

**TITLE PAGE**

**IMPACT OF HUMAN RESOURCE MANAGEMENT ON INDUSTRIAL  
HARMONY IN 7 UP BOTTLING COMPANY PLC, KADUNA**

**BY**

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**BEING A RESEARCH PROJECT SUBMITTED TO THE  
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## DECLARATION

I hereby declare that this project proposal was carried out by me under the guidance and supervision of **A. D Umar** of the Department of Business Administration and Management, Kaduna polytechnic. All authors whose work has been referred to in this project have been duly acknowledged.

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## APPROVAL PAGE

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## **DEDICATION**

This research work is dedicated to my husband and my lovely parent.

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First and foremost, my sincere thanks and gratitude goes to Almighty GOD for giving me the opportunity of becoming what I am today, and had made it possible for me to overcome all the hurdles, up to this happy moment.

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## CHAPTER ONE

### 1.0 Introduction

This chapter will discuss background of the study, statement of the problem, objectives of the study, research questions, significance of the study, scope of the study, limitation of the study and definition of terms.

### 1.1 Background to the Study

In the last ten years, organisations especially in Africa have been hit with the undisputable fact that the creation of competitive advantage lies in people. Organisations have increasingly recognised the potential for their people to be a source of competitive advantage Schroeder (2017). Not too long ago, so called human resource management functions was the preserve of „Personnel Managers“ whose duties were to recruit and select, appraise, promote and demote. These superficial duties could be performed by any manager, it therefore never seemed necessary to employ an expert in the form of a human resource manager let alone create a whole department dedicated to human resource management. In recent years most of organizations have diverted their attention on human resource management issues and its impact on organisational performance. according to Schroeder (2017), The emphasis on traditions and socio-cultural issues injected an element of subjectivity in „personnel manager“ functions such as recruitment and selection, performance appraisal, promotion, demotion, and compensation. In today’s competitive and rapidly changing business world, organisations especially in the service industry need to ensure maximum utilisation of their resources to their own advantage; a necessity for organisational survival. Studies have

shown that organisations can create and sustain competitive position through management of non-substitutable, rare, valuable, and inimitable internal resources (Barney, 2022). Human resource management has transcended from policies that gather dust to practices that produce results. Human resource management practices have the ability to create organisations that are more intelligent, flexible and competent than their rivals through the application of policies and practices that concentrate on recruiting, selecting, training skilled employees and directing their best efforts to cooperate within the resource bundle of the organisation. This can potentially consolidate organisation performance and create competitive advantage as a result of the historical sensitivity of human resources and the social complex of policies and practices that rivals may not be able to imitate or replicate their diversity and depth.

Lately, organisations are focused on achieving superior performance through the best use of talented human resources as a strategic asset. Human resource management policies or strategies must now be aligned to business strategies for organisational success. No matter the amount of technology and mechanisation developed, human resource remains the singular most important resource of any success-oriented organisation. After all, successful businesses are built on the strengths of exceptional people. Human resource management has now gained significance academically and business wise and can therefore not be relegated to the background or left in the hands of non-experts. Attention must be paid to the human resources organisations spent considerable time and resources to select.

Armstrong (2019) defines Human Resource Management (HRM) as a strategic and coherent approach to the management of an organisation's most valued assets; that is, the people working there who individually and collectively contribute to the achievement of its objectives. Moreover, Human resource management practices can be defined as a set of

organisational activities that aims at managing a pool of human capital and ensuring that this capital is employed towards the achievement of organisational objectives (Wright and Boswell, 2017). The adoption of certain bundles of human resource management practices has the ability to positively influence organisation performance by creating powerful connections or to detract from performance when certain combinations of practices are inadvertently placed in the mix (Wagar and Rondeau, 2016). So, if we think human resource management as just the services any manager may provide in recruiting and selecting, appraising, training and compensating employees, then we rather would have to take the backseat for those who understand the influence HRM has on corporate performance to take the centre stage. Research has recorded a positive relationship between human resource management practices and corporate performance. Thus, in order to stimulate corporate performance, management is required to develop skilled and talented employees who are capable of performing their jobs successfully (Klein, 2017).

Achieving better corporate performance requires successful, effective and efficient exploit of organisation resources and competencies in order to create and sustain competitive position locally and globally. Human resource management policies on selection, training and development, performance appraisal, compensation, promotion, incentives, work design, participation, involvement, communication, employment security, must be formulated and implemented by human resource management specialist with the help of line managers to achieve the following outcomes: competence, cooperation with management, cooperation among employees, motivation, commitment, satisfaction, retention, presence, etc. In fact, Ahmad and Schroeder (2017) found a positive influence of human resource management practices (information sharing, extensive training, selective hiring, compensation and incentives, status differences, employment security, and decentralization and

use of teams) on organisational performance as operational performance (quality, cost reduction, flexibility, deliverability and commitment). In furtherance of this assertion, Sang (2015) also found a positive influence of human resource management practices (namely, human resource planning, staffing, incentives, appraisal, training, team work, employee participation, status difference, employment security) on organisation performance.

For businesses to survive, human resource management should be given its rightful place of relevance in any organisation and not left in the hands of line managers who neither have the expertise nor the time and space to carry out the enormous functions of a human resource manager.

In Nigeria the quest for formalized Corporate Social responsibility (CSR) practices started during the military administration of the 1990s as typified by Shell Nig. Plc- Ogoni imbroglio to the sudden realization that one cannot continue to take so much without the restoration of a little.

Most of the Multi National and locally owned companies in Nigeria have failed to measure up to the standard of international norms and ethics of the corporate social responsibility.

Remuneration, packaging, team building and management development for core employees, while peripheral employees are kept at arm's length (Steven, 2017) Nwachukwu (2019) stressed that human resource policies and practice are influenced by strategy and structure and by external factors such as trade union, labour market situation and legal system. In reality most firms do not have such a well thought out sequential model in their human resource practices hence the role of human resource management in promoting industrial harmony in most organizations becomes vague. It is against this background that the researcher sees the subject matter, human resource management on industrial harmony in Nigeria Bottling Company plc Kaduna, worthy being studied. Seven-up

Bottling Company plc is one of the nation's leading soft drinks manufacturers was founded in the year (1959) by Mr. Mohammed El-Khalil, a Lebanese? It commenced bottling operation on October 1 1960 which correspond with Nigeria Independence day, with just one plant at Ijora Lagos (presently the administrative head office) records shows that on that same day a total of 14 cases of seven-up flavour was sold. Although that number did not put the company Into the Guinness Book of world's Records, it certainly was a great accomplishment for the company. The company was quoted in the Nigerian stock Exchange and went public in 1984 through hard work and determination, the company has been able to expand in plant and distribution (depots) network to all parts of the nations the company's greatest period of growth actually started in the early 80's with the opening of Ibadan plant (1980). The acquisition of John Holt plants was establish in the late 1989 although presently closedown due to logistic reason. Seven-up Bottling Company plc are producers of 7up (the task for more), Mirinda Orange. Mirinda soda, Mirinda Tonic, Team lemon and Mirinda fruit. The Kaduna regional (plant) has some activities carried out by and headed by the General Manager who coordinates five major departments. They are functions namely.

1. Personnel Department: the responsibility of recruiting of personnel. Administrative matters, canteen, clinic, training, wages time keeping a Well as other services in respect of their employees. It is headed by a personnel manager
2. Operation Department: this can be seen as largest unit in the organization which is headed by a production manager; it encompasses the joining sub- department, quality control, and production store (purchase) warehouses as well as computer sections.

3. Marketing Department: this is charged with the responsibility for managing sales, merchandising, transport, (delivery to depots) and other marketing issues of both plants its four depots (Kano, Jos, Suleja and, Minna). It is headed by the marketing manager (Area) including two functional managers.
4. Financial Department: this deals with the general accounting tasks of the company (costing of stock inventory' finances matters) as well as banking issues with the company. It is headed by the accounting manager (Accountant)
5. Engineering Department: as the truck product, manufacturer department is headed by a flat engineer and two other supervisors, that is the depot workshop and workshop supervisor.

## **1.2 Statement of the Problem**

Human resource polices and practice are influenced by strategy and structure and by external factors such as trade unions, labour market situation and legal system.

In reality most firms do not have such a well thought out sequential model in their human resource practices hence the role of human resource management in promoting industrial harmony in most organizations becomes vague. Issues such as cash flow, competition, and revenue growth are top of mind for small business owners and their teams.

Along with these challenges comes another area many companies struggle with: human resource management such as Job design and analysis, Workforce planning, Training and development, Performance management, Compensation and benefits and legal issues.

HRM can be a challenge for small businesses especially, which typically don't have an HR department to rely on. They may be limited to one HR person, or this responsibility may still belong to the CEO.

Regardless, small business owners need to understand the challenges facing them so they're prepared to tackle HR issues as their company, and workforce, grows.

