



Received: 23-01-2023  
Accepted: 03-03-2023

ISSN: 2583-049X

## **Effect of Industrial Relations Practices on the Productivity of the Public Sector in Nigeria**

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### **Abstract**

The study examined the effect of industrial relations practices on the productivity of the public sector in Nigeria. Specifically, the study sought to: determine effect of career development practice on organizational market share in Nigeria public sector and examine effect of work-life-balance practice on organizational total quality in Nigeria public sector. The research design was descriptive survey methods. The sample size of 399 respondents was drawn from 503 staff of Port Harcourt Electricity Distribution Company (PHED) in River State Nigeria. Research questions of the study were answered using mean score and standard deviation. The hypotheses stated were tested using single regression analysis. The empirical result showed that career development practice has positive and significant

effect organizational market share in Nigeria public sector ( $t - \text{Statistics} (8.887) > P - \text{value} (0.000)$ ) and work-life-balance practice has positive and significant effect organizational total quality in Nigeria public sector ( $t - \text{statistics} (6.446) > P - \text{value} (0.000)$ ). The study concludes that industrial relations practice has positive and significant effect on the productivity of the public sector in Nigeria. The study recommends that management of Nigeria public sector should establish relationship that is characterized by a concern for equity and justice and this will require the communication of sufficient information about changes and developments. Employees should be treated fairly and honestly.

**Keywords:** Career Development Practice, Work-Life-Balance Practice, Industrial Relations Practice

### **Background of the Study**

Employees are among an 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 any organization in order to achieve growth and success (Abushawish, 2020) <sup>[1]</sup>. Industrial relations is a broad term that incorporates many issues from collective bargaining, negotiations, employment legislation to more recent considerations such as work-life balance, equal opportunities and managing diversity (Armstrong & Stephens, 2016) <sup>[7]</sup>. It comprises the practice or initiatives for ensuring that employees are happy and are productive. Industrial Relations 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) <sup>[11]</sup>.

Industrial relations is concerned with maintaining employee-employer relation, which contributes to satisfactory productivity, increase in employee morale and motivation (Ahmad & Shahzad, 2021) <sup>[4]</sup>. According to Onyango (2019) <sup>[25]</sup>, industrial relations can be seen primarily as a skill-set or a philosophy, rather than as a management function or well-defined area of activity. Despite well-publicized instances of industrial action, the emphasis of employee relations continues to shift from 'collective' institutions, such as trade unions and collective bargaining, to the relationship with individual employees. The ideas of 'employee voice' and the 'psychological contract' have been accepted by employers and reflected in their employee relations policies and aspirations.

In recent years, there has been increasing pressure on the public sector to improve performance. The past three decades, as observed by Adejuwon, (2020) <sup>[2]</sup>, have witnessed intensified debate about the role, scope and performance of the institutions within the public sector. Since public service is the machinery for implementing government policies, the effectiveness of public service performance is, therefore, determined by the socio-political environment under which it operates (Obialor &

Ugochukwu, 2017) <sup>[19]</sup>. This notion is anchored on the fact that the ability of the public service to deliver effective services is based on the efficiency of public service performance.

All over the world, there is general awareness for the need to pay greater attention to the role of public service in the development agenda of any nation (Ahmad, 2006). A vibrant public service strengthens the economy and bolsters opportunities for economic growth and investment. By moving the public service to a higher level, the economy automatically moves to a higher level characterised by high economic growth, poverty reduction and improved human development. Efficiency has become the central term used in assessing and measuring the performance of public sector organisations (Ehiane, Adejuwon & Goyayi, 2019) <sup>[10]</sup>. This is because of the activities of the public sector span through every facet of the economy. As a result, effective functioning of the public service and involvements in economic activities are being taken all over the world.

### Statement of the Problem

Poor industrial relations hinder the overall workflow of an organisation and damage organisation's reputation. Most workers in some organisation in Nigeria do not produce more simply because of the poor relationship between the employers and employees. Employee cannot put up their best performances at workplace when they are not happy with the employer or even with their colleague. Poor industrial relations will affect employees' performance and organisation's productivity. Poor employer-employee relationship results in strike action and lockout. Employees displayed their grievances through strike action and lockout. Strike action and lockout reduces productivity drastically.

