TITLE PAGE

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

BY

COMFORT BARTHOLOMEW PIUS
KPT/CBMS/19/41576

BEING A RESEARCH PROJECT SUBMITTED TO THE
DEPARTMENT OF BUSINESS ADMINISTRATION,
COLLEGE OF BUSINESS AND MANAGEMENT STUDIES,

IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR
THE AWARD OF HIGHER NATIONAL DIPLOMA IN
BUSINESS ADMINISTRATION AND MANAGEMENT

KADUNA POLYTECHNIC, KADUNA

JUNE, 2022

i

DECLARATION

The researcher hereby declared that the research work has been written by her under the guidance and supervision of **Dr. Pondu Levi Makama** of the Department of Business Administration, Kaduna Polytechnic. She has neither copied someone's work, nor has someone else done it for her. All references made to published literature have been duly acknowledged.

Comfort Bartholomew Pius   _____
KPT/CBMS/19/41576   Signature/Date

APPROVAL

This is to certify that this project titled: "impact of human resource management on industrial harmony in 7up Bottling Company Plc, Kakuri Plant, Kaduna" is an original work undertaken by **Comfort Bartholomew Pius** with Reg. No. KPT/CBMS/19/41576 and has been read and approved as having met the requirement governing the preparation and presentation of project in Kaduna Polytechnic. It is hereby approved for its contribution to knowledge and literary presentation.

Dr. Pondu Levi Makama   _____ _____
Project Supervisor   Signature   Date

Dr. Ismaeel M. Anchau   _____ _____
Project Coordinator   Signature   Date

Mr. Tunde Lawal   _____ _____
Head of Department   Signature   Date

_____ _____ _____
External Examiner   Signature   Date

DEDICATION

This work is dedicated to her parents for their prayers.

ACKNOWLEDGEMENT

First and foremost, the researcher want to express her sincere gratitude to Almighty God for bringing her to the successful completion of this programme.

Her special appreciation is extended to her supervisor Dr. Pondu Levi Makama for his immeasurable assistance to see that her work has been brought to success. She pray Almighty God bless and strengthen him in all his endeavour. Not forgetting the project coordinator Dr. Ismaeel Anchau and the Head of Department in person of Mr. Tunde Lawal for their intellectual, meticulous and indeed articulated coordination and lecturing which extremely help in writing this project, thank you all and I pray Almighty God to continue to bless your work.

A very big gratitude to her parents: Mr./Mrs. Bartholomew Pius and Lady Dorathy Joseph for their financial assistance, prayers and support. Also not forgetting Mr./Mrs. Ambugus Peters for their prayers and support.

She will like to say her profound gratitude to her friends: Beatrice and Stella who have been there for her throughout her studies period.

Finally, to those that their names could not be mention but have contributed to the success of this work, I thank you all.

ABSTRACT

This study examined "impact of human resource management on industrial harmony in 7up Bottling Company Plc, Kakuri Plant, Kaduna. The study was prompted to evaluate the function of human resource in promoting industrial harmony; to examine the relationship that exist between management and employees; to identify how human resource management in 7up bottling company plc Kaduna influence key decision and policies as it affect employees and their union; and to investigate the constraints militating against human resource management from achieving industrial harmony in 7up bottling company plc Kaduna. The population for the study was fifty (50) and all the fifty (50) were used as the sample size. Primary and secondary sources of data were the method used in gathering data. The study revealed that the proper management of human resources has enormous impact on organizational harmony and management of this company should incorporate HRM thinking into business strategies and make the human resource function "strategically proactive".

TABLE OF CONTENTS

CHAPTER FIVE: Summary, Conclusion and Recommendations

CHAPTER ONE

INTRODUCTION

1.1   Background of the study

Human resource function becomes recognized as a central business concern sequel to its ability to integrate employee's welfare and organizational objective and effective communication into strategy management (Chieu, 2009).

Human research management (HRM) is a strategic approach to managing employment relations which emphasizes that leveraging people's capacities is critical in achieving competitive advantage. The human resources of an organization is a composition of men and women, young and old who engage in the production of goods and services of the organization. They constitute the greatest assets of any organization (Onimole S. O. Akinseye E. M; Adebusoye A.B. 2020).

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 constitute 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, labor, 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 of failure of an organization depends largely on the quality of available human resource and human resources management, while the availability of other resources managed by the human resource will enhance the overall success of the organization (Armstrong, 2009).

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, 2009).

The establishment and continuous existence of organization through the realization of set goals and objectives requires the continuous and effective functioning of its material input with the human element required to facilitate goals attainment often engage in disagreement and variance over factors such as interest, views, style of management among others. The reactionary effect is due to the perceived incompatibilities resulting typically from some form of interference or opposition termed conflict . (Azamosa,

2004) observed that conflict involve the total range of behaviors and attitudes that is in opposition between owners/ managers. It is a state of disagreement over issues of substance or emotional antagonism and may arise due to anger, mistrust or personality clashes. Irrespective of the factors resulting in conflict, it has been observed that industrial conflicts produce considerable effects on organizations and should be consciously managed as much as possible (Munirat & Aina, 2017)

Human resource management seeks to eliminate the mediation role and adopts a generally unitary perspective. It emphasizes strategy and planning rather than problem solving and mediation, so that employee cooperation is delivered by programmers' of corporate culture, remuneration, packaging , team building and management development for core employees, while peripheral employees are kept at arms length (Ricardo, 2016).

Human resource policies and practices 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 (Daft, 2016).

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.

1.2 Statement of research problem

Productivity in most organization has comparatively taken a nosedive sequel to frequent industrial conflicts. As such many organizations have resorted to different means of resolving such conflicts in the past but to no avail. Sequel to frequent agitation by workers for improved working conditions and other workers interests and rights. Hence optimal productivity has been hampered because of these frequent industrial conflicts. The intended negative consequence of such industrial disharmony between the employees and the human resource management are massive and manifest itself in "down toll" in general productivity such as decline in sales, decline in production, and decline in profit margin.

Therefore, urgent need of a more pragmatic and practical means of handling the employees grievance in order to find their sufficient incentives to put in other best both professionally and creatively in order to radically and sustainably improve general productivity of the 7up bottling company plc Kaduna. The above and many more make a problem for human resource.

Hence the need to evaluate the impact of human resource management in industrial harmony in 7up bottling company plc kakuri plant Kaduna.

1.3 Objectives of the study

The central objective of the study is to examine the role of human resource management in promoting industrial harmony in 7 up bottling company plc Kaduna. The specific objectives are to:

i   Evaluate the function of human resource in promoting industrial harmony in 7up bottling company Kaduna.

ii   Examine the relationship that exist between management and employees of 7up bottling company plc Kaduna

iii   Identify how human resource management in 7up bottling company plc Kaduna influence key decision and policies as it affect employees and their union.

iv   Examine the constraints militating against human resource management from achieving industrial harmony in 7up bottling company plc Kaduna

1.4 Research Questions

i   What are the functions of human resource in promoting industrial harmony in 7up bottling company Kaduna?

ii   What is the relationship that exist between management and employees of 7up bottling company Kaduna?

iii   How does human resource management in 7up bottling company Kaduna influence key decision and policies as it affect employees and their unions?

iv   What are the constraint militating against human resource management from achieving industrial harmony in 7up bottling company Kaduna.

1.5   **Significance of the study**

The study will be beneficial to corporate organization especially 7up bottling company Kaduna as they utilize the finding in policy formulation regarding conflict management in their organization.

The study will add to the existing knowledge on conflict resolution and would be useful reference material to individuals, students, as well as scholars who may wish to undertake a similar research.

Most importantly, the study will go a long way in putting away unnecessary unrest in the corporation and will enhance productivity. Peaceful coexistence between management and employee which will have positive impact on sales, profit, motivation and maximum enhancement of labor hours. In partial fulfillment of the requirement for the award of higher national diploma in business administration and management.

1.6 Scope of the study

The examine the role of human resource management in promoting industrial harmony in 7up bottling company Kaduna.

The study will cover a period of 5 years from, 2016-2021.

1.7 Limitation of the study

Confidentially the frequent rescheduling of interviews by management staff and their unwillingness to disclose some relevant information on staff motivation which they consider very confidential to the organization is hopefully to constitute one of the major limitation to the study.

Notwithstanding the study will be greatly affected by certain constraints. The following limitations were inherent in the study;

i   Lack of funds

ii   Time constraints

iii   Inadequate research materials to collect data such as personal interview, textbook, magazines and journal.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.0 Introduction

This chapter reviews previous works done by researchers in the field of HRM. What is known as literature review in research does not only provide knowledge on what has been done on an area of study but the strength and weaknesses that could proper meaningful and insightful study. This chapter casts more light on the concepts of human resource management (HRM), various 'bundles' of human resource (HR) practices, contentions surrounding theories, models and previous findings. It ends with the with the HR practices that have been found to impact greatly on organizational harmony of especially the service and production industry.