### **1.3 Research Questions**

- i.** What are the roles of Human Resource in Promoting industrial harmony in 7up Bottling Company PLC Kaduna?
- ii.** What is the relationship that exists between management and employees of 7up Bottling Company PLC Kaduna?
- iii.** How does Human Resource Management in 7up Bottling Company PLC Kaduna influence key decisions and policies as it affect employees and their union?
- iv.** What are the constraint militating against human resource management from achieving industrial harmony in 7up Bottling Company PLC Kaduna?

### **1.4 Objectives of the Study**

The central Objective of the study is to examine the impact of human resource management on industrial harmony in 7up Bottling Company PLC Kaduna. The specific objectives are as follows;

- i.** To evaluate the role of Human Resource in promoting industrial harmony in 7up Bottling Company PLC Kaduna.
- ii.** To examine the relationship that exists between management and employees of 7up Bottling Company PLC Kaduna.

- iii. To identify how Human Resource Management in 7up Bottling Company PLC Kaduna Influence key decision and policies as it affect employee and their union.
- iv. To examine the constraints militating against Human Resource Management from achieving industrial harmony in 7up Bottling Company PLC Kaduna.

### **1.5 Significance of the Study**

The study will be of benefits to corporate organizations especially 7up Bottling Company PLC Kaduna as the utilize the findings in policy formulation regarding conflict management in their organization. The study will add to existing knowledge on conflict resolution and would be a useful reference material to individuals, students, business practitioners, consultancy, academicians as well as scholars who may wish to undertake a similar research.

Most importantly, the study will go a long way in putting unnecessary unrest in the corporate and will enhance productivity, peaceful coexistence between management and maximum enhancement of labour hours.

### **1.6 Scope of the Study**

This study examines the impact of Human Resource Management on industrial harmony in 7up Bottling Company PLC Kaduna. The study will cover a period of five years from 2017-2021, the study also shall cover on how industrial harmony in 7up Bottling Company PLC Kaduna should be promoted in other to increase productivity.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter review the related literature on the impact of human resource management on industrial harmony. This chapter will aim at reviewing some fundamental concept of existing literature, books, text and handout of various authors and scholars. The area covers include the following:

#### **2.2 Conceptual Framework**

Human resource management is a discipline, a professional specialization that has developed in recent years as a broad spectrum, encompassing various field incorporated and synthesis with certain element of personnel management organizational behavior ‘industrial and labour relationship etc. According to Susan, (2022), Human resource management is the function within an organization that focuses on recruitment of, management of and providing direction for the people who work in the organization. Human Resource management can also be performed by line manager. Human resource management is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration and training. Human resource management is also strategic and comprehensive approach to managing people and the work place, culture and environment. Effective Human resource management enables employees to contribute effectively and productively the overall company direction and the accomplishment of the organization’s goal and objectives. The critical nature of human resources 111 an organization as a factor of success or failure of management is put by Renses (2017) as follows: All the activities of any enterprise are initiated and determines by persons who make up the institution, plant, offices, of all the task of management, managing the human component is the central and most

important task because all else depend on how it is done. 1-Tuman resource management refers to the policies and practices involved in carryout the human resources aspect of management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development and labour relations (Dressier, 2017).

Human resource management is composed of the policies, practices and system that influence employee's behavior, attitude and performance (NOC, Hllen, Gerhat and Wright, 2017).

According to Renuks (2022), Human resource is touted as the most important, influential and impactful asset of an organization. Onah (2021) designed human resource as consisting of men and women working for an organization irrespective of the post they occupy or holding in organization. Since the use of human resources and manpower are the same then, it indicates that human resources means having the right people possessing the right skills in place at right time.

According to Business Dictionary (2019), human resource is the division of a company that is focused on activities relating to employees. These activities include recruiting and hiring of new employee, orientation and training of current employees, employee benefit and retention formerly called personnel.

Human resource is the set of individuals who make up the workforce of an organization. Human capital in sometimes used synonymously with human resources, although human capital refers to a more narrow view that is, the knowledge the individual embody can contribute to an organization. Other terms sometimes used include manpower, talent, labour or simply people (Holton and Trolt, 2019).

Human resource refers to the capabilities of human persons to perform task this means that those who are not capable of performing tasks will not be regarded as human resources (Bervans, 2019).

Lazar (2017) stated that human resources ensure the right number of people and at the right time doing the right thing to ensure that goal of the organization are achieved. It is important to note that it's the individual that, determines and chooses in what type of organization's human resources she wants to belong. This means that people are not forced to belong to the human resources for an organization rather it is a person's determination, zeal, expertise and ambition that make one belong to the work force of the organization.

Therefore, human resources are the most important asset of an organization. It forms a greater and reasonable portion of organization's resources. Human resource is directly connected to the success of an organization and therefore must be planned; the process by which management attempts to provide for its human resources to accomplish its task is called manpower planning.

### 2.2.1 **The Role of Human Resource Management in an Organization**

view of Appleby (2019), an organisation cannot build a good team of working professionals without good Human Resources. The key roles of the Human Resources Management (HRM) team include recruiting people, training them, performance appraisals, motivating employees as well as workplace communication, workplace safety, and much more. The beneficial effects of these roles are discussed here:

1. **Recruitment and Training:** This is one of the major responsibilities of the human resource team. The HR managers come up with plans and strategies for hiring the right kind of people. They design the criteria which is best suited for a specific job description. Their, other tasks related to recruitment include formulating the obligations of an employee and the scope of tasks assigned to him or her. Based on these two factors,

the contract of an employee with the company is prepared. When needed, they also provide training to the employees according to the requirements of the organisation.

2. **Performance Appraisals:** HRM encourages the people working in an organisation, to work according to their potential and gives them suggestions that can help them to bring about improvement in it. The team communicates with the staff individually from time to time and provides all the necessary information regarding their performances and also defines their respective roles. This is beneficial as it enables them to form an outline of their anticipated goals in much clearer terms and thereby, helps them execute the goals with best possible efforts.
3. **Maintaining Work Atmosphere:** This is a vital aspect of HRM because the performance of an individual in an organisation is largely driven by the work atmosphere or work culture that prevails at the workplace. A good working condition is one of the benefits that the employees can expect from an efficient human resource team. A safe, clean and health' environment can bring out the best in an employee. < A friendly atmosphere gives the staff members' job satisfaction as well.
4. **Professional Development:** Effective HR departments allow and encourage the employees with opportunities for growth, leadership training and education, which in turn contribute to the success of the company. Sponsoring for career advancement seminars, training, corporate social responsibilities and trade shows will make employees feel important and cared for by the team and organization.
5. **Benefits and Compensation:** A company is more likely to be successful, if it adapts new ways of providing benefits to employees. Some non-traditional benefits that can attract and retain new skilled employees are:
  - Flexible working hours or workdays,
  - Extended vacation time,

- Paternity leave or childcare
  - Medical/dental insurance,
  - Corporate gym membership discounts
  - Continuing educational skills development
  - Award & recognition programs
6. **Ensuring:** Legal Compliance: Compliance with labor, tax and employment laws is a vital part of safeguarding the organization's continued existence. 1-JR has to be aware of all the mandate laws and policies. regarding employment practices, working conditions, tax allowances, required working hours, overtime, break times, minimum wage, and discrimination policies as noncompliance can affect productivity and ultimately, profitability of the, company.

### 2.2.2 Shortage of Human Resources in an Organization

Once a person gets employed, he/she automatically becomes human resource of that organization. The precautions of social, environment, political and economic factors which have forced many organizations to retrench their workers, makes the organization to produce far below capital utilization. Human resources of any organization hold the key to its survival, profitability and sales growth which entails prosperity, future economic and social development. Every organization need three main resources to survive, they include:

- Financial resources
- Physical resource which includes material
- Human

Any organization needs money to pay its staff and buy essential materials or equipment for operation. There is no organization with human resources. Even though an organization has got all the money and machine or material needs, it must still find capable people to put them into effective use! It is therefore logical to claim that human resources are

the most important of the three essential resources of an organization. Because no matter the amount of capital invested in an organization its success or failure depends on the quality of people who executive its programme (Nwankwo, 2019).

Most organization tries to maintain strong human resource for optimal performance. In order for organization to survive, it must train and develop its human resources, for it is the human resources that hold the key to its survival, prosperity, future economic and social development since the success of any organizations also ensures that the available human resources are motivated adequately. This is because once an individual is satisfactorily motivated, the organization stands to benefit.

