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**Information And Communication Technology (Ict) And Labour Leaders' Job Performance
In The Civil Service Of Oyo State, Nigeria.**

by

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Abstract

This study examined the impact of Information and Communication Technology (ICT) on labour leaders' job performance in Oyo State, Nigeria. The study utilized descriptive survey research design and purposive sampling technique to select 100 respondents. Two hypotheses were formulated and tested using correlation, ANOVA and regression analysis at 0.05 significance level. Questionnaire was validated using Cronbach alpha (score = 0.87). The results indicated significant impact of ICT on communication skills and strategies of labour leaders ($\beta = 0.249$, $p < 0.003$). In addition, there was significant relationship between incorporating ICT into labour leadership development, training and best practices. The study therefore recommended that labour leaders should encourage growth mindset among their ranks which can engender them to cope with the challenges and opportunities brought upon by ICT adoption.

Keywords: Information and communication technology, labour leaders, job performance, civil service

Introduction

Information and communication technology, or ICT, is a generic phrase that incorporates a range of technologies like semiconductors, consumer electronics, data processing centers, and telecommunications infrastructure. It is analogous to information technology, or IT. The idea is the

product of a dramatic revolution in the way labour leaders acquire, organize, store, and disseminate knowledge globally. A lot of information is maintained online these days. The use of ICT by labour leaders has greatly increased their ability to execute a number of functions, such as operating circulation, maintaining serials, cataloguing, and reference services. Technology is being adopted so fast that work performance has been substantially enhanced (Mahmood and Badia, 2019).

Job performance pertains to the caliber and amount of work that employees in an organisation are supposed to achieve. Motivation as well as each worker's willingness and capacity to perform the task at hand determine this. High quality services are provided or offered in line with the assigned obligations of an organisation's staff in order to satisfy a certain requirement or standard. These days, the level of any institution or organisation's products and services is directly influenced by the performance of its workers. The entire organisational structure will suffer from organisational staff members' insufficient performance. Employees must perform dynamically at work in order to develop a healthy organisational structure. Accordingly, work performance is a requirement for obtaining favourable outcomes in a company (Smithikrai, 2017). IT use is the degree to which it is utilized to carry out numerous duties such communication, information retrieval, storage, analysis, programming, and business, according to Sarmiento and Beale (2017). ICT adoption is defined as an individual or group's decision to adopt an innovation in IT. Sarmiento and Beale (2017) explain work performance as the product of two factors - employees' capacity and ability (natural or taught) to leverage these traits to complete their tasks more efficiently. Adoption and ICT usage go hand in hand like siamese twins. Stated differently, using technology means first adopting ICT.

Leadership has been deployed since the beginning of human history. In terms of boosting leadership skill, generating better goods and services, raising workers' contentment, and enhancing organisational performance, leadership is commonly acknowledged as a crucial, virtually miraculous component. Each worker's contribution to resource optimization within an organisation is influenced by labour leaders' comprehension and implementation of acceptable leadership styles in the performance of their jobs. The consequence of every person's physical and mental efforts to generate commodities and services is labour.

Statement of the Problem

Information and Communication Technologies (ICT) have significantly transformed every profession nationally and globally, and labour or trade union practices are no exception. Its influence in labour organisations is particularly evident in the dissemination of labour-related information. However, it seems that labour leaders in the civil service of Oyo State, Nigeria, exhibit a low level of ICT adoption and utilization. They primarily rely on less effective tools, such as basic mobile phones, conventional telecommunication, and television, while more advanced ICT resources like computers, multimedia, digital cameras, databases, projectors, scanners, social media, and the Internet are vastly underutilized (Olaniyi and Ismaila, 2016). This limited adoption and utilization may be attributed to a lack of IT literacy skills among labour leaders. Considering this background, this study investigated the impact of ICT on labour leaders' job performance in the civil service of Oyo State, Nigeria.

Objectives of the Study

The general objective of this study was to examine the impact of Information and Communication Technology (ICT) on labour leaders' job performance in the Civil Service of Oyo State, Nigeria. The specific objectives were to;

- i. Examine the impact of ICT on the communication skills and strategies of labour leaders in Oyo State Civil Service.
- ii. Identify the challenges and opportunities that ICT presents for labour leaders in enhancing their job performance in Oyo State Civil Service.
- iii. Explore the perceptions and usage of ICT by labour leaders in their daily work activities in Oyo State Civil Service.
- iv. Provide best practices and recommendations for integrating ICT into labour leadership development and training in Oyo State Civil Service.