2.1 The conceptual framework of human resource management (HRM)

The concept of human resource management was first defined by (Bake, 2016) who said that the general types of activity in any function of management is to use resources effectively for an organizational objective. The function which is related to the understanding, maintenance, development, effective employment and integration of the potential in the resource of 'people' I shall call simply the human resources function. HRM emerge fully fledged later when the Michigan 'matching model' (fombrum,

2018) and what (Boxall, 2019) calls the Harvard framework developed by (Beer, 2019) made statements on the HRM concept revealing the need to take HRM beyond just selection and compensation to broader issues that demand more comprehensive and more strategic perspective to an organizations human resources. The matching mode of HRM held that HR systems and the organization structure should be managed in a way that is congruent with organizational strategy and further explained that there is a human resource cycle that consists of four generic processes or functions that are performed in all organizations, selection, appraisal, rewards and development. The Harvard framework is based on their belief the problems of historical personnel can only be solved when general manager developed a viewpoint of how they wish to see employees involved in and developed by the enterprise and of what HRM policies and practices may achieve those goals. Without either a central philosophy or a strategic vision which can be provided only by general managers. HRM is likely to remain a set of independent activities, each guided by its own practice tradition. This called for the need to have a long term perspective in managing people and consideration of people as potential assets rather than merely a variable cost.

As (Armstrong , 2017) puts it HRM is regarded by personnel managers as just a set of initials or old wine in new bottles. It could indeed be no more

and no less than another name for personnel management, but as usually perceived, at it has the virtue of emphasizing the virtue of treating people as a key resource, the management of which is the direct concern of the top management as the part of the strategic planning processes of the enterprise. Although there is nothing new in the idea insufficient attention has been paid to it many organizations''.

2.2 The theoretical issues on human resources management and harmony

Theories on people management have been shifted, going through so many phases from the perspectives of taylorism, bureaucratic theory, theory X and theory Y till the breakthrough with Elton mayor's Hawthorne experiment which began another phase of people management known as human relations. The era of personnel managements surfaced which has metamorphosed into the present day human resources management .Since then, HRM has captured the interest of many studies churning out loads and loads of findings that sometimes generate the debates and disagreements.

2.3 Definition of human resources management

Through the term HRM is wide spread, the definition of the term has remained varied and elusive (Storey, 2019) therefore defines HRM as; 'A distinctive approach competitive   advantage through the strategic development of highly committed and capable work for using integrated

array of cultural ,structure and personnel techniques''. The term human resource management (HRM) is a strategic, integrated and coherent approach to the employment, development and well being of the people working in organizations. To (Boxall, P. & Purcell, 2017), it is the management of work and people towards desired ends. (Som, 2018) described HRM as carefully designed combinations of such practices geared towards improving organizational effectiveness and hence, better harmony outcomes.

2.3.1 Theories and perspectives of human resources management

There are several theories underpinning the practice the practice of HRM.

Two of these theories; resource- based view and ability and motivation and opportunity theories appear to be the most popular theoretical frameworks applied in the studies that link HRM and organizational harmony. The resource based view (RBV) theory which blends concepts from organizational economics (Penrose,2019) and strategic management (Barney, 2018)has it that HRM delivers added valve through the strategic development of the organization rare, valuable, imperfect, imitate and hard to substitute human resources. The RBV establishes that competitive

11

advantage no more lies in natural resources, technology or economics of scale, since these are easy to imitate but rather competitive advantage is dependent on the valuable, rare and costly hard-to-imitate resources that reside with the human resources of an organization. HRM role is to ensure that the organization's human resources meet those criteria.

The ability, motivation and opportunity (AMO) theory also argues that the formula; Harmony Ability +Motivation +Opportunity to participate provides the basis for developing HR systems that attend to employees interest, namely their skill requirements, motivations and the quality of their job. (Appelbaum E., Bailey T., Berg P, 2019; Bailey, 2020; Boxall & pureell, 2016) HRM practices therefore impact on individual harmony leading to overall organizational harmony if they encourage discretionary efforts, develop skills and provide with the opportunity to perform.

Adding to the array of concepts and theories is the term Human Capital which was originated by (Schultz, 2017); Human Capital is the stock of competencies, knowledge, experience, social and personal attributes including creativity and innovation, embodied in the ability to perform work so as to produce economic value. (Dess &Picken, 2019) assert human capital is generally understood to consist of the capabilities, knowledge, skills and experience of the company's employees and managers, as they are relevant

to the task at hand, as well as the capacity to add to this reservoir of the knowledge, skills and experience through individual learning. This theory is concerned with how people contribute their knowledge, skills and abilities to enhancing organizational capability and the significance of that contribution. This is rather broader in scope than human resources.

HRM practices refer to organizational activities directed at managing the pool of human resources and ensuring that the resource are employed towards the fulfillment of organizational goals (schuler & Jackson, 2017); schuler & macmillan, 2017; wright & snell, 2018). It was observed that majority of studies defined HRM in terms of individual practices (Batt, 2018) or systems or bundles of practices (Capelli & Neumark, 2016).

There appears to be no one fixed list of generally applicable HR practices or

Systems of practices that define human resource management. The question of how HRM impacts on organizational harmony has ignited three prospective. The universalistic perspective according to (Boxall & Purcell, 2018) projects a bundle of high harmony 'best practices' that should be adopted by organizations to yield organizational harmony. This implies that business strategies and HRM policies are mutually independent in determining organizational   harmony (Katou &Budwar,2017).   The

contingency perspective proposes that in order to be effective, an organization's HR policies must be consistent with other aspects of the organization rather than adopting best practices, a fit must exist between HRM and business strategy. (schuler & Jackson, 2017; Dany, 2018).

This is also described as 'vertical fit'. (Boxall Purcell, 2019) argue that both perspectives; best practice and best fit might be right in each in their own way. However, the actual design of HR practice depends to some extent on the unique organizational context.

The third which takes the contingency perspective a step further is the configurationally perspective (Ulrich & Brock Bank, 2018). This has a holistic approach that emphasizes the importance of the pattern of HR practices and is concerned with how this pattern of independent variables is related to the dependent variable of organizational harmony. Configuration has been defined by (Hucynski & Buchanan, 2017) as the structures, processes, relationships and boundaries through which an organization operates.' All perspectives are relevant in exploring the linkage between HRM and harmony. (Delery & Doty, 2019) examined the relationship between HR practices and profitability in a sample of banks in us. They found that, in general, HR practices were positively related to profitability,

in testing universalistic, contingency and configurationally approaches to HRM.

Human resource management as a concept has frequently been described with two distinct forms, soft and hard. The soft model whilst stressing the importance of integrating HR policies with business objectives emphasizes on treating employees as valued assets and a source of competitive advantage through their commitment, adaptability and high quality skill and harmony.

Employees are proactive than passive into productive processes, capable of development, worthy of trust and collaboration which is achieved through participation (legge,2019) this model in contrast to the hard model places emphasis on 'Human' and is associated with the human relations school of (Herberg & McGregor,Storey, 2017) the hard HRM model focuses on the qualitative, calculative and business – strategic aspects of managing the 'headcount' has been termed human asset accounting (storey, 2017) the hard HRM approach has some affinity with scientific management as people are reduced to passive objects that are not cherished as a whole but assessed on whether they possess the skills or attribute the organization requires (legge,2017; Vaughan; 2017; storey,2017; Drucker, 2016; keenoy,2018).

2.4   Concept of Organization Harmony

According to (Keenoy, 2018), harmony is the secret principle that controls life be it at the personal or organizational level. Harmony manifests itself in good judgment and in the organizational context it means the efficiency or effectiveness of taking right decisions timely and avoiding organizational configuration and conflict. Conflicts are natural ingredient of any organization but do not mean there has to be conflict for good management. A man who cannot get along with others is a man who cannot get along with himself who. One who finds faults with others does not have a high regard for himself and this loss of self esteem is a cause of disharmony and conflict in organizations. Things are not as they appear to be, thanks to the limited scope of human perception.

Harmony means 'the way parts combine well or into a whole' (from greek "Harmonica") "musical harmony" is when a composer and or conductor achieve "the successful combination of musical notes, arranged and played simultaneously around the same melody" when harmony is achieved, it means the composer achieved the successful combination of notes into a sound pleasing to the ear (the intended market for the composers music) (Keenoy, 2018).

