

Influence of Industrial Relations Management Practices on the Performance of Manufacturing Firms in South-South Nigeria.

Akpowomare Oghale Blessings* and Orishede Felix

Department of Business Administration, Delta State University, Abraka

Corresponding Author Email: Blesny70@gmail.com

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Research Article

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ABSTRACT

This study investigated the influence of industrial relations management practices on the performance of manufacturing firms in South-South Nigeria. Specifically, it evaluated the effects of employer-employee relations and labor relations, to achieve the study's objectives, two research questions were raised and two hypotheses were formulated. Relevant literature was reviewed to provide theoretical and empirical grounding. A descriptive survey design was adopted. The study population comprised 385 employees drawn from the selected manufacturing firms in South-South Nigeria. Using the Krejcie and Morgan (1970) sample size determination table, a sample of 191 respondents was selected. Data were collected through a structured questionnaire and analyzed using descriptive and inferential statistics. Research questions were answered using simple percentages and mean scores, while hypotheses were tested using multiple regression analysis via SPSS version 25 at a 0.05 significance level. Findings revealed significant relationships between each dimension of industrial relations management (employer-employee relations and labor relations,) and the performance of manufacturing firms. The study concluded that sound industrial relations management practices foster employee satisfaction, enhance productivity, support policy development, and create a work environment that promotes motivation, morale, and positive attitudes. These practices also ensure fair compensation and improve management's decision-making capabilities regarding labor and production costs. This study contributes to the existing body of knowledge by empirically establishing the multidimensional impact of industrial relations management practices on firm performance within the manufacturing sector in South-South Nigeria—a region with limited prior focus in industrial relations research.

Keywords: Industrial relations, Management. Employer-employee, labor relations, organizational performance



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INTRODUCTION

Industrial relations refer to the interactions among employees, trade unions, employers, employers' associa-

tions, and government institutions. These relationships form the foundation of workplace dynamics, were the

government acts as a regulator, trade unions represent employees' interests, and employers safeguard organizational objectives (Frank & Jeffry, 2020; Ademola, 2021). The effectiveness of these actors largely determines the quality of industrial relations in any organization. Industrial relations management involves strategic efforts by organizations to coordinate and maintain harmonious relationships among these parties to achieve organizational goals. It encompasses labour relations, employee–employer relations, group relations, and public relations (Ugo & Awulikam, 2020). These interactions occur at multiple levels, including between supervisors and workers, management and unions, and employers' associations and labour groups.

Employee–employer relations are central to industrial relations, covering issues such as collective bargaining, negotiations, work–life balance, and diversity management (Armstrong & Stephens, 2016). Modern organizations recognize that maintaining employee commitment requires more than compensation; it involves fostering motivation, development, and recognition. Similarly, group relations enhance teamwork and productivity, while public relations help build trust and organizational reputation (Nunung et al., 2017; Nwanmuoh et al., 2023). Effective industrial relations management promotes workplace harmony by addressing disputes, ensuring compliance with labour laws, and fostering employee engagement (Onyeiugbe et al., 2018). It also contributes to productivity and organizational success, as strong relationships lead to higher performance and reduced conflict, while poor relations result in inefficiency (Adeleke et al., 2015). Industrial relations are influenced by several factors, including economic, social, technological, and political conditions (Mirza, 2022). Understanding and managing these relationships effectively enables organizations to enhance employee engagement, reduce conflicts, and improve overall performance. Consequently, strong industrial relations practices are essential for achieving organizational growth and sustainability.

The Problem

Industrial relations play a vital role in organizational life, influencing economic, social, and political outcomes. When relationships between labour and management are cordial, industrial peace is maintained and the interests of both parties are protected. However, poor industrial relations often result in unrest, strikes, or lockouts, leading to high production costs, low efficiency, poor-quality output, absenteeism, and high labour turnover. The negative effects of poor industrial relations are widespread. Workers may experience loss of wages, injuries, job insecurity, and strained relationships. Employers, on the other hand, may suffer reduced productivity, lower profits, damaged equipment, and weakened organizational performance. Government is

also affected through loss of revenue and social instability, while consumers face higher prices, scarcity of goods, and reduced product quality. Additionally, poor industrial relations can harm international trade and hinder overall economic development. Overall, ineffective industrial relations management negatively impacts all sectors of society. To ensure industrial harmony, both employers and employees must foster positive relationships and effectively manage stakeholders. Many industrial conflicts arise from managerial inefficiencies, neglect of employee concerns, and poor work practices. Therefore, maintaining strong industrial relations is essential for organizational productivity and sustainable development.