### **2.2.3 The Role of Human Resource Management on industrial Harmony**

David (2017) opined that in 1993 the European employers' organizations at their annual general meeting addressed the issue of HRM, and the following summary reflects their views:

The key to competitiveness is quality. And quality depends, more on the commitment of individuals than on their acquired technical ore on the way these individuals behave and their team spirit than on the passive execution of orders received. Regulations - he they internal to the enterprise or imposed by the legislator - plague innovation and have a negative effect on motivation. Good human resource management lies in the behaviour of each employee within an enterprise It applies to individual men and women...The classic approach to industrial relations is entirely different, with its peculiarity being collective bargaining - which, by definition, does not consider the individual but the mass. The status of a worker is defined by a few general criteria such as his professional category and possibly his seniority and his age. Remuneration, for example, is calculated on the basis of a few simple elements, which do not take into consideration personal behaviour and

individual performance. Work provided is considered purely from the quantitative angle. The future of collective bargaining, therefore, depends on the extent to which it can take into account the demands for individualization which modern methods of human resources management imply. This should not of course lead to arbitrariness. Legislation and regulation imposed by the State should also leave a sufficient margin of flexibility to allow for adaptation.”

Reconciling or harmonizing the apparent incompatibility between industrial relation (IR) and FIRM is a major challenge faced by JR. If it is to take place it requires integration which involves expanding the frontiers of both i.e. I-IRM should take into account the external environment more than it does at present, and JR should focus far more than it does on workplace relations and recognize that it should not consist largely of collective relations. Alternatively, it requires the two to operate as dual or parallel systems.

Which is less advantageous, because this is less likely to expand the frontiers of either.

There are some pre-conditions to harmonization as given by John and Keith (2019):

1. Changes in both management and union attitudes -
2. Acknowledgement of the link between employee development and enterprise growth
3. Recognition that employer and employee interests are not only divergent but also common e.g. productivity is an important issue to both
4. Both HRM and JR should be prepared to accommodate the other. At present JR seems to view HRM as its nemesis.
5. Unions would need to be more willing to involve themselves in IIRM, and not overemphasize their national agenda. Otherwise

employers will have free rein in promoting HRM at the expense of JR.

6. Changes in JR thinking:
  - i. Redesigning collective bargaining to accommodate more workplace issues (as is already occurring)
  - ii. Less adversarial relation
7. JR needs to open its doors to other social disciplines (e.g. organizational behaviour and psychology, industrial sociology) with consequent attention to team work and new forms of work organization
8. JR would have to recognize that communication in an enterprise need not necessarily be only affected collectively. Dual communication systems are possible and can complement each other.
9. IR has to embrace the whole employment relationship, and not only its collective aspects.
10. Managements should themselves be willing to involve unions in HRM initiatives.
11. Workplace cooperation mechanisms, for instance, tend to be more effective where, in a unionized environment, unions are consulted.
12. A more strategic perspective of JR needs to be developed, going beyond including traditional objectives such as distributive justice. Such a perspective would need to place less emphasis on standardization aimed to espouse productivity and competitiveness. The other solution is that HRM will more or less take over IRs role within the enterprise, and JR will continue to operate at a different level outside the workplace, with the State continuing to play a role, albeit a diminished one.

The feasibility of this solution depends on a consensus that some common standard rules are necessary in any social system. John and Keith (2019) stated the following as the role of HIRM in promoting industrial harmony in an organization:

1. Ensure that the organization obtain and retains the, skilled. Committed and well-motivated workers and commitment by introducing policies and processes which ensure that people are valued and rewarded for what they do, achieve and for the levels of skill and competence they reach.
2. Relationship creates a climate In which productive and, harmonious relationship can be maintained through partnership between management and employees and where teamwork can flourish.
3. Introduce high commitment management practice which recognizes that employees are valued stakeholders in the organization on.
4. Help to develop a climate of cooperation and mutual trust.
5. Help the organization to balance and adapt to the need of its stakeholders, (owners), government bodies or trustees, management, employees customer suppliers and the public at large.
6. To enhance and develop the inherent capacities of people their contributions, potential and employable by providing learning and continuous development opportunities.:
- 7 To ensure that equal opportunities are available to all and an ethical approach to managing employees is adapted based on concern for people, fairness and transparency.

Those objectives are ambiguous and could be regarded as mere rhetoric. The research conducted by Grattion et al (2019), found that there was generally a wide gap between this sort of rhetoric and reality.

Managements may start with good intentions to do some of all of these things but the realization of them.” theory in use’ is often very difficult.

This arises because of contextual and process problem; other business priorities, short-term, lack of support from line managers and inadequate infrastructures of supporting process, lack of resources, resistance to change and a climate in which employee do not trust management.

#### **2.2.4 Ways of Promoting Industrial Harmony in an Organization**

Industrial conflict is an inevitable concomitant in the context of age-old historic struggle between the forces of capital and labour for control of the benefit of the system. The owner of the means of production as represented by the employers and industrialists will always endeavour to maximize their profits while the workers/employer will no doubt continue to agitate for improvement in their working conditions in the form of higher pay, more favourable terms of employment and so on. 1-lower, there must be a strategic balance of these two conflicting interests so as to ensure industrial harmony.

According to Portal (2022), industrial conflict refers to the state of disharmony and unrest between workers on the one hand and the employer (management) II on the other hand, touching on such factors as condition of service, share of profits, social welfare and the application of resources in the production process within any given organizations, while on the other hand, industrial harmony refers to the ideal state of peace wherein workers engaged in the production of goods and services and feel content with their lot and as a result are propelled to give the best of their talents and talent potentialities for the development and progress of the organization.

Therefore, human resource management has a responsibility for maintaining both industrial harmony and efficiency. A part of this responsibility is exercise, by pursuing justifiable wage and promotional

policies but effective human resource management involves much more than this. One of the factors conditioning an employee's responses to almost anything that transpires in the industrial setting is his relative degree of job satisfaction or dissatisfaction. Employees, who feel secure, enjoy their work, and feel amply rewarded both in terms of personal recognition and in terms of salary are predisposed to react favourably to management policies and practice.

These, the human resource a, management achieves through balancing of the needs of the organization with the needs of the managers and employees.

#### **2.2.5 Human Resource Management and Productivity**

Productivity management can be examined from various perspectives. It could be referred to as utilization of the abundant resource of man in the area of land, labour and capital.

According to Akinwale (2019), he stressed that man, machine, capital information and communication are effectively harnessed and transformed into good and services. Productivity management should therefore be seen in relation to outputs as against inputs of man, material and natural resources.

It is importance here to discuss labour productivity for clear understanding of productivity management. The term labour refers to output achieved through activities of men. The concept behind it is the contribute of a unit of labours to the conservation of resources over a specified period. This, in effects, refers to productivity and efficiency, which are significance issues in economics.

Productivity, on the other hand, has series of connotations. It is concerned with physical output or the measure of the achievement of an industry

when matched with its purpose, goals and objectives within a specified period of time.

Productivity is also seen at the national level as ensuring better, cheaper products and services. It manifests in that stage in an organization 'when an employer is able to pay higher wages and expand his market. In business, Akinwale (2019) said productivity calls for responsiveness to customer by ways of provision of goods and service management tends to examine productivity as the need to bring about profit through the use of modern technology, automation and equipment. Today, there is a trend in the relationship between production management and human resource management in the organization. This is because perception has shifted from machine to human resource.

Therefore, productivity should not lead to layoff human resource but improve in the service condition of workers. Employers, employees as well as union must interact in the production circle.

### **Management and Production**

Them management expects to achieve total production that would result in huge profit for the company. All hands are put in desk to ensure that the workers put in their best. On gain/profits sharing, management ensures that profits are shared with employees. In this respect, management provides motivation and employee welfare service. Some of these include contain services, transport services, scholarship to employees' children, mechanical welfare facility and so on.

Consequence, worker's morale is boosted because their personal welfare is looked after. Here the human resource management to ensure all the above staff matters are attended to.

According to Bateman and Snail (2019) they remark that today's human resource management needs different skills from those they needed a generation 'ago due to the changing trends in workplace. Human resource

management has therefore assumed a vital strategic role in recent years as organizations attempt to compete through people but this is only possible by” creating a competitive advantage through Possessing or developing resources that are valuable, rare, Inimitable and organized. Setting the right kind, the right number of people at the right time sounds simple enough but meeting the organization’s staffing needs required strategic human resource planning: an activity with a strategic purpose derived from the organization’s plans.

Today, a company cannot succeed without incorporation into its strategy, the astonishing technologies that exist and continue to evolve. This calls for training and developing the human resource required to handle this technological equipment.

This is’ because if there has been anyone development in the recent past that changed production techniques and strategies more than any other, it was the integration of computers into the design and manufacturing of products.

So, industries driven by market pressure need to include in their goal improve quality and productivity, greater flexibility, continuous innovation, and the ability to change to respond rapidly to market needs and demands. Effective human resource management is vital for the attainment of these goals. Improved quality and productivity linked to motivation can be achieved through training and employee involvement, Solua (2022).