The incessant industrial action such as strike, boycotting among workers especially in the public sector organizations, is becoming a worrisome phenomenon in the nation at large. The causes of these industrial action can be attributed to many factors associated with employment relations. Studies have indicated specific issues that can adversely affect employee relations and ultimately lead to workplace conflict, promotion issue, reward system, career development, work-life-balance, employee participation in decision making within the public sector system. One of the imperative factors is inequitable pay which has an adverse effect on job performance (Adeniji & Osibanjo, 2019) <sup>[3]</sup>.

Inequitable pay is an indispensable factor that occurs as a result of cost reduction (Aluko, 2017) <sup>[5]</sup>. Rigid bureaucratic structure and organizational climate (Spector, 2018) <sup>[30]</sup> and uncertainty (Pinder, 2018) <sup>[26]</sup> also affect employees' satisfaction negatively. Carter and Aston (2022) <sup>[8]</sup> revealed that coercion and poor team building affects corporate performance. Other mitigating sources include lack of participation/involvement in decision making (Nolan, 2018); longer working hours (Aluko, 2017) <sup>[5]</sup>, inadequate capacity development (Gennard & Judge, 2019) <sup>[12]</sup>, insufficient welfare services (Cooper & Payne, 2008) <sup>[9]</sup>; poor relationship with supervisors and colleagues (Oakland & Oakland, 2021) <sup>[18]</sup>; increased industrial hazard (Siegel, Schraeder & Morrison, 2017; Harlow & Lawler, 2020) <sup>[13]</sup>; job insecurity (Manjunath & Rajesh, 2022) <sup>[15]</sup> and delay in payment of salary. Though few studies have been conducted in the Western world using other sectors, but limited or no empirical studies have been conducted using public sector organizations in Nigeria. Therefore, this study attempts to

examine whether the results achieved in the western world can be replicated with a wider scope in Nigeria. It is against these backdrops that this study examines the effect of industrial relations practice on the productivity of the public sector in Nigeria.

### Objectives of the Study

The broad objective of this study is to examine the effect of industrial relations practices on the productivity of the public sector in Nigeria. The specific objectives are to:

1. Determine effect of career development practice on organizational market share in Nigeria public sector.
2. Examine effect of work-life-balance practice on organizational total quality in Nigeria public sector.

### Conceptual Review

#### Industrial Relations

Industrial relations is a set of organizational functions and practices that deals with issues related to people as staffing, compensation and benefits, performance management, organization development, health and safety, communication, and administration. Industrial relations Practices are viewed as ambiguous over the past years. Competition forced industrial relations to perform a strategic role as a business partner instead of adopting industrial relations practices only to take disciplinary actions and advocating employees (Spector, 2018) <sup>[30]</sup>. Oguwa, (2022) <sup>[20]</sup> defined that industrial relations is to manage relationship between employer and employees with ultimate objectivity of achieving optimum level of productivity in terms of goods and services, employee motivation taking preventive measures to resolve problems that affect adversely the working environment. Industrial relations managers exercise their expertise to provide guidelines to the line managers how to improve performance and behavior of the employees. Industrial relations managers provide assistance to the business managers in resolving employee grievances, disputes and legal matters. This is one of the basic responsibilities of industrial.

#### Productivity of Public Sector in Nigeria

Employee productivity is an assessment of the efficiency of a worker or group of workers. In actual terms, productivity is a component which directly affects the company's profits (Adejuwon, 2020) <sup>[2]</sup>. Productivity may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average out for employees doing similar work. It can also be assessed according to the amount of units of a product or service that an employee handles in a defined time frame (Adeniji & Osibanjo, 2019) <sup>[3]</sup>. As the success of an organization relies mainly on the productivity of its employees, therefore, employee productivity has become an important objective for businesses (Frank & Jeffrey, 2020) <sup>[11]</sup>.

#### Contextual Literature

##### Career development practice and organizational Market Share in Nigeria public sector

There are numerous methods of manpower training that an organization can utilize and this largely depends on the objectives of the organization. The specific approach chosen by an organization would be determined by the cost of the training, available time and number of people to be trained.

Approaches to manpower training can be considered fewer than three main subtitles: on- the-job training; off-the-job training; and simulation methods (Armstrong & Stephens, 2016)<sup>[7]</sup>.