As with music, business leaders the "composers" and conductors" of "the common sheet of strategy also search for "Harmony" within their

organization. As with an orchestra, even the best musicians and conductor will only create noise unless they are all playing from the same "sheet of music". Therefore, we can also use "Harmony" to describe an organization where a leader or leadership team achieves "The successful synchronizations of each of the parts of their organizations around doing what is best for the organization as a whole".

(Newton, 2018) defines the foundation of all modern science in his famous quote. "Naturalvalde simplex est et sibi consona"which translated into English, means "nature is exceedingly simple and harmonious with itself "And which captures the two foundational belief of the "Hard science" with his "theory of the constraints". (Goldraft, 2017) introduced these fundamental beliefs of the "hard science" and, as importantly, the thinking processes and methods of a scientist, to the world of analyzing, improving and managing organizations and supply chains that appear to become more and more complex and with many unresolved internal conflicts. Over the past 30 years, thousands of organizations around the globe have shown how the application of these simple yet powerful beliefs, thinking processes and methods can enable managers at all levels in the organization to SEE and unlock incredible inherent potential (Keenoy, 2018).

2.4.1 **Organization Design and strategy**

In order to keep it simple the organization must focus on delivering strategic initiative and plan. So, the organizational design must follow strategy and design the activities and roles of individuals and group for achieving the desired results. When your business is simplified and well defined, your results will improve and your people will enjoy their work, since everyday they come to work, they do so to achieve great things (keenoy, 2018).

You can test whether your organization is in design is in harmony with your chosen strategy which can be called as the organization alignment tool. It offers you simple, yet methodical way to assess if element of your organization design are fully aligned with your intended strategy. You do this at a company level, but it works equally well when looking at the organization, functions, departments or teams (keenoy, 2018).

According to (Newton, 2018), there are six key measure questions aligned with your strategy . The questions you ask yourself about the design is indicated against each element of the strategy measure (fig.1).

(i) Structure: Looking at your organization chart, does the way you divide your activities into different functions and departments give you the best possible

chance of delivering your stated strategy? Do the reporting lines makes sense? Does your current structure hinder strategy delivery in any way?

(ii)   Collaboration Model: Do different teams and function collaborate effectively to ensure you make good decisions that helps deliver your strategy? Which connections work well and support your Strategy which you hinder you from delivering your strategy?

(iii)   Skills and Capabilities: What are the skills, knowledge and   capabilities that your people need to deliver your strategy? Do you already have these skills? Is your organization designed to ensure you develop these skills?

(vi)   Ways of Working: What are the key values and behaviors you need from members of the organization? Does your culture support our or hinder it? Is your organization designed to ensure that the right values, behaviors and ways of working are encouraged?

(v)   Measurement and reward: Does the way you measure and reward teams and individual performance help you delivery your strategy well? If not, how can it be improved?

(vi)   Information and resources: Do you provide people with the information and resources they need to deliver your strategy and check that you are on track? If not, how can we improve this regard?

(vii)   Alignment Between Strategy and Structure:

Makes sure your strategy IS well understood: Regularly test understanding of your strategy amongst your people, by asking them to tell you what the company strategy is in their own words. If this test reveals that the awareness is poor, invest more time, energy and creativity into communicating your strategy.

There are three unbreakable rules when it comes to communicating your strategy well:

Simple: Anyone is your company should be able to understand your strategy without having it explained to them at length .As a great copywriter one said " To explain is to fail ".

INSPIRATION: Your strategy should capture hearts and minds and inspire people to do great things that create value, everyday. You need to think carefully about imaginative and impactful ways to create a feeling of inspiration.

REPETITIVE: Whilst we all hate duplication, communication your strategy is the one occasion where it's virtually impossible to repeat your message too many times.

Ensure All Activities And Project Contribute To the Strategy:

At board level, review the role that each function or department plays in delivering your strategy and agree on how that particular team creates value. Also ask each function or department to create an organizational purpose statement that clearly explains the overall role they play in helping the company delivering its strategy. Again, review and sign off these statements at board level. Now ask each departmental current organization design and all key activities against this purpose statement ,and prove that each departmental head /VP/ director to review their current organization design and all key activities against this purpose statement, and prove that each element of their organization is designed to deliver the strategy.

They should review each activity (e.g. A project, process, task, report, produce.etc).and ask themselves these questions: "How does this activity help our department meet its purpose and deliver our strategy?".

"Do we really need to do this activity at all? What if we stopped it all together?"

"Is there a smarter and more simple way to do activity?"

2.5 **Human resource management practices and performance linkage.**

Over the years, researchers have devoted a great deal of time and attention to establishing and examining the linkage between HRM practices and organizational harmony. Based on the evidence and findings it is becoming

increasingly clear HRM is an important component that can impact on organizational effectiveness leading to improved harmony. Through the link between organizational harmony is "black box" that is, lack of clarity as to "what exactly lead to what" (Gerhart, 2018). However, the positive relationship between HRM and organizational harmony cannot emphasized. Empirical research surrounding the HRM and harmony debate over the last decade or so demonstrates evidence that "HRM does matter" (Huselid, 2018, Patterson, 2019). (Guest 2017) argues the distinctive feature of HRM is its assumption that improved harmony is achieved through the people in the organization. The work produced by (Huselid, 2018), that examined the relationship between HR index was significantly related to the gross rate of return on assets (a measure of profitability) and Tobin's Q (the ratio of the market valve of a firm to its book valve). This means that if appropriate HR policies, processes and strategies are introduced a substantial impact on organizational harmony can be made. It is important to realize that the effectiveness of HRM policies depends on its alignment with other business strategies. Interestingly, (Hyde, 2018) examining the impact of HRM practices on firm profitability found little support for a positive relationship between HRM practices and firm profitability.

(Dyer & reeves, 2018) captured the harmony outcomes of HRM in the following ways. Financial outcomes, profits, sale markets organizational outcomes, productivity, quality efficiency HR related outcomes, attitudinal and behavioral effects on employees – satisfaction, commitment, employee turnover, absence. As Armstrong asserts, the holy Grail sought by many human resource management researchers is to establish that HRM practices, demonstrably cause improvements in organizational harmony studies show that certain HRM practices, such as working in teams, grater discretion and autonomy in the workplace and various employees involvement and pay schemes motivate workers and increase productivity (Cully, 2019; Boselie & wiele 2017).cross functional teams, job rotation, quality circles and integration of functions may all contribute positively to labor productivity (Banker, 2016, Fey, C.F 2017) through an investigation of the relationship between HRM practices and the harmony of 101 foreign- owned subsidiaries in Russia provides support for the assertion that investments in HRM practices can substantially help a firm to perform.

In studies examining the relationship between Hr practices and harmony at the plant level, (Mac-Duffie, 2018) found that the HR practice "bundle" he measured were related to quality and productivity on auto assembly lines, meanwhile, (Youndt ,2016) discovered that human capital enhancing JR

practices were related to operational harmony among a simple of manufacturing plants.

(Richard & Johnson, 2018) using a sample of banks examined the impact of strategic HRM effectiveness on a number of harmony variables. They found that the effectiveness of strategic HRM is directly related to employee's turnover and the relationship between this measure and the return on equity was stronger among banks with higher capital intensity.

(Guthrie, 2016) examining the impact HR practices on turnover and firm productivity among a sample of firm in new Zealand noted that HR practices had an impact on turnover and that the relationship between retention and productivity was positive when firms implemented high- involvement HR practices, but negative when they did not.

2.6   Human resource management practices
Many researchers over the period have identified different HRM practices by different names. Researchers variously refer to certain sets of HRM practices as "best practices" or "high harmony "(Huselid, 2019) "Sophisticated"

(Golhar & deshpande, 2017), Argued that, most appropriate term is "best HRM practices". However, according to (Hhandler & McEvoy, 2017) one of the lingering questions in HRM research is whether or not there exists a single set of policies or practices that represents a universally superior

approach to managing people. Theories on best practices suggest that universally, certain HRM practice either separately or in combination yield improved organizational performance.

A number of lists of "best practices "have been produced, (Guest, 2019) drew up the following list;

i   Selection and the careful use of selection tests to identify those with potential to make contribution.

ii   Training ,and in particular a recognition that training is an ongoing activity

iii   Job design to ensure flexibility , commitment and motivation, including steps to ensure that employees have the responsibility and autonomy fully to use their knowledge and skills.

iv   communication to ensure that a two-way process keeps everyone fully informed.

v   employee share ownership programmes to increase employee's awareness of the implications of their actions on the financial performance of the firm.

vi   Careful recruitment and selection, for example "Total quality recruitment", "zero defects recruitment", "right first time recruitment".

vii.   Training and learning

viii   Extensive remuneration systems for example bonuses for staff willing to be multi- skill.

ix.   Team working and flexible job design.

x.   Employee involvement.

xi.   Harmony appraised with links to contingent reward systems.

