

**EFFECT OF INDUSTRIAL RELATION PRACTICE ON ORGANIZATIONAL PERFORMANCE. A STUDY OF Emenite Limited, Enugu North, Enugu State Nigeria.**

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**Abstract**

This study determined the effect of industrial relation practices on the organizational performance of Emenite Limited, Enugu, Enugu State. Other specific objectives are to: determine the effect of collective bargaining on the effectiveness of Emenite Limited, Enugu, Enugu State. Examine the effect of conflict resolution practices on the profitability of Emenite Limited, Enugu, Enugu State. Research questions and hypotheses were formulated in line with the objectives. One major reason for the incessant industrial actions in Nigeria today is due to lack of good salary review policy that would be in line with changes in some macroeconomic factors such as prices of goods and services, and inflation. The population of the study is eighty-five staff of Emenite Limited Having analysed the distributed 79 questionnaires, descriptive survey approach was adopted and analysed using regressions with the help of SPSS version 22.0. The study revealed that are positive and significant effect of conflict resolution practices on profitability of Emenite and, there are positive and significant strategies that could be used to manage industrial relations conflicts in Emenite Limited, Enugu, Enugu State. The study concluded that industrial relations in Nigeria do not fall into any known pure pattern bipartite, voluntarism, or tripartite. They exhibit the characteristics of all the systems. Yet none can emphatically say that they are progressive and conducive to achieve the objectives of the industry and the economy. The study recommends that parties to industrial relations disputes should endeavour to demonstrate more sincerity in their collective bargaining procedures as one of the strategies. The usual attempt by government and management heads to repudiate agreements it reached through collective bargaining with employees at will should be discouraged for harmonious industrial relations to exist.

**Keywords:** Organizational Behaviour, Productivity, Profitability, Efficiency and Effectiveness.

## 1.0 INTRODUCTION

### 1.1 Background of the Study

Industrial relations have its roots in the industrial revolution which created the modern employment relationship by spawning free labour markets and large-scale industrial organizations with thousands of wage workers. As society wrestled with these massive economic and social changes, labour problems arose. Low wages, long working hours, monotonous and dangerous work, and abusive supervisory practices led to high employee turnover, violent strikes, and the threat of social instability.

Englama (2001), defined industrial relations as the combination of interactions that take place between the employee and employer in an organization. According to Englama (2001) the fundamental problem in all organizations, whether business, educational, local, or national, was in developing and maintaining a dynamic and harmonious relationship in the workplace. To achieve this, group dynamics, policymaking by consultation, diffusion of authority, delegation, and vertical and horizontal communication must be ushered into the organization.

In most recent times industrial relations have been affected by other social sciences such as organizational psychology and behaviour. Traditionally, economics and law were two main influences on industrial relations, which led to a concentration on macro-level industrial relations, and therefore on unions, government, and collective bargaining. Ironically, industrial relations, though dealing with “relation” has until recently largely ignored the social science sciences relevant to behaviour and human relations. While labour problems are the result of imperfections in the employment relationship, industrial relations should be seen as the theories and methods which have been developed over time to address and correct these problems, in both the public and private sectors of the economy.

The reason for good industrial relations lies in the bringing up of good labour relations which gives a forum to comprehend each other (employer, employee) properly. Develop cooperative thinking and work to achieve the goal of the organization. A good industrial relationship increases the morale of employees and encourages them to give their maximum effort. Each think of their mutual interest which paves the way for the introduction of new methods, and developments and leads to the adoption of modern technology, thereby increasing the industry’s organizational performance in the long run. Good industrial relations enhance production, improve the quality of work and product, and efficiency of workers are increased.

Industrial relations and organizational performance share a common feature, which is that they are both internalized within the organization. The resulting correlation between the two is that a good industrial relations system would invariably breed and improve organizational performance, thereby making organizational performance dependent on good industrial relations.

## 1.2 Statement of the Problem

One of the main reasons for the incessant industrial actions in Nigeria today is to lack of a good salary review policy that would be in line with changes in some macroeconomic factors such as prices of goods and services, and inflation. Prices of goods and services continue to increase every day while the review of public sector employees' salaries is only considered years after negotiations and industrial actions. An application of effective industrial relations practices would ensure an established way of reviewing workers' salaries in line with changes in the economy.

For many years, Nigeria has witnessed protests and industrial actions by public employees through their various labour unions over the non-implementation of agreed policies. Such incidents could be avoided if the government sincerely applies effective industrial relations practices.