### **On- the-job training**

On-the-job training is a broadly used technique, where the learning takes place in the work environment. This method is performed in the context of work, at the same time the actual work is being performed. Most organizations prefer on-the-job training for the acquisition of effective skills and abilities. On-the-job training could take the following forms: Orientation/induction training, apprentice training, job rotation and coaching (Ehiane, Adejuwon & Goyayi, 2019)<sup>[10]</sup>.

### **Off-the-Job Training**

These are professional training aimed at exposing employees to new techniques adopted in modern work environments. They are usually performed on full-time basis in educational institutions like, universities, polytechnics, colleges and so forth, lasting through a specific period (Malaolu & Ogbuabor, 2013). Off-the-job training happens when employees are transferred or moved to another location outside their work environment to receive training. The major disadvantage of this type of training is that employees after acquiring better skills or experiences may resign for a job with higher pay. The forms of off-the-job training are listed as follows: formal training, guided discussion, programmed instruction, workshops, seminars and conferences:

### **Work-life-balance practice and organizational Total Quality in Nigeria public sector Alternative Work Arrangement**

Alternative work arrangements are program designed by organization to save cost and achieve additional benefits for the organizations. Ideally, alternative work arrangements can decrease facility and employee related costs and improve employee recruitment, retention, and morale (Konrad & Mangel, 2000). According to Smith, Johnson and Muller, (2019)<sup>[28]</sup> the benefits of alternative work arrangement are: improved morale and reduced stress by giving staff more options to balance work and family demands; increased customer service by expanding department hours; retention of valued staff; increased staff productivity and better planning for staff absences. Typical alternative work arrangements include compressed workweeks, telecommuting, flexi-time, job sharing and part-time work.

### **Organizational Leave Policy**

Often work life balance practices do not achieve their desired aim because of lack of use. And these practices do not work if employees remain unaware of work life entitlements. A survey revealed that 50% of workers do not know about family-friendly policies offered by their organization (Nayak & Sharma, 2018)<sup>[16]</sup>. In fact, many Employees are reluctant to use the practices in spite of knowing them. In comparison to female employees, few men use these family leave programs. They opt for vacation or some days off because of child birth or other family event. There is a great deal of evidence on how male and female employees are perceived differently on taking family

leaves. Women are perceived similar regardless of their choice of these programs while men on the other hand are not viewed as good citizens if they take family leave. Because male employees give priority to work before family, do not help coworkers and prove to be less punctual in presence of these programs (Ojo, Salau & Falola 2022)<sup>[21]</sup>.

### **Managerial Support/Child Care Facilities**

Support from management is one factor that cannot be neglected in implementing work-life balance programs. Allen (2021) defined a supportive manager as the one who is sympathetic to the employee's desires to seek balance between work and other life domains and who engages in efforts to help the employee accommodate his or her work and family responsibilities. Study found that supervisory support was an important source of support in coping with problems associated with work and family conflict (Okeya, Ajayi, Olamide & Owoniyi, 2020)<sup>[22]</sup>. Even the success of work life balance practices is dependent on supervisor's attitude, skills and behavior. It is in an attempt to assist employees towards an improved management of their work and non-work tasks that many organizations have employed work-life balance initiatives. Oludayo, Gberebie, DejiPopoola & Omonijo 2022)<sup>[23]</sup> opined that any benefit, working condition, or personnel policy that has been shown empirically to decrease job-family conflicts among employees. Previous findings in literature reveal that one of the most important components of the informal support received by the employee is a supportive manager (Oludayo, Gberebie, Popoola & Omonijo, 2015<sup>[24]</sup>; Orogbu, Onyeizugbe & Chukwuemeke 2020).

### **Theoretical Foundation of the Study Victor Vroom's Expectancy Theory**

This theory was formulated by Victor Vroom in 1964; the expectancy model of motivation is useful for analyzing and explaining the motivation of individuals in an organization setting. The model does not explain the factors or content of what motivates people to work as do the theories of Maslow and Herzberg. Rather it helps one to understand the thought processes (which may be conscious and organized but which also can be subconscious or disorganized) that an individual goes through in deciding whether or not to exert the effort to try to achieve any of various possible goals. It is a useful tool for analysis and research. But the expectancy model does not offer specific substantive answers for managers who are trying to improve the motivational climate for their work units.