Research Questions

- i. What is the effect of employer-employee relation on manufacturing firms' performance in South-South Nigeria?
- ii. What is the effect of labour relation on manufacturing firms' performance in South- South Nigeria?

Objectives

- i. Evaluate the effect of employer-employee relation on manufacturing firms' performance in South-South Nigeria.
- ii. Assess the effect of labour relation on manufacturing firms' performance in South- South Nigeria

Hypotheses of the Study

H₀₁: There is no significant relationship between employer-employee relation and manufacturing firms' performance in South-South Nigeria.

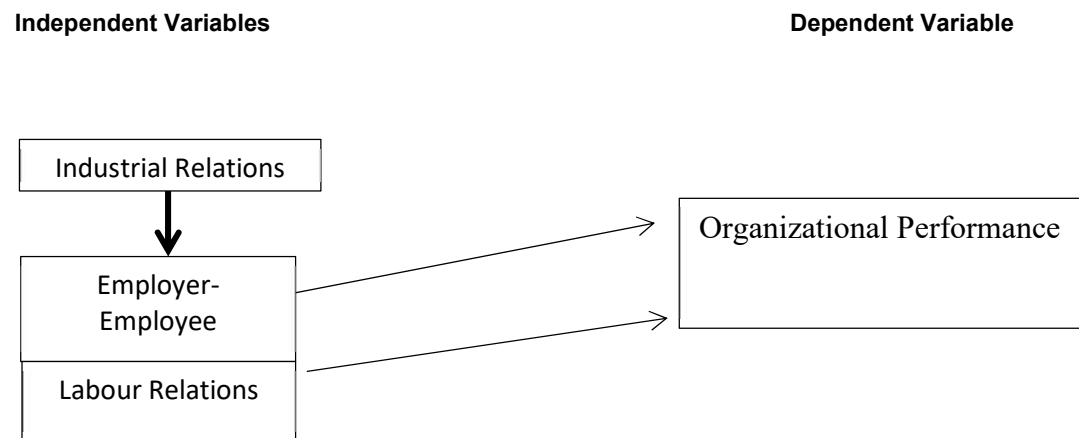
H₀₂: The labour relations have no significant relationship with manufacturing firms' performance in South-South Nigeria

Review of Related Literature

Conceptual Review

Industrial Relation Management

Positive employee relationships are essential for effective teamwork and organizational success. Employees cannot function optimally without mutual respect, collaboration, and open communication with colleagues and management. Recognizing employees as key stakeholders encourages organizations to value their input, seek feedback, and consider their experiences in decision-making processes (Raimi & Adias, 2018). Industrial Relations Management plays a crucial role in fostering a healthy and cooperative work environment. It helps minimize conflicts, improve morale, enhance productivity, and promote employee loyalty, leading to higher retention and reduced turnover (Ugbudian, 2017). It also ensures compliance with labour laws and strengthens

Figure 1: Conceptual Framework**Figure 1:** Conceptual Framework of Industrial Relations and Manufacturing Firm Performance; **Source:** Researcher (2025)

organizational culture through effective employee engagement strategies. Key functions of industrial relations management include managing union relationships, handling grievances, resolving disputes, analyzing employee feedback, and implementing continuous improvement initiatives (Adejuwon, 2020). The major actors in industrial relations are employers, employees (often represented by trade unions), and government, which acts as a regulator and mediator (Armstrong, 2019). Trade unions advocate for workers' interests through collective bargaining, while employers form associations to balance this power. Government ensures fairness through policies and labour laws (Solaki, 2022; Uzoh, 2017). A manufacturing firm is a business that transforms raw materials into finished goods using labour, tools, and machinery for sale to consumers or other industries (Devon & Aaron, 2023). Such firms rely heavily on effective industrial relations to maintain productivity and operational efficiency.

