

The Role of Human Resource Management in Promoting Industrial Harmony in Organization in Nigeria

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Abstract: *The study examined and considered the role of Human Resource Management in promoting industrial harmony in organization in Nigeria using the Local Government Administration in the South West States of Nigeria. The research method adopted for this study was survey and documentary analysis. The survey research involved collection of data from existing records and findings of the opinion on the subject through the use of structured questionnaire. Stratified sampling technique was used to select the respondents for the study. The instrument was validated and pilot-tested to ascertain the internal consistency. The internal consistency of the questionnaire was determined using Cronbach Alpha. The reliability coefficient of the questionnaire was 0.77. data obtained were analyzed using mean, frequency count, percentages and one-way analysis of variance. A large proportion of the respondents indicated that a sound basis of employer-employee relations which is essential for Industrial Harmony is the creation of a well established understanding that the two parties are in the pursuit of a common goal and that in this pursuit, their roles are complementary. The study is also of the view that most organization conflicts and industrial disharmony result from lack of knowledge and proper understanding of the facts due to inadequate or complete absence of communication. Therefore, the study is of the view that adequate communication and review of achievement on organization objectives and goals may be a flexible way of establishing and continuing the job cycle necessary to get the work done, maintain peace and industrial harmony.*

Keywords: Human Resource, Management, Industrial Harmony.

Introduction:

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

Among the resources required in production and for efficient running of an organization from the traditional point of view are land, material, labour, capital and human capital (human resource). The most valuable resource is the Human Resource without which other factors or resources cannot be managed. The success or failure of an Organization depends largely on the quality of available human resource and Human Resource Management while the availability of other resources managed by the Human Resource will enhance the overall success of an Organization. Armstrong (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 (2019).

As it can be found in government establishment, different people with different mission, qualification and background converge to work in order to achieve the set goals of the government in developing the society. How well these goals are achieved, will depend on the management of the human and materials (land, labour and capital) resources available not minding the differences in the internal and external factors of the Organization. Olatunji (2013) was of the opinion that as Organization grows in size, the tendency has been for the work of the management to be subdivided into Accounting and Personnel now referred to as "Human Resource Management (HRM)", which is concerned with the resources of money and people.

Improvement in any of these will lead to improved organization performance. However, of all the five basic elements, Human Resource is most difficult to control and maintain. This implies that of all the elements of production, human element is the most difficult to manage but it combines successfully with all other factors of production for the benefits of the organization. This human element must be motivated, educated, trained and retrained in line with the dynamics of both technology and the work place. In other word, the human resource must be properly managed.

Nigeria runs Federation units where the Federal, State and Local Government form the three units. There has been great disharmony between the latter two federating units in the discharge of their duties due to law that set them to operate. The functions of the Local Government have been hampered by the State because the latter oversees the former as set by law. Not only

about the law but also disharmony sets in the Local Government operations as it relates to the politicians and Local Government career staff. Most of the politicians are inexperienced in the running of day to day activities of the Local Government of which it takes some time before progress is achieved whenever there is change of government. Along this background, this study is set out to examine the use of Human Resource Management in promoting harmony in Local Government Administration in South Western States of Nigeria.

Objective of the study: The main objective of this study is to examine the role of Human Resource Management in promoting Industrial Harmony in the study area.

Summary of Literature Review:

Human Resource Management (HRM)

Human Resource Management (HRM), according to Invancevich (2008) cited in Indranil (2014) is concerned with the most effective use of people to achieve organizational and individual goals. HRM is the process which binds people with Organizations and helps both people and Organization to achieve each other's goals. Various policies, processes and practices are designed to help both employees and organization's to achieve their goal. Prachi (2015) define HRM as the management of personnel and resources used in making sure that organization attains its goals and objectives. It is the management of people in the form of a collective relationship between organization and employees. HRM involves Human Resource Planning (HRP), Recruitment and Selection Process, Training and Development, Compensation, Dispute and Grievance handling process, Induction and Managing manpower diversity. Rouse (2019) defines Human Resource Management (HRM) as the practice of recruiting, hiring, deploying and managing an organization's employees. A company is only as good as its employees, making HRM a crucial part of maintaining or improving the health of the business. Human Resource Management (HRM) is the strategic approach to the effective management of people in a company or organization such that they help their businesses gain competitive advantage. It is designed to maximize employee performance in service of an employer's strategic objectives. Johnason (2009).