To understand the expectancy model, one must first learn the meaning of three concepts used in expressing the model. These are valence, expectancy, and instrumentality.

**Valance:** Is the degree or extent to which a person desires a particular outcome. It can be measured by asking an individual to state how important any of various outcomes or goals are to him. Other terms that can be used to represent the concept of valance are preference, expected utility, or affective orientation toward a particular outcome.

**Expectancy:** Is the perceived probability that effort or behavior by the person will yield a particular outcome or result. This probability is subjectively determined by the individual.

**Instrumentality:** Is the degree or extent to which the person believes the attainment of the first level outcome will yield a second level outcome (which is the ultimate goal of the person/ A second level outcome is a human need such as companionship, security respect of others, or accomplishment.

Vroom's expectancy model of motivation has been tested empirically by a great many academic scholars and researchers. The results of these investigations have generally been supportive of its theoretical constructs and formulation. The researchers generally determine the valences and expectations by directly asking employees questions about their goals and perceptions of likelihoods of achieving them.

The practical value of the expectancy model for managers is that it demonstrates that motivation is highly individualized from person to person. The manager must throw the special concerns and strengths of his people. If he desires to obtain particular kinds of performance from them, he must inform them of the connections between performance and reward. He must learn of their motivational force of individuals through supportive performance appraisal discussions. An example of how the expectancy model works:

Valence X  $\longrightarrow$  Expectancy  $\longrightarrow$  Motivation  $\longrightarrow$   
Action Outcomes (goal Attainment) Satisfaction  $\longrightarrow$

### Empirical Review

Oguwa, (2022) <sup>[20]</sup> conducted a study to evaluate the influence of employee relations strategies on Organizational performance in Kenya Commercial Bank Kisumu Branch. This research study established five components of employee relations strategies namely; staffing and promotions, employee training and development, performance appraisal, job analysis and job description and finally employee reward system. The sample population of the study included all the sixty of the branch's staff population and the research design was descriptive with instrumentation of questionnaires and in-depth interview of top level management, sampling design was used in the research study, data collection was stratified using random sampling since the research was not dealing with homogenous respondents. Data analytical technique was mean, standard deviation and simple percentage. The study found that staffing and promotions, employee training and development, performance appraisal, job analysis and job description and finally employee reward system as components of employee relations strategies significantly influence organizational performance and therefore various strategies to strengthen these components of employee relations strategies should be put in place. The study recommended that a similar study should be carried out in various organizations in other sectors of the economy to complement the findings.

Kyasimiire, (2021) <sup>[14]</sup> conducted as study impact of employee relations on organizational performance a case study of electricity supply commission Uganda limited. The purpose of the study was to determine how good employee relations improve staff performance in organizations. The company is the largest producer of electricity in Africa, it is among the top seven utilities in the world in terms of generation capacity and among the top nine in terms of sales. It operated Kendal Power station, the largest coal fire power station in the world and Koeberg nuclear plant in

Africa. Its headquarters were in Johannesburg and it had country offices in Uganda, Nigeria and Mali. In Uganda, the company has taken over the operations and maintenance of two power stations of Nalubale, and Kiira since 2003. The findings of the research showed that 80% of the respondents strongly agreed and 20% agreed on the statement the employee relation had an impact on organizational performance. The study recommends employee relations should be taken seriously because it had a great contribution to building the institutional image and increase staff performance in the organization.

Adwoa-Ackon, (2018) investigated the influence of employee relations on productivity of selected publishing firms in Accra Metropolis. Specifically, the study seeks to: examine the employee-employer relations among selected publishing firms in the Accra Metropolis; test the relationship between employee-employer relations and productivity of selected publishing firms in the Accra Metropolis. Structured questionnaires were administered to 135 regular staffs of six selected publishing firms. The data analytical techniques were descriptive statistics and Pearson's correlation coefficient. The findings revealed that there is good employee-employer relations in the selected publishing firms in Accra Metropolis. In ranking, shared goals and values had the highest degree of consent from employees, then human resource practices, followed by communication and then leadership styles and lastly, trust. Further analysis showed that, there is high level of productivity among the selected publishing firms in the Accra Metropolis over the past two years. More importantly, employee-employer relations had a positive and significant relationship with the productivity of the selected publishing firms in the Accra Metropolis ( $r = .608$ ,  $n = 125$ , sig value  $< 0.01$ ). The study recommends that publishing firms should pay special attention to employee relations; publishing firms should focus on training as a very helpful strategy to develop the employees' skills and abilities to enable them carry out their tasks effectively.

