MANAGEMENT-LABOUR RELATIONS AND PRODUCTIVITY AT INTERCOLOR MANUFACTURING COMPANY, ENUGU STATE, NIGERIA

ASILEBO, AMARACHI FAVOUR
GOU/U22/MAN/289

DEPARTMENT OF BUSINESS ADMINISTRATION
FACULTY OF MANAGEMENT AND SOCIAL SCIENCES
GODFREY OKOYE UNIVERSITY, UGWUOMU-NIKE, ENUGU STATE

JULY, 2026

MANAGEMENT-LABOUR RELATIONS AND PRODUCTIVITY AT INTERCOLOR MANUFACTURING COMPANY, ENUGU STATE, NIGERIA

ASILEBO, AMARACHI FAVOUR
GOU/U22/MAN/289

A PROJECT SUBMITTED TO THE DEPARTMENT OF BUSINESS ADMINISTRATION, FACULTY OF MANAGEMENT AND SOCIAL SCIENCES, GODFREY OKOYE UNIVERSITY, UGWUOMU-NIKE, ENUGU STATE, IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF BACHELOR OF SCIENCE (B.Sc.) DEGREE IN MANAGEMENT

SUPERVISOR:
DR. NICHOLAS A. ONYIA

JULY, 2026

DECLARATION

I, Asilebo Amarachi Favour (GOU/U22/MAN/289), hereby declare that this project titled "**Management-Labour Relations and Productivity at Intercolor Manufacturing Company, Enugu State, Nigeria**" presented by me in partial fulfilment of the requirements for the award of Bachelor of Science degree in Management, in the Department of Business Administration, Faculty of Management and Social Sciences, Godfrey Okoye University, Ugwuomu-Nike, Enugu State, is my original work and has not been submitted either in part or full for any other degree or diploma in this or any other institution. All the materials and authors quoted were dully acknowledged.

______________________ ______________________

Asilebo Amarachi Favour **Date**

GOU/U22/MAN/289

APPROVAL

We hereby certify that this project titled "Management-Labour Relations and Productivity at Intercolor Manufacturing Company, Enugu State, Nigeria" has been duly presented by Asilebo Amarachi Favour (GOU/U22/MAN/289). It has been accepted and approved in partial fulfilment of the requirements for award of Bachelor of Science (B.Sc) degree in Management of the Department of Business Administration, Faculty of Management and Social Sciences, Godfrey Okoye University, Ugwuomu-Nike, Enugu State..

________________________ ____________________

Dr. Nicholas A. Onyia **Date**
Supervisor

________________________ ____________________

Rev. Fr. Dr. Kenneth Obodoagu **Date**
Head of Department

________________________ ____________________

Prof. John Odoh **Date**
Dean of Faculty

________________________ ____________________

External Examiner **Date**

DEDICATION

This project is dedicated to Almighty God.

ACKNOWLEDGEMENTS

I give all glory and thanks to Almighty God, whose grace and guidance have sustained me throughout this work. His blessings and strength made every step possible.

My heartfelt gratitude goes to my supervisor, Dr Nick Onyia for his committed guidance, useful suggestions, and patience. My appreciation goes to the Dean of FMSS prof. John Odoh, lecturers and staff of the Department of Business Administration, Godfrey Okoye University, for the knowledge and assistance they inculcated in me during my academic programme.

Also, my application goes to our HOD Fr. Kenneth Obodoagu and other staffs Dr. Mrs. Ogochuwkwu S.E. Nebo, Prof. Johnny Eluka, Dr. Anthony Obiora Ude, Prof. Okolie Ifeanyi, Prof. Nicholas Ngozi Igwe, Mr. Isaac Agbe and Prof. Nick Igwe. Thank you for your significant contribution to the department.

A very special thanks to the secretary of the department, Miss Cynthia, for her constant support to the department and even to us. I sincerely express my deep appreciation to my guidance and love Dr. Asilebo Ijeoma for her direction, encouragement, constant support love, sacrifice and prayers. My profound appreciation goes to my mom, Mrs. Asilebo Juliet, for their unwavering love, prayers, and support. I am also deeply grateful to my brother. Asilebo Ifeanyi Daniel for his encouragement and constant motivation.

