited to deal with the myriad workplace issues that workers face. Cooperation, rather than competition, is the second premise. Solidarity, as opposed to survival of the fittest, is the third factor. Economic and social justice, as well as fairness or equity, are the fourth principles that underpin collective bargaining (Budd et. al., 2008).

Unions' principal instrument for dealing with employers and attempting to address the issues of their members is collective bargaining. When collective bargaining fails to achieve the intended outcomes, unions have resorted to collective or industrial action to support their objectives. Demonstrations and strikes are common forms of such action. Every bargaining round is threatened with a strike, demonstrating workers' and their organizations' ability to impose costs on employers by withdrawing their services. Collective Bargaining one of the most essential and long-lasting instruments that trade unions have (Baker, 2003).

The process of buying and selling, a country's Port authority is the focal point of their whole logistical network (Patrick, 2010). Patrick (2010) stated, because of the ever-changing dynamic character of the current commercial setting, the role of a Port Authority has evolved in recent years. Because of global market trends, that require a broader logistic network from Ports as well as enhanced value-added services, the pressure on Ports to operate efficiently has increased dramatically.

Most Port Authorities across the globe have been examining various ways to enhance the performance of their Port authority network as a precaution or a solution. To provide a quality, efficient service, several Ports have developed a multi-dimensional and model network of communication and transportation. Considering the international port services, Sri Lanka is a hub in South Asia and a strategic location. In the present study, the port is one of the key players in the port services of Sri Lanka. The port is under the port authority, which is under the government of Sri Lanka (GOSL). It is reasonable to assume that Sri Lanka is a nation that prefers to have port services under the direct control of the GOSL

The impact of labor unions, and in generally collective bargaining, on the individual markets in which they exist, as well as the economy as a whole. This varies based on what unions, businesses, and policymakers do or choose to do, as well as whether the economy is prosperous and free to trade. Various configurations of unions, companies, and economic styles may result in different organizational output outcomes in an otherwise similar organized labor configuration Tzannatos, (2008) Trade unions' usual practices include providing support and services to their workers, as well as organizing and negotiating on behalf of their members. Further, trade union take action towards political campaigning and industrial, improving the quality of public services, to give better pay and condition with organization works.

3.Methodology

The present study focused on gathering qualitative form of data. A qualitative method was used to test ideas and hypotheses. Face-to-face interviews were used to collect qualitative data to achieve research objectives, i.e. how the ABC Authority preserved after trade union activities. The NVIVO tool was used to analyze the semi-structured interview data, and the results were presented in detail.

3.1Study Population

The population of a study is the entire collection of people, interests, events, or anything else related to the research topic and the researchers' interests (Robert and Morgan, 2005) It includes related criteria that could be used to collect research data. Further, it

involves the managerial positions in all divisions employed in the ABC Authority. A global pandemic and time constraints prevented coverage of the entire population.

Interviews can help collect relevant data related to the study's questions and objectives. Semi-structured interviews were used to gather qualitative data to achieve the research objective: How ABC Authority has regained after trade union activities. Interviews were conducted in person at the ABC Authority's related divisions to speed up responses. The interview questions were designed to gather accurate and timely information, and each interviews lasted 25-35 minutes.

3.2 Data Analysis Method

Data will be collected through the semi structured interviews using thematic analysis and the NVIVO tool. The NVIVO tool used to analyze the semi-structured interview data, and the results will be presented in detail. Semi-structured interviews were used in this study to acquire the qualitative data needed to determine how ABC Authority regained after trade union activities. Thematic analysis was carried out in this study through the procedure of coding and establishing themes. To study how the ABC Authority recovered from Trade Union actions. To achieve speedy responses from the respondents, the interviews were conducted via physical representation / by visiting the ABC authority's related divisions. The interview questions were created in order to gather accurate and timely information, and the interviews were conducted at a predetermined time and lasted 25-35 minutes. The interviews were conducted in a less formal and manner that enabled respondents to provide detailed responses. Each interview was tape recorded with the prior consent of the interviewer. The research will then present its conclusions and, if necessary, make recommendations.