Omuya, (2018) investigated the influence of employee relations on employee performance in Public Universities in Kenya. The specific objective of the study was to establish the influence of employee relations as an HRM Practice on employee performance in selected public universities in Kenya. Sample size of 125 human resource personnel was drawn from the entire population. The data analytical techniques were descriptive statistics and regression analysis. The findings of the study showed that most of the respondents were not sure that recruitment and selection as an HRM practice has contributed to employee performance in public universities in Kenya. The findings also showed that most of the respondents agreed or strongly agreed that employee training has contributed to employee performance in public universities in Kenya. It was also established that most respondents strongly agreed or agreed that good compensation and reward have contributed to employee performance, a while a good number of respondents strongly led to good performance in public universities. The study recommends that public universities should adhere to all the guidelines stipulated in the HRM Practices to enhance employee performance and productivity.

Worlu, Adewale, Olaleke, Odunayo and Ebeguki, (2016) <sup>[31]</sup> examined impact of employee relations strategy on performance in Lagos State University, South-West, Nigeria. the specific objective of the study was investigate

the impact of organizational policies, promotion, equity, recognition and mentoring on job performance in Lagos State University, Southwest, Nigeria. A model was developed and tested using One hundred and thirty-six (136) copies of valid questionnaire, which were completed by staff in the State-owned university, Lagos, Nigeria. Structural Equation Modeling was adopted to test the hypotheses and relationships that might exist among variables. Empirical results of the analysis indicate that equity, promotion, mentoring and recognition have positive influence on employees' performance. While in the opposite direction, organizational policies have negative and insignificant effect on job performance. The study suggests that increase in employees' performance will require that managers pay more attention to friendly organizational policies.

**Gaps in Literature**

Oguwa, (2022) [20] conducted a study to evaluate the influence of employee relations strategies on Organizational performance in Kenya Commercial Bank Kisumu Branch focused five components of employee relations strategies namely; staffing and promotions, employee training and development, performance appraisal, job analysis and job description and finally employee reward system which are not proxies of industrial relation practices. The study conducted by Omuya, (2018) investigated the influence of employee relations on employee performance in Public Universities in Kenya and the research work was not domiciled in Nigeria but in Kenya. The study that focused on examining the effect of industrial relations practice on the productivity of the public sector in Nigeria covered literature gaps by adding correct variables of industrial relation strategies such as career development practice and work-life-balance practices to the existing model.

**Methodology**

The research design was descriptive survey method. Study Area was Port Harcourt city River State. The sample size of 399 respondents were drawn from population of 503 staff of Port Harcourt Electricity Distribution Company (PHED) in River State Nigeria. The choice for only staff of the organization was owing to the nature of this study. The consideration about Port Harcourt Electricity Distribution Company (PHED) in River State Nigeria was due to

accessibility and availability of data. The study used structured questionnaire to obtain data. Research questions of the study were answered using mean score and standard deviation. The hypotheses were tested using single regression analysis.

**Data Presentation and Analysis**

**Table 1:** Comprehensive Demographic of Respondents

| Title                             | Frequency | Percentage |
|-----------------------------------|-----------|------------|
| <b>Questionnaire Distribution</b> |           |            |
| Questionnaires Distributed        | 399       | 100%       |
| Returned Questionnaires           | 240       | 61%        |
| Not Returned Questionnaires       | 159       | 39%        |
| <b>Gender</b>                     |           |            |
| Female                            | 170       | 55%        |
| Male                              | 94        | 45%        |
| <b>Age Bracket</b>                |           |            |
| 21-30 Years                       | 130       | 39%        |
| 31-40 Years                       | 80        | 32%        |
| 41-50 Years                       | 49        | 20%        |
| 51Years – above                   | 5         | 9%         |
| <b>Marital Status</b>             |           |            |
| Married                           | 145       | 60%        |
| Single                            | 83        | 35%        |
| Widow/widower                     | 7         | 3%         |
| Divorce                           | 5         | 2%         |

Sources: Field Survey, 2021

Three hundred and ninety-nine (399) copies of questionnaires were designed and distributed to the respondents. Out of the 399 Questionnaires distributed, 240 (61%) were completed and returned while 159 (39%) were not returned. Therefore, 61 percent respondents were a good representation. The study showed the respondents profile in frequency and percentage distribution of gender, age bracket and marital status.