To my best friend Mbanugo Chinweoke, thank you for your support and love so far. To my other wonderful friends Ogechi, Chisom, Empress and Cynthia, I love you guys. To course mate who contributed in one way or another. I sincerely thank you.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABSTRACT

This study examined the management–labour relations and productivity at Intercolor Manufacturing Company, Enugu State, Nigeria. Specifically, the study investigated the influence of communication, collective bargaining, employee participation, and conflict resolution on organizational productivity. The study was anchored on the Human Relations Theory and adopted a descriptive survey research design. The entire population that made up this study was a total of 320 employees of Intercolor Industries Limited from which using Yamane's formula a sample of 178 respondents were selected and used for the study. Data which were provided for analysis were gathered & collected using a structured questionnaire and the analysis was performed by means of using both qualitative and descriptive statistical data, and also using multiple regression with the aid of SPSS version 25. The findings made from this study showed that communication has positively influenced organizational productivity ($\beta = .318$, $t = 4.417$, $p < .05$). Additionally, collective bargaining has positively influenced organizational productivity ($\beta = .241$, $t = 3.544$, $p < .05$). Employee participation has positively influenced organizational productivity ($\beta = .286$; $t = 3.813$; $p < .05$) and conflict resolution has also contributed to positively influencing organizational productivity ($\beta = .197$; $t = 2.432$; $p <.05$). Based on these findings, it was concluded that good management-labor relations create an environment in which there will be a harmony at work, increased employee commitment, increased organizational productivity for manufacturing companies, and therefore this study recommended double or extended communication systems, in order to create more transparent collective bargaining processes, provide more avenues for employees to participate in decision making and utilize more effective and efficient methods of conflict resolution to promote sustainable organizational productivity and industrial peace.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

As a key contributor to economic growth, manufacturing develops industries, encourages value-added processing, and creates numerous job opportunities for many people. Nigeria's manufacturing sector continues to identify itself as a foundation for diversification even in the midst of challenges like poor electricity supply, a rise in the cost of goods produced and inconsistent adherence to policies. Recent analyses indicate that manufacturing in Nigeria can increase its contribution to the Gross Domestic Product (GDP) of Nigeria by increasing the productivity of firms (KPMG, 2025; Ifeanyi, 2025). This reinforces the need for further study to understand those organisational aspects that influence firm productivity, specifically in regions where manufacturing production is progressing, such as Enugu State.

Productivity refers to the effectiveness to which an organisation uses its inputs to produce outputs that are valuable; this effectiveness must be measured consistently, efficiently and competitively. Many factors contribute to productivity, including but not limited to, the ability of the organisation's workforce, the technology that is adopted by the organisation, the amount and/or quality of capital utilised by the organisation, the quality of the work environment and how effectively the organisation is managed. As detailed by studies conducted in Nigeria, studies have emphasised that strategic leadership practices, properly configured work systems and efficient management of human resources are critical contributors to improving the output of a firm and minimising the waste that the firm has incurred in producing its products (Okeke et al., 2025; Ifeanyi, 2025). Leaders are a key component of any organization, as they encourage employees to work hard and stay engaged, while providing the environment necessary for creativity and ingenuity and problem solving (Agap 2025; Peter 2023). Participation, equity and transparency in leadership makes employees more dedicated to their job tasks by providing them with discretionary effort, which increases productivity. For example, the type of relationship between management and labour in business organizations can enhance their level of productivity.

Management-labour relations are a fundamental element of organizations that impact organisations productivity levels. They include the pattern of management-employee interaction including communication, negotiating and collective bargaining processes, methods for employee participation in decision making and how conflict resolution is performed. Effective management of labour relations provides the employees with an understanding of the organisation's goals, avenues to express their concerns and avenues for participating in decisions that affect their jobs. A positive management-labour relationship will create an environment of effective communication, collective bargaining, management by participation and conflict resolution. Such an effective management-labour relationship will create opportunities for employees to have clarity in communication, which will reduce errors; collectively bargained agreements with employees to establish fair working conditions; involvement by employees in developing decisions regarding the organisation's operations; and the establishment of conflict resolution procedures will decrease disruptions and result in increased operational stability (Nworgu 2024). In addition, some studies conducted in Nigeria have indicated that companies, which have effective communication channels and management by participation, will generally have fewer disputes, higher employee morals and smoother operations all of which will lead to higher levels of productivity (Onyekwelu 2025; Oni 2025).