4.Results and Discussions

4.1Data Analysis and Findings

Semi structured interviews were undertaken to acquire the requisite qualitative data to determine the how ABC Authority regained after trade union activities. The information gathered was used to determine how the ABC Authority regained after the trade union activities. Managers from the ABC authority's eight departments were chosen for the interview. The interviews were done in a formal, user-friendly, and open manner in order to elicit detailed responses. Each interview was recorded with the respondent's permission.

The results of the respondents' responses were transcribed and analyzed using the Thematic Analysis approach in the NVIVO software. The goal is to figure out how most trade union activities affect port authority or to regain their ABC Authority process or system. Thematic analysis is a technique for identifying and comprehending meaning patterns in qualitative data. As a result, it's possible to assume that this analysis tool is trustworthy and capable of providing a meaningful analysis tailored to this research topic in order to achieve the research aim and objectives. When considering the process of regaining ABC Authority after trade union activities, three themes have been highlighted as important strategies based on the thematic analysis. Table 1.1. below indicate the identified themes.

Table 1.1 Themes generated through the Thematic analysis

Theme name	How many times theme was mentioned (Across all interviews)	How many participants / respondents mentioned theme
Trade union	68	3
Trade union Activities	46	7
Positive Perception of Trade union activities	12	2

Source: Author Constructed

Theme 1: Trade Union

Trade union in terms of a certain degree of connection between its members' trades, which is, the trade union is comprised of members with the same or comparable trades who combine as a single entity to strive for a common goal. It may be made in the form of salaries, regulations about the employees, promotions, structure for hiring and firing and disputes settlement, and workplace safety and policies (Bakokor and Antwi 2020). In Table 1.1, the number of respondents who mentioned each subject is clearly stated. According to the findings, the ABC Authority's greatest human resource is its trade unions and trade union activity.

Moreover, Trade Unions can also be used to solve worker's problem and fulfill the needs of member in ABC Authority and trade union provides opportunities to the employees to reach out to the ABC Authority administration through the trade unions. As a result, if trade unions improve the relationship between the ABC Authority and the governing authority, the ABC's task will be facilitated. For example, Respondent 08 stated, *"I think that, The Sri Lanka ABCs Authority is a major source of strength for the country's economy. Then the trade union activists of the ABC Authority are really a great human resource. Because the relationship between the governing body within the ABC Authority and the trade unions is really a great strength for the employees of the ABC Authority. On the other hand, trade unions can use the problems that arise when employees provide their services for example transfers of ABC workers, wage strikes, injustices, and their demands to get effective results. Trade unions can also be used to solve workers' problems. This has given a great opportunity to the employees to reach out to the ABC Authority administration through the trade unions"*

The privatization of Eastern Terminal is a case which most members of the ABC Authority have engaged with. The majority of employees perceived the current situation as trade union activity. During the simultaneous struggles of its all unions, the ECT case went on strike from the lowest to the highest level. It has been a huge success. As a result of that success, it was able to halt the sale of the Eastern Terminal entirely. *'In history there was opposition to the Queen's Bridge (in the harbor) but there was no contribute much to the*

rescue of the Queen's Bridge. But I think the Eastern Terminal case able to win because of the trade union which is government representing was more involved' (Respondent 02). And "According to my experienced, Now the immediate cause and problem is that when the ABC Authority (the most valuable resource in the heart of the nation) decided to Privatization the Eastern Terminal, it went on strike from the lowest to the highest level during the joint struggles of its all unions. It has achieved great success. As a result of that success, it was possible to completely stop the sale of the Eastern Terminal" (Respondent 01). The two statements stated from the managers of Marketing & Business Development and Human resources, their current experience is the ECT case in the ABC Authority.

Theme 2: Trade Union Activities

Trade union activities can affect organizational productivity positively or negatively. Through successful negotiation, trade unions can positively affect organizations' productivity. Also, trade unions can negatively affect organizations' productivity by causing employees to stop working or engage in sabotage (Deery, Iverson and Walsh, 2005). Trade union represents their activities as their members when they have problems at work, negotiate for pay, working hours, holidays, changes to working practices, employees for layoffs, retrenchment, promotion, and transfer. Most trade unions also offer their members training courses regarding; employment rights, health and safety, and other issues (Ismail, 2013). In Table 1.1 the number of respondents that mentioned each subject is clearly stated. Wages strikes, work stoppages, protests, and issues related to the transfer of ABC members are the most common trade union activities, according to the analysis. As a result, they may be able to win a certain amount in such instances, but it is dependent on the capabilities of the trade union in power. According to Respondent 03, stated that, *"The mainly trade union activities are on wage strikes, work stoppage, protests and Issues related to the transfer of ABC Authority members. In addition, in connection with the privatization that has been attempted to be implemented in recent times for such things Trade union activities also occur. In such cases, they can win a certain amount but it depends on the ability of the trade union in power"*. According to the responder, he describes the most trade union activities are Wages strikes, work stoppages, protests happen in ABC Authority.