Economic reforms and the quest for organizational performance in the organization, call for collective bargaining of a good compensation plan/policy which includes better working conditions and motivational incentives in various business and manufacturing organizations of Nigeria. Efforts to achieve this have led to protracted industrial actions and low morale of employees in the public sector today.

Another issue affecting the organizational performance of the organization is management and governments' continuous insensitivity and insincerity to policies directly or indirectly affecting the employees and its lackadaisical approach towards addressing these issues. Thus, this study focuses on industrial relations practices on the organizational performance of Emenite Limited Enugu, Enugu state.

## 1.3 Objectives of the Study

The main objective of this study is to determine the effect of industrial relations practices on organizational performance with Emenite Limited, Enugu State. Other specific objectives are to:

- i. Determine the effect of collective bargaining on the effectiveness of Emenite Limited, Enugu, Enugu State.
- ii. Examine the effect of conflict resolution practices on the profitability of Emenite Limited, Enugu, Enugu State

## 1.4 Research Questions

The following questions were formulated for this study.

- i. What is the effect of collective bargaining practice on the effectiveness of Emenite Limited, Enugu, Enugu State?

ii. To what extent do conflict resolution practices affect the profitability of Emenite Limited, Enugu, Enugu State?

### **1.5 Research Hypotheses**

The following hypotheses are put forward for this study:

**H0<sub>1</sub>:** There is no significant effect of collective bargaining practice on the effectiveness of Emenite Limited, Enugu, Enugu State.

**H0<sub>2</sub>:** There is no significant effect of conflict resolution practices on the profitability of Emenite Limited, Enugu, Enugu State.

## **REVIEW OF RELATED LITERATURE**

### **2.1 Conceptual Review**

#### **2.1.1 Overview of Industrial Relations**

Industrial relations have three faces: science-building, problem-solving, and ethics. In the science-building face, industrial relations are part of the social sciences, and it seeks to understand employment relationships and their institutions through high-quality, rigorous research. In this vein, industrial relations scholarship intersects with scholarship in labour economics, industrial sociology, labour, and social history, human resources management, political sciences, law, and other areas.

In the problem-solving face, industrial relations seek to design policies and institutions to help the employment relationship work better. In the ethical face, industrial relations contain strong normative principles about workers and the employment relationship, especially the rejection of treating labour as a commodity in favour of seeking workers as human beings in democratic communities entitled to human rights.

Industrial relations scholarship assumes that labour markets are not perfectly competitive and thus, in contrast to mainstream economic theory, employers typically have greater bargaining power than employees. Industrial relations scholarship also assumes that there are at least some inherent conflicts of interest between employers and employees (for example, higher wages versus highest profits) and thus, in contrast to scholarship in human resources management and organizational behaviour, conflicts is seen as a natural part of the employment relationship.

#### **2.1.2 History of Industrial Relations**

Industrial relations have their origin in the Industrial Revolution which created the modern employment relationship by spawning free labour markets and large-scale industrial organizations with thousands of wage workers (Kaufman, 2004). As society wrestled with these massive economic and social changes, labour problems arose. Low wages, long working hours, monotonous and dangerous work, and abusive supervisory practices led to high employee turnover, violent strikes, and the threat of social instability.

Institutionally, industrial relations were founded by John R. Commons when he created the first academic industrial relations programs at the University of Wisconsin in 1920. Early financial support for the field came from John D. Rockefeller, Jr. who supported progressive labour-management relations in the aftermath of the bloody strike at a Rockefeller-owned coal mine in Colorado.

Industrial relations were formed with a strong problem-solving orientation that rejected both the classical economists' laissez-faire solutions to labour problems and the Marxist solution of class revolution. It is this approach that underlies the New Deal legislation in the United States, such as the National Labour Relations Act and the Fair Labour Standards Act.

### **2.1.3 Definition and Scope of Industrial Relations**

In the broad sense, industrial relations cover all such relationships that a business enterprise maintains with various sections of society such as workers, the state, customers, and the public who come into its contact.

In the narrow sense, it refers to all types of relationships between employer and employees, trade union and management, workers, and union, and between workers and workers. It also includes all sorts of relationships at both formal and informal levels in the organization. According to Englama (2011), industrial relation refers to the combination of interactions that take place between the employee and employer in an organization. Gospel and Palmer (2012) defined industrial relations as the process of control over the employment relationships, the organization of work, and relations between employers and their employees.