**Data Analysis**

**Question One:** What is the extent to which career development practice effect organizational market share in Nigeria public sector?

**Table 2:** Mean rating of responses of respondents on what is the extent to which career development practice effect organizational market share in Nigeria public sector?

| S. No      | Questionnaire Item   | VGE(5) | GE(4) | M(3) | LE(2) | VLE(1) | Total | Mean  | SD     |
|------------|--|--------|-------|------|-------|--------|-------|-------|--------|
| 1          | Induction training designed for newly engaged employees to get them acquainted with the overall requirement of the organization such as norms, ethics, goals, rules and regulations. | 870    | 148   | 42   | 20    | 5      | 1085  | 4.520 | 0.102  |
|            |  | 174    | 37    | 14   | 10    | 5      | 240   |       |        |
|            |  | 62%    | 21%   | 8%   | 6%    | 3%     | 100%  |       |        |
| 2          | Job rotation enables management to discover employee's area of interest and to improve on his experiences especially in other area or tasks  | 770    | 228   | 36   | 22    | 6      | 1062  | 4.425 | 0.088  |
|            |  | 154    | 57    | 12   | 11    | 6      | 240   |       |        |
|            |  | 50%    | 33%   | 7%   | 6%    | 5%     | 100%  |       |        |
| 3          | Formal education provides opportunity to employee to get professional training and skills with certificate   | 790    | 204   | 66   | 14    | 2      | 1076  | 4.483 | 0.098  |
|            |  | 158    | 51    | 22   | 7     | 2      | 240   |       |        |
|            |  | 53%    | 29%   | 13%  | 4%    | 1%     | 100%  |       |        |
| 4          | Programmed instruction creates confidence in an employee to enable him operates his tasks without obstacles and with efficiency and effectiveness.                                   | 825    | 136   | 60   | 24    | 9      | 1054  | 4.392 | 0.093  |
|            |  | 165    | 34    | 20   | 12    | 9      | 240   |       |        |
|            |  | 57%    | 19%   | 11%  | 7%    | 5%     | 100%  |       |        |
| Grand Mean |  |        |       |      |       |        |       | 4.455 | 0.0955 |

Table 2 shows that the respondents indicated their option on what is the extent to which career development practice effect organizational market share in Nigeria public sector.

The research items 1,2,3,4 have mean score of above 4.0 point respectively and it was rated great extent by respondents. The study showed that career development

practice has significant effect organizational market share in Nigeria public sector since formal education provides opportunity to employee to get professional training and skills with certificate (grand mean (4.455) is greater than cut-off mean (3.00).

**Question Two:** What is the extent to which work-life-balance practice effect organizational total quality in Nigeria public sector?

**Table 3:** Mean rating of responses of respondents on what is the extent to which work-life-balance practice effect organizational total quality in Nigeria public sector?

| S. No      | Questionnaire Item  | VHE(5) | HE(4) | M(3) | LE(2) | VLE(1) | Total | Mean  | SD    |
|------------|---|--------|-------|------|-------|--------|-------|-------|-------|
| 1          | Organizational leave policy practices have made it compulsory for organization to look outside human resources intervention                             | 835    | 188   | 42   | 14    | 5      | 1084  | 4.517 | 0.101 |
|            |   | 167    | 47    | 14   | 7     | 5      | 240   |       |       |
|            |   | 5%     | 27%   | 8%   | 4%    | 3%     | 100%  |       |       |
| 2          | Leave policy practices have become an important part of organization benefit programs and reward packages   | 860    | 228   | 21   | 6     | 1      | 1116  | 4.650 | 0.115 |
|            |   | 172    | 57    | 7    | 3     | 1      | 240   |       |       |
|            |   | 61%    | 33%   | 4%   | 2%    | 1%     | 100%  |       |       |
| 3          | Tele-working work arrangement allows employees to attend to family and workplace exercise without physical restrictions of their offices                | 790    | 204   | 66   | 14    | 2      | 1076  | 4.483 | 0.098 |
|            |   | 158    | 51    | 22   | 7     | 2      | 240   |       |       |
|            |   | 53%    | 29%   | 13%  | 4%    | 1%     | 100%  |       |       |
| 4.         | Flexitime work arrangement helps to enhance team skills as well as leadership and gives employee an opportunity to work and learn from other experience | 830    | 132   | 60   | 24    | 9      | 1055  | 4.396 | 0.089 |
|            |   | 166    | 33    | 20   | 12    | 9      | 240   |       |       |
|            |   | 58%    | 19%   | 11%  | 7%    | 5%     | 100%  |       |       |
| Grand Mean |   |        |       |      |       |        |       | 4.512 | 0.300 |