Organizational Performance

Organizational performance is defined as how well a firm executes her duties and responsibilities. Many companies assess their employees' performance on an annual or quarterly basis to define certain areas that need improvement and to encourage further success in areas that are meeting or exceeding expectations (Vatan, Ardali & Shahin, 2022) in order to determine the overall organizational performance. Performance is a critical factor in organizational success, helping to also improve overall productivity, profitability, and employee morale. By assessing organizational performance regularly, companies can identify areas that need improvement, provide support and training to employees, and ensure

that everyone is working towards the same goals (Vatan *et al.*, 2022). Fig. 1 shows that, the independent variables: employer-employee relations, labour relations, group relations and public relations have significant impacts on manufacturing firms' performance (dependent variable). These impacts are beneficiary to both employers and employees. Organisations that implement good industrial relations maintain positive industrial relations within and outside an organization, promote a harmonious work environment, addressing employee concerns and handling labor dispute, ensure compliance with labor laws and regulations, effective employee engagement strategies, foster a productive and motivated workforce and contributes to a cohesive and well-functioning organization.

Effect of Employer-employee relation on Organizational Performance

Employees are among organization's most important resources and coined as most valuable assets. The nature and amount of work performed by them have a direct impact on the productivity of an organization. So, maintaining healthy employee relations in an organization is a pre-requisite for organizational growth and success (Abushawish, 2020). In most countries, manufacturing firms form core of the economy. For these businesses to be successful, the frontline employees play an important role to ensure that the set objective of organization is achieved effectively by maximizing the use of the available limited resources to maximize revenue which depends on employees' attitude toward the organization (Kyasimiire, 2021; Onyango, 2019). The greater their attitudes towards their work, the greater their work will be. Employees' job performance has been defined as how employees fulfill

their job duties and execute their required tasks which in turn affects organizational performance (Oguwa, 2022). However, employee attitude is significantly influenced by the kind of relationship that employees have with employer. It is the responsibility of management and entire organization to ensure that there is a conducive environment to cultivate positive attitude in the employees. It has been reported that the relationship employees have with their employer (Oguwa, 2022), and their attitude affects the performance of the organization. If the relationship is positive, it fosters a positive attitude among the employees, and in turn they are motivated in their duties. This leads to overall organizational improvement in its efforts to achieve set goals (Spector, 2018; Worlu *et al.*, 2016).

Employer-employee relationship ensure that employees are happy and are productive, offer assistance in a variety of ways including employee recognition, policy development and interpretation, and all types of problem solving and dispute resolution. It involves handling the pay-work bargain, dealing with employment practices, terms and conditions of employment, issues arising from employment, providing employees with a voice and communicating with employees (Frank & Jeffrey, 2020). It also contributes to satisfactory productivity, increase in employee morale and motivation (Ahmad & Shahzad, 2021)

Effect of Labour relation on Organisational Performance

Labor relation is a term use to define the process between employers and employees, management and unions in order to make decisions. The decisions taken refer to wages, working conditions, hours of work, and safety at work, security and grievances (Ana-Maria & Ana, 2017). Wages and benefits received by employees for their work represent the compensation or “the price paid by employers for their workers’ services”. Wage and salary are considered as most important and difficult collective bargaining issue. In the employment relationships, the collective bargaining process has several implication at individual levels, for the employers, as a determinant of production and labor costs, among employers on the competition market, between employers and employees as a distribution of added value, for employees, as a key factor for their income and sustainability on a dynamic labor market, among employees, expressing the solidarity through the ‘wage floors’ applying to different group of workers at a given bargaining level (Emuchay, 2018). Parties could negotiate the total package of wage and benefits in individual terms or in collective terms. The aim of labor relations is that, employee must be paid for their work, and employers must receive qualitative work. Also, the negotiations reflect the interest of all the parties involved such as managers, employees through their representatives and government (Akinbode *et al.*, 2023).

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Theoretical Framework

The Pluralist Theory of industrial Relations

The Pluralist Theory of industrial relations was propounded by Dunlop (1958) who says, “The workplace conflict is inevitable”. Dunlop’s theory basically states, “the industrial relations system is really a social subsystem, and its actions are dependent on three factors: technology, the economy, and the distribution of political power”. He further states, “the industrial system is comprised of three distinct parts: management organizations, workers, and government agencies”. The theory operates in the basis that business operation are complex social structures that are made of various interest groups. Out of these interest groups, the management and the employee are two. From the nature of the factory system, the management and the employees will always have different values and objectives in mind. As a result, there will be different points of authority in the organization that will always be prone to conflict over the organization tasks and allocation of rewards. When the inevitability of the conflict is identified and accepted, the believers of this perspective regard conflict as healthy organizational activity. This is because, through conflict, the employees are sharing their grievances and bringing to the surface instead of keeping it within. Also, when conflicts arise, the management are given a stir to look for a new way of handling the issue ensuring the best results possible.