### **2.2.6 Human Resource and Tension Management**

In today’s business, human resource management is shifting to a greater strategic focus. In order for the organization to improve its performance and create competitive advantage, human resource management must focus its attention on a new set of priorities. These priorities are more

business issue oriented and less oriented to the traditional functional human 'resource specialties such as compensation, benefits, staffing, and appraisal/strategic priorities such as fostering teamwork across functional units, building a customer service mindset to meet higher levels of responsiveness expected by customers, identifying new skills and competencies and global expansion are capturing the attention of human resource management of recent.

All these could only be possible when the human resource management in the organization is able to effectively manage tensions that may arise between employers and employees, which are governed by so many rules such as those governing benefits to worker, expectations of workers' rights discipline, promotion and general welfare. This can be done using industrial relation systems.

The idea of industrial relations differs in terms of environment of usage. The concept of industrial relations in an organization is quite different from the national concept. This is because the style of operation is different in terms of copes. It is this unique difference that sums up industrial relation of the organization, industry or nation to act as a process known as the industrial relation system.

As a system, industrial relations is made up of several parts each having its distinct features but interdependent as a whole. Industrial relation system therefore varies In terms of style, location and practice (Akinwale, 2019).

The activities of the industrial relations system are carried out by workers, employers and representatives of government, employer and workers. These groups of people work together in a concerted effort to achieve the aims and aspirations of the parties that they represent. One significant factor in the operation of the industrial relations system is the ability to manage the system by actors. This however, is situational

determined with particular reference to the location of the industrial relation system.

### **2.2.7 Factor that Undermine Industrial Harmony and Productivity in an Organization**

In industrial relations, the main focus in the study of management is man, with the satisfaction of human wants being the principal aim of all economic enterprise. Whenever this is ignored, industrial relation tends to be strained, ending up in industrial conflict (Bankole, 2000). There are a number of factors that have actually undermined industrial harmony and productivity in an organization. These factors are examined below:

#### **1. Leadership Behaviour**

Leadership behaviour is a potent tool in managing employee/employer relations in workplace. Employees in the organization need leaders to guide them towards the attainment of the goals and objectives, both of the individual and the organization (Ushie, 2022). Leadership is essentially a process in which one individual or sometimes a small group of individuals influence the efforts of others towards the achievement of goals in a given set of circumstance (Cole, 2019). Iheriohanma (2017) sees leadership as the ability of a person to lead. He posits that leadership functions within the contexts and situations. It involves possession of authority, influence and certain qualities, skills, knowledge, information and behavioural attributes. In the views of Ng'ethe, Mike and Namusonge (2019), leaders use their influence to draw people towards achieving goal and to maximize the results in the organization.

Similarly, Gill, Flasher and Shacha (2016) share this sentiment. They proclaimed that leadership helps to stimulate, motivate, encourage, and recognize their followers in order to get key performance results. -These a assertions imply that the leader must have a good sense of human

relations and adopt approaches that will lead to the attainment of the stated goals and objectives of the organization and the needs of the individual employees at work. This is necessary because a supervisor who enjoys autocratic kind of leadership will always have conflict waiting for him at his doorstep. In essence, an autocratic leadership style will definitely breed a conflict atmosphere (Bankole, 2019).

Corroborating this position, Gordon (2019) posits that autocratic leadership style tends to discourage innovation and lower employees' morale in the organization. He maintained that managers who use an autocratic leadership style will be meted with conflict that may result to employees' dissatisfaction and high turnover among their most talented employees and high ability workers. The implication of all these for the organization is the erosion of industrial harmony and productivity. Organizational researchers have explained that autocratic leadership style creates two types of behaviours. It makes workers to be either aggressive or apathetic and withdrawn (Lippit, 2019; Pugh, 2019).

On the other hand, democratic leadership promotes harmonious working relations between the leader and the employees (Damachi, 2019; Fashoyin, 2019). In democratic leadership, employees feel comfortable with the trust reposed in them. This gives them the confidence to build a strong cooperation, team spirit and high morale. Typically, in an organization where the trusts of the leaders are eroded, such working environment will be engrossed with conflict that undermines industrial harmony with the attendant resultant effect on organizational productivity and growth.

## **2. Effective Communication**

Communication which involves the transfer or transmission of some information and understanding from one person to another is one of the most requisite functions of management (Ushie, 2022). Communication is

vital to any social system as it creates an environment of trust, harmony and proficiency. It is essential to worker's involvement so as to boost mutual understanding between management and employees and enhance organizational performance and productivity (Akpoovwaire, 2022).

In the perception of Fajana (2022), lack of communication may cause problems in labour-management relations, irregular dialoguing may cause misinformation between union leaders and membership. He maintained that effective communication requires continual dissemination of management's labour policy and business initiatives to workers. Johnson and Stinson (2022) share this view, that people want and need information relevant to their jobs. If they do not get this information through normal channels they either make assumption or turn to informal communication channels. This is because evidence abounds that employee need information as much as management need feedback from employees. It connotes that communication is the "live-wire" of any human organization and will promote more effective management practices and greater trust between management and workers when it forms part of corporate culture of the organization (Akpoovwaire, 2022).

The above exposition suggests that when employees are starved with proper or effective communication in the organization or have poor perceptions of management's business strategies, it will instigate conflict that may hamper industrial harmony.

### **3. Work Environment**

Work environment is generally discussed from the industrial (physical) and psychological perspectives as factors that play significant role in employee's disposition at workplace. The physical aspect of work environment consists of noise, toxic substance exposure and heavy lift

etc. (Hytter, 2022), while the psychological dimension consists of workload, decision, support.

stressor, latitude etc. (Muhammad and Fahad, 2013), work-life imbalance. status and role adjustment problem, etc. (Austin-Egole. Wokoma and Iheriohanma, 2021).

It is argued that a conducive work environment promotes industrial harmony. If workers are dissatisfied with the physical or psychological work environment, especially when it threatens the security and safety of workers. this could provoke grievance that may result to conflict, especially in a unionized workplace (Jinyemierna, 2022). This is more obvious because productivity and efficiency are directly affected by employees' work, vis-a-vis is the effect of work environment, It is suggested that work environment should be properly assessed for its impact on the organizational workforce that will influence employees' perception of work related tasks, as well as affect one's emotional and motivational state. This is because the impact on outcome and variables such as satisfaction, motivation and behaviour are determinants to engineering industrial harmony in organization or vice versa.

#### **4. Non - Recognition of Trade Union as a Bargaining Party**

Okene (2022) argued that the issue of recognition of the role of trade unions is crucial to the whole process of collective bargaining in industrial relations. Especially as the Nigeria labour law gives recognition to trade unions for collective bargaining purposes. Collective bargaining is a means of joint regulation by employees and worker representatives. It offers the actors in industrial relations the opportunity to formulate rules by mutual consent (Venkata, 2019). It is an important channel for attaining a harmonious relationship between workers and their employers (Okene. 2022). The implication of this is that the workers represented by their trade unions are 'conveyed and entitled to freedom and recognition

for the purpose of collective bargaining with their management with the aim of improving the conditions of service. Consequently, when workers are deprived of this right by the management, its consequence is industrial action resulting to the dislocation of industrial harmony at workplace.

#### **5. Breach of Collective Agreement**

Nigeria as one of the market economies has witnessed industrial actions as a result of management's breach of collective agreement reached with trade unions. Albert and Yahaya (2019) aptly stressed that the source of trade dispute is as a consequence of failure of employers to respond to and respect existing agreement entered into with workers' representatives. In support of this view, Okene (2022) posits that the cause of industrial disharmony in organizations in Nigeria is non-enforcement of collective agreements. He noted further that even when agreement has been duly entered into between workers and employers after bargaining, the employees may be constrained to embark on industrial actions as a result of the failure of management to adhere to terms of agreement. This is because collective agreement is a viable mechanism for industrial harmony. When it is ignored, it breeds discord in the organization. This suggests that the nonchalant attitude of management in the private sector organizations in Nigeria to approach negotiations and implement agreements with utmost sincerity provokes industrial disharmony.

#### **2.2.8 Strategies Adopted by Management to Enhance Industrial Harmony in an Organization**

A number of strategies have been adopted by employers to enhance industrial harmony and improve productivity in an organization. In considering these strategies, the concept of industrial democracy will form a springboard to our discourse. Owen (2019) argued that industrial

democracy is concerned with the ways of enabling employees within an industrial enterprise to participate in and influence those decisions about the running of the enterprise which affect them. Ozon-Eson (2016) explained that a more comprehensive framework of cooperation between employers and employees in an organization is the scheme of industrial democracy.