Industrial relation is a relationship between employer and employees, employees and employees, and employees and trade unions and the process by which people and their organizations interact at the place of work to establish the terms and conditions of employment- Industrial Dispute Act 1947. J. T. Dunlop defines industrial relations as “the complex interrelations among managers, workers, and agencies of the government”.

According to Dale Yoder, “Industrial relations is the process of management dealing with one or more unions to negotiate and subsequently administer collective bargaining agreement or labour

contract". In industrial relations therefore, one seeks to study how people get on together at their work, what difficulties arise between them, how their relations including wages and working conditions, etc. are regulated.

Industrial relations, thus, include both "industrial relations" and "collective relations" as well as the role of the state in regulating these relations. Such a relationship is therefore complex and multidimensional resting on economic, social psychological, ethnic, occupational, political, and legal levels. There are mainly two sets of factors that determine the state of industrial relations good or poor in any country. The first set of factors, described as "*institutional factors*" include the type of labour legislation, the policy of state relating to labour and industry, the extent, and stage of development of trade unions and employers' organization, and the type of social institutions. The other set of factors, described as "*economic factors*" include the nature of economic organization capitalists, socialist technology, the sources of demand and supply in the labour market, the nature and composition of labour force, etc.

The scope of industrial relations includes all aspects of relationships such as bringing cordial and healthy labour management relations, creating industrial peace, and developing industrial democracy.

The cordial and healthy labour management relations could be brought in

- By safeguarding the interest of the workers.
- By fixing reasonable wages.
- By providing good working conditions.
- By providing other social security measures.
- By maintaining healthy trade unions.
- By collective bargaining

The industrial peace could be attained-

- By setting industrial disputes through mutual understanding and agreement
- By evolving various legal measures and setting up various types of machinery such as works committees, Boards of Conciliation, Labour Courts, etc.

The industrial democracy could be achieved-

- By allowing workers to take part in management and
- By recognition of human rights.

#### **2.1.4 Theoretical Perspectives of Industrial Relations**

Industrial relations scholars have described three major theoretical perspectives or frameworks, that contrast in their understanding and analysis of workplace relations. The three views are

generally known as unitary, pluralist, and radical. Each offers a particular perception of workplace relations and will therefore interpret such events as workplace conflict, the role of unions and job regulations very differently. The radical perspective is sometimes referred to as the “conflict model”, although this is somewhat ambiguous as pluralism also tends to see conflict as inherent in workplaces. Radical theories are strongly identified with Marxist theories.

### **2.1.5 Elements of A Sound Industrial Relations System**

#### **The following are the elements of a sound Industrial Relations System**

- Tripartism is the process through which the foundation for a sound industrial relations system can be laid at the national level. Ideally, tripartism is the process whereby the government, the most representative workers, and employer's organizations as independent and equal partners, consult with each other on labour market and related issues which are within their spheres of competence and jointly formulate and implement national policies on such issues.

- **The Role of the Law**

Industrial relations systems are founded on a framework of labour laws which exerts an influence on the nature of the industrial relations system. However, resources to the law and its potential to influence the resulting industrial relations system may sometimes be over-emphasized. It is useful, therefore, to examine from three points of view, the role of the law in influencing an industrial relation system its objectives should be and the areas it should cover as well as what the law cannot achieve.

- **Collective Bargaining**

Collective bargaining may take place at the national, industry or enterprise level. It could be said that collective bargaining is a means of settling issues relating to terms and conditions of employment and has little to do with labour management relations policy formulation. Nevertheless, collective bargaining may reflect-sometimes explicitly and at other times implicitly labour management relations policy e.g. on wage guidelines, and termination of employment procedure. It can also be a means of developing policy formulation at the industry level.

- **Labour Courts**

The agents of change in industrial relations are usually trade unions, employers and their organizations, governments through legislation and administrative action, and the system of courts which may be a combination of the normal courts and special courts or tribunals set up to deal with matters on labour (Englama, 2001). Labour courts have been established in several countries because the normal system of courts and the system of law they administer, cannot adequately deal with labour relations issues, which require an equitable rather than a purely legal approach. Therefore, labour courts are often empowered to decide industrial relation issues on a mixture of equitable and legal principles (Englama, 2001).

- **Human Resources Management Policies and Practices**

The elements of a sound industrial relations system are closely linked to a progressive human resource management policy translated into practice. Harmonious industrial relations are more

likely to exist in an enterprise where human resource management policies and practices are geared to proper recruitment and training, motivational systems, two-way communication, career development, a people-oriented leadership and management style, etc. Many of these human resources management activities have an impact in the overall industrial relations climate in an enterprise.