Job performance evaluates how well an employee accomplishes the set goals of the position held in an organization. Performance is an important criterion for organizational outcomes and success. Campbell (1990) describes "Job Performance" as an individual-level variable, or something a single person does. Campbell explains further that performance is a behaviour, which is something done by an employee. This concept differentiates performance from outcomes. Outcomes result partially from an individual's performance, but they are also the result of other influences. In other words, there are more factors that determine outcomes than just an employee's behaviour and action. Another Taxonomy of job performance was proposed and developed by George, Robert and Murphy (1994); this model is significantly broader and breaks performance into four dimensions.

1. Task-oriented behaviours are similar to task-specific behaviours in Campbell's model. This dimension includes any major tasks relevant to someone's job.
2. Interpersonally oriented behaviours are represented by any interaction the focal employee has with other employees. These can be task related or non-task related. This dimension diverges from Campbell's taxonomy because it included behaviors (small talk, socializing, etc.) that are not targeting an organization's goal.
3. Down-time behaviors are behaviors that employees engage in during their free time either at work or off-site. Down-time behaviors that occur off-site are only considered job performance when they subsequently affect job performance (for example, outside behaviors that cause absenteeism).
4. Destructive/hazardous behaviors.

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

Human resources management in Nigeria

Human Resources Management Policies and Practices are carried out within an Economic, Social, Political and legal environment. Thus there is a need for considerable, historical and cultural insight into local conditions to understand the processes, philosophies and problems of national models of Human Resource Management (Hofstede, 1993).

The socio-cultural diversity of Nigeria has influenced the Human Resource Management practices in Nigeria. Nigeria is characterized by over enhanced culture, Language, Religion, Gender and educational Qualifications as basis for determining who gets employed. What this means is that the opportunity for an average Nigeria to get employed is a factor of the aforementioned variables. Nigeria, according to Fajana (2009) is one of the African countries blessed by abundant labour and scare talent attracting, developing, deploying and retaining best talents had become a challenge.

Fajana and Ige (2007) argued that the desire for top performance has driven the need for effective management. The knowledge of Human Resource Management and more importantly perhaps, knowledge of the factors that impact on Human resource Management in Nigeria will become increasingly critical to the way we do businesses in Nigeria and ultimately their success. Hence, the way to get things done cannot be divorced from local values customs, and the overall external cultural environment. Fajana, Owoyemi, Elegbede and Gbajumo-Sheriff (2011)

TRAIT THEORY: Trait theory also called personality theory is an approach to the study of human personality which measures the habitual patterns of behavior, thought and emotion. Saul (2003). Traits are what make us who we are, they are the relatively permanent aspects of each of us evidenced by the consistency in our interactions. Psychologist Gordon Allport was among the firsts to come up with a personality trait theory in 1936. We have cardinal traits which are traits around which a person organizes his whole life, central traits representing major characteristics of a person, secondary traits which are general behavior patterns that only appear under certain circumstances like getting nervous to speak in public. Praveen (2017). In relation to the researcher's view, personality trait is relevant to how people relate in the offices and this will ultimately have effects on organizations productivity or otherwise. The harmonious working environment will depend of the personality traits of people in the organization and how well they can manage their relationships. If this is taken into account, the organization working environment will be better for it.

Human Resource Management has a direct effect on financial outcomes and thus lead to financial success without positively affecting the satisfaction of employees. Vermeeren, Bram and Sandra (2014). The knowledge of Human Resource Management has become increasingly important and critical to the way we do businesses in Nigeria and ultimately their success. Hence the way we do things cannot be divorced from local values, customs and the overall external cultural environment. Fajana et al (2011).