Industrial democracy can involve a number of arrangements. These arrangements are the strategies employed by the organizations to achieve industrial harmony and enhance productivity. They are discussed below:

**1. Profit Sharing**

Profit sharing refers to the various incentive plans set up by most organizations that provide direct or indirect payments to employees in addition to employees' regular salary and bonuses (Nwokocha, 2019). It involves aligning organizational interest with the financial well-being of the employees (Peter, 2019). The purpose of profit sharing in organization is to share the financial success of the organization and encourage employee's identity with company success, and further help to keep employees engaged, motivated and satisfied and also turns each employee into an entrepreneur (Chris: 2022). The management in the private sector organizations in Nigeria explores' this scheme to, enhance industrial harmony. This is because the scheme definitely provides a sense of satisfaction, self-worth and further foster employee identification with the organization's success.

**2. Joint Consultation Committee**

This method involves the establishment of joint committee of management and workers. The committee meets from time to time to deliberate on issues relating to the organization. Such meetings provide the workers the access to some critical information relating to the organization. Muidi (2019) noted that the joint consultation committee

entails the direct involvement of individual employees in decisions relating to their immediate work organizations and to the indirect involvement in the decision-making, through representatives in the wider socio-technological and political structure of the organization. The application of this strategy to an extent has helped employers in the private sector organization to achieve industrial peace. This is because it helps to secure employees' satisfaction and stifle grief in the organization.

### **3. Participation Broadening of Collective Bargaining**

This is another form of industrial democracy which is expressed through the framework of collective bargaining. Okene (2022) defines collective bargaining as a process that involves consultation and negotiation of terms and conditions of employment. Between employers and workers through their representatives. The process involves the making of web of rules and procedure for the organization (Elijah, 2019). Inferring from these definitions, collective bargaining provides an effective window for the resolution of employment issues in organizations through widening the scope of consultation, open and broad-based communication, workers participation in decision making etc. Hence, management in the private sector organizations in Nigeria has utilized it as one of their strategies in ensuring industrial harmony.

## **2.3 Theoretical Framework**

Theory is a supposition or a system of ideas intended to explain something, especially one based on general principles independent of the thing to be explained.

### **2.3.1 Organizational Lifecycle Theory**

This is one of the human resource management theory. Historians and academicians have observed that organizations, just like that of living organisms, have life cycles. They are born (established or formed), they

grow and develop, they reach maturity, they begin to decline and age, and finally, in many cases, they die. Study of the organizational life cycle (OLC) has resulted in various predictive models. These models, which have been a subject of considerable academic discussion, are linked to the study of organizational growth and development. Organizations at any stage of the life cycle are impacted by external environmental circumstances as well as internal factors. The rise and fall of organizations and entire industries have been witnessed. Products also have life cycles, a fact that has been long recognized by marketing and sales experts. It seemed reasonable, for academicians, to conclude that organizations also have life cycles.

### **2.3.2 Strategic Contingency Theory**

The second one among the human resource management theory and practice is strategic contingency theory, which, as the name suggests, is based on two concepts i.e. 'Contingency' and 'Strategic' aspect of contingency.

A Contingency is a need for different tasks of a subunit in an organization on which tasks of other subunits create an effect. This contingency becomes strategic once other subunit starts controlling more contingencies and becomes powerful in an organization.

As per the Strategic contingency theory, a leader becomes a central part of an organization due to his/her unique skills to solve issues or problems which others are unable to solve. Too much dependency lies on a leader so he/she is not easily replaceable.

Hickson who is the founder of this theory wrote: "Organizations can be described as a collection of departments or functions that align together to cope with uncertainty."

Factors like politics and power play an important role in the management of strategic contingencies. Hickson also stated a practical example in support of his strategic contingency theory concept.

Advantages of the theory:

- Strategic Contingencies Theory focuses on tasks that need to be done in the form of problems to be solved, thus de-emphasizing personality. If a person does not have charisma but is able to solve problems, then s/he can be an effective leader.
- That problem solving assumes a central role in a leader's ability conforms to a common-sense view of the world; there is little need to provide an elaborate explanation as to why it can work.
- The theory helps to objectify leadership techniques, as opposed to relying on personalities.
- In a situation where persons are rational agents, such as in scientific and formal academic settings, the Strategic Contingencies Theory would have more force and effect. That is, it identifies what is common to the group - the orientation towards problem-solving -- and addresses it directly.
- The theory is simple and uses only the variables affecting power in contingency control by an organizational subunit. As Hickson admits, in "A Strategic Contingencies' Theory of Intra organizational Power" (Webpage link no longer valid) "Other possible explanations of power are not considered." Further research would be needed to test whether such a need exists to include them. Hickson admits that other variables may affect power but are assumed to affect it "...in other ways than by control of contingencies."

### **2.3.3 General Systems Theory**

Another one of HR theories or a theory that is widely applied to HRM is the Systems theory is the interdisciplinary study of systems. A system is a cohesive conglomeration of interrelated and interdependent parts which can be natural or human-made. Every system is bounded by space and time, influenced by its environment, defined by its structure and purpose, and expressed through its functioning. A system may be more than the sum of its parts if it expresses synergy or emergent behavior.

Changing one part of a system may affect other parts or the whole system. It may be possible to predict these changes in patterns of behavior. For systems that learn and adapt, the growth and the degree of adaptation depend upon how well the system is engaged with its environment. Some systems support other systems, maintaining the other system to prevent failure. The goals of systems theory are to model a system's dynamics, constraints, conditions, and to elucidate principles (such as purpose, measure, methods, tools) that can be discerned and applied to other systems at every level of nesting, and in a wide range of fields for achieving optimized equality. It is quite visible how it can be applied to HR and hence one of the widely spoken HR theories.

### **2.3.4 Transaction Cost Theory**

Transaction cost theory in human resource management is part of corporate governance and agency theory. It is based on the principle that costs will arise when you get someone else to do something for you .e.g. directors to run the business you own.

## 2.4 Empirical Studies

Scholars and researchers on Human Resource Management have indicated that there are many types of interventions for promoting industrial harmony in organization of which human resource development (HRD) constitutes one of the major components. Industrial harmony can effectively be achieved through efficient use of resources for the purpose of production.

Among the resources required in production and for efficient running of an organization from the traditional point of view are land, material, labour, capital and human capital (human resource). The most valuable resource is the Human Resource without which other factors or resources cannot be managed. The success or failure of an Organization depends largely on the quality of available human resource and Human Resource Management while the availability of other resources managed by the Human Resource will enhance the overall success of an Organization. Armstrong (2019). Among these factors of production, Human Resource is the most difficult to manage because its management is generally determined by internal factors (organization mission, leadership, unions, communication, organizational structure and learning) and external factors (economic, political, social, technology and working environment) of the organization. Gleeson (2019).

Human Resource Management (HRM), according to Invancevich (2022) cited in Indranil (2014) is concerned with the most effective use of people to achieve organizational and individual goals. HRM is the process which binds people with Organizations and helps both people and Organization to achieve each other's goals. Various policies, processes and practices are designed to help both employees and organization's to achieve their goal. Prachi (2015) define HRM as the management of personnel and resources used in making sure that organization attains its goals and objectives. It is the management of people in the form of a collective relationship between organization and employees. HRM involves Human Resource Planning (HRP), Recruitment and Selection Process,

Training and Development, Compensation, Dispute and Grievance handling process, Induction and Managing manpower diversity. Rouse (2019) defines Human Resource Management (HRM) as the practice of recruiting, hiring, deploying and managing an organization's employees. A company is only as good as its employees, making HRM a crucial part of maintaining or improving the health of the business. Human Resource Management (HRM) is the strategic approach to the effective management of people in a company or organization such that they help their businesses gain competitive advantage. It is designed to maximize employee performance in service of an employer's strategic objectives. Johnason (2019).

Job performance evaluates how well an employee accomplishes the set goals of the position held in an organization. Performance is an important criterion for organizational outcomes and success. Campbell (2016) describes “Job Performance” as an individual level variable, or something a single person does. Campbell explains further that performance is a behaviour, which is something done by an employee. This concept differentiates performance from outcomes. Outcomes result partially from an individual's performance, but they are also the result of other influences. In other words, there are more factors that determine outcomes than just an employee's behaviour and action. Another Taxonomy of job performance was proposed and developed by George, Robert and Murphy (2017); this model is significantly broader and breaks performance into four dimensions.

Armstrong (2012) defines Human Resource Management (HRM) as a strategic integrated and coherent approach to the management of an organization most valued resources, that is, the people, working in organization who individually and collectively contributes to the achievement of the organization objectives and goals.

Human Resources Management Policies and Practices are carried out within an Economic, Social, Political and legal environment. Thus there is a need for

considerable, historical and cultural insight into local conditions to understand the processes, philosophies and problems of national models of Human Resource Management (Hofstede, 2016).

The socio-cultural diversity of Nigeria has influenced the Human Resource Management practices in Nigeria. Nigeria is characterized by over enhanced culture, Language, Religion, Gender and educational Qualifications as basis for determining who gets employed. What this means is that the opportunity for an average Nigeria to get employed is a factor of the aforementioned variables. Nigeria, according to Fajana (2019) is one of the African countries blessed by abundant labour and scarce talent attracting, developing, deploying and retaining best talents had become a challenge.