In regards to this study, the pluralists believe that when managers acknowledge the existence of competing authoritative source, the industrial issues are better addressed on a collective basis. This theory simply means organizational conflicts are inevitable because of the difference in value that exists between the employees and the employer. But when these conflicts are resolved then the employee and employers can provide a peaceful environment which can enable them to achieve their objectives and goals successfully.

Empirical Review

Sholokwu and Olori (2016) investigated management practices and industrial harmony in oil and gas firms in Rivers State, Nigeria. The study examined the relationship between Management Practices and Industrial Harmony in the Oil and Gas Firms in Rivers State. Sample size of 343 were derived using Taro Yamane formula to from 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 demographic data were analyzed using simple percentage and Mean score were used in the analysis of items on the questionnaire The Speannans Rank Conelatron statistical method was used to test the seven 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. It was also found that organizational culture significantly moderates the relationship between managerial practices and industrial harmony in Oil and Gas Companies in Rivers State. Therefore, the study concludes that Management practice affects Industrial harmony in Oil and Gas Companies in Rivers State. Based on the findings, the study recommended that Oil and Gas Companies should embark on good management practices by implementing collective agreement, reducing casualization of staff and to develop a promotion policy, to fewer incidences of strike and grievances to attain industrial harmony. However, this research is not exhaustive; hence, it suggests that future research should be carried out on the effect of Staff casualization practices on industrial harmony in manufacturing firms in River's state. Aria-Maria and Aria (2017) examined the labor relations through the role of trade unions, collective bargaining, wages and benefits across the European Union. We conclude that labor relations have a direct influence on the labor market, designing the lines for taking decisions in organizations, but also, by governments. Our argumentation explains the relationship between employers and employees through legal rights (established by the law), negotiation process, collective bargaining, 'actors' in this process, wage and benefits, social and security protection. Samwel (2018) examined the effect of employee relations on employee performance and organizational performance and at the same time identify various employee relations practices used by small organizations in Tanzania.

The study adopted a cross-sectional survey research design and used a stratified random sampling technique to select a sample size of 387 respondents from selected small organizations in Tanzania. Data was collected using structured questionnaires and interviews and analyzed using descriptive statistics and correlation analysis and the results presented using tables. The findings of the study show that small organizations in Tanzania are aware of the benefits of maintaining good employee relations and correct remedial actions taken to minimize poor employee relations in the organization. The findings further indicate a positive significant relationship between employee relations and employee performance as well as between employee relations and organization performance. Moreover, the findings reveal the use of unfair labor practices in small organizations in Tanzania. The study recommends that small organizations in Tanzania should focus more on implementing fair labor practices and building effective and sustainable employee relations that will ensure their growth and survival.

MATERIALS AND METHODS

Research Design

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This study adopted a descriptive survey research design to investigate industrial relations management practice and manufacturing firms' performance in South-South Nigeria. The descriptive survey design was deemed appropriate as it allows for the systematic collection of data from a sample of respondents through the use of a structured questionnaire. This approach facilitated the gathering of relevant and reliable information. By using a questionnaire, the study was able to obtain both quantitative and qualitative insights directly from respondents, ensuring a broad understanding of the subject matter from the perspective of those directly affected.

Population of the Study

Table 1: Population Distribution Table

S/n	Manufacturing Firm	Population
1.	Brightway Glove Port Harcourt	145
2.	Life Flow Mill Sapele	59
3.	Glosa Roofing Benin City	96
4.	Senalux Paint Yenagoa	85
	Total	385

Source: Researcher's field analysis, 2025.