2.7   Human Resource Management and Productivity

i   Creating an Organizational Culture

One of the overarching ways HRM effects a business is by creating an organizational culture. Establishing a vision and mission for the company, along with its core values, is integral because it brings employees   together to work towards a shared goal. Everything about an organization stems from those three critical elements, from the way departments are structured to the job descriptions of each role to the processes and procedures, according to HR zone. It's important to ensure all employees are aware of the business vision, mission and core values. Including them in on boarding materials and discussing them at town hall meetings can help make sure everyone is familiar with them (Rotman, 2016).

ii   Training and Developing Employees

The impact of HRM on the efficacy of employees is apparent in their on boarding and training. Regardless of how skilled or experienced an employee may be, they need to learn the processes and procedures that are specific to the company. This is where HRM comes in. Businesses need to

develop detailed on boarding materials for each new employee that get them accustomed to the expectations of the organization (Rotman, 2016).

iii   Increasing Employee Retention and Satisfaction

The process of recruiting, hiring and on boarding an employee is not only time consuming, it's expensive that's why HRM focuses or reduci ng turnover within an organization by ensuring employees are engaged. This includes providing them on with a competitive compensation and benefits package, in addition to perks such as free lunches or paid social outings. HRM is also needed to develop clear job descriptions so all employees understand exactly what they are responsible for achieving, reducing confusion and disagreements (Rotman, 2016).

2.8   functions of human resource management in an organization
2.8.1 Recruitment and Selection

"Recruitment which is the process of generating a pool of capable people to apply for employment to an organization and selection which is process by which managers and others ,use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the jobs given management goals and legal requirements" (Bratton & Gold, 2017).

2.8.2 Training and Development

A formal definition of training and development is any attempt to improve current or future employee by increasingly an employee's ability to perform

through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge. While training is seen to be the process of imparting specified skills, development is said to be the learning opportunities designed to help employees grow. According to (Armstrong, 2016) training is the formal and systematic modification of behavior through learning which occurs as a result of education, instruction, development and planned experience. Training has the distinct role in the achievement of an organizational goal by incorporating the interests of organization and the workforce (Stone, 2017). For training to have a better effect on harmony, its design and delivery should be well executed.

2.8.3 Compensation

According to (Ian Mitroff,2019), compensation processes are based on compensation philosophers and strategies contained in the form of policies, guiding principles, structures and procedures which are devised and managed to provide and maintain appropriate types and levels of pay, benefits and other forms of compensation. This constitutes measuring job values, designing and maintaining pay structure, paying for harmony, competence and skill and providing employee benefit. However, compensation management is not just about money, it is also concerned with

that non-financial compensation which provides intrinsic or extrinsic motivation (Bob, 2017).

2.8.4 Appraisal/Performance Management

Performance appraisal of employee's performance and systematic evaluation of employee's performance and potential for development during a certain period of time by supervisors or others who are familiar with their performance. It is one of the oldest and widely used management practices performance appraised is an indispensable tool for an organization because the information it provides is highly useful in decision making regarding issues such as promotion, merit increases, transfer, discharge, training and development. Not only is performance appraisal useful for the above issues, it may also increases employee's commitment and satisfaction (Wiese & Buckley, 2018)

2.8.5 Employment Security.

Studies by (Delery & Doty, 2016), (Bjookman &Fey, 2016) have emphasized the significant correlation between employment security and organizational performance.

According to (Pfeffer, 2018) benefits of employment security, aside workers free contribution of knowledge and their efforts enhance productivity, it also

encourage people to take a longer-term perspective on their jobs and organizational performance.

2.8.6 Employee Voice (Involvement and Participation)

An or The direct participation of staff to help an organization fulfill its mission and meet its objective by applying their own ideas ,expertise and efforts towards solving and making decision is termed as employees involvement. Research has shown that organization that tap strength their people will be stronger and more aggressive than those that cannot. Firms will never realize the full potential of employees if they regard people as automation or mere cogs in wheels. In the long run, such company's inefficiency attract competition, and unless the management philosophy changes, they will disappear (Apostolu, 2017).

2.8.7 Information Sharing and Knowledge management

As (Pfeffer, 2018) asserts, information sharing is an essential component of high performance work systems for two reasons; first, the sharing of information on things such as financial performance, strategy and operational measures conveys to the organization's people that they are trusted and the second is that even motivated and trained people cannot contribute to enhancing organizational performance if they do not have information on important dimensions of performance and in addition

training on how to use and interpret that information. An enterprise that makes real a shared culture that is in actual fact unbreakable through information flow will be a competitive one.

2.8.8 Job Design

(Apostolu, 2017), job design refers to work arrangement or rearrangement aimed at reducing or overcoming job dissatisfaction and employee alienation arising from repetitive and mechanistic tasks. Through job design, organizations try to raise productivity levels by offering nonmonetary rewards such as greater satisfaction from a sense of personal achievement in meeting the increases challenge and responsibility of one's work."Job enlargement, job enrichment, job engineering, job rotation and job simplification are various techniques used in a job design exercise. (Opatha, 2017)" job design is the functions of arranging task, duties and responsibilities in to an organizational unit of work"

2.8.9 CAREER PLANNING

Career planning is the deliberate process through which someone becomes aware of his or her personal skills, interests, knowledge, motivations, and other characteristics; acquires information about opportunities and choices; identifies career-related goals; and establishes action plans to attain specific goals (Dessler, 2018). According to Edgar Schein career planning (Manolescu, 2016) is a continuous process of discovery in which an

individual slow develops his own occupational concept as a result of skills or abilities, needs, motivations and aspirations of his own value system. In HRM, career planning seeks to identify to identify needs, aspirations and opportunities for individuals career and the implementation of developing human resources programs to support that career. A well –planned career development system along with internal advancement opportunities based on merit, results in high motivation among employees, which has an impact on firm harmony (Milkovich & Boudreau, 2018).

2.9   Organizational Performance

Researchers have different opinions of what performance is. Organizational performance continues to be contentious issues in the management research circle. (Javier, 2017) equates performance to the famous 3Es; economy, efficiency and effectiveness of certain programmed of activity. According to (Richard, 2019) organizational performance encompasses three specific areas of firm outcome; financial performance (profits, return on assets, return on investment, etc), product market performance (sales, market share, etc), and shareholder return (total shareholder return, economic value added, etc.).

2.10   Human Resource and Crisis Management

(Opatha, 2017), crisis management is a system of plans and processes designed to enable an organization to detect and minimize the potential harm posed by a crisis and subsequently learn from crisis that arise. The ultimate goal of crisis management is to move the business back toward normal operations as efficiently as possible with minimum damage to the business. Crisis management requires more than just a plan and the execution of the plan when something bad happens. Crisis management requires that your business be prepared to evolve, learn from, and change how they handle a crisis in response to whatever unique and extraordinary challenges that particular crisis presents. It's impossible to create step-by-step plans on how to handle every possible crisis since every crisis will be unique and unfamiliar to those in the business.

2.11 PROCESS OF CRISIS MANAGEMENT

One of the most commonly referred to framework used to describe the crisis management process comes from (Ian Mitroff, 2019).

MItroff's six stages model is a useful reference for crisis managers, those in HR, and other stakeholders responsible for crisis management. Here's a graphic of the model and there's a written explanation of each below:

i **signal detection**: this stage centers on creating early warding systems that enable the business to respond effectively to a crisis

ii. **Crisis preparation**: systematic planning, preparing, and training for a crisis. Crisis management plans (CMPs), business continuity plans, and disaster recovery plans (DRPs) are typically created at this stage

iii **crisis containment**: executing the plans and processes set out during the crisis preparation stage; adapting to the unique circumstances of the current crisis ; developing new methods of minimizing impact to the business.

iv **crisis recovery**: moving the business back toward normal operations.

v **No-fault learning**: Reviewing and assessing crisis management performance   extract the key lesson learned, without to attributing blame.

vi **Redesign:** integrating the learning from the previous stage to evolve existing crisis management processes.

2.12 Crisis management vs change management

Crisis management and change management share many similar practices, and a crisis is often the catalyst for broader organizational change. In 2017 a number of negative reports about Uber's workplace culture began to emerge in the media, including one from the New York Times. Many of these centered on alleged discrimination against women and cases of sexual harassment. This internal crisis was compounded by a number of other issues, which ultimately led to the departure of the company's CEO. Any change in an organization's senior leadership, particularly when it's the

34

CEO, requires effective planning, communication, and adaptation (Opatha, 2017).

2.13 Reason for crisis management

According to (cooper, 2018), Dealing with crisis management is not the sole responsibility of human resource (HR).