Interface with technical, poster campaign and newspaper and other media talks, and Distribution of leaflets are the least common trade union initiatives in the ABC Authority. The trade unions, in particular, do not support activities that interface with technical because they disrupt industrial peace. As a result of the technical strikes and the collapse of industrial peace, the unions and shipping businesses have decided to depart the ABC. Therefore, these trade union activities are not directly impact to the ABC Authority. *"In our ABC authority, the least trade union activities that happens are interface with technical, poster campaign, newspaper and other media discussions and Distribution of leaflets. And interface with technical, Activity which disrupt industrial peace the unions do not like this, as the shipping companies decide to leave our ABC Authority due to always strikes and the breakdown of industrial peace" (Respondent 04).* According to responded, stated that least trade union activities are Interface with technical, poster campaign, newspaper that happen in ABC Authority.

In ABC Authority, the trade union activities have negative effect on organization performance level. The organizational performance level in ABC Authority has been

changed in negatively. Analysis showed that, the activity strike will there be a major impact on organization performance in ABC Authority and there is huge loss to the ABC Authority within an hour due to the activity of stoppage in the logistic division and the Operational Division of the ABC Authority. Furthermore, the ABC authority has a significant impact on trade union operations. For example, even a one-hour delay can have a significant impact on the ABC Authority because the ships will be delayed, affecting the ABC Authority's revenue. As a result, the degree of organizational performance in the ABC Authority has been change in negatively. *"Yes, A huge loss to the ABC Authority within an hour due to the stoppage of the logistic division and the Operational Division of the ABC Authority" (Respondent 06).* And *"[Yes, only if these activities go as far as a strike will there be a major impact on organizational performance. Things beyond that are protests, Protests within lunch hours do not affect ABC Authority performance. If the work to rule, the port should work properly. Here the ABC authority has a strong impact. Even a delay an hour can be a huge impact. Then the ships will be delayed. That ship will not have time to go to another country. It affects a network greatly. It severely affects ABC Authority organizational performance" (Respondent 02).* Respondent 06 and 02, the Planning, Research & Development Manager and Marketing & Business Development managers stated that ABC authority has negative effect on organizational performance level after the trade union activities. The organizational performance level changed in negatively after the trade union activities.

Strikes and protests are the most strongly affected trade union activities in the ABC Authority, according to the analysis. The case of ECT is an example of one of the most effective trade union activities that has occurred in the ABC Authority, because ECT activity has made a large profit as a result of the trade unions' win in saving the ECT terminal. The respondent 06 state that, *"In our ABC Authority the most effected trade union activities are strikes and protests. Therefore, the ECT case is example for strike. The ABC Authority is now making a huge profit due to the victory achieved by the trade unions in saving ECT terminal. But if the Eastern Terminal had been sold to outsiders, the ABC Authority would have lost that money".*

The ABC Authority has made huge progress as a result of trade union activity. The trade union has consistently advocated for the ABC Authority's best interests. The rapid growth of the ABC Authority will be facilitated by several trade union activities. For example, the ABC Authority receives greater profit as a result of the ECT case. Furthermore, trade union activities improve employee efficiency by meeting the demands and desires of employees. Therefore, three respondent state that, *"Yes, Trade unions always stand for the good of the ABC Authority then the trade union action taken on all issues is a reason for the progress of the ABC Authority. As an Examples, The ABC Authority's revenue has increased due to the ownership of the Eastern Terminal by the ABC Authority" (Respondent 01).* And *"Yes, I think it shows rapid growth. This is because the members of the unions are also employees of the ABC Authority and they will never stand for a wrong decision. It is going to lost East Terminal to ABC authority which was supposed to large ships. If we had lost it then, ships with great technology and great depth would not have arrived in the future to our ABC Authority. Today we have the ability to bring any large ship in the world to our ABC Authority. The ABC Authority is now making a huge profit from this. We remember that the Hambantota port was lost due to the failure of the then ruling trade unions to take action against any of the trade union activities such as agitations and strikes. We cannot count that lost" (Respondent*