- **Worker Participation and Employee Involvement**

It is important at the outset to separate several issues relating to participation, communication, and consultation: the principle of communication; the methods or means to give effect to this principle; and whether the principles and/or means should be enshrined in legislation, or should be the subject of bipartite negotiation, or should be at the employer's initiative.

- **Communication**

The starting point for any effective enterprise policy to install procedures and mechanisms to promote sound labour relations is communication, because it is relevant to a whole range of issues and matters such as productivity, small group activities, joint consultation, performance appraisals, and motivation, as well as organizational performance.

The performance of an organization is affected by the way the organization communicates with its employees. This involves information exchange, and not merely one-way communication. The performance of employees in an organization is conditioned by the performance of others in the organization. Changes in an organization can be brought about in an effective way where there is sufficient understanding between management and employees.

- **Quality of Working Life Programmes**

Quality of Work life (QWL) programmes aim at combating workers' alienation, integrating workers and encouraging workers' involvement in the enterprises. They also aim at increasing worker motivation and instilling a sense of responsibility as well as at changing work organization so as reduce costs and increase flexibility. Quality of work-life programmes and autonomous work groups, which emerged in the USA during the 1970s and 1980s, initially concentrated on improving the workplace environment and motivating workers, and subsequently on enhancing productivity and quality.

## **2.2 Theoretical Reviews**

### **2.2.1 The Systems Model – John T. Dunlop**

The Systems Model is usually credited to the much-respected American Professor of Labour Economics, John T Dunlop.

According to Otobo (2000:16), Dunlop's seminar publication – Industrial Relations Systems (1956) drew great inspiration from the works of Professors Talcott Parsons and Neil J. Smelser, who were great advocates of the systems approach in their sociological analysis of the society.

Hence, Dunlop (1958 of: Otobo, 2000:18) describes the structure of industrial relations system in the following ways:

*“An industrial relations system in its development is regarded as comprised of certain actors; certain contexts and ideology which binds the industrial relations system together and body of rules created to govern actors at the workplace and work community”.*

Basically therefore, Dunlop states that an industrial relations system must entail three main groups of actors:

- a) The workers and their organizations
- b) The employers and their associations
- c) Government agencies mainly concerned with workplace and work community.

Other components of industrial relations are certain contexts i.e. the technological, market, budgetary constraints, and relations of power and the status of actors. Ideology and rules, which binds the industrial relations system together, are further components of the industrial relations system of Dunlop. Having stated all these structural components of an industrial relations system, Dunlop (1958) is of the view that “the task of any theory of industrial relations is to explain why particular rules are established and how and when they change in response to changes affecting the system” (Ubeku,1983).

### **2.2.2 The Oxford School (Allan Flanders).**

Flanders (1965) in his conceptualization of industrial relations defines it as the study of the institutions of job regulation.

His argument is based on the position that the only aspect of business enterprise that, directing concerns industrial relations is the employment, the relations between the enterprise and its employees, and among the employees themselves (Ubeku 1983). According to this approach, to fully understand or identify these relationships among these elements in industrial relations, they must be placed in their legal setting. (Ubeku 1985).

“They are all either expressed in or arise out of controls of employment (or service) which represents in common speech-jobs. The study of industrial relations may therefore be described as the study, of the institutions of job regulations”.

Another major statement of the Oxford School of Allan states as represented by Ubeku (1983) that “the rules of any industrial relations system are either procedural or substantive”. That is, the rules, that govern the industry relations system, are determined by and large, utilizing the rule-making process of collective bargaining. This has been described as a political institution involving a power relationship between employers and employees” (Ibid). The Oxford school also made a distinction between what it calls internal and external job regulations, and finally, the question of

whether these rules can be changed automatically by labor (employees) and their organizations without the consent of an outside authority, i.e. government or its agencies.

### **2.3 Empirical Review**

Adebisi, (2013), established a causal relationship between this heredity of colonial rule and military intervention on the one hand, and the present-day crisis-ridden industrial relations system of Nigeria. That is, it tries to show how the form of the industrial relations system of Nigeria today reflects largely its historical antecedents. They concluded that the present-day labour management relations system of Nigeria can be properly appreciated if a cursory examination is conducted into its colonial history vis-à-vis its post-colonial military government and labour reforms that are designed mainly to establish the legal prescriptions and proscriptions for labour activities, employee-employer relations, and labour relations with the government audits regulatory agencies. Gosavi, (2017), opined those industrial relations in countries, sub-regions, and regions, have been influenced by a variety of circumstances and actors such as political philosophies, economic imperatives, the role of the State in determining the direction of economic and social development, the influence of unions and the business community, as well as the legacies of colonial governments. IR fulfilled the function of providing employees with a collective voice, and unions with the means to establish standardized terms and conditions of employment not only within an enterprise but also across an industry, and sometimes across an economy. This was achieved through the freedom of association, collective bargaining, and the right to strike. Similar results were achieved in the South Asian sub-region where political democracy, and sometimes socialist ideology, provided enormous bargaining power and influence on legislative outcomes to even unions with relatively few members.