Fajana and Ige (2017) argued that the desire for top performance has driven the need for effective management. The knowledge of Human Resource Management and more importantly perhaps, knowledge of the factors that impact on Human resource Management in Nigeria will become increasingly critical to the way we do businesses in Nigeria and ultimately their success.

Hence, the way to get things done cannot be divorced from local values customs, and the overall external cultural environment. Fajana, Owoyemi, Elegbede and Gbajumo-Sheriff (2022)

Saul (2016). Traits are what make us who we are, they are the relatively permanent aspects of each of us evidenced by the consistency in our interactions. Psychologist Gordon Allport was among the firsts to come up with a personality trait theory in 1936. We have cardinal traits which are traits around which a person organizes his whole life, central traits representing major characteristics of a person, secondary traits which are general behavior patterns that only appear under certain circumstances like getting nervous to speak in public. Praveen (2017). In relation to the researcher's view, personality trait is relevant to how people relate in the offices and this will ultimately have effects on organizations productivity or otherwise. The harmonious working

environment will depend of the personality traits of people in the organization and how well they can manage their relationships. If this is taken into account, the organization working environment will be better for it.

Human Resource Management has a direct effect on financial outcomes and thus lead to financial success without positively affecting the satisfaction of employees. Vermeeren, Bram and Sandra (2014). The knowledge of Human Resource Management has become increasingly important and critical to the way we do businesses in Nigeria and ultimately their success. Hence the way we do things cannot be divorced from local values, customs and the overall external cultural environment. Fajana et al (2016).

Olatunji, (2013) ascertained in his study that looks critically at the importance and significance of effective management of the most viable factors of production in the organization-human resource or human capital as well as their interaction with the entrepreneurial in the capitalist economy should be harmonious. Towards this end, solutions were proffered to the incessant disruption of production as a result of strike and or lock out to have a harmonious relationship between the workforce and the employer. Olatunji concluded that human resources in Nigeria are still lagging behind basically due to our economic situation.

Sholokwu and Olori (2016) studied Management Practices and Industrial Harmony in Oil and Gas Firms in River State in Nigeria. Sholokwu et al, used a sample size of 343 derived from Taro Yamene's with the population of 2400 respondents that consist of managers and employees in twelve oil and gas firms in Rivers State. Descriptive survey method of research was adopted and data were collected through questionnaire. The Mean score were used in the analysis of items on the questionnaire. The Spearman's Rank Correlation statistical method was used to test the hypotheses at 0.01 level of significance which was facilitated by Statistical Package for Social Sciences (SPSS) software. The

results revealed a significant relationship between Management practice and Industrial harmony.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter will deal with the methods or procedure which the researcher employed in the collection of all the necessary data and information for this research work. It also gives details about the instruments to be used, population and sampling techniques and statistical techniques used in the analysis of data.

#### **3.1 Research Design**

Research design specifies the framework which the project is based. It makes sure that the required data are to be collected accurately and economically.

The design that will be adopt for this study is survey design. This is because it is one in which a group of people or items are studied by collecting and analyzing data from only few people considered to be representative of the entire group or population.

#### **3.2 Area of the Study**

The research will be conducted in Seven-Up Bottling Company Plc, Kakuri Industrial Area, Kaduna South, and Kaduna.

#### **3.3 Research Population**

This entails the overall coverage of the research work items of whom to be surveyed. The population of this study will be drawn from the workforce of the 7up Bottling Company Pie, Kaduna which consists of 650 staff.

#### **3.4 Sample Size and Sampling Techniques**

A sample is the selected part of the population using simple random sampling. It is a proportionate number of the population which describes the characteristics of the population.

For the purpose of this research work, the researcher will use sample size of 65 staff which was randomly chosen to represent the total population. This will be based on the 10% Roscoe rule of thumb. The use of random sampling in the research enabled the questionnaire being sent out to receive adequate attention without bias.

### **3.5 Instrument for Data Collection**

The instrument that used for data collection is a self-designed structured questionnaire. The scale of strongly agree, agree, undecided, disagree and strongly disagree options was drawn to elicit responses to address the research questions.

### **3.6 Validation of the instrument**

In order to ascertain the validity of the questionnaire, it was subjected to face validation. Four lecturers from the departments, including the project supervisor, were vetting the draft copy. Necessary corrections will be made before they were finally produced and administered.

### **3.7 Reliability of the Instrument**

For the reliability of the instrument, the researcher applied a test-retest reliability method; this will be carefully and meticulous done by administering the questionnaire to respondent on interval base to see if they can stand on their responses or alter it with the second filling of the instrument regarding the impact of human resource management on industrial harmony.

### **3.8 Method of Data Collection**

The instruments develop for the purpose of collecting data by the researcher used the following:

- 1. Documentary Source:** That is existing relevant in this study was scanned and vital information were collected. The documentary source is vital at the initial stage of collecting data. It is done by consulting any necessary past and present statistical investigation.

2. **Questionnaire:** this is a list of question used in survey it's the most appropriate method of dealing with human population. The in questionnaire takes the form of a list of question aimed at soliciting response from the respondent.
3. **Observation:** The observation allows the researcher to assess the people. The tools enable the researcher to draw some realistic conclusion between theory and practice.

### 3.9 Method of Data Analysis

The researcher adopts the mean statistics as the statistical tool for analyzing data collection. The decision rule will be based on. a cut-off point of 3.00. A mean of 3.00 and above will be regarded as agree, while points below a mean average of 3.0 are regard as disagree.

The mean agree point was calculated as follows:

$$= \sum \frac{fx}{N} = \frac{5+4+3+2+1=15}{5} = \frac{15}{5}$$

Therefore,  $x = 3$ .

The five point likert scale was used in the options for the questionnaire in the range of SA, A, UD, D and SD.

Where:

SA = Strongly Agree

A - Agree

un = Undecided

D - Disagree

SD - Strongly Disagree

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

The purpose of this chapter is to present and analyse all the data collected through questionnaire.

#### 4.1 Return Rate of Questionnaire

Out of 65 questionnaires sent to the organization, 60 questionnaires were completely filled and returned. Based on the information, the researcher shall present the data and analyze.

#### 4.2 Data Presentation

All the data collected from the respondents shall be presented in a tabular form and it shall be analyzed as follows?

**Question 1:** Which of the following is the role of the human resource management in your organization?

**Table 1**

<b>Variable</b>	<b>No of Responses</b>	<b>Percentage (%)</b>
Employee Recruitment	-	-
Employee training and development	-	-
Resolves conflict issues	-	-
All of the above	60	100%
<b>Total</b>	<b>60</b>	<b>100%</b>

Source: Field Survey (2022).

The table above signifies that all the 60 representing 100% agreed that the role of human resource management involves employee recruitment, employee training and development and resolving conflict issues in the organization.

**Question 2:** Are you satisfied with the organization’s welfare packages?

**Table 2**

<b>Variable</b>	<b>No of Responses</b>	<b>Percentage (%)</b>
Yes	35	58
No	<b>25</b>	<b>42</b>
<b>Total</b>	<b>60</b>	<b>100%</b>

Source: Field Survey (2022).

The analysis in the above table indicates that 35 respondents representing 58% were of the opinion that they are satisfied with the organization’s welfare packages. While 25 respondent representing 42% disagreed.

**Question 3:** Which of these under listed promote industrial harmony most?

**Table 3**

<b>Variable</b>	<b>No of Responses</b>	<b>Percentage (%)</b>
Collective bargaining	60	100
Strike	-	-
<b>Total</b>	<b>60</b>	<b>100%</b>

Field Survey (2022).

It is clear in the above table that all the respondents agreed that it is collective bargaining that always promote industrial harmony in the organization.

**Question 4:** Do you agree that trade union is an association of worker to represent workers?

**Table 4**

<b>Variable</b>	<b>No of Responses</b>	<b>Percentage (%)</b>
Yes	60	100
Strike	-	-
<b>Total</b>	<b>60</b>	<b>100%</b>

**Source:** Field Survey (2022).

From the table above, it signifies all the respondents agreed that trade union is an association of workers to represent workers.  
 Question 5: What is your company's labour and management relation like?

**Table 5**

<b>Variable</b>	<b>No of Responses</b>	<b>Percentage (%)</b>
Cordially	38	63
Fair	22	37
<b>Isolated</b>	-	-
<b>Total</b>	<b>60</b>	<b>100</b>

**Source:** Field Survey (2022).

Out of 60 respondents 38 agreed that their labour management relation is cordially; while 22 respondents representing 37% disagree.

**Question 6:** Do you consider training and development as a motivational factor to improved productivity in the organization?