Many organizations – typically larger ones may have a dedicated "crisis manager" who oversees all aspects of crisis management planning and execution. Organizations that don't have the resource for a dedicated crisis manger will instead rely on someone to step into the crisis manager role when a crisis occurs; who that person is maybe different depending on the nature of the crisis itself.

2.14 Role of human Resource in crisis management

HR's role in crisis management is broad and varied, and typically includes:

i **Crisis Communication and Employed Relations**: HR is often the conduit for much of the internal communication during a crisis. They are responsible for ensuring that company intranet sites are updated with relevant information such as HR policies and procedures; employee contact lists; and company announcement.

ii **Policy and Process Management**: HR is typically responsible for creating (together with senior management) and maintaining policies governing employee conduct and organizational procedures.

iii **Employee Skills and Information Tracking**: human resource is responsible for collecting and maintaining data related to employees, including personal information, skills and experience, and roles within the organization.

iv **Training and Development**: HR often coordinates, creates, and conducts training and professional development course within the organization. Crisis management training for management and key personnel is a critical component of effective crisis management (Opatha, 2017).

v Employee Service and Benefits Programs

HR managers organizational benefits and service programs, many of which are required for effective crisis management. employee assistance Programs for example, can be used to connect employees with mental health care providers .Health benefits are necessary to help injured employees receive medical care, and to enable them to rehabilitate and recover quickly so that they may return to work (Opatha, 2017).

Talent and succession planning: some crisis may lead to certain employees being unable to their job. HR is typically responsible for succession planning, and working with mangers to identify the talents of the employees on their teams (Opatha , 2017).

2.15 SUMMARY OF REVIEW

In summary, Human Resource Management should go beyond selection and compensation to boarder issues that demand more comprehensive and more strategic perspective to an organization. This called for the need to have a long- term perspective in managing people and consideration of people as potential assets rather than merely variable cost.

Human Resource management (HRM) therefore could be seen as management of human asset, i.e the people and the work they do towards desired ends.HRM can be viewed theoretically in two ways: The resource-based view and ability, motivation and opportunity theory.

An offshoot of HRM is the concept of human capital which is the stock of competencies, knowledge, experiences, social and personal attributes including creativity and innovation, embodied in the ability to perform work so as to produce economic value. Human capital is deployed via HRM a practice which is the organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals.The effective integration of all these concepts results in organizational harmony. Harmony is the effectiveness of taking right decisions timely and avoiding organizational confrontation and conflict.

Achieving industrial harmony means conflict and more profitability. This further enhanced by organizational design and strategy. This is a simple way of delivering strategic initiative and plans. The organizational design the activities and roles of individual and groups for achieving the desired results. Now the strategy and design must align. This can be tested by what is called organizational alignment tools. And there six of them namely: structure, collaboration model, skills and capabilities, ways of working, measurement and reward, information and resources. The strategy should be simple, inspiring and repetitive.

The link between human resources management practices and organizational performance is the positive relationship between HRM and organizational harmony. This is achieved through the people in the organization. Practices such as working in teams, greater discretion and autonomy in work place and various employees involvement and pay schemes motivate workers and improve productivity.

Human resource management practices include:

i.   Careful recruitment and selection.

ii.   Training and learning.

iii.   Job design to ensure flexibility.

iv.   Communication.

v.   Employee share ownership programmes and involvement.

vi.   Extensive remuneration systems.

vii.   Harmony appraisal.

Function of human resource management in an organization;

Recruitment and selection, training and development, compensation, appraisal/ performance management, employment, security, employee voice (involvement and participation) information sharing, knowledge management, job design, career planning.

Crises management is a system of plans and processes designed to enable an organization to detect and minimize the potential harm posed by a crisis and subsequently learn from crises that arise. The reason for the crises management, is to move the business back towards normal operations as efficiently as possible with minimum damage to the business.

Process of crises management involves six stage model namely: signal detection, crisis preparation, crisis containment, crisis recovery, no-fault learning and resign, crisis management is often the catalyst for broader organizational changes.

Roles of human resource in crisis management include: crisis communication and employee relations, policy and process management, employee relations, policy and process management, employee skills, and information tracking, training and development, employee service and benefits programs, talent and succession planning.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This study is aimed at examining the HRM practices of 7up Company and the impact of such practices on the organizational performance of the company. This chapter discusses the research design, target population sample size, sampling techniques sources of data and data collection procedures used in obtaining the required data.

3.2 Research Design

This study used an explanatory research design, as such; survey research design was used since it seeks to establish the impact of the HR practices on organizational harmony.

3.3 Area of the Study

The area of study was 7up Bottling Company, situated at No. 12 Abubakar Abdulrahman Road, Kakuri, Kaduna State.

3.4 Population of the Study

In this study, the target population which is the entire set of units for which the research data was used to make inference or generalization in the manager and non-managerial employees of 7up Bottling Company Kaduna. This study had an estimated population size of fifty (50).

3.5 Sample Size and Sampling Techniques

The data collection for this study was sourced using questionnaires that was administered to the total population of 50 employees which was also double as the sample size of the study.

3.6 Instruments for Data Collection

The research data was collected with the aid of a questionnaire which is made up of two sections. Section "A" is on demographic characteristics of the respondents which comprises of gender, education qualification position held by experience. Section "B" is on research question 1, 2, and 3 respectively.

3.7 Validity of Instruments

For validation, the questionnaires was distributed to experts in the field of management discipline for their contributions and vetting. In achieving content validity, the questionnaire varieties are questions on the knowledge of the company's staff about human resources management and its effect on organizational effectiveness. Questions was based on information gathered during the literature review to ensure that they are representatives of what respondents should know. Content validity further ensured by consistency in administering the questionnaires. All questions was formulated in simple

language for clarity and ease of understanding. The validity was done by experts in the field of managements.

3.8   Reliability of Research Instrument

The test was done 3 times and then the average data was computed. This was done by administering the questionnaire 3 times within a well-spaced period for each test. The average data computed from the 3 tests at separate times on the same population was the reliable results.

3.9   Method of Data Collection

The researcher personally administered the questionnaire to the staff of 7up Bottling Company, Kakuri Kaduna. After distributing the questionnaire, respondents would be given five (5) days to fill the questionnaire, and return it back to the researcher. This is to give ample opportunity to the respondents to reflect on the items generated on the questionnaires to facilitate valid response.

3.10   Method of Data Analysis

Here, attempt was made to clearly select an appropriate tool for analyzing the main data in such a way that the conclusion needed at the end of the research was meaningful and more representative. In this study, the statistical mean scores was used to analyze the five likert questionnaire,

while the frequency count and simple percentage was used to analyze respondent's characteristics. The 5point likert scale is shown

	SA	A	UD	D	SD
Grade point	5	4	3	2	1
Range	4.5-5.0	3.5-4.4	2.5-3.4	1.5-2.4	0.5-1.4

Key: SA= Strongly Agreed

   A= Agreed

   UD= Undecided

   D= Disagreed

   SD= Strongly disagreed

3.0 was regarded as the cut-off point, any item that falls below 3.0 was considered disagreed response while any item above 3.0 was considered as an agreed response. The formula used in calculating the mean was:

$$\sum \frac{fx}{n}$$

Where: $\sum$= summation

   fx= Total frequency

   f= frequency

$$\frac{5+4+3+2+1}{5} = \frac{15}{5} = 3.0$$

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents the analysis of the data collected in the course of the study. The data collected was analyzed and presented with the aid of a frequency distribution and mean score table. A total number of fifty (50) questionnaires were designed and administered, only fourty (40) were filled and returned which formed the basis for the data analysis and interpretation.

4.2 Characteristic of the Respondents

Table 4.2.1: Gender of Respondents

Options	Frequency	Percentage (%)
Male	38	95
Female	2	5
Total	**40**	**100%**

Source: Researcher's Field Survey, 2022

Table 4.2.1 represents the respondent's gender of 7up Bottling Company, Kaduna for the study. The above table shows that 38 respondents representing 95% are males and 2 respondent representing 5% are female. This clearly confirms the fact that 7up Bottling Company, Kaduna is male dominated. This could also mean that women do not support that women occupy managerial positions. Informal interviews the researcher had with

some respondents revealed that women are not support to rise to managerial positions because of the biological duty of childbearing and the tendency ton truncate their career to make room for family-related responsibilities.