Olatunji, (2013) ascertained in his study that looks critically at the importance and significance of effective management of the most viable factors of production in the organization-human resource or human capital as well as their interaction with the entrepreneurial in the capitalist economy should be harmonious. Towards this end, solutions were proffered to the incessant disruption of production as a result of strike and or lock out to have a harmonious relationship between the workforce and the employer. Olatunji concluded that human resources in Nigeria are still lagging behind basically due to our economic situation. Sholokwu and Olori (2016) studied Management Practices and Industrial Harmony in Oil and Gas Firms in River State in Nigeria. Sholokwu et al, used a sample size of 343 derived from Taro Yamene's with the population of 2400 respondents that consist of managers and employees in twelve oil and gas firms in Rivers State. Descriptive survey method of research was adopted and data were collected through questionnaire. The Mean score were used in the analysis of items on the questionnaire. The Spearman's Rank Correlation statistical method was used to test the hypotheses at 0.01 level of significance which was facilitated by Statistical Package for Social Sciences (SPSS) software. The results revealed a significant relationship between Management practice and Industrial harmony.

THE ROLE OF HUMAN RESOURCE MANAGEMENT (HRM)

According to Armstrong (2012), the overall purpose of Human Resource Management is to ensure that the organization is able to achieve success through people, increase organizational effectiveness, as well as capability and capacity of the organization to achieve its goals by making the best use of the available resources. Armstrong also argued that the term Human Resource Management (HRM) and Human Resources (HR) have virtually replaced the term "Personnel Management" as a description of the process involved in managing people of the organization.

In a similar sense, commentators such as Guest (1987) and Storey (1995) regards HRM as a substantially different model built on unitarism (employees share the same interests as employers), individualism, high commitment and strategic alignment (integrating HR strategy with the business strategy). However, it is claimed that HRM is more holistic than traditional Personnel Management. HRM has also emphasized the notion that people should be regarded as assets rather than variable costs – Armstrong (2012).

Viewed from these dynamic perspectives, a sound basis of employer-employee relations is the creation of an understanding that the two parties are in the pursuit of a common goal and that in this pursuit, their roles are complementary. However, of all the resources that an organization employs to achieve its goals, according to Kashna (2015), the human element though delicate and complex is the most potent. It is far more deserving of attention, care, training and planning than capital for in the final analysis leakages through human investment, in form of apathy, low morals, go slow attitudes, strikes, bad workmanship, disharmony and so on account for impoverished returns and shrinking capital.

It goes without saying therefore, that every employee controls and determines the output of the work through the way he does his job, runs his operation and handles his equipment. The Human Resources thus, should always be motivated to work. The development of sincere responsible and productive employee relations according to Kashna, is in direct proportion to the degree of harmony between the needs, interests and objectives of the employees and that of the company.

GETTING TO KNOW THE EMPLOYEES AND THEIR NEEDS:-

According to Kashna (2015), the problem of establishing a sound employer-employee relationship must inevitably take into account the fundamental fact that each employee is an individual with attitudes and characteristics different from those of other employees. This fact, however, must not obscure another equally important fact that as a member of a group, the employee's desires and attitudes are to a large extent common to those of the members of his group.

Accordingly, HRM has to deal with the human relations aspect or function in two ways: (i) the individual employee and (ii) the employees as a group or groups. Adair (1973) argued that actions directed at meeting the group or individual needs must be related to the needs of the task. Adair further expressed that it is impossible to consider individuals in isolation from the group or to

consider the group without referring to the individuals within it. If any need is neglected, one of the others will suffer and the management will be less successful, hence disharmony in the organization.

INDUSTRIAL HARMONY IN ORGANIZATION:-

Harmonious industrial relations here involve workers and management working together and accepting each other as partners in progress in order to achieve organization goals and objectives. It is an attitude that is mutually beneficial in terms of output, performance and rewards. Industrial harmony refers to a friendly and cooperative agreement on working relationships between employers and employees for their mutual benefit (Otobo, 2005; Osad and Osas, 2013). According to Puttapalli and Vuram (2012), industrial harmony is concerned with the relationship between management and employees with respect to the terms and conditions of employment and the work place. Organization's goals and objectives can only be achieved under peaceful environment. When there is good understanding between the workers and the employer, the organization's strategy of growth and sustainability will be realized and the welfare of the employee will in the same light improved. In the views of Osabuohien and Ogunrinola (2007), industrial conflict/crisis entails inadequacy or absence of industrial peace in work place. Industrial harmony thus covers the area of responsibilities, employment policy, collective bargaining, communication and consultation Odia and Omofonmwan, (2007)

According to Basu (2013), we all know a lot about breakdowns in machines but we do not know so much about what causes breakdowns in human relation. We know a lot about how to keep a line of hydraulic presses running efficiently but we are often at a loss to keep the operators from slowing down or going on strike. In short, our progress with the human problems of administration has not kept pace with our technological progress. The human factor must be considered in the light of job experiences, ambitions, family background, personality and the educational background.