**Table 6**

<b>Variable</b>	<b>No of Responses</b>	<b>Percentage (%)</b>
Yes	50	83
No	<b>10</b>	<b>7</b>
<b>Total</b>	<b>60</b>	<b>100%</b>

**Source:** Field Survey (2022). By the researcher

The analysis in the table indicated that 50 respondents representing 83% were of the opinion that training and development is a motivational factor to improved productivity while 10 representing 7% disagreed.

**Question 7:** Do you agree that wrong placement of workers can affect productivity negatively?

**Table 7**

<b>Variable</b>	<b>No of Responses</b>	<b>Percentage (%)</b>
Yes	60	100
No	-	-
<b>Total</b>	<b>60</b>	<b>100%</b>

Source: Field Survey (2022).

It is indicated in the table that all the respondents 60 representing 100% I agreed that wrong placement of workers do affect the organizational productivity.

**Question 8:** Do you agree that one of the most conflicting issues between employers and employee is a wages and salaries?

**Table 8**

<b>Variable</b>	<b>No of Responses</b>	<b>Percentage (%)</b>
Yes	36	60
No	24	40
<b>Total</b>	<b>60</b>	<b>100%</b>

**Source:** Field Survey (2022).

The above table shows that 36 respondent representing 60% were of the opinion that wages and salaries related issues are commonly the reasons for industrial conflicts in the organization, while 24 respondents representing 40% said that wage and salaries issues are not the most conflicting issues between the employers and employees in the organization.

**Question 9:** Do you undergo any induction/orientation training at the time of your employment?

**Table 9**

<b>Variable</b>	<b>No of Responses</b>	<b>Percentage (%)</b>
Yes	60	100
No	-	-
<b>Total</b>	<b>60</b>	<b>100%</b>

**Source:** Field Survey (2022).

All the respondent 60 representing 100% agreed that new employee do undergo induction orientation training at the time of their employment

**Question 10:** Human resource management plays vital role in improving industrial harmony.

**Table 10**

<b>Variable</b>	<b>No of Responses</b>	<b>Percentage (%)</b>
Yes	45	75
No	15	25
<b>Total</b>	<b>60</b>	<b>100%</b>

**Source:** Field Survey (2022).

It is indicated in the table above that 45 respondents representing 75% agreed that Human Resource Management plays vital role in improving industrial harmony in an organization, while 15 respondents representing 25% disagreed

**Question 11:** Do you consider sound industrial relations in the organization as a contributor to increased productivity?

**Table 11**

Variable	No of Responses	Percentage (%)
Yes	45	75
No	15	15
<b>Total</b>	<b>60</b>	<b>100%</b>

**Source:** Field Survey (2022). By the researcher

The table above signifies that 45 respondents representing 75% agreed that sound industrial relation contributed to increased productivity in the organization, while respondents representing 25% were of the opinion that sound industrial relation does not contribute to increased productivity in the organization.

**Question 12:** Do you agree that the post given to employees commensurate with their qualification?

**Table 12**

Variable	No of Responses	Percentage (%)
Yes	34	57
No	26	43
<b>Total</b>	<b>60</b>	<b>100%</b>

**Source:** Field Survey (2022). By the researcher

Out of 60 respondents representing 57% were of the opinion that the post given to the employee commensurate with their qualification, while 26% respondents representing 43% disagreed.

**Question 13:** Proper management of human resource creates conducive atmosphere for employees to put in their best at work?

**Table 13**

<b>Variable</b>	<b>No of Responses</b>	<b>Percentage (%)</b>
Yes	38	63
No	22	37
<b>Total</b>	<b>60</b>	<b>100%</b>

**Source:** Field Survey (2022). By the researcher

The table above indicates that 38 out of 60 respondents representing 63% agreed that proper management of human resource creates conducive atmosphere for employees to put in their best at work, while 22 respondents representing 37% said that proper management of human resource creates conducive atmosphere for employees to put in their best at work.

**Question 14:** Do you undergo any interview after an aptitude test?

**Table 14**

<b>Variable</b>	<b>No of Responses</b>	<b>Percentage (%)</b>
Yes	60	100
No	-	-
<b>Total</b>	<b>60</b>	<b>100%</b>

**Source:** Field Survey (2022). By the researcher

It was confirmed that 40 respondents representing 67% said that they undergo an interview after an aptitude test, while 20 representing 33% disagreed.

**Question 15:** How did your organisation recruit its employee?

Table 15

<b>Variable</b>	<b>No of Responses</b>	<b>Percentage (%)</b>
Internal source	-	-
External source	-	-
All of the above	60	100%
<b>Total</b>	<b>60</b>	<b>100</b>

**Source:** Field Survey (2022). By the researcher

The table above shows that all the respondent 60 representing 100% were all agreed that the organisational, do recruit its employees through the internal and external source.

**Question 16:** Employee promotion can enhance industrial harmony between the employee and employer?

Table 16

<b>Variable</b>	<b>No of Responses</b>	<b>Percentage (%)</b>
Yes	50	84
No	-	-
<b>Total</b>	<b>60</b>	<b>100%</b>

**Source:** Field Survey (2022). By the researcher

The analysis in the table above signifies that 50 respondents representing 84% agreed that promotion of worker an instrument of industrial harmony in an organization, while 10 respondents representing 16% said that promotion is not an instrument of industrial harmony in an organization.

#### 4.4 Summary of Findings

**Question 1:** Which of the following is the role of the human resource management in your organization?

The table above signifies that all the 60 representing 100% agreed that the role of human resource management involves employee recruitment, employee training and development and resolving conflict issues in the organization.

**Question 2:** Are you satisfied with the organization's welfare packages?

The analysis in the above table indicates that 35 respondents representing 58% were of the opinion that they are satisfied with the organization's welfare packages. While 25 respondent representing 42% disagreed.

**Question 3:** Which of these under listed promote industrial harmony most?

It is clear in the above table that all the respondents agreed that it is collective bargaining that always promote industrial harmony in the organization.

**Question 4:** Do you agree that trade union is an association of worker to represent workers?

From the table above, it signifies all the respondents agreed that trade union is an association of workers to represent workers.

**Question 5:** What is your company's labour and management relation like?

Out of 60 respondents 38 agreed that there labour management relation is cordially; while 22 respondents representing 37% disagree.

**Question 6:** Do you consider training and development as a motivational factor to improved productivity in the organization?

The analysis in the table indicated that 50 respondents representing 83% were of the opinion that training and development is a motivational factor to improved productivity while 10 representing 7% disagreed.

**Question 7:** Do you agree that wrong placement of workers can affect productivity negatively?

It is indicated in the table that all the respondents 60 representing 100% I agreed that wrong placement of workers do affect the organizational productivity.

**Question 8:** Do you agree that one of the most conflicting issues between employers and employee is a wages and salaries?

The above table shows that 36 respondent representing 60% were of the opinion that wages and salaries related issues are commonly the reasons for industrial conflicts in the organization, while 24 respondents representing 40% said that wage and salaries issues are not the most conflicting issues between the employers and employees in the organization.

**Question 9:** Do you undergo any induction/orientation training at the time of your employment?

All the respondent 60 representing 100% agreed that new employee do undergo induction orientation training at the time of their employment

**Question 10:** Human resource management plays vital role in improving industrial harmony.

It is indicated in the table above that 45 respondents representing 75% agreed that Human Resource Management plays vital role in improving industrial harmony in an organization, while 15 respondents representing 25% disagreed

**Question 11:** Do you consider sound industrial relations in the organization as a contributor to increased productivity?

The table above signifies that 45 respondents representing 75% agreed that sound industrial relation contributed to increased productivity in the organization, while respondents representing 25% were of the opinion that sound industrial relation does not contribute to increased productivity in the organization.

**Question 12:** Do you agree that the post given to employees commensurate with their qualification?

Out of 60 respondents representing 57% were of the opinion that the post given to the employee commensurate with their qualification, while 26% respondents representing 43% disagreed.

**Question 13:** Proper management of human resource creates conducive atmosphere for employees to put in their best at work?

The table above indicates that 38 out of 60 respondents representing 63% agreed that proper management of human resource creates conducive atmosphere for employees to put in their best at work, while 22 respondents representing 37% said that proper management of human resource creates conducive atmosphere for employees to put in their best at work.

**Question 14:** Do you undergo any interview after an aptitude test?

It was confirmed that 40 respondents representing 67% said that they undergo interview after aptitude test, while 20 representing 33% disagreed.

**Question 15:** How did your organisation recruit its employees?

The table above shows that all the respondents 60 representing 100% were all agreed that the organisation does recruit its employees through the internal and external source.

**Question 16:** Employee promotion can enhance industrial harmony between the employee and employer?

The analysis in the table above signifies that 50 respondents representing 84% agreed that promotion of worker is an instrument of industrial harmony in an

organization, while 10 respondents representing 16% said that promotion is not an instrument of industrial harmony in an organization.