Research Hypotheses

The following two hypotheses were formulated to guide this study:

H₀1: There is no significant impact of ICT on the communication skills and strategies of labour leaders in the Civil Service of Oyo State, Nigeria.

H₀2: There is no significant relationship between integrating ICT into labour leadership development and training and best practices in the Civil Service of Oyo State, Nigeria.

Literature Review

Concept of Information Communication Technology (ICT)

ICT, as stated by the Mid-Pacific ICT Centre (2014), is 'skills centred on computing and communications devices, software that operates them, applications that run on them, and systems built with them'. Computer hardware, software, and telecommunications equipment are all included in the phrase ICT. According to Chaffey and White (2018) definition, ICT comprises software programmes that gather, process, and make information accessible, hardware that supports installed applications, and networks and communications devices that facilitate information transfer both inside and outside of a business. ICT has touched nearly every area of organisation operations, including product creation, communication, supplier and customer relations, process automation, and customer data storage.

The employment of multiple networks and technologies that may be electronically accessed, saved, sent, and retrieved at any time is known as information and communication technologies, or ICTs for short. Digital or electronic technology instruments that can be utilized to improve human skills and control the world are known as information and communication technologies, or ICTs. Multimedia, mobile phones, and communication hardware and software materials are a few examples of these tools (Walubita and Mulauzi, 2016). The focus of ICT, according to Alfawaz and Ibrahim (2018), is the employment of technology, particularly computers, information, communication, and multimedia technologies - all of which are commonly considered as the cornerstones of a knowledge or information society. Chitale and Thakar (2015) define ICT as computers that allow users to access, save, transfer, and alter information in addition to facilitating unified communication and telecommunications integration. ICT also refers to the integration of computer networks with phone, video, and audio-visual networks utilizing a single cable or connecting mechanism. Technology is being leveraged by enterprises to expand in today's globalized, fast-paced economy. The relevance of ICT innovation is rising due to three important factors: severe global competitiveness, fragmented and competitive marketplaces, and a wide spectrum of swiftly emerging technology. On the other hand, ICT covers a broad range of computerized technologies that help electronic data processing, transfer, and acquisition in addition to communication (Clark and Wheelwright, 2018). According to Akinuli (1999), technologies include wired and wireless intranets, business productivity apps, data storage and security, network security, and more. They also include desktop, laptop, and mobile computers.

ICT enhances productivity generally, which stimulates economic growth and development and encourages economic activity (Laudon and Laudon, 2016). According to Ardalan (2016), ICT is crucial for organisational and national survival in a quickly changing global environment.

Job Performance

A considerable lot of effort has been made to describe job performance from the perspective of researchers, which are formed by their background, environment, and dominant political ideas. Swanson (2007) defines job performance as ‘the collective members of all employees in an organisation represented by a labour union and the extent to which they have successfully carried out their task’. Okhaide (2019) defines job performance as a labour union's ability to successfully bargain on behalf of its members with an organisation's employers and obtain a good outcome. An association created by workers in related areas, a labour union, also known as the Nigeria Labour Congress, representing the interests of all of its members. They assist workers with matters pertaining to pay parity, safe working environment, work hours, and benefits. How well they perform at work is determined by how well these goals are achieved.

Every organisation, including labour unions knows that job performance is an essential component. It is a technique for analyzing the effectiveness of labour leaders in both the public and private sectors. Employees work performance is accordingly considered as an instrument for organisational growth and profitability. Employees are acknowledged as the key organisational resource that supports the day-to-day operations and activities carried out by a firm (Mudah, Rafiki and Harahap, 2014).

ICT and Job Performance

The economy and the financial stability of a company's investors depend greatly on how well it succeeds in the competitive market of today. ICT has developed into an aggressive tool that can modify an organisation's structure in addition to being a tool for data processing and transaction recording (Olaoye, Olaofe-Obasesin and Akanni, 2019). ICT can be employed to improve the effectiveness of a company's managerial responsibilities and the productivity of its administrative workforce. This software can also be employed to optimize work arrangement and offer supervisors with more information (Garcia-Sanchez and Garcia-Morales, 2018).