Table 4.2.2: Age of Respondents

Options	Frequency	Percentage (%)
20 – 30 years	10	25
31 – 40 years	12	30
41 – 50 years	8	20
51 – 60 years	6	15
61 years and above	4	10
Total	**40**	**100%**

Source: Researcher's Field Survey, 2022

Table 4.2.2 gives the age respondents of 7up Bottling Company, Kaduna. The table shows 10 respondents representing 25% of the respondents are between the age bracket of 20 – 30 years, 12 respondents representing 30% of the respondents are between the age bracket of 31 to 40 years, 8 respondents representing 20% of the respondents are between the age bracket of 41 – 50 years, 6 respondents representing 15% of the respondents are between the age bracket of 51 – 60 years while the remaining 4 respondents representing 10% of respondents belong to the age range of 61 years and above. This indicates that most of these respondents belong to the youthful and mature range of ages. This therefore means 7up Bottling

Company, Kaduna of today prefer having younger and exuberant staff to the then past middle aged staff. This could also mean that younger staff may serve as a means of making 7up Bottling Company appealing to the youth.

Table 4.2.3: Marital Status

Options	Frequency	Percentage (%)
Single	24	60
Married	14	35
Divorced	2	5
Total	**40**	**100%**

Source: Researcher's Field Survey, 2022

Table 4.2.3 above shows that 24 respondents representing 60% are single, 14 respondents representing 35% are married while 2 respondents representing 5% are divorced. This can be concluding that most of the respondents of Seven-up Bottling Company are single.

Table 4.2.4: Level of Education

Options	Frequency	Percentage (%)
Master's Degree	2	5
First Degree	8	20
HND	12	30
ND/NCE	18	45
Total	**40**	**100%**

Source: Researcher's Field Survey, 2022

Table 4.2.4 shows the level of education of respondents of 7up Bottling Company, Kaduna. This figure shows clearly that 2 respondents representing 5% have Master's Degree, 8 respondents representing 20% have First Degree, 12 respondents representing 30% have HND while 18 respondents representing 45% have ND/NCE holders. This means that one would have a higher level of education to occupy a managerial position. This evidently shows that management of 7up Bottling Company, Kaduna has the appropriate level of education to manage this company.

4.3 Data Presentation and Analysis

Table 4.3.1: Functions of human resource in promoting industrial harmony in 7up Bottling Company Kaduna.

S/N	Variables		SA	A	UD	D	SD	Total	X	Remarks
1	Human resources introducing a newly hired employee into an organization.	f	30	10	0	0	0	40		
		x	5	4	3	2	1	190	4.8	Agreed
		fx	150	40	0	0	0	40		
2	They manage hiring time of employees wisely.	f	20	15	2	2	1	40		
		x	5	4	3	2	1	171	4.3	Agreed
		fx	100	60	6	4	1	40		
3.	Analyzing and setting pay ranges for each job in an organization and determining the benefits the business offers.	f	12	24	4	0	0	40		
		x	5	4	3	2	1	168	4.2	Agreed
		fx	60	96	12	0	0	40		
4	They conduct compensation surveys to keep pace with the market and set pay ranges consistent with each job description to ensure the company can attract and retain talented workers.	f	18	20	0	2	0	40		
		x	5	4	3	2	1	174	4.4	Agreed
		fx	90	80	0	4	0	40		
5	Human resources function is involved in sourcing talent, marketing the company to candidates and smoothing their entry into the company and its culture, a process called on boarding.	f	15	25	0	0	0	40		
		x	5	4	3	2	1	175	4.4	Agreed
		fx	75	100	0	0	0	40		

Source: Field Survey, 2022   N = 40

The above table based on the functions of human resource in promoting industrial harmony in 7up Bottling Company Kaduna, it was deduced that the functions of human resource is ranging from human resources

introducing a newly hired employee into an organization, they manage

hiring time of employees wisely, analyzing and setting pay ranges for each

job in an organization and determining the benefits the business offers.

Furthermore, they conduct compensation surveys to keep pace with the

market and set pay ranges consistent with each job description to ensure the

company can attract and retain talented workers. Human resources function

is involved in sourcing talent, marketing the company to candidates and

smoothing their entry into the company and its culture, a process called on

boarding.

Table 4.3.2: Relationship that exists between management and employees of 7up Bottling Company Kaduna.

S/N	Variables		SA	A	UD	D	SD	Total	X	Remarks
6.	Clear and open communication between employees and management is necessary in the workplace.	f	20	8	5	5	2	40		
		x	5	4	3	2	1	$\frac{159}{40}$	4.0	Agreed
		fx	100	32	15	10	2			
7.	Good leadership is essential to a close, efficient team. Relationship management both motivates and rewards employees, making them feel appreciated for the work they do.	f	20	10	2	2	8	40		
		x	5	4	3	2	1			
		fx	100	40	6	4	8	$\frac{158}{40}$	4.0	Agreed
8.	Employee relations strategies help eliminate toxicity in the workplace, and keep workers at all levels content and secure.	f	8	20	4	4	4	40		
		x	5	4	3	2	1			
		fx	40	80	12	8	4	$\frac{148}{40}$	3.7	Agreed
9.	Conflict management, which helps resolve any issues in the workplace, whether it's between two co-workers or between an employees and management	f	18	20	0	2	0	40		
		x	5	4	3	2	1			
		fx	90	80	0	4	0	$\frac{174}{40}$	4.4	Agreed
10.	Employee appreciation, which involves an employer or manager positively acknowledging and rewarding good work.	f	15	25	2	3	0	40		
		x	5	4	3	2	1			
		fx	75	100	6	6	0	$\frac{187}{40}$	4.7	Agreed

Source: Field Survey, 2022   N = 40

The above table based on the relationship that exists between management and employees of 7up Bottling Company Kaduna. It was discovered that the relationship that exist between management and employees is based on the clear and open communication between employees and management is

necessary in workplace. Good leadership is essential to a close, efficient team. Relationship management both motivates and rewards employees, making them feel appreciated for the work they do. Employees relations strategies help eliminate toxicity in the workplace and keep workers at all levels content and secure. Furthermore, conflict management, which helps resolve any issues in the workplace, whether it`s between two co-workers or between an employee and management and employee appreciation, which involves an employer or manager positively acknowledging and rewarding good work.

Table 4.3.3: Human resource management in 7up Bottling Company Kaduna influence key decisions and policies as it affects employees and their union.

S/N	Variables		SA	A	UD	D	SD	Total	X	Remarks
11.	Human resource policies are continuing guidelines on the approach of which the 7up Bottling Company intends to adopt in managing its people.	f	20	10	2	4	4	40		
		x	5	4	3	2	1	$\frac{158}{40}$	4.0	Agreed
		fx	100	40	6	8	4			
12.	A HR policy 7up provides generalized guidance on the approach adopted by the organization, and therefore its employees, concerning various aspects of employment.	f	20	15	2	2	1	40		
		x	5	4	3	2	1	$\frac{171}{40}$	4.3	Agreed
		fx	100	60	6	4	1			
13.	A procedure spells out precisely what action should be taken in line with the policies.	f	12	20	4	4	0	40		
		x	5	4	3	2	1	$\frac{160}{40}$	4.0	Agreed
		fx	60	80	12	8	0			
14.	The location of 7up operates in will also dictate the content of their policies.	f	16	18	2	2	2	40		
		x	5	4	3	2	1			
		fx	80	72	6	4	2	$\frac{164}{40}$	4.1	Agreed
15.	The establishment of policies can help 7up demonstrate, both internally, that it meets requirements for diversity, ethics and training as well as its commitments in relation to regulation and corporate governance of its employees.	f	10	20	5	5	0	40		
		x	5	4	3	2	1			
		fx	50	80	15	10	0	$\frac{155}{40}$	3.9	Agreed

Source: Field Survey, 2022   N = 40

The above table shows how human resource management in 7up Bottling Company Kaduna influence key decisions in policies as it affects employees and their union. It was discovered that human resource policies are

53

continuing guidelines on the approach of which 7up Bottling Company intends to adopt in managing its people. A HR policy 7up provides generalized guidance on the approach adopted by the organization, and therefore its employees, concerning various aspects of employment. It entails a procedure spells out precisely what action should be taken in line with the policies. The location of 7up operates in will also dictate the content of their policies. The establishment of policies can help 7up demonstrate, both internally and externally, that it meets requirements for diversity, ethics and training as well as its commitments in relation to regulation and corporate governance of its employees.

Table 4.3.4: Constraints militating against human resource management from achieving industrial harmony in 7up bottling company Kaduna.