Table 3 shows that the respondents indicated their option on what is the extent to which work-life-balance practice effect organizational total quality in Nigeria public sector. The research items 1,2,3,4 have mean score of above 4.0 point respectively and it was rated great extent by respondents. The study showed that work-life-balance practice has significant effect organizational total quality in Nigeria public sector since tele-working work arrangement allows employees to attend to family and workplace exercise without physical restrictions of their offices (grand mean (4.512) is greater than cut-off mean (3.00).

regressed against organizational market share. The result of the single-regression analysis showed the model to examine the effect of career development practice on organizational market share.

**Test of Hypotheses**  
**Hypothesis One**

H<sub>1</sub> = Career development practice has no significant effect on organizational market share in Nigeria public sector.

$$\text{Organizational market share} = 0.057 + 0.488 \text{ Career Development Practices}$$

The empirical result showed that the coefficient of career development practice has positive effect on organizational market share; it means that career development practice has positive and direct effect on organizational market share. The results of the t – statistics denoted that the coefficient was statistically significance. This is because observed values of t – statistics (8.887) is greater than its P-values (0.000). The results of the F – statistical test showed that the overall regression of the hypothesis one was statistically significance. This was because observed value of the F – statistics (12.208) was greater than its P-value (0.000). Again, our empirical result showed that the Pearson product moment correlation analysis (r) was 0.947. The strength of relationship between the two variables was high. However, we rejected the null hypothesis and concluded that career development practice has positive and significant effect on organizational market share Nigeria public sector.

| Model Summary  |                   |                |                   |                            |        |                   |
|--|-------------------|----------------|-------------------|----------------------------|--------|-------------------|
| Model  | R                 | R Square       | Adjusted R Square | Std. Error of the Estimate |        |                   |
| 1  | .947 <sup>a</sup> | .897           | .897              | .33681                     |        |                   |
| a. Predictors: (Constant), Career Development Practice |                   |                |                   |                            |        |                   |
| ANOVA <sup>a</sup>                                     |                   |                |                   |                            |        |                   |
| Model  |                   | Sum of Squares | Df                | Mean Square                | F      | Sig.              |
| 1  | Regression        | 38.003         | 1                 | 38.003                     | 12.208 | .000 <sup>b</sup> |
|  | Residual          | 744.007        | 239               | 3.113                      |        |                   |
|  | Total             | 782.01         | 240               |                            |        |                   |
| a. Dependent Variable: Organizational Market Share     |                   |                |                   |                            |        |                   |
| b. Predictors: (Constant), Career Development Practice |                   |                |                   |                            |        |                   |

**Test of Hypothesis Two**

H<sub>2</sub> = Work-life-balance practice has no significant effect on organizational total quality in Nigeria public sector.