According to numerous authors and researchers in the field of organisation, information and communication technology (ICT) significantly affects how well an organisation conducts its

business (Okeke, 2021; Ali, Ibrahim and Mohammed, 2020; Onobrakpeya, Nana and Odus, 2018; Bhattacharjee and Hirschheim, 1997). According to Olaoye *et al.* (2019), ICT is fundamental to business operations, functions, goods, and services. ICT and other communication channels require large financial outlays for frequent use. Given the link between business and success variables, the efficacy and efficiency of Nigerian corporate operations strongly relies on how individuals handle massive quantities of money invested in ICT.

Theoretical Framework

The theoretical framework of this study is based on Technology Acceptance Theory (TAM) as postulated by Al-Emran, Mezhuyev and Kamaludin (2018). It explains how humans utilize and consent to technology. The model predicts that customers will weigh perceived usefulness and perceived ease of use when determining how and when to adopt new technologies. Perceived ease of use is the degree to which a person believes that using a specific system would require no effort at all, while perceived usefulness is the degree to which a person believes that using a specific system improves the quality and output of their work, according to Al-Marouf and Al-Emran (2018). The hypothesis suggests that if technology can execute a task quickly and rapidly, users will accept it. TAM's fault is that it fails to take into consideration the financial hardship, environmental variables, and institutional compulsion that push people to accept new technology (Buabeng-Andoh, 2018). confirms the relevance of TAM as a theoretical framework for comprehending and interpreting technologically-related behavioural goals.

Empirical Review

Oyebanjo, Ologbon, Oshodi, Oluwasanya and Dada (2020) studied the factors influencing IT adoption and its influence on cooperative performance in Egba Division, Ogun State, Nigeria. The study includes primary data acquired from 122 respondents via multi-stage sampling processes using questionnaire. The descriptive statistics, Binary Logit, and Cobb-Douglas functions were employed to examine the data. According to the survey, the typical responder was 32.8 years old, male (80.3%), married (64.8%), and had a high school graduation (31.2%). The membership of the cooperative ranged from 10 to 58 people. Office phones (84.4%), computer systems (63.9%), and television (45.9%) were the most often used IT facilities. Some supervisors (23.3%) did not know how to operate a computer. The regression estimates demonstrated that cooperative managers' age, education, experience, and computer literacy influenced IT adoption,

whereas computer systems, office phones, television, and managers' experience boosted cooperative performance. The major hurdles to IT adoption were expensive IT expenses (63.1%) and low membership/finance (45.9%). The study proposed that the government implement policies to promote cooperative membership involvement and funding, that computer training be made mandatory for managers/staff under the cooperative education principle, and that IT adoption become a policy in the bye-law.

Adewoye and Adebayo (2021) completed study on the measurement techniques of information and communication technology (ICT) impact and its impact on sustainable development in developing nations, with an emphasis on Nigeria. The meta-analysis technique was utilized in the study to review current literature on ICT effect measurement and sustainable development processes. The report identified numerous areas of ICT effect including, poverty reduction, education, health, economic growth, environment, social inclusion and governance. The study also addressed the constraints and prospects of assessing ICT effect, including data availability, quality, and comparability, methodological issues, indicator selection and aggregation, and policy implications. According to the study, ICT has a beneficial impact on sustainable development in Nigeria by enhancing productivity, efficiency, innovation, competitiveness, access to information and services, and people empowerment. The study also indicated that many methodologies for measuring ICT impact can be employed, such as analytical approaches, case studies techniques, panel studies techniques, statistical survey techniques, administrative data, and other methodology and data sources. According to the document, the government should oversee technology policy to increase human resource capacity building, promote ICT infrastructure and services, support ICT innovation and dissemination, and monitor and analyze ICT impacts on sustainable development.

Adekunle, Ikegune, and Ajayi (2022) conducted a study to analyze the use of information and communication technologies (ICTs) and perceived work performance of university library personnel in Oyo State, Nigeria. The study utilized a descriptive research methodology of the survey type and collected primary data from 187 respondents using a questionnaire applying a purposive sample technique. Descriptive statistics and Pearson Product Moment Correlation analysis were used to analyze the data. The survey discovered that the primary applications of ICTs by university library professionals were report preparation, document scanning, and sending and

receiving e-mail communications. The study also found that the most widely used ICTs were computers, phones, and photocopiers. According to the report, the main hindrance to ICT use is the library's insufficient funding. The study found that university library professionals had a high level of reported job performance, and there was no significant association between their utilization of ICTs and their perceived job performance. The study advised that library professionals be up to date on current ICT trends, that computer training be made vital for managers/staff, and that the government supply adequate money for the library.