The population for this study consists of 385 employees drawn from four selected manufacturing firms in South-South Nigeria (Table 1). Four selected manufacturing firms were used for the study because the population of all the manufacturing firms in the South-South Nigeria is too large to reach and scatted. So, to be able to confidently, manageably and effectively generalize the results of this study, four randomly selected firms were used namely: Bright wa Glove Port Harcourt (145), Life Flow Mill Sapele (59), Glosa Roofing Benin City (96), and Senalux Paint Yenagoa (85)

Sample Size of the Study

The sample size was 191 which was derived from the total population using Krejcie & Morgan (1970) Table (see appendix A)

Method of Data Collection

Data for this study were collected from primary sources, specifically through the administration of a structured questionnaire. The questionnaire was designed to obtain relevant information from civil service employees regarding the impact of fringe benefits on their performance. It was carefully constructed to align with the objectives of the study and to ensure clarity and ease of response. The instrument utilized a 4-point Likert scale to capture respondents' levels of agreement with various

Table 2: Demographical Data of Respondents by Sex

Variable	Frequency	Percentage %
Male	85	47
Female	95	53
Total	180	100

Source: Field survey, 2025

Table 3: Demographical Data of Respondents by Age

Variable(years)	Frequency	Percentage %
Below 26	20	11
26-30	30	17
31-35	80	44
Above 35	50	28
Total	180	100

Source: Field survey, 2025

statements. Questionnaire was used as instrument for data collection, designed in two sections; A and B and constructed based on the modified Likert 4-point scale of Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD). This rating scale enabled the quantification of subjective opinions and perceptions, allowing for statistical analysis of the data collected. The structured nature of the questionnaire ensured consistency across responses and facilitated effective data interpretation.

Reliability of Research Instrument

To ensure the validity and reliability of the research instrument, the study employed both **content** validity and Cronbach’s alpha reliability coefficient. The reliability of the instrument was established by using the test and retest method. The responses were analyzed using Cronbach Alpha in SPSS 25. The coefficient of reliability obtained was 0.82.

Content Validity.

The instrument underwent content validation by experts in the field to assess whether the items adequately represented the constructs of interest. This process involved a thorough review by subject matter experts in the academia and industry to ensure that the questionnaire items were relevant and comprehensive in capturing the dimensions of the variable. Out of the 191 copies of questionnaire distributed, 180 copies were retrieved which showed 94% retrieval rate. The data collected from the administration of the questionnaire was analyzed using descriptive and inferential statistics. The research questions were answered using simple percentage and mean. The hypotheses were tested using multiple regressions in SPSS 25 at a significant level of 0.05.

The model of multiple regressions is:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 \dots\dots\dots + \beta_nX_n$$

$$MP = \beta_0 + \beta_1ER + \beta_2LR + \beta_3GR + \beta_4PR$$

MP = Manufacturing Firm’s Performance → Dependent Variable

ER = Employer-Employee Relations

LR = Labor Relations

B₀ = The value of MP when all the independent variables are equal to zero.

B₁β₂β₃ = The estimated regression coefficients. Each regression coefficient represents the change in MP relative to a one-unit change in the respective independent variables

Analysis of Data and Interpretation

The number of questionnaires distributed was 191 copies, but 180 copies were retrieved which was used for data analysis. The research questions were answered using simple percentage and mean. The hypotheses were tested using multiple regressions in SPSS 25 at a significant level of 0.05.

Demographical Data of Respondents

Table 2 shows that 85 (47%) of the respondents were male, while 95 (53%) were female. This indicates a slightly higher proportion of female respondents. Overall, the distribution reflects a fairly balanced gender representation. Table 3 show that, 20(11%) of the respondents were below 26 years, 30(17%) of the respondents were between 26-30 years, 80(44%) of the respondents were between 31-35 years while 50(28%) of the respondents were above 35 years. Table 4 indicated that 30(17) of the total respondents were FSLC holder,

Table 4: Demographical Data of Respondents by Education

Variable	Frequency	Percentage %
FSLC	30	17
NCE/OND	50	28
HND/BSC	80	44
POSTGRADUATE	20	11
Total	180	100