| Coefficients <sup>a</sup>                          |                             |                             |            |                           |       |      |
|--|-----------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model  |                             | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|  |                             | B                           | Std. Error | Beta                      |       |      |
| 1  | (Constant)                  | .057                        | .110       |                           | .515  | .607 |
|  | Career Development Practice | .488                        | .055       | .947                      | 8.887 | .000 |
| a. Dependent Variable: Organizational Market Share |                             |                             |            |                           |       |      |

| Model Summary  |                   |                |                   |                            |        |                   |
|--|-------------------|----------------|-------------------|----------------------------|--------|-------------------|
| Model  | R                 | R Square       | Adjusted R Square | Std. Error of the Estimate |        |                   |
| 1  | .931 <sup>a</sup> | .866           | .865              | .26055                     |        |                   |
| a. Predictors: (Constant), Work-life-balance Practices |                   |                |                   |                            |        |                   |
| ANOVA <sup>a</sup>                                     |                   |                |                   |                            |        |                   |
| Model  |                   | Sum of Squares | Df                | Mean Square                | F      | Sig.              |
| 1  | Regression        | 47.205         | 1                 | 47.205                     | 11.604 | .000 <sup>b</sup> |
|  | Residual          | 972.252        | 239               | 4.068                      |        |                   |
|  | Total             | 1019.457       | 240               |                            |        |                   |

In testing this hypothesis, career development practice was

| a. Dependent Variable: Organizational total quality    |                             |            |                           |       |      |
|--|-----------------------------|------------|---------------------------|-------|------|
| b. Predictors: (Constant), Work-life-balance Practices |                             |            |                           |       |      |
| Coefficients <sup>a</sup>                              |                             |            |                           |       |      |
| Model  | Unstandardized Coefficients |            | Standardized Coefficients | T     | Sig. |
|  | B                           | Std. Error | Beta                      |       |      |
| 1 (Constant)   | .810                        | .089       |                           | 9.111 | .000 |
| 1 Work-life-balance practice                           | .322                        | .050       | .931                      | 6.446 | .000 |
| a. Dependent Variable: Organizational total quality    |                             |            |                           |       |      |

In testing this hypothesis, work-life-balance was regressed against organizational total quality. The result of the single-regression analysis showed the model to examine the effect of work-life –balance practice on organizational total quality in Nigeria public sector.

Organizational total quality = 1.614 + 0.670 Work-life-balance Practice

The empirical result showed that the coefficient of work-life –balance practice has positive effect on organizational total quality; it means that work-life –balance practice has positive and direct influence on organizational total quality. The results of the t – statistics denoted that the coefficient of work-life –balance practice was statistically significance. This is because observed values of t – statistics (6.446) was greater than its P-values (0.000). The results of the F – statistical test showed that the overall regression of the hypothesis two was statistically significance. This was because observed value of the F – statistics (11.604) was great than its P-value (0.000). Again, our empirical result showed that the Pearson product moment correlation analysis (r) was 0.931. The strength of relationship between the two variables was high. However, we rejected the null hypothesis and concluded that work-life –balance practice has positive and significant effect on organizational total quality Nigeria public sector.

### Summary of Findings

The following are the major findings of the study:

The findings of the study revealed that career development practice has positive and significant effect organizational market share in Nigeria public sector since formal education provides opportunity to employee to get professional training and skills with certificate (t – Statistics (8.887) > P – value (0.000).

The findings of the study revealed that work-life-balance practice has positive and significant effect organizational total quality in Nigeria public sector since tele-working work arrangement allows employees to attend to family and workplace exercise without physical restrictions of their offices (t – statistics (6.446) > P – value (0.000).

### Conclusion

The study concludes that industrial relations practice has positive and significant effect on the productivity of the public sector in Nigeria. The major industrial relation practice in Nigeria public sector are career development practice and work-life-balance practice. Induction training designed for newly engaged employees to get them acquainted with the overall requirement of the organization such as norms, ethics, goals, rules and regulations, job rotation enables management to discover employee's area of

interest and to improve on his experiences especially in other area or tasks and programmed instruction creates confidence in an employee to enable him operates his tasks without obstacles and with efficiency and effectiveness. Organizational leave policy practices have made it compulsory for organization to look outside human resources intervention, leave policy practices have become an important part of organization benefit programs and reward packages and flextime work arrangement helps to enhance team skills as well as leadership and gives employee an opportunity to work and learn from other experience.

### Recommendations

Based on the findings of this study, the following recommendations were made.

1. Management of Nigeria public sector should establish relationship that is characterized by a concern for equity and justice and this will require the communication of sufficient information about changes and developments. Employees should be treated fairly and honestly.
2. Management of Nigeria public sector should motivate employee by work recognition and should be established to encourage employee to perform consistently and put their best effort in work. Employees' input should be recognised and valued by the employer.

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