Lopez-Cabarcos, Vazquez-Rodriguez, and QuinoA-Pineiro (2022) explored an approach to employee job performance via work environment variables and leadership behaviors. Using fuzzy-set qualitative comparative analysis (fsQCA), the study sought to examine how work environment elements and leadership behaviors influence industrial employees' job performance. To test their theory, the authors recruited 240 supervisor-subordinate dyads from 12 Spanish industrial enterprises. Job performance is measured as a multidimensional term, which covers in-role performance, adaptive performance, proactive performance, and innovative performance. They also study four work environment factors (employee empowerment, social support, job relevance, and feedback), as well as two leadership approaches (transformational and transactional leadership). The study's key contribution is the use of fsQCA, a configurational technique that simplifies the identification of many combinations of conditions that result in the same outcome. The authors suggest that this method is better suited to capturing the complexity and contextuality of organisational phenomena than traditional regression analysis. According to the findings of the fsQCA, there are six causal recipes for good job performance and four causal recipes for low job performance. Transformational leadership and social support are the most vital components for excellent job performance, while transactional leadership and a lack of social support are the most crucial elements for terrible job performance. Employee empowerment and task significance have a secondary impact on job performance. The work has different theoretical and practical ramifications. It presents empirical information on the influence of work environment elements and leadership behaviors in determining employee job performance in industrial settings. It also stresses fsQCA's potential as a methodological tool for analyzing complicated interactions between various elements. According to the study, managers should adopt positive leadership styles and develop supportive work environments to boost employee job performance.

Methodology

Research Design

The study made use of descriptive survey design. This design is suitable for the study because it allowed the researchers to collect data from a large and representative sample of the population using questionnaires or interviews.

Population and Sample Size

The population of the study consisted of all the labour leaders in the Oyo State Civil Service. The Civil Service Commission is responsible for the recruitment, promotion, discipline and welfare of civil servants in the state. Therefore, all labour leaders across all government ministries and departments in Oyo State formed the population for this study. The sample size for the study involved 100 labour leaders across all government ministries and departments. The sample procedure was purposive sampling technique. This technique ensured that every member of the population had an equal and independent chance of being selected into the sample.

Research Instrument

The research instrument for this study was a self-designed questionnaire. The questionnaire consisted of two sections: Section A and Section B. Section A contained questions on the demographic characteristics of the respondents, such as age, gender, educational qualification, and years of experience as labour leaders while Section B contained research items of the study. The questions in Section B were based on a four-point Likert scale, ranging from strongly agree (1) to strongly disagree (4). The validity of the questionnaire was tested by conducting a pilot study with 10 labour leaders who were not part of the sample. The feedback from the pilot study was used to modify and improve the clarity and relevance of the questions. The reliability of the questionnaire was also tested by calculating the Cronbach's alpha coefficient, which measured the internal consistency of the items. The Cronbach's alpha coefficient for the questionnaire obtained was 0.87, which indicated a high level of reliability.

Data Collection

Personal contact and online distribution were adopted for data collection. The researchers had earlier obtained permission from the Oyo State Civil Service Commission to administer the questionnaire to the labour leaders in the organisation. The researcher visited the ministries and

various departments and distributed hard copies of the questionnaire to labour leaders who were available and willing to participate in the study.

Method of Data Analysis

The method of analysis for this study was descriptive and inferential statistics using SPSS software. Descriptive statistics such as frequency, percentage, mean, and standard deviation were used to summarize and present the data in tables. The study also adopted the use of correlation and regression analysis as statistical techniques that examined the relationship between one dependent variable and independent variables.

Results

Results and Analysis

H₀1: There is no significant impact of ICT on the communication skills and strategies of labour leaders in the civil service of Oyo State, Nigeria.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.956 ^a	.914	.909	.31024

a. Predictors: ICT (Information and Communication Technology)

The regression analysis conducted on the impact of Information and Communication Technology (ICT) on the communication skills and strategies of labour leaders in the civil service of Oyo State suggests a highly significant relationship. The model's R Square value of .914 indicates that approximately 91.4% of the variance in the communication skills and strategies can be explained by the predictor variable (ICT). The adjusted R Square of .909 further accounts for the number of predictors in the model. With a low standard error of the estimate (0.31024), the model appears to provide a precise fit. Consequently, the evidence supports rejecting the null hypothesis which states that ICT has no significant impact on the communication skills and strategies of labour leaders in the civil service of Oyo State.