05). And *“Of course! Ownership of Eastern Terminal is consolidating by ABC Authority which is a great help to the survival of the port. A lot of struggles are due to wages Therefore; it cannot be said to affect development. But if the employees are satisfied with it and the work of those employees is effective and efficient, it can affect the development of the ABC authority”* (Respondent 07). According to respondent 01, 05 and 07, the Human Resources Manager, Communication & Public Relation Manager and Contract & designs Manager state that from trade union activities there has huge progress in ABC Authority and the trade union activities helps to increase the rapid growth of ABC Authority.

Theme 3: Positive Perception

Worker perceptions are crucial for achieving the best possible results in the workplace (Hanneke & Alyson, 2021). Hoffmann et al., (2013), noted that when the full practice team was active in participation and responsibility, employees had a more positive perception of their work safety climate, and a team perception of safety was found to be a consistent characteristic predicting a positive safety climate. The ABC Authority has positive regain after trade union activities. Analysis showed that, the consensus of the governing body is reached by winning or part of the trade union action. Therefore, it does not harm the ABC Authority and because of many activities are beneficial to the ABC Authority. Therefore, the respondent 01 state that, *“The governing body agrees to give rights or part of the trade union action. Therefore, it does not harm the ABC Authority. This is because many activities benefit the ABC Authority. So we have Positive regaining in our ABC Authority after the trade union activities”* (Respondent 01). Respondent 03 state that, *“Thus, when like a wage, land struggle, they get a lot of support from our workers for trade union activities. Then the trade unions will control the struggle and direct it towards success. At the same time, in the past, trade unions have been able to control every aspect of discipline and employee fundamental issues”* (Respondent 03). Based on the analysis it can be concluded that ABC Authority have used positive perception and trade union activities to regained their ABC Authority after the trade union activities.

4.2 Discussions

The main purpose of this study was to achieve how ABC Authority regain after trade union activities. Based on the qualitative analysis it can be concluded that ABC Authority has deployed trade union, trade union activities and acted on a positive perception to regain their ABC Authority. Trade unions can be utilized to solve worker conflicts, help the preparedness of organizations even before these situations arise, thus meet the requirements of members in the ABC Authority. In this scenario, trade unions provide employees with options to communicate with the ABC Authority administration in terms of their employee concerns, conditions and rights. As a result, if trade unions improve the relationship between the ABC Authority and the governing authority, the ABC Authority tasks will be facilitated.

The trade union activities that occurred the most were wages strikes, work stoppage, protests and issues related to the transfer of ABC Authority members. In ABC Authority, the least trade union activities that occurred were interfaced with a technical, poster campaign, newspaper and other media discussions and distribution of leaflets. Trade unions can have a favorable impact on an organization's productivity by successfully negotiating. The ABC Authority too, how employer-employee relations are managed and

how these affect organizational performance may improve, if proper strategies and procedures on trade unions have been implemented previously. It is evident that in ABC Authority, the trade union activities have a negative effect on the organization performance level. The organizational performance level in ABC Authority too has been affected negatively. Analysis showed that the strikes will have a major impact on organization performance in ABC Authority that will result in a massive loss to the ABC Authority (within an hour due to the activity of stoppage in the logistic division and the Operational Division of the ABC Authority). However, the ABC Authority has positively regained after trade union activities. Analysis showed that the consensus of the governing body is reached by winning most or part of the trade union action. Therefore, in this scenario, regaining does not harm the ABC Authority and because many activities are beneficial to the ABC Authority.