Research conducted both globally and nationally reinforces the importance of managing labour relations to improve productivity. Research from the International Labour Organization shows that social dialogue, conditions of work that are fair and equitable, and the ability to resolve disputes are critical foundation elements for achieving sustainable improvements in productivity (ILO 2020; ILO 2023). Leadership studies across regions have found that when leaders are supportive and inclusive of their employees, worker engagement, output and performance increases; even within a resource-constrained environment (Oni 2025). In Nigeria, evidence suggests, at the national level, that unresolved grievances, poor employees' reward systems, and adversarial labour relations have resulted in production loss and decreased competitiveness among manufacturing firms (Nworgu & Amadi 2024; Okeke et al. 2025). Conversely, firms that create an atmosphere of mutual trust and provide for stable labour relations will also experience fewer disruptions and higher performance indices than other competing firms.

Similar patterns have emerged within the state of Enugu, with new research showing that manufacturing firms in many subsectors are struggling with communication gaps, limited workers' involvement in decision-making, and protracted grievance management procedures. The result of these challenges is often a decrease in the workers' enthusiasm toward their work, delayed production processes, and avoidable conflict (Nworgu & Amadi 2024). Companies who've embraced participative methods; made human resource investments into educational/ training programs; as well as established the channels to keep open lines of communication have been able to create better coordinated systems, produce more reliable output and gain increased employee commitment (Onyekwelu, 2025; Ifeanyi, 2025). However, the number of studies conducted that look at how the labor and management relationships have worked together with leadership to increase productivity for businesses in Intercolor Industries Limited is still rare. As such, this present study focused on Intercolor in Enugu state to determine how improving management-labor relations will support increased organizational efficiencies. In doing so, it filled a void in research at the regional level and provided findings specific to the local context that will contribute to the ongoing development of industries within the region, and aid in developing strategies designed to improve communication, bargaining, employee involvement, and conflict resolution as ways to increase productivity.

1.2 Statement of the Problem

The manufacturing sector in Nigeria holds considerable promise for driving economic growth, employment and industrial development. Yet over recent years many manufacturing firms in Nigeria have under-performed relative to potential, a situation that raises concern about internal organizational dynamics and their effects on output. Empirical evidence from Nigerian manufacturing shows that firm-level productivity faces serious constraints linked to labour management and industrial relations practices (Abdu, Jibir & Abdullahi, 2021; Nworgu & Amadi, 2024). Given the limited or dearth of research specific to Intercolor Industries Limited, there is a pressing need to investigate the extent to which management-labour relations influence productivity within the enterprise.

Productivity is influenced by both human and managerial factors. However, many organisations suffer from poor integration of their workforce, ineffective negotiation techniques, and little involvement of employees in decision making (Nworgu & Amadi, 2024; Olabiyi, 2022). Within these organisations, misunderstandings and grievances that go unaddressed can result in a lack of employee commitment to the organisation. This ultimately leads to inefficiencies, waste, delays in production, and high levels of employee turnover. The severity of these issues is only increased in organisations where management does not implement participatory decision-making or communication (Eneh, 2021; Nwankwo, 2023). In order for Intercolor Industries Limited (the case study for this research), losses due to poor productivity resulting from these factors might remain hidden and their capacity to compete will decrease. However, no prior research has been conducted on this firm, therefore no data is available to make recommendations for improving this situation.

In contrast with these managerial and labour functions, there does exist significant research that has examined productivity in the manufacturing sector only at a macro level (Abdu et al., 2021) (examples include power supply, capital intensity, and export orientation). There have been only a limited number of studies within the overall body of productivity-related literature that have specifically addressed how industrial relations practices impact manufacturing productivity (Udih & Kifordu, 2025; Anona, Aruoren, & Kifordu, 2025). Next, there is a major lack of research at the firm-specific, micro-level regarding the relationship between labour relations and productivity for Enugu area manufacturers (e.g. how communication, collective bargaining, and conflict resolution impact output, quality, or efficiency). In the absence of data at the firm-based and micro-context levels, managers and other policy makers will not be able to develop appropriate programme interventions to improve the overall productivity of firms.

In view of these, this study aims to fill the existing gap in knowledge about how management-labor relations and leadership can affect the productivity of an organization. This research seeks to find ways for improving industrial relations practices and productivity, thus positively impacting both the performance of the individual organization and the overall development of the economy at the State level.

1.3 Objectives of the Study

The primary aim of this study was to investigate the relationship between management-labour relations and the productivity of Intercolor Industries Limited, located in Enugu City, Nigeria. The specific aims of this study were to:

1. Determine the extent to which management–employee communication influences organizational productivity in Intercolor Industries Limited, Enugu.
2. Assess the extent of effect of collective bargaining practices on organizational productivity in Intercolor Industries Limited, Enugu.
3. Examine how employee participation in decision-making affects organizational productivity in Intercolor Industries Limited, Enugu.
4. Investigate the extent to which conflict resolution mechanisms enhance organizational productivity in Intercolor Industries Limited, Enugu.