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	95.992	5	19.198	199.461	.000 ^b
	Residual	9.048	94	.096		
	Total	105.040	99			

a. Dependent Variable: Communication skills and strategies of labour leaders in the civil service of Oyo State.

b. Predictors: ICT (Information and Communication Technology)

The analysis employed ANOVA to assess the impact of Information and Communication Technology (ICT) on the communication skills and strategies of labour leaders in the civil service of Oyo State. The regression model, which includes ICT as a predictor, demonstrated a significant effect ($F=199.461$, $p<.001$). This supports the alternative hypothesis (H_1), suggesting that ICT has a substantial impact. The substantial regression sum of squares (95.992) indicates that ICT is a meaningful predictor of communication skills and strategies among labour leaders in Oyo State

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	.075	.088		.857	.393
1	I perceive ICT as a useful and essential tool for my daily work activities.	.249	.082	.214	3.025	.003
	I perceive ICT as a source of empowerment and innovation for my daily work activities. (SA	.144	.082	.146	1.751	.083
	I perceive ICT as a challenge and a threat for my daily work activities.	-.062	.097	-.046	-.640	.524

I perceive ICT as a burden and a distraction for my daily work activities.	.727	.089	.760	8.210	.000
I use ICT frequently and regularly for my daily work activities	-.133	.113	-.093	-1.170	.245

a. Dependent Variable ICT (Information and Communication Technology)

The regression analysis presents findings on the impact of Information and Communication Technology (ICT) on the communication skills and strategies of labour leaders in the civil service of Oyo State, supporting the formulated hypotheses. Notably, the coefficient for perceiving ICT as a useful tool is positive and statistically significant ($B = 0.249$, $p = 0.003$), indicating a positive impact. Conversely, perceiving ICT as a burden has a strong positive association ($B = 0.727$, $p < 0.001$). The results support rejecting the null hypothesis that ICT has no significant impact on labour leaders' communication skills and strategies.

Hypothesis 2

H₀2: There is no significant relationship between integrating ICT into labour leadership development and training and best practices in the civil service of Oyo State, Nigeria.

Correlations

Control Variables			ICT provides me with more opportunities to learn and develop new skills and knowledge for my job. (SA	ICT allows me to collaborate and network with other labour leaders and experts in my field.	ICT increases my productivity and efficiency in my job tasks and responsibilities.	ICT enhances my visibility and recognition as a labour leader in my organisation and society.	ICT poses technical and operational difficulties and challenges for me in my job.
I recommend that labour leaders should evaluate and monitor the impact and outcomes of ICT on their job performance. & I recommend that labour leaders should receive adequate and appropriate training and support on how to use ICT effectively and efficiently.	ICT provides me with more opportunities to learn and develop new skills and knowledge for my job. (SA	Correlation	1.000	.781	.695	.162	.656
		Significance (2-tailed)	.	.000	.000	.111	.000
		Df	0	96	96	96	96
I recommend that labour leaders should receive adequate and appropriate training and support on how to use ICT effectively and efficiently.	ICT allows me to collaborate and network with other labour leaders and experts in my field.	Correlation	.781	1.000	.684	.210	.613
		Significance (2-tailed)	.000	.	.000	.038	.000
		Df	96	0	96	96	96
I recommend that labour leaders should receive adequate and appropriate training and support on how to use ICT effectively and efficiently.	ICT increases my productivity and efficiency in my job tasks and responsibilities.	Correlation	.695	.684	1.000	.183	.809
		Significance (2-tailed)	.000	.000	.	.071	.000
		Df	96	96	0	96	96
		Correlation	.162	.210	.183	1.000	.143

ICT enhances my visibility and recognition as a labour leader in my organisation and society.	Significance (2-tailed)	.111	.038	.071	.	.161
	Df	96	96	96	0	96
ICT poses technical and operational difficulties and challenges for me in my job.	Correlation	.656	.613	.809	.143	1.000
	Significance (2-tailed)	.000	.000	.000	.161	.
	Df	96	96	96	96	0

The correlation table suggests that there is a significant positive relationship between integrating ICT into labour leadership development and various aspects of job performance among labour leaders in the civil service of Oyo State. Specifically, strong positive correlations exist between ICT integration and opportunities for learning, collaboration with peers, increased productivity, and enhanced visibility. The findings support Hypothesis 1, indicating that there is indeed a significant relationship between incorporating ICT into labour leadership development and training and best practices in Oyo State.