Source: Field survey, 2025

Table 5: Percentage and Mean Responses of Respondents to item 1-4

S/N	Statement/Items	SA	A	D	SD	X	SD	Remark
1	Ensure employees happiness and productivity.	78(43%)	58(32%)	34(19%)	10(6%)	3.13	29.46	Accepted
2	Offer assistance in a variety of ways including employee recognition, policy development and interpretation, and all types of problem solving and dispute resolution.	88(49%)	78(43%)	0 (0%)	14(8%)	3.33	44.44	Accepted
3	Increase in employee morale and motivation.	76(42%)	68(38%)	20(11%)	16(9%)	3.13	31.39	Accepted
4	Ensure that there are a conducive environment and conditions that cultivate positive attitude in the employees.	70(39%)	90(50%)	16 (9%)	4 (2%)	3.26	41.52	Accepted
Grand Total						3.21	36.70	Accepted

Source: Field survey (2025)

Table 6: Percentage and Mean Responses of Respondents to items 5-8

S/N	Statement/Items	SA	A	D	SD	X	SD	Remark
5	Ensure employees are paid for their work	84 (47%)	70 (39%)	2 (1%)	24 (13%)	3.19	38.45	Accepted
6	Ensure employers receive qualitative work	68 (38%)	54 (30%)	38 (21%)	20 (11%)	2.94	20.69	Accepted
7	Helps management to make proper decisions	70 (39%)	72 (40%)	18 (10%)	20 (11%)	3.07	30.04	Accepted
8	Determinant of production and labour costs	86 (48%)	80 (44%)	4 (2%)	10 (6%)	3.34	44.02	Accepted
Grand Total						3.14	33.30	Accepted

Source: Field survey (2025)

50(28%) respondents were NCE/OND holder, 80(44%) of the total respondents were HND/B.Sc. holder while 20(11%) of the total respondents were M.Sc/ Ph.D holder.

Answering of Research Questions'

Research Question 1

What is the effect of Employer-employee relations on Manufacturing Firms Performance in South-South Nigeria?

Table 5 shows the means response of the respondents to items 1-4 as 3.13, 3.33, 3.13 and 3.26 respectively; with a grand mean and standard deviation of 3.2 1±36.70. This implies that, employer-employee relations ensure employees happiness and productivity; offer assistance in a variety of ways including employee recognition, policy development and interpretation; increase in employee morale and motivation; and establish work environment that cultivates positive attitude in the employees.

Research Question 2

What is the effect of labour relations on Manufacturing Firms Performance in South-South Nigeria?

Table 6 shows the means response of the respondents to items 5 - 8 as 119, 2.94, 3.07 and 3.34 respectively, with a grand mean and standard deviation of 3.14±36.33.30. This implies that, labour relations ensure employees are paid for their wart ensure employers receive qualitative work; helps management to make proper decisions and determinant of production and labor costs.

Test of Hypotheses

The hypotheses are tested using multiple regressions in SPSS 25.

$$Y = \beta_0 + \beta_1 X^1 + \beta_2 X_2 + \dots + \beta_n X_n$$

$$MP = \beta_0 + \beta_1 ER + \beta_2 LR$$

MP = Manufacturing Firm's Performance → Dependent Variable

ER = Employer-Employee Relations

LR = Labour Relations

Table 7: Variables Entered /Removed

Model	Variables Entered	Variables Removed	Method
1	PR, LR, ER, GR ^b		

a. Dependent Variable: MP
b. All requested variables entered.

Table 8: Model Summary⁹

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin –Watson
1	0.960 ^a	0.921	0.919	0.09942	0.253

a. Predictors: (Constant), PR, LR, ER, GR
b. Dependent Variable: MP

Table 9: ANOVA ^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.114	4	5.028	508.750	.000 ^b
	Residual	1.730	175	.010		
	Total	21.843	179			

a. Dependent Variable: MP
b. Predictors: (Constant), PR, LR, ER, GR

Table 10: Coefficients ^a

Model	Unstandardized Coefficient			Standardized Coefficient			Collinearity Statistics	
	B	Std. Error		Beta	T	Sig.	Tolerance	VIF
1 (Constant)	0.574	0.152		-	-3.786	0.000		
ER	0.119	0.070		0.153	1.700	0.011	0.056	17.907
LR	0.104	0.068		-0.139	-1.528	0.021	0.055	18.254

a. Dependent Variable: MP

Output of Multiple Regression Analysts in Spss 25

Table 7 shows that public relations (PR), labour relations (LR), employee relations (ER), and group relations (GR) were all entered into the model, with no variables removed. This indicates that all the specified independent variables were included in analyzing their effect on the dependent variable, manufacturing performance (MP). The R value of 0.960 in the Model Summary Table (Table 8) represents the Pearson correlation. This implies that there is a strong and positive correlation across the variables since the value of r (0.960) tends to 1.