Considering the several factors that impinge on the management task and influence its accomplishment, the human factor is one of the most, if not the most significant. Management policies cannot be sound if these are based on inadequate understanding of the nature of and characteristics of the human factor. It would be a pity, however according to Basu, if in this process we forget that in determining the effectiveness and efficiency of any organization, the critical factors are the quality of the people in it and the opportunity they get of developing and exercising their talents.

According to Kashna, the ultimate and social needs and interest of an enterprise are no different from those of its employees for they both aim at self-realization. But as work and relations are the principal sources of self-realization, management must in its own interest minimize conflicts with employees by initiating and vigorously pursuing a fusion process between human resources and the organization. The key to actual capital expansion lies in the proper utilization and motivation of human resources. But before this, management must understand the intricacies of human investment to be able to sustain harmony with the organization. Many employers feel that earning a living for self and family is just enough for satisfaction. Several studies have revealed that there is not enough justification in making wages alone a factor responsible for work satisfaction. Besides wages, the employees today are increasingly concerned about security of employment. The word "security" has three vital aspects for the employee: (i) Economic, (ii) Social and (iii) Physical.

The employee desires economic security, i.e. an adequate wage for his services plus an assurance that his wage will be reviewed and refixed in the future to offset the effect of a rise in the cost of living. He also wants to feel that he will not be laid off during any temporary period of slack business and finally that upon his retirement, he will get a gratuity or grant for his livelihood or that he will be entitled to monthly pension. The employee's desire for security is paramount and the sooner management realizes it, the earlier can it embark on a platform for sound relationship with the employees.

Socially, the employee wishes to live a personal life the way he wants and to exercise franchise in accordance with his wishes. The employee also has the psychological need to gain the respect of his fellow employees and to acquire a position which is socially satisfying to him and his family.

Physical security includes physical aspects such as safety on the job, adequate and healthy place of work, recreational facilities for rest and relaxation, medical facilities and residential accommodation not far from the work place.

EMPLOYEE NEEDS

Besides aiming at security and recognition according to Kashna (1978), the employee also wishes to satisfy certain biological needs e.g. need for water, food and air. His needs for recognition, esteem and safety may be characterized as psychological. Both kinds of needs are entwined to a great extent. In order that the employee may work efficiently, the employer must provide for the following needs of the employee as suggested by Maslow's hierarchy of needs theory.

- a. The psychological needs – The employee's need for air, water and food must be provided for if he is to function satisfactorily.
- b. The safety need – An employee desires a safe work place and an assurance for his future well-being with the firm.
- c. The esteem need – People enjoy feeling important. Make the employee feel that he is respected and thought well of by the management and the immediate superiors.

- d. The self actualization need – Not all employees hanker for promotion but they all want jobs which suit them according to their education, training, skills and aptitudes.
- e. The need to understand the company and its business – The employee is not only interested in himself but also in the affairs of the company. He wants to know the history, policies, present and future plans of the company.

Although there is no hundred percent effective formula or technique that can be used to understand employee behavior on one hand, and attain the goals and objective of the organization on the other, the following factors will minimize chances of friction or disharmony between employees and management and also lay foundation for productive relations. Recognition of employee as an individual, employment security, work satisfaction, opportunity to progress, conducive atmosphere, fair wage, satisfactory working condition, good leadership and so on. In addition, employees require reward for job well done.

REWARD MANAGEMENT

Reward management is concerned with the formulation and implementation of strategies and policies, the purpose of which are to reward people fairly, equitably and consistently in accordance with their value to the organization and thus help the organization to achieve its strategic goals. It deals with the design, implementation and maintenance of reward systems (reward processes, practices and procedures) that aim to meet the needs of both the organization and its stakeholders i.e. the employees in order to promote industrial harmony in organization.