Discussion of Findings

The findings of this study provide valuable insights into the impact of Information and Communication Technology (ICT) on the job performance of labour leaders in the civil service of Oyo State, Nigeria.

The study identified the challenges and opportunities presented by ICT for labour leaders, highlights the existing hurdles such as limited ICT adoption due to inadequate Information Technology Literacy skills. Addressing these challenges and capitalizing on the opportunities can contribute to better job performance among labour leaders.

The study also explored the perceptions and usage of ICT by labour leaders in their daily work activities. Base on the findings of the study, the results of the study suggest that there is room

for improvement in how labour leaders perceive and integrate ICT into their daily tasks. enhancing their understanding and embracing ICT tools can positively impact their overall job performance.

The results of the descriptive analysis reveal that there is a noticeable gap in the adoption and utilization of advanced ICT tools among labour leaders, as they predominantly rely on basic mobile phones and traditional communication methods.

The study focused and examine the impact of ICT on the communication skills and strategies of labour leaders. The finding underscores the potential benefits of enhancing ICT literacy and skills among labour leaders to improve communication efficiency and effectiveness. The study emphasized the importance of promoting ICT training programs for labour leaders, fostering a supportive work environment, and addressing financial constraints to facilitate the effective integration of ICT into their roles.

The findings of this study are in tandem with the study of Adamu, Udoudoh, and Babalola (2021) which looked at the impact of information and communication technology (ICT) on the job performance of librarians in federal universities in Nigeria's South-West. They noted that providing a beautiful working environment, sufficient ICT facilities, and ICT training and re-training for librarians would improve their job effectiveness.

Conclusion And Recommendations

In conclusion, the study findings revealed that there's a need for targeted interventions to enhance Information Technology Literacy skills among labour leaders in the civil service of Oyo State. Improving ICT adoption and utilization can contribute to more effective communication, better job performance, and ultimately strengthen the overall organisational structure in the context of labour leadership.

In all, the study has brought to light the importance that Information and Communication Technology (ICT) plays in influencing job performance of labour leaders in the civil service of Oyo state, Nigeria. Findings provided labour leaders with the challenges the labour leaders were facing in regard to limited adoption of ICT due to inadequate skills about Information Technology Literacy. Dealing with the underlying challenges, therefore, becomes fundamental in unlocking the potential of ICT to have positive impacts on the communication skills strategy and improved performances at workplaces.

The study, therefore, underlines the importance of other targeted interventions such as training programs involving ICT necessary for reinforcing the skills and competencies among the labour leaders. Further still, they also necessitate a supportive working environment together with being exempted from financial constraints to facilitate the effective integration of advanced ICT tools into their daily tasks. The descriptive analysis reveals an existence of significant gap in the adoption of advanced ICT resources, and therefore much needs doing with regard to adopting technology for enhancing communication efficiency.

The identification in possible nationality is going to be ICT opportunities and challenges to make use of empowering the labour leaders of the organisation for making an effective technology use will be in terms of efficient communication that will ensure the processes go on seamlessly and invariably improve the overall outcome of the organisational set-up. Doing this study will provide insights in the existing literatures of ICT and labour relation that in turn will provide a basis or foundation for future researches/ initiatives in strengthening Information Technology Literacy up the ladder of workers' representations by labour leaders.

Recommendations

The study recommended that:

- i. Labour leaders should encourage growth mindset amongst themselves which can enable them cope with the challenges and opportunities brought upon by ICT adoption.
- ii. Labour leaders should also develop and adopt an entrepreneurial orientation that can enable the organisation exploit the potential occupied with ICT in terms of innovativeness and competitiveness.
- iii. Labour leaders should ensure the provision of due training and education in ICT skills to their members.
- iv. The labour leaders can adopt the ICT tools to improve their performance at negotiating tables and to improve the level of quality, quantity, and sharing information among the employees and the stakeholders.
- v.

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