

## **Treating to Workers Fairly**

The one thing which workers require from their employer is to be treated fairly. It is not an unreasonable request by workers to be treated with respect and dignity, to be paid for work done, to be treated equally and not discriminated against. This in principle does not vary substantially from the expectations of the employer, who requires that employees show respect, are responsible, accountable and honest in their dealings. Comparing the behaviour and actions of the employee/employer, there are signs that some employers are in breach of not observing the good practices which are promoted.

When it comes to fairness, the point is made by F. John Reh (17 October, 2018), that the establishing of different sets of rules for different employees is the antithesis of fairness and creates ill will, poor morale and less than optimal performance across the team. This problem is likely to come about where there is the abuse of power and authority which reside with the employer and/or management. It is regrettable that employers including government, could be accused of unilateral or dictatorial behaviour by employees. Any such behaviour or action is reprehensible and cause for serious concern.

Not giving or showing respect to employees represents the breach of a cardinal rule that any employer could make. It is the catalyst for not gaining the respect or confidence of employees. It even goes further and contributes to lowering levels of productivity. It makes good sense for the employer to communicate with employees, to listen to their concerns and to get their feedback on issues and proposed changes. There is always a price to be paid and lessons to be learnt where arrogance overrides common sense. Oftentimes employers feel that they have all the answers, but only wake up to the reality when they recognize the power which resides in workers.

Those employers who resort to intimidation and threats of termination of employment can only be deemed as shortsighted, for it is almost inevitable that they will face some form of resistance. Where trade unions become involve, it is almost a certainty that progress in moving ahead on any project, will be stalled if there is an intended variation to the workers' terms and conditions of service, or where there is a threat to their employment status. In citing the importance behind treating employees fairly, Nicole Nicholson in her article captioned 'Why Treating Employees Fairly is Important' stressed the point that "when you treat all employees fairly you create stronger, better relationships with your employees based on trust and respect."

**Treating to Workers Fairly: Dennis de Peiza, Labour Relations Consultant: Regional Management Services Inc. 07 June 2019**

Nicholson in attempting to place her hands on what may contribute to the unfair treatment of employees by management, made the observation that:

“Everyone’s management style differs, that’s a given. However, there are components of a manager that should be the same across the board. Treating your employees fairly is one of those things. Before you can start working on this, though, it must be understood that treating your employees fairly is not the same as treating them all equally. This is where a lot of managers get hung up. They think that if they treat everyone the same and offer the same salary to everyone that has the same position that everything is fair; the playing field is leveled.”

It is the general consensus of opinion that workers are expected to share in the growth and development of the enterprise/organization. For management, organizational changes usually present a challenge. This need not be a contentious issue, as the solution lies with the engagement of staff members in the decision-making process. This means that communication must become a priority. Employers/management would want to avoid being accused of foisting their wishes on their employees without engaging in the appropriate dialogue.

Whereas dialogue is important to organizational change, at no time in the engagement should employees have reason to believe that their participation in the outcome is driven by the coercion and fear of reprisal of some kind. If employers/management want to ensure that they are being fair to their employees in implementing any organizational change, they ought to recognize that change affect people and therefore should not be done unilaterally. It is therefore advisable that a close view is taken of the impact of any change (s) and what support structure may be necessary to aid the process.