Marsden, (1995), examined several of the sources of flexibility in such areas as low inflation bargaining structures, industry agreements, workplace cooperation, and mechanisms for youth inclusion. It also reviews some of the developments in flexibility agreements, and recent reforms of collective bargaining systems in several OECD countries, all features likely to increase the ability of firms to adjust in these countries. The study concluded with several policy recommendations for further reform of industrial relations systems including the need to combine some form of macro-level coordination with greater flexibility at the enterprise level.

Uwaebuka, (2011), focused on achieving organizational effectiveness through effective industrial relations. The research methodology is descriptive; data were generated through primary and secondary sources. The study approach is based on research questions that have influenced the data generated and the pattern of descriptive analysis presented. The researcher analysed the data collected based on the responses from the distributed questionnaire. The chi-square test and T-test were used to test the hypotheses. The findings from this study revealed that the industrial relations process of the Nigerian public sector includes collective bargaining, negotiations, mediation, and

arbitration; decentralizing collective bargaining and practicing true federalism will improve the industrial relations process of the public sector; industrial harmony and organizational effectiveness are attributed to effective industrial relations; and collaboration and compromise can be used to manage industrial relations conflicts.

Onabanjo and Chidi, (2018), examined industrial relations in Nigeria based on Dunlop (1958) analysis. It confirms the presence of the three actors, the contexts, an ideology that binds the system, and the network of rules that governs the activities/behaviour of the actors. It points out those things in the system that are not universal to all other industrial relations systems. These are the distinctive features that are the products of the history of the development of the country's industrial relations system.

## **METHODOLOGY**

### **3.1 Research Design**

The researchers adopted a survey design for the study.

### **3.2 Sources of Data**

Data collected for this study were sourced from both primary and secondary sources.

**Primary Data:** The primary sources of data for this research include questionnaires.

**Secondary Data:** The researchers used both the published and unpublished works as sources of secondary data. The published works were obtained from the library, textbooks, journals, internet, and articles publications.

### **3.3 Population of the Study**

The population of this study comprised eighty-five (85) staff of Emenite Limited, Enugu, Enugu State

### **3.4 Sample Size Determination**

The researchers adopted the exact population of eighty-five staff as the sample size for this study.

### **3.5 Sampling Technique**

A simple random sampling technique was used by the researcher in obtaining information for the research.

### **3.6 Description of the Research Instrument**

The researcher extensively used a structured format of questionnaire which was formal and standardized. The questionnaires used by the researcher were in line with the research questions and objectives of the study.

The research questionnaire was structured on a 5-point Likert scale ranging from Strongly Agreed 5, Agreed 4, Undecided 1, Disagreed 3, and Strongly Disagreed 2.

### **3.7 Validity of the Research Instrument**

The researchers used content validity.

### **3.8 Reliability of the Research Instrument**

The researchers used the test re-test method. The reliability of the instrument was ascertained using the internal consistency method. 60 questionnaires were given to the respondents, and after two

weeks of intervals, another 60 questionnaires were issued to the same respondent to check consistency and reliability.

### 3.9 Methods of Data Analyses

A frequency distribution table and percentages were used to analyze the data from the questionnaire. Hypotheses were tested using the Pearson Product Moment Correlation Coefficients, ANOVA, and Regression models with the aid of Statistical Packages for Social Sciences version 23.0, which was designed to ascertain the agreement of a set of observed frequencies expected or an assumption of the theoretical pattern of the phenomena being studied.

### 4.0 Data Presentation and Analysis

**Table 4.1 Distribution of questionnaire to the staff of Emenite Limited, Enugu, Enugu State. and response rate.**

Respondents	Distributed questionnaire	Valid and Returned questionnaire	Invalid and returned	Not Returned
<b>Total</b>	<b>85</b>	<b>79</b>	<b>2</b>	<b>4</b>

Source: Field Survey, 2025

As reflected in Table, a total of 85 questionnaires were distributed to staff of Emenite Limited, Enugu, Enugu State. 79 were valid and returned to the researcher. 2 were returned but invalid. The remaining 4 were not returned. Hence, 84 of the respondents constituted the sample of return completed questionnaires.