#### **4.5 Discussion of Findings**

Human resource function becomes recognized as a central business concern sequel to its ability to integrate employee welfare and organizational objective and effective communication into strategic management. Human resource management seeks to eliminate the mediation role and adopts a generally unitarist perspective. It emphasizes strategy and planning rather than problem-solving and medication, so that employee cooperation is delivered by programmes of corporate culture, remuneration, packaging, team building and management development for core employees, while peripheral employees are kept at arms length.

Human resource policies and practice are influenced by strategy and structure and by external factors such as trade unions, labour market situation and legal system. In reality most firms do not have such a well thought out sequential model in their human resource practices hence the role of human resource management in promoting industrial harmony in most organizations becomes vague. It is against this background that the researcher sees the subject matter: the role of human resource management in promoting industrial harmony in 7up Bottling Company Plc Kaduna, worthy being studied.

Productivity in most organisation have comparatively taken a nose dive  
Â sequel to frequent industrial conflict. As such many organisation has resorted

to different means of resolving such conflict in the past but to know avail sequel to frequent agitation by worker for improved working condition and other workers interest and right. Hence optimal productivity has been hampared because of frequent industrial conflict as such many organisations has resorted to different means of resolving such because of itâ€™s intended negative consequences such as down toll, which will affect sales, production decline, patronage and profit margin.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

In this chapter, the researcher would summarize all what have been discussed in the previous chapters.

#### **5.1 Summary**

This research work is on the impact of human resource management on industrial harmony in 7up bottling company PLC Kaduna. Human resource management is a key element in proving employee's productivity as well as in sustaining the competing advantage of a company.

The research work is divided into five chapters; chapter one contained background of the study, statement of the problem. research questions, objectives, significance, scope of the study, as well as the limitation of the study, the review of related literature was done in the second chapter of the study while methodology was discussed in the third chapter. The data presentation and analysis was done in chapter four. The last chapter contains the summary. Conclusion and recommendations.

#### **5.2 Conclusion**

From the study and data analyzed, it could be concluded that human resource management in 7up Bottling Company Plc is an effective one in promoting industrial harmony. This implies that some of the company's achievements were as a result of the pursuit of industrial peace by its human resource management.

Therefore, effective human resource managements' employee condition of service is a pre-requisite. It was established from the study that employee are satisfied with the organizational welfare packages thereby boosting a cordial labour management relationship that will invariably improves productivity.

#### **5.3 Recommendations**

Based on the findings of the research, the researcher recommends that

1. The human resource manager should always play his/her role in ensuring that a cordial relationship exists between the employee and employer.
2. The relationship between management and employee of 7up bottling company Kaduna is not perfectly cordial but can be improved through necessary mechanisms, procedure and policies
3. It is necessary that more authority and power be given to human resource management in 7up bottling company to be able to influence key decision and policies at it affect employees and their union
4. The management should ensure that all constraints militating against human resource management for achieving industrial harmony such as poor communication and poor motivation are removed in 7up bottling company

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## **APPENDIX**

Department of Business Administration and  
Management,  
CBMS,  
Kaduna Polytechnic,  
Kaduna.

Dear Respondents,

### **LETTER OF INTRODUCTION**

I am a student of the above department undertaking a research on the topic” impact of human resource management on industrial harmony (A Case Study of 7up Bottling Company, Kakuri Plant, Kaduna).

The questionnaire is to help the researcher acquire the necessary information for the purpose of the project writing.

Kindly express your opinion by responding to the attached questionnaire by ticking ( ). Your responses will be treated in strict confidence and would be use only for the purpose of this study.

Thanks for your co- operation

Yours faithfully

**RAHAB LUKA**  
**Researcher**

## APPENDIX

Instruction:

Please tick ( ) at the appropriate box in section A below. Respond to section B

Question 1,2 and 3 base on your opinion, using SA = Strongly Agree , A= agree, U= Undecided, D= Disagree and SD = Strongly Disagreed.

### Section A: Questionnaire

#### General information of the Respondent

## APPENDICES

Please respond to the questions below by ticking ( ) the right option.

1. Gender:

(a) Male [ ]

(b) Female [ ]

2. Age (in years).

(a) 20 – 30 [ ]

(b) 31- 40 [ ]

(c) 41-50 [ ]

(d) 51-60 [ ]

(e) 61 –above [ ]

3. Marital Status:

(a) Single [ ]

(b) Married [ ]

(c) Divorced [ ]

4. Highest level of education. Please tick ( )

(a) Master's Degree [ ]

(b) First Degree [ ]

(c) HND [ ]

(d) Others (specify)

5. How many employees are in your organization?

a. 0-5 [ ]

b. 6-29 [ ]

c. 30- 99 [ ]

d. 100 and above [ ]

6. What type of organization / industry are you in ?

(a) Banking [ ]

(b) Others [ ] Specify: .....

7. Job title .....

**Section b – HRM Practices**

8. What type of employment contract do you have? Please tick ( )

Permanent Full time [ ]

a. Part time [ ]

b. Contract [ ]

c. Temporal [ ]

9. Advertisement are used by the bank to recruit

a. Strongly Agree ( )

b. Agree ( )

c. Undecided ( )

d. Strongly Disagree ( )

e. Disagreed ( )

10. In this organization, the selection system selects those with the desired knowledge, skills and attitudes.

a. Strongly Agreed ( )

b. Agree ( )

c. Undecided ( )

d. Strongly Disagree ( )

e. Disagreed ( )

11. There is formal induction, orientation and familiarization process designed to help new recruits understand the organization

a. Agree ( )

b. Undecided ( )

c. Strongly Disagree ( )

d. Disagreed ( )

12. I prefer this organization fills a vacancy internally rather than externally

a. Strongly Agree ( )

b. Agree ( )

c. Undecided ( )

d. Strongly Disagree ( )

e. Disagreed ( )

13. Appointment in this organization is based on merit

a. Strongly Agree ( )

b. Agree ( )

- c. Undecided ( )
  - d. Strongly Disagree ( )
  - e. Disagreed ( )
14. Harmony appraisal is fair in this organization
- a. Strongly Agree ( )
  - b. Agree ( )
  - c. Undecided ( )
  - d. Strongly Disagree ( )
  - e. Disagreed ( )

**Employee Participation ( Voice)**

15. I feel very little loyalty towards this organization
- a. Strongly Agree ( )
  - b. Agree ( )
  - c. Undecided ( )
  - d. Strongly Disagree ( )
  - e. Disagreed ( )
16. Employees are allowed to make many decision
- a. Strongly Agree ( )
  - b. Agree ( )
  - c. Undecided ( )
  - d. Strongly Disagree ( )
  - e. Disagreed ( )
17. Employees are often asked by their supervisors to participate in operation related decision
- a. Strongly Agree ( )
  - b. Agree ( )
  - c. Undecided ( )
  - d. Strongly Disagree ( )
  - e. Disagreed ( )

18. Employees are encouraged to suggest improvements in the way tasks and jobs are done
- a. Strongly Agree ( )
  - b. Agree ( )
  - c. Undecided ( )
  - d. Strongly Disagree ( )
  - e. Disagreed ( )
19. This organization inspires the very best in me in terms of my job
- a. Strongly Agree ( )
  - b. Agree ( )
  - c. Undecided ( )
  - d. Strongly Disagree ( )
  - e. Disagreed ( )
20. I would accept almost any type of job assignment in order to keep working for this organization
- a. Strongly Agree ( )
  - b. Agree ( )
  - c. Undecided ( )
  - d. Strongly Disagree ( )
  - e. Disagreed ( )
21. There is much to be gained from sticking with organization indefinitely
- a. Strongly Agree ( )
  - b. Agree ( )
  - c. Undecided ( )
  - d. Strongly Disagree ( )
  - e. Disagreed ( )
22. It will take very little change in my present circumstances to cause me to leave this organization
- a. Strongly Agree ( )

- b. Agree ( )
  - c. Undecided ( )
  - d. Strongly Disagree ( )
  - e. Disagreed ( )
23. My relationship with my supervisor is a harmonious one
- a. Strongly Agree ( )
  - b. Agree ( )
  - c. Undecided ( )
  - d. Strongly Disagree ( )
  - e. Disagreed ( )
24. My relationship with members of my work group are cordial as well as professional
- a. Strongly Agree ( )
  - b. Agree ( )
  - c. Undecided ( )
  - d. Strongly Disagree ( )
  - e. Disagreed ( )
25. The goals of this organization are clearly known to me
- a. Strongly Agree ( )
  - b. Agree ( )
  - c. Undecided ( )
  - d. Strongly Disagree ( )
  - e. Disagreed ( )
26. I understand the purpose of this organization
- a. Strongly Agree ( )
  - b. Agree ( )
  - c. Undecided ( )
  - d. Strongly Disagree ( )
  - e. Disagreed ( )