S/N	Variables		SA	A	UD	D	SD	Total	X	Remarks
16.	The increasing heterogeneity of organizations with the inclusion of employees from different groups such as women, physically disabled persons, retired defense personnel, backward classes, groups.	f	20	10	2	4	4	40		
		x	5	4	3	2	1			
		fx	100	40	6	8	4	<u>158</u> 40	4.0	Agreed
17.	Management of human relations in the future will be more complicated than it is today.	f	20	15	2	2	1	40		
		x	5	4	3	2	1	<u>171</u> 40	4.3	Agreed
		fx	80	60	6	4	1			
18.	Dynamic in personnel policies and programs.	f	12	20	4	4	0	40		
		x	5	4	3	2	1	<u>160</u> 40	4.0	Agreed
		fx	60	80	12	8	0			
19.	Change management represents a particular challenge for personnel management.	f	16	18	2	2	2	40		
		x	5	4	3	2	1	<u>164</u> 40	4.1	Agreed
		fx	80	72	6	4	2			
20.	HR are faced with being expected to provide the essential structures, processes, tools, and points of view to make the best selection and develop the future leaders of the organization.	f	10	20	5	5	0	40		
		x	5	4	3	2	1			
		fx	50	80	15	10	0	<u>155</u> 40	3.9	Agreed

Source: Field Survey, 2022   N = 40

The table shows the constraint militating against human resource management from achieving industrial harmony in 7up bottling company Kaduna. The research founding out that the constraints is ranging from the increasing heterogeneity of organizations with the inclusion of employees

from different groups such as women, physically disabled persons, and retired defense personal, backward classes, ethnic groups, management of human relations in the future will be more complicated than it is today, dynamic in personnel policies and programs, change management represents a particular challenge for personnel management. lastly HR are faced with being expected to provide the essential structure, processes, tools, and points of view to make the best selection and the future leaders of the organization.

4.4   Summary of Findings

The following are the summary of research findings:

1 The function of human resource is introducing a newly hired employee into an organization.

2 Analyzing and setting pay ranges for each job in an organization and determining the benefits the business offers.

3 Good leadership is essential to a close, efficient team, relationship management both motivates and rewards employees, making them feel appreciated for the work they do.

4 Employee relations strategies help eliminate toxicity in the workplace and keep workers at all levels content and secure.

5   Human resource policies are continuing guideline on the approach of which an 7up Bottling company intends to adopt in managing its people.

6   The establishment of policies can help an 7up demonstrate, both internally and externally, that it meets requirements for diversity, ethics and training as well as its commitment in relation to regulation and corporate governance of its employees.

7   Management of human relations in the future will be more complicated than it is today.

8   HR are faced with being expected to provide the essential structures, processes, tools, and points of view to make the best selection and develop the future leaders of the organization.

4.5   Discussion of findings

Research Question 1: *What are the functions of human resource in promoting industrial harmony in 7up Bottling Company Kaduna?*

It was discovered that the function of human resource is ranging from human resource introducing a newly hired employee into an organization which shows that the respondents agreed with a grand mean score of 4.8. It also indicates that analyzing and setting pay ranges for each job in an organization and determining the benefits of the business offers which the respondents also agreed with a grand mean score of 4.2

Research Question 2: *What is the relationship that exists between management and employees of 7up Bottling Company Kaduna?*

It was revealed that good leadership is essential to a close, efficient team. Relationship management both motivates and rewards employees, making them feel appreciated for the work they do which the respondents agreed with a grand mean score of 4.0. However, employee relations strategies help eliminate toxicity in the workplace and keep workers at all levels content and secure which the respondents agreed with a grand mean score of 3.7.

Research Question 3: *How does human resource management in 7up Bottling Company Kaduna influence key decisions and polices as it affects employees and their union?*

The above research question showed human resource policies are continuing guidelines on the approach of which an 7up Bottling company intends to adopt in managing its people and the respondents agreed with a grand mean score of 4.0. In the same vein, the establishment of policies can help an 7up demonstrate, both internally and externally, that it meets requirements for diversity, ethics and training as well as its commitments in relation to regulation and corporate governance of its employees which the respondents agreed with a grand mean score of 3.9.

Research Question 4: *What are the constraints militating against human resource management from achieving industrial harmony in 7up Bottling company Kaduna?*

The researcher found out that the management of human relations in the future will be more complicated than it is today which the respondents agreed with a grand mean score of 4.3. It also shows that HR are faced with being expected to provide the essential structures, processes, tools, and points of view to make the best selection and develop the future leaders of the organization which the respondents agreed with a grand mean score of 3.9.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 SUMMARY

This study was on impact of human resource management on industrial harmony in 7up Bottling Company Plc, Kakuri Plant, Plant. Chapter one contains the background of the study, statement of the problems, research questions, objectives of the study, significance of the study, scope of the study and limitation of the study.

The theoretical basis for the study was discussed through the review of relevant literature in the second chapter using journals, conference papers, internet, and textbooks among others. The third chapter highlighted the procedures used in carrying out the research work and the researcher adopted the used of survey design. The population of the study was fifty (50) and all fourty (40) were used as sample size. The instrument for data collection was questionnaire developed by the researcher based on Likert's 5 points scale.

Data collected for the four (4) research questions were presented in tables, analyzed using mean statistics, so as to confirm its degree of conformity with the objectives of the study earlier put forward.

5.2 Conclusions

This research has provided an overview and a discussion of HRM practices of 7up Bottling Company, Kaduna. It chiefly focused on perception of employees on HRM practices, policies and programmed and the impact of such HR practices on organizational harmony. The purpose was to critically evaluate the perceptions of employees on HRM practices and establish the impact of properly managing human resources on organizational harmony. Seven human reesource practices, policies and programmed were laid bare before managers and employees for critical scrutiny. This process produced results that indicated that 7up Bottling Company needed to pay much more attention to the proper management of their human resources in order to realize their full potential and create competitive advantage through them.

In a nutshell, this study has been conducted in 7up Bottling Company, Kaduna and concluded that the proper management of human resources has enormous impact on organizational harmony. Management of this company should start to incorporate HRM thinking into business strategies and make the human resource function "strategically proactive" Brock (2019). The effective management of the human resources of the company will create and sustain competitive advantage and improve organizational harmony. It is imperative for the company to ensure that investment in their human resources and HRM practices will attract and retain talented people.

5.3   **Recommendations**

Based on the findings, it is recommended that:

i.   The research findings show that the management of the company does not have so much interest in the career development of employees. Career planning is made the sole responsibility of employees. The researcher recommends that a career development plan that focuses on the employees needs for growth and development are instituted. Organizations can provide the assistance that will give the employee the opportunity to grow his or her career.

ii.   More so, it is recommended that employees are made aware of potential positions for promotions. Management must also base promotions on harmony.

iii.   It is also recommend that 7up Company adopt this form of appraising and encourage managers to give regular, constructive and descriptive feedback. Feedback should describe what employees are doing well, be clear about what they might improve or change and why. Harmony appraisal simply, is all about individual and their managers having regular, quality conversations.

iv.   Since it is generally not a focal point for HR professional training and development, change management represents a particular challenge

for personnel management. The researcher finds that it may also be the reason why it is cited as the foremost issue as HR continues to attempt to help business move forward. Thus, an intensified focus on training may be needed to develop added competencies to deal with change management in 7up Bottling Company.

REFERENCES

Apostolou, A (2000) "Employee Involvement" Dissemination of Innovation and Knowledge Management Techniques" Technical University of Crete

Appelbaum, E., Bailey T., Berg P., and Kalleberg A. (2000) Manufacturing Advantage. Why High Harmony Work Systems Pay Off. Itacha, Cornell University Press.

Armstrong, M. (1987) Human Resource Management: A Case of the Emperor's New Clothes? Personnel Management. Vol. 19, No8, August. Pp30-35.

Armstrong, M. (2006) Human Resource Management Practice: A Guide To People Management, Kogan Page Publishers.

Bakk, R. (2002) „Managing Customer Services: Human Resource Practices, Quit Rate and sales Growth "Academy of management Journal 45:3

Bakke, EW(1966) Bonds of Organization: An Appraisal of corporate human relations, Archon, Hamden.

Banker, R. D., S.Y Lee and G Poitter. (1996) A Field Study of the Impact of A Harmony-Based Incentive plan. Journal of Accounting and Economics 21 (April): 195-226.

Bob, N. (2001) Making employees suggestions Count. Journal of Personnel Management 17; 20-41

Boselie, P., Dietz, G. and Boon, C. (2005) Commonalities and contradictions in HRM and Harmony research. Human Resource Management Journal 15(3) 67-94

Boxall, P, and Purcell J. (2008) Strategy and Human Resource Management. Basingstoke, Palgrave Macmillan.

Boxall, P, Purcell, J. and Wright, P. (2007), Human resource Management: Sope, analysis and significance in Boxall, P, Purcell, J, and Wright,p. (eds). The Oxford Handbook of Human Resource Management, Oxford: Oxford University Press.

Bratton, J.& Gold. J. (2007) Human Resource Management: Theory and Practice. 4th ed, London: Palgrave.

Buchanan, D, Huczynski, A, (2004) Organizational Behaviour. An Introductory Text. 5th Edition, Essex: Prentice Hall.