**Table 4.2 Correlations showing the effect of conflict resolution practices on the profitability of Emenite Limited, Enugu, Enugu State.**

Correlations

		Enhanced organizational communication	Increased productivity	Effective quality delivery
Spearman's rho	Enhanced organizational communication	Correlation Coefficient	1.000	.891**
		Sig. (2-tailed)	.	.000
		N	79	79
	Increased productivity	Correlation Coefficient	.891**	1.000
		Sig. (2-tailed)	.000	.
		N	79	79
	Effective quality delivery	Correlation Coefficient	.868**	.761**
		Sig. (2-tailed)	.000	.
		N	79	79

\*\*. Correlation is significant at the 0.01 level (2-tailed).

The result reveals that there is a significant effect of responsibility and accountability on the profitability of 7up bottling company, Aba, Abia state. The coefficient of the correlation is 1.000, 0.891, and 0.868, with a sig. value of 0.000. The effect is significant since the significant value of 0.000 is lower than the acceptable 0.01.

#### 4.3 Regression analysis showing the strategies that could be used to manage industrial relations conflicts in Emenite Limited, Enugu, Enugu State.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.945 <sup>a</sup>	.893	.888	.39137	.596

a. Predictors: (Constant), Organizational ethics and agreements, Collective bargaining, Favourable working conditions

b. Dependent Variable: Board of Conciliation.

**Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Lower Bound	Upper Bound
1 (Constant)	.020	.189		.108	.914	-.356	.397
Collective bargaining	.362	.099	.335	3.636	.001	.163	.560
Favourable working conditions	.408	.113	.411	3.628	.001	.184	.632
Organizational ethics and agreements	.243	.107	.231	2.275	.026	.030	.455

a. Dependent Variable: Board of Conciliation

R	=	0.945
R-Square	=	0.893
Adjusted R-Square	=	0.888
T – Statistic	=	3.636
Durbin Watson Statistic	=	.596

The regression results showed that the estimated coefficient of the regression parameters has a positive sign and thus conforms to our a priori expectation. This means that an increase in the independent variables will bring about credibility in the dependent variable.

The coefficient of determination R-square of 0.893 implied that 89.3% of the sample variation in the dependent variable is explained or caused by the explanatory variable while 10.7% is unexplained. This remaining could be caused by other factors or variables not built into the model.

The high value of the R-square is an indication of a good relationship between the dependent and independent variables.

The value of the adjusted R<sup>2</sup> is 0.888 this shows that the regression line captures more than 88.8% of the total caused by variation in the explanatory variables specified in the equation accounting for the stochastic error term.

## 5.0 Summary of Findings

This study determines the effect of industrial relations practices on organizational performance with Emenite Limited, Enugu, Enugu State. Having analyzed the distributed 79 questionnaires, the descriptive survey approach was adopted and analyzed using regressions with the help of SPSS version 22.0. The following findings were made.

- i. There is a positive and significant effect of conflict resolution practices on the profitability of Emenite Limited, Enugu, Enugu State.
- ii. There are positive and significant strategies that could be used to manage industrial relations conflicts in Emenite Limited, Enugu, Enugu State.

## 6.0 Conclusion and Recommendation

### 6.1 Conclusion

Industrial relations in Nigeria do not fall into any known pure pattern bipartite, voluntarism, or tripartite. They exhibit the characteristics of all the systems. Yet none can emphatically say that they are progressive and conducive to achieving the objectives of the industry and the economy. Each sector of the industry has endeavored to develop its system of industrial relations. Often one gets the feeling and impression that industrial relations are determined by the exigencies and the needs of the hour. Based on empirical findings and analysis of positive and significant effects of conflict resolution practices on the profitability of Emenite Limited, this equally shows that there exist strategies that are used to manage industrial relations conflicts in Emenite Limited, Enugu State.

### 6.2 Recommendations

This study recommends as following.

- i. Management should be faithful to its statutory role of an impartial arbiter who should not meddle unnecessarily in the dispute's resolution procedures.
- ii. Parties to industrial relations disputes should embrace the principles of voluntarism rather than the usual recourse to statutory procedures which usually, makes management and

stakeholders of the organization intervene by imposing settlement on the parties as this will improve on profitability and effectiveness of the organization.

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