1.4 Research Questions

Stemming from the research objectives, the study seeks to answer the following questions;

1. To what extent does management–employee communication influence organizational productivity in Intercolor Industries Limited, Enugu?
2. To what extent do collective bargaining practices affect organizational productivity in Intercolor Industries Limited, Enugu?
3. To what extent does employee participation in decision-making influence organizational productivity in Intercolor Industries Limited, Enugu?
4. To what extent do conflict resolution mechanisms enhance organizational productivity in Intercolor Industries Limited, Enugu?

1.5 Statement of the Hypotheses

To answer the research questions, the study formulated the following hypotheses to guide the study:

H01: Management–employee communication has no significant influence on organizational productivity in Intercolor Industries Limited, Enugu.

H02: Collective bargaining practices have no significant effect on organizational productivity in Intercolor Industries Limited, Enugu.

H03: Employee participation in decision-making has no significant influence on organizational productivity in Intercolor Industries Limited, Enugu.

H04: Conflict resolution mechanisms do not significantly enhance organizational productivity in Intercolor Industries Limited, Enugu.

1.6 Significance of the Study

This study is valuable to Intercolor Industries Limited because it provides evidence-based insights on how management–labour relations influence productivity. The results of this study can help organisations develop stronger workplace relationships through communication, bargaining, participation and conflict resolution practices. The outcome will guide managers in developing effective work systems that will reduce disruptions and improve operational efficiency.

This research serves as a practical model for other manufacturing organisations to strengthen workplace relationships to improve employee productivity. Additionally, the study provides empirical evidence on how similar organisations can modify their labour relations strategy, enhance employee engagement, and achieve improved performance outcomes in a competitive environment.

The study demonstrates to employees the significance of the participation of employees in decision making, providing equitable bargaining, and effective communication in the establishment of an environment that is conducive to their well-being. Improved management-labour relations contribute to the quality of work-life through greater job satisfaction, decreased workplace stress, increased motivation, and developing a sense of belonging to the organisation.

The study has direct implications for customers as improved employee productivity in the manufacturing industry will lead to greater dependability of supply, higher quality of products, more timely delivery of products, and improved customer service experiences. Consequently, when labour relations are solid and effective work processes are in place, customers will experience a higher level of satisfaction.

Communities where manufacturing employees live and work can also be positively impacted by this study through the increase of productive capacity; business expansion; new job opportunities; and a commitment by producers to corporate social responsibility. A stable and productive manufacturing sector contributes to

The information contained within this research will be helpful to the government in their development of industrial policies for improving relations between labour and management as well as increasing productivity within the manufacturing sector. An increase in productivity in the industrial sector will lead to higher taxation revenues, lower levels of unemployment and ultimately support sustainable economic growth on a state and national level.

Policymakers will also find this research helpful, as it provides empirical evidence that can be used to develop regulatory frameworks for how labour relations should be governed, how disputes between labour and management should be resolved, how collective bargaining agreements should be negotiated and how to encourage greater workplace engagement. This area of research will provide reliable data upon which balanced policy can be developed that fosters industrial harmony and growth.

Researchers and academics will benefit from this research because it fills a significant gap in the literature related to management – labour relations and productivity within manufacturing firms located in Enugu State. Additionally, it provides new data, localised results and a foundation for future academic research, thereby adding to the body of knowledge available on industrial relations.

Finally, this study is important to the researcher conducting the research as it allows the researcher to apply theoretical and methodological skills learned during the course of the study. Successful completion of this research project will satisfy the academic requirements necessary for the awarding of a Bachelor of Management degree from the Department of Business Administration at Godfrey Okoye University in Enugu State, thus supporting further academic progression and readiness for employment.

1.7 Scope of the Study

The managerial–labour-related issues in the workplace, as well as the productivity of their businesses were the focus of this research project. Specifically, this research project examined these four areas: collective bargaining, effective communication, employee engagement, and resolving workplace disputes, focusing on how each of these influences production in a manufacturing setting. The issues the research project considered include organizational performance, or how successful companies are at producing quality products with low-shrinkage rates, efficiency in the process of making products, quality as measured by finished goods, and consistency of production levels over time, along with the performance of the individual worker within the organization. This research project did not address many productivity-related issues associated with technology, whether advanced technologies or investments made in technology both before and after the project. There may be instances where direct relationships can be established between management–labour issues and technology. However, since only brand-new organizations can be used to develop empirical evidence related to management–labour relations, therefore, only those manufacturing businesses operating within the city of Enugu, Nigeria will be included in this research. Although these findings may be of use to other businesses engaged in manufacturing, this research will focus primarily on Intercolor Industries Limited because of its relevance to this research, the ability to access and obtain data from Intercolor's workforce, and the need for company-specific empirical evidence related to the relationships between management-labour relations and the productivity of their businesses in the Enugu manufacturing environment.