METHODOLOGY

The study examined the pertinent challenges, prospects and constrains with regards to HRM practices and considers factors necessary and required for promoting industrial harmony in organization in south western states of Nigeria. The survey research design was adopted for this study and analysis of available documents on the subject under investigation. The survey research involves collection of data from existing records and findings of the opinion on the subject through the use of structured questionnaire. The methods used for data collection were personal interview and self completed questionnaire which were answered in the presence of the research workers except where figures were to be collected from the record files. Stratified sampling technique was used to select 450 HRM practitioners, company managers and industrial supervisors from industries and organizations. Out of which 388 participants responded to the questionnaire. The instrument was validated and pilot-tested to ascertain the internal consistency of the questionnaire using Cronbach Alpha. The reliability coefficient of the questionnaire was 0.77. Data obtained were analyzed using mean, frequency count, percentages and one-way analysis of variance.

SUMMARY OF ANALYSIS AND FINDINGS

On the role of Human Resource Management in promoting industrial harmony in organization, a large proportion of respondents are of the view that a sound basis of employer-employee relations is the creation of a well-established and understanding that the two parties are in the pursuit of a common goal and that in this pursuit their roles are complementary:- Mean = 4.98; that the human element though delicate and complex is the most potent, therefore will be deserving of greater attention, care, training, motivation and planning than capital; mean = 4.97; that the development of sincere responsible and productive employee relation is in direct proportion to the degree of harmony between the needs, interest, objectives of the employees and that of the organization; mean = 4.96. The Human Resource should always be motivated to work mean = 4.35. A sound employer-employee relationship must inevitably take into account the fundamental fact that each employee is an individual with attitudes and characteristics different from those of the other employees mean = 4.68. That the human element is delicate, complex and potent mean = 4.89. That actions directed at meeting the group or individual needs must be related to the needs of the job, task and responsibility mean = 4.89. That the individual as a member of the group, his desires and attitudes are to a large extent common to those of the members of the group mean = 4.94. That organization should not consider individuals in isolation from the group or consider the group without referring to the individual within it in order to maintain and promote industrial harmony in the organization. Analysis also suggests the vital role of effective communication can play in integrating organization and promoting harmony within the enterprise mean = 4.91. Studies also revealed that most organization conflicts and disharmony result from lack of knowledge and proper understanding of the facts due to inadequate or complete absence of communication. Analysis also reveal that the basis of the modern concept of management is persuasion and not compulsion or coercion mean = 4.94. It is also established that all group problems of business organization as well as administration could be solved by better communication mean = 4.95, that organization should encourage employees participation on production problems of democracy in industry mean = 4.81. That the average worker is able to make and given the right kind of circumstances, want to make important contribution to the solution of organization problem mean = 4.67.

Table 1: Summary of analysis of variance of the responses on HRM role in promoting industrial harmony in organization

Source of variance	SS	Df	Ms	F	Level of significance	Remarks
Between	0.12	2	0.06	0.06	0.05	NS

groups						
Within groups	48.36	51	0.95			
Total	48.48	53				

Source: Researcher's computation (2020).

Table 1 shows the results of the analysis and variance ANOVA summary on data regarding the role of HRM in promoting industrial harmony in organization. The data showed that there is no significance difference between the test score results of the respondents on the tested study area with F ratio of 0.06. Since the calculated F Ratio is less than the table value of 3.18, the null hypothesis is accepted as stated.

DISCUSSIONS AND INTERPRETATION

The findings of this study represent one of the most challenging problems of our time which is the problem of promoting and sustaining industrial harmony in organization. The analysis shows the view that in order to promote and foster good and meaningful employee relations which will invariably maximize organizational efficiency and maintain Industrial Harmony, organization must establish a sound Employer-Employee relationship which must inevitably take into consideration the fundamental fact that each employee is an individual with attitudes and characteristics different from those of other employees.

Therefore, the obvious objective for any type of Organization where the work-force is the crucial factor in its success, is to improve staff member motivation in order to promote harmony and increase productivity. The study earlier indicated that the factors on which management has traditionally tended to rely for motivating employees; such as Wages, Salaries, Working Conditions and benefit programs caused dissatisfaction if they were handled poorly or inequitably. A fair and equitable handling of the same factor, however, merely provided according to Weiser (2014) a minimum level of acceptable performance. If Human Resource Managers desire to maximize the potentials and ability of their staff in promoting outstanding performance and Industrial Harmony, they would do well to investigate an additional set of factors such that have been generally ignored in the traditional management approach. If we consider both frequency and duration of attitude effects, the three factors of work itself, responsibility and advancement of Herzberg et al (1990) stand out strongly as the major factors involved in producing high job attitude.