Buchanan, D. (1979) The Development of Job Design Theories and Techniques.New York: Praeger Publishers.

Byars, L.L. & Rue, L. W. (2000) Human resource management: 6TH (ed.) Boston:McGraw Hill.

Cully, M., Woodland,S., O"Reilly, A and Dix, G. (1999), Small Business employment Relations" in Workplace employee Relations survey, Routledge London.

Daft, R. L. (2000) Organization Theory andn Design. (7Th ed.) South- western college publishing, Thompson Learning. U.S.A

Delery, J.E., and Doty , H.D. (1996) 'Modes of theorizing in Strategic Human Resource Management: Tests of universalistic, Contingency, and Configurationaly Harmony Predictions'. Academy of management Journal.39 (4):802-35.

Dess, G.D.,, & Picken, J. C. (1999) Beyond Productivity: how leading Companies Achieve superior Harmony By leveraging Their Human Capital. New York: American Management Association.

Dessler, G. (2008) Human Resource Management (11th Ed). New Jersey: Prentice Hall.

Drucker, J, White, G, Hegewisch, A, Mayne, L. (1996) `Between hard and soft HRM: Human resource management in the construction industry`, Construction Management and Economics, 14, 405-416

Fey, C. F. Bjookman, I, & Pavlovskaya, A. (2000) The effect of human resource management practices on firm harmony in Russia. International Journal of Human Resource Management, 11(1): 1-18.

Fiorito, J, Bozeman, D.P, Young, A. & Meurs, J.A (2007) Organizational Commitment, Human Resource Practices, and Organizational Characteristics. Journal of Managerial Issues,19(2) 186-207.

Fombrun, C.J, Tichy, N.M, and Devanna, M.A. (1984) Strategic Human Resource Management. New York: Wiley.

Golhar D, and Deshpande (1997) `HMR practices of Large and Small Canadian Manufacturing Firms`, Journal of Small Business Management, Vol.35, 3, pp 3038.

MacDuffie, J.P. (1995) Human resource bundles and manufacturing harmony: Organizational logic and flexible production systems in the world auto industry. Industrial and Labor Relations Review, 48,197-221.

Mayo, A. (1991) Managing Careers: Strategies for Organizations. London: IPM Press.

Milkovich, T. G,& Boudreau, W.J.(1998) Human Resoure Management (8th ed). Boston: Irwin.

Nayaab, H. H, Hamid M, Naseer F, Iqbal M. (2011) " The Impact of HRM Practices on the Organizational harmony: The study of banking sector in Okara, Punjab.

Nayab, N. & Richter, L. (2011) The Difference Between Appraisal And Harmony Management.

Opatha, H. H. D. N.P, (2002) Harmony Evaluation of Human Resource, 1st Edition, pp. 2-12, 170-183, Colombo, Sri Lanka: The Author Publication.

Pakistan", Interdisciplinary Journal of Contemporary Research in Business, Vol. 3, No. 3, pp. 661-672.

Pareek, U. & Rao, T. V. (2006) Designing and Managing Human Resource System, Oxford and IBH Publishing Co. Pvt. Ltd.

Penrose, E. T. (1959)a. The Theory of the Growth of the Firm. Oxford University Press: Oxford.

Pfeffer, J. (1998). "The Human Equation; Building Profits by Putting People First" Harvard Business School Press, Boston, MA.

Som, A. (2008) `Innovative human resource management and corporate harmony in the context of economic liberalization in India`, The International journal of Human Resource Management.

Soomro R. B, Gilal R. G, Ja toi M. M (2011) "Examining the impact of human resources management (hrm) practices on employees harmony a case study of Pakistan commercial banking sector" Interdisciplinary Journal of Contemporary Research in Business, Vol.3, No.`1, pp 865-878.

Wagar, T. and Rondeau, K. (2006) Retaining Employees in Small and medium- Sized Firms: Examining the link with HRM. Journal of Applied Management and Entrepreneurship, 11(2): 3-16.

Wright, P. (1998) Introduction: Strategic Human Resource Management Research In the 21st century. HRM Rev. 8(3): 187-152.

Department of Business Administration,
College of Business & Management Studies,
Kaduna Polytechnic,
Kaduna.
23rd March, 2022

Dear Respondents,

IMPACT OF HUMAN RESOURCE MANAGEMENT ON INDUSTRIAL HARMONY IN 7UP BOTTLING COMPANY PLC KAKURI PLANT KADUNA

The researcher is a Higher National Diploma student of the above named institution, currently conducting a research on the above topic. This research is part of the requirement for the award of Higher National Diploma (HND) in Business Administration and Management. Your response to the attached questionnaires can make the research a tremendous success.

The researcher wishes to appeal to you to assist this study by kindly sparing a few minutes to complete this questionnaire. You are not required to disclose your identity. Be rest assured that your responses will be treated in strict confidence and used for the stated academic purpose only.

Thanks

Yours faithfully,

COMFORT BARTHOLOMEW PIUS
KPT/CBMS/19/41576
The Researcher

APPENDIX II: QUESTIONNAIRE

Instruction: Please tick (√) at the appropriate box

SECTION A: Personal Data

1. Gender:

    (a)   Male   [   ]

    (b)   Female   [   ]

2. Age of Respondents

    (a)   20 – 30 years   [   ]

    (b)   31 – 40 years   [   ]

    (c)   41 – 50 years   [   ]

    (d)   51 – 60 years   [   ]

    (d)   61 years and above   [   ]

3. Marital Status

    (a)   Single   [   ]

    (b)   Married   [   ]

    (c)   Divorced   [   ]

4. Level of Education

    (a)   Master's Degree   [   ]

    (b)   First Degree.   [   ]

    (c)   HND   [   ]

    (d)   ND/NCE   [   ]

SECTION B: GENERAL QUESTIONS ON THE IMPACT OF HUMAN RESOURCE MANAGEMENT ON INDUSTRY IN 7-UP BOTTLING COMPANY PLC, KAKURI PLANT, KADUNA.

Instruction: Kindly respond to the following statements by ticking (√) in the appropriate column.

Key:

SA   =   Strongly Agreed

A   =   Agreed

UD   =   Undecided

D   =   Disagree

SD   =   Strongly Disagree

Table 1: Functions of human resource in promoting industrial harmony in 7up Bottling Company, Kaduna

S/N	Variables	SA	A	UD	D	SD
1.	Human resources introducing a newly hired employee into an organization.					
2.	They manage hiring time of employees wisely.					
3.	Analyzing and setting pay ranges for each job in an organization and determining the benefits the business offers.					
4.	They conduct compensation surveys to keep pace with the market and set pay ranges consistent with each job description to ensure the company can attract and retain talented workers.					
5.	Human resources function is involved in sourcing talent, marketing the company to candidates and smoothing their entry into the company and its culture, a process called on boarding.					

Table 2: Relationship that exists between management and employees of 7up Bottling Company, Kaduna.

S/N	Variables	SA	A	UD	D	SD
6.	Clear and open communication between employees and management is necessary in the workplace.					
7.	Good leadership is essential to a close, efficient team. Relationship management both motivates and rewards employees, making them feel appreciated for the work they do.					
8.	Employee relations strategies help eliminate toxicity in the workplace, and keep workers at all levels content and secure.					
9.	Conflict management, which helps resolve any issues in the workplace, whether it's between two co-workers or between an employees and management					
10.	Employee appreciation, which involves an employer or manager positively acknowledging and rewarding good work.					

Table 3: Human resource management in 7up Bottling Company Kaduna influence key decisions and policies as it affects employees and their union.

S/N	Variables	SA	A	UD	D	SD
11.	Human resource policies are continuing guidelines on the approach of which the 7up Bottling Company intends to adopt in managing its people.					
12.	A HR policy 7up provides generalized guidance on the approach adopted by the organization, and therefore its employees, concerning various aspects of employment.					
13.	A procedure spells out precisely what action should be taken in line with the policies.					
14.	The location of 7up operates in will also dictate the content of their policies.					
15.	The establishment of policies can help 7up demonstrate, both internally, that it meets requirements for diversity, ethics and training as well as its commitments in relation to regulation and corporate governance of its employees.					

Table 4: Constraint militating against human resource management from achieving industrial harmony in 7up Bottling Company, Kaduna.

S/N	Variables	SA	A	UD	D	SD
16.	The increasing heterogeneity of organizations with the inclusion of employees from different groups such as women, physically disabled persons, retired defense personnel, backward classes, groups.					
17.	Management of human relations in the future will be more complicated than it is today.					
18.	Dynamic in personnel policies and programs.					
19.	Change management represents a particular challenge for personnel management.					
20.	HR are faced with being expected to provide the essential structures, processes, tools, and points of view to make the best selection and develop the future leaders of the organization.					