1.8 Limitations of the Study

During the research process, the study encountered several limitations. First, the study was restricted to Intercolor Industries Ltd., Enugu, thereby placing limitations on the potential generalization of its findings to manufacturing firms in Nigeria.

Second, some respondents were hesitant to provide information as a result of their concerns about the confidentiality of their individual identities as well as their company's policies. Third, because of financial and time constraints, the researcher was limited in the amount of data he could collect and analyze. The researcher was able to address these limitations by assuring respondents that their identities were confidential, using certain time management skills to maximize his use of time, and focusing on a representative sample of employees from various job categories in order to increase the reliability and validity of the results.

1.9 Operational Definition of Terms

Management and Labour Relations: Management and employees relations entails a relationship that includes negotiations and some form of written agreements, along with the exchange of information and dispute resolution and decision-making processes.

Communication: Allowing for the formal exchange of or receipt of information among management and employees; includes methods of conveying messages and providing information so both sides can clearly understand, cooperate, and be involved in decisions made at their workplaces.

Negotiation: A formalized timeframe used by both sides to discuss, negotiate, and agree to employment conditions whether or not they have union representation.

Employee Participation: this is when employees have the opportunity to provide input to management regarding decision making, improvement, or participation on committees and initiatives which may involve or relate to the work performed by employees.

Conflict Resolution: The procedures involving how to address and resolve disagreements, issues and disputes between management and employees typically through the process of mediation, dialogue, concern procedures, or discipline.

Organizational Effectiveness: The extent to which an organization successfully utilizes its existing resources to operate the organization effectively. This will include measures based on types of safety incidents, production quantity and quality, timing, and overall operations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Conceptual Framework

The conceptual framework of this study explains the relationship between management–labour relations and organizational productivity within manufacturing firms, with specific reference to Intercolor Industries Limited, Enugu. It provides a logical structure that shows how the independent variables influence the dependent variable.

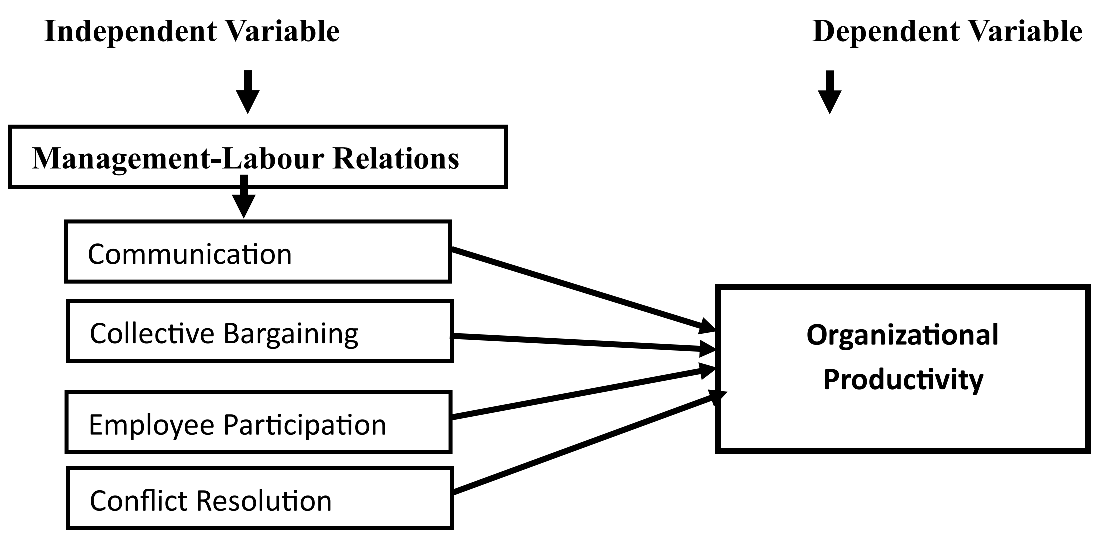

Figure 1: Research Schema

Source: Compiled by the Researcher

2.2 Management-Labour Relations