The R Square (r^2) value of 0.921 (Table 8) is known as the coefficient of determination, it shows the proportion of the variance in the dependent variable that can be explained by the independent variables. This implies that 92% of the variation in Manufacturing Firms' Performance can be explained by employer-employee relations, labor relations, group relations and public relations. The value of Sig (0.00) in Table 9 indicates that, the independent variables (ER, LR, OR and PR) combined has a statistically significant association with the dependent

variable (MP).

Hypothesis 1:

There is no significant relationship between employer-employee relations and manufacturing firms' performance in South-South, Nigeria.

The Sig-value (0.011) of Employer-Employee Relations (ER) in Table 10, indicates that, there is a significant association of employer-employee relations and manufacturing firms' performance in South-South Nigeria since the Sig-value (0.011) is lesser than 0.05. Therefore, the null hypothesis which states, "There is no significant relationship between employer- employee relations and manufacturing firms' performance in South-South, Nigeria", is rejected. This implies that there is a significant relationship between employer-employee relations and manufacturing firms' performance in South-South, Nigeria. For every additional effort to improve Employer-Employee Relations (ER), Manufacturing Firms' Performance is expected to increase by coefficient of 0.119 (Table 10)

assuming other independent variables remain constant.

Hypothesis 2:

There is no significant relationship between labor relations and manufacturing firms' performance in South-South, Nigeria.

The Sig-value (0.021) of Labor Relations in Table 10, indicates that there is a significant association of labor relations and manufacturing firms' performance in South-South Nigeria since the Sig-value (0.021) is lesser than 0.05. Therefore, the null hypothesis which states, "There is no significant relationship between labor relations and manufacturing firms' performance in South-South, Nigeria", is rejected. This implies that, there is a significant relationship between labor relations and manufacturing firms' performance in South-South, Nigeria

For every additional effort to improve Labor Relations (LR), Manufacturing Firms' Performance is expected to increase by coefficient of 0.104 (table 10) assuming other independent variables remain constant.

DISCUSSIONS

The findings of the test of hypothesis' I and the answer to research question 1 (Table 5) reveals, "There is a significant relationship between employer-employee relations and manufacturing firms' performance in South-South Nigeria". Employer-employee relations ensure employees happiness, productivity, offer assistance in a variety of ways including employee recognition, policy development and interpretation. Increase employee morale, motivation and establish work environment that cultivates positive attitude in the employees. This finding 9lççals sent scholars such as Frank and Jeffrey (2020) and Ahmad and Shahzad (2021), i1x mesh. "Employer-employee relationship enable employees are happy and are productive, enhance employee recognition, policy development and interpretation, and all types of problem solving and dispute resolution".

The findings of the test of hypothesis 2 and the answer to research question 2 (Table 6) reveals,

"There is a significant relationship between labour relations and manufacturing firms' performance in South-South Nigeria", labour relations ensure employees are paid for their work and employers receive qualitative work. It helps management to make proper decisions, determinant of production and labor costs. This finding supports Akinbode *et al.* (2023) who ascertain, "The aim of labor relations is that employees must be paid for their work, and the employers must receive qualitative work".

Conclusion

Industrial relations management is an organization's strategic scheme designed to help, administer and

coordinate business functions regarding industrial relations. Base on the findings of this study, it can be concluded that industrial relations management practice has a significant relationship with manufacturing firms' performance. Industrial Relation Management Practice ensures employees happiness, productivity, offer assistance in a variety of ways including employee recognition, policy development and interpretation. Increase employee morale, motivation and establish work environment that cultivates positive attitude in the employees. It ensures employees are paid for their work and employers receive qualitative work. It helps management to make proper decisions and act as determinant of production and labour costs. It also increases productivity, improved decision- making, increased innovation and improve moral. More also, it increases brand credibility, sales and leads. It enhances positive brand image and cost-effectiveness.

Recommendation

1. Manufacturing firms should maintain the practices of employer-employee relations to ensure employees are happy, productive, and establish work environment that cultivates positive attitude in the employees.
2. Management of manufacturing firms should sustain the practices of labour relations to ensure employees are paid for their work and employers receive qualitative work.

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