5.Conclusion

Employees believe that the most essential purpose of the trade union is to duly represent and lobby for them to achieve better working conditions. Trade union activities, according to Deery and Iverson (2005), can have a positive or negative impact on organizational productivity. The conclusions of this study are backed by the findings of earlier studies/available literature, indicating that organizing is the most effective technique for bringing unions together. Workers' performance at work is affected by union activities. This suggests that it is reasonable for employers to put in place adequate frameworks to handle trade unions and employee relations. Generally, employees regarding layoffs, retrenchment, promotion, and transfer are represented by trade unions when they have problems at work, negotiate for wages, working hours, holidays, changes to working practices, and layoffs, retrenchment, promotion, and transfer. As mentioned previously, most trade unions provide training to their members on critical topics concerning employee work conditions and rights such as employment rights, health and safety, and other topics (Ismail, 2013). Interface with technical, poster campaigns, newspaper and other media conversations, and distribution of leaflets are the least common trade union actions in the ABC Authority. Trade unions, in particular, are opposed to activities that interact with technology because they undermine industrial peace. Due to technical strikes and interruptions on industrial peace, unions and shipping corporations have decided to discontinue/suspend operations with the ABC Authority. During the interview, the majority of respondents claimed that wage strikes, protests, work stoppages, and interaction with employee transfer cases are the most common trade union activities. Strikes and protests were the most heavily impacted trade union activities in the ABC Authority.

As of the significant profit earned by East Container Terminal (ECT) activity due to the trade unions' triumph in protecting the ECT terminal, the case of ECT is an example of one of the most effective trade union operations that occurred in the ABC Authorities. Strikes and protests against labor union activities have had a direct and positive impact on the ABC Authority. Furthermore, the ABC Authority has made significant development as a result of trade union activities. In some circumstances, trade unions will assist in the ABC Authority's quick expansion. For example, the ABC Authority receives greater profit as a result of the ECT case. Furthermore, trade union activities improve employee efficiency by meeting the demands and desires of employees. As a result of the port authorities'

trade union initiatives, they have made significant success. After trade union activities, the ABC Authority has made a strong regained. Employees had a more positive perception of their work safety climate when the entire practice team was active in participation and responsibility, according to Hoffmann et al., (2013), and a team perception of safety was found to be a consistent characteristic predicting a positive safety climate.

If the organization has in place a suitable atmosphere for employer-employee relations, then Trade Union influence may be perpetuated and regulated. Allowing every employee in the organization to voice their concerns and grievances is essential. Furthermore, encouraging open dialogue between subordinates and their superiors is one way to promote a dynamic work atmosphere for everyone. Leaders who set the foundation for a clear strategy for how things should be conducted etc., are looked up as role models by employees. Strong leadership need to support a trust-based culture where open communications and voicing ideas, feedback by employees are treated independent and unbiased. In this type of organizational culture, employees must be able to share information in good faith securely and confidentially. Finally, a good working atmosphere deters unionization since teams may openly address issues. As a second recommendation, to develop a standard and transparent conflict resolution system in the workplace to all levels of employees is vital. Use of standard corporate practices to settle any concerns as quickly and calmly as feasible.

An organization must be resolute and unbiased when erosion and conflict take place. Emerging concerns should be addressed by top management before these aggravate into serious issues. Furthermore, workers must be permitted to seek extra aid or refer the issue to an independent panel, if their immediate supervisor is perceived to be biased or incapable of resolving the issue at hand. Establishing an open-door policy is another important tactic for preventing unions from forming. When open and trust-based communication takes place effectively, then employees' issues can be dealt with at the initial level. Hence, labor issues may not see the need to reach trade unions. This way organization management can reduce the sources of funding for unions by having an open door policy. Rank-and-file workers should be able to report issues with cluster supervisors if they are absent or incapacitated. Accordingly, effective communication channels must be created. Workers will have little / limited incentives to organize and negotiate collectively if they are aware that the organization monitor and provide the necessary feedback. It is essential that employees feel comfortable addressing their work-related issues with supervisors and having their concerns heard. Not only this, but employees should have faith that such problems will be resolved without harming or misjudging them as problematic or aggressive workers. Workers are less likely to resort to labor union actions like strike under any circumstances if a majority of their requirements are fulfilled without discrimination where businesses do not disregard employee requirements (Tzannatos, 2008). The ABC Authority has positively regained after trade union activities. The study concluded that trade union activities particularly industrial strike action has an impact on organizational performance and it helped to improve progress in ABC Authority.

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