Their role in producing poor job attitudes is by contrast extremely small. On the other hand, company policy, interpersonal relations and working conditions are factors causing job dissatisfaction which exert negligible pull in the positive direction. It is important, furthermore, to note that the job satisfiers deal with the factors involve in doing the job. Good company policy, satisfactory administration, proper supervision and adequate working condition will not lead to positive job attitudes. On the other hand, recognition, responsibility and advancement all lead to positive job attitudes. Their absence will much less frequently lead to job dissatisfaction.

It is through the satisfaction of the individual's needs for self-actualization in his work that the factors indicated are able to function in a positive manner. Man tends to actualize himself in every area. The conditions that surround the doing of the job cannot give him the basic satisfaction for they lack the potentiality.

CONCLUSION

Several studies have revealed that most organization conflicts or disharmony result from lack of knowledge and proper understanding of the fact, due to inadequate or complete absence of communication. As part of the roles of HRM, teaching how to communicate and collaborate is a contribution which the Human Resource Manager can make to all sectors. Of the many variables governing output, Promotion of Industrial Harmony, sense of dedication, of a total commitment to duty, motivation is considered the most important.

This study reveals that majority of the 388 respondents contacted were convinced that their major objective was to improve employee motivation to do more than was required by the regulations in increasing productivity and Industrial Harmony. The general trend is to seek employees reacting positively to incentives - not purely financial – designed to provoke a considerable investment of energy in work. How to obtain the firm adherence of manpower to the firm's objective is the vital problem facing the HR manger in present circumstances.

Authoritarian or paternalist systems of command, irksome discipline, even small cash bonuses are not appreciated by the new generation of works. More responsibility, more control, more independence – these are the claims which now spring from the desire for security and the fear of tomorrow on which traditional policies are founded. That is also why firms devote so much attention to indirect advantages, status symbols, housing facilities, leisure and group manifestations creating a 'house spirit'. Disputes are settled in a new spirit, respecting personnel representation by associations and trade unions, particularly since state intervention in contractual practices is being extended by the imposition of minimum wages, forced arbitration and in general the effort to organize manpower management at national level (annual leave, severance periods and so on).

Productivity is the general sense thus depends on Staff Selection, Organization working condition and Industrial Relations, Stimulation and maintenance of Employee Motivation. The quality of Management is certainly a considerably influence, and the view is held more and more than the desire to command is not sufficiently guarantee of the ability to lead men efficiently and obtain their full support in promoting peace and industrial harmony in the organization. A major role and requirement of the HRM

for linking the individual and the organization is to locate the individual in the total setup of ongoing relationships and behavior comprised by the organization.

RECOMMENDATION

Evidently, the idea of employee participation as a principle of organization has produced exiting and spectacular results elsewhere. Evidence from this study showed that employees need to be carried along and obtain feedback results and receive assistance as necessary on management motives and actions that affects employees. Adequate communications and review of achievement on organization's objectives and goals may be a flexible way of establishing and continuing the job cycle necessary to get the work done, maintain peace and industrial harmony, integrate the efforts of individuals in different components of the organization.

It is a method whereby employees and HR manager can mutually establish the objectives of what is to be done, plan what is to be done, insure that the work is done, and evaluate the results and reset the goals. In short, work planning and review provides the following advantages:

1. A constructive climate for the employees and the organization to mutually solve the problems involved in getting the job done.
2. A means of assuring that business needs are translated into specific work items for the individual employee.
3. A practical way of quickly changing the direction of individual work plans to meet changing needs of the organization, of customers and the business.
4. Assurance that the employee's abilities, skills, interest and motivation will be reflected in the work he does and the way he does it.
5. An increase in the help employees receive from the HR in planning their future development.
6. Dramatic positive changes in attitudes and morale.
7. Significant increases in specific actions taken by employees to improve their performance and promote industrial harmony.

We believe that organizational goals and objectives can only be achieved under peaceful environment. When there is good understanding between the employees and the employers, the organization's strategy of growth and sustainability will be realized and the welfare of the employees will in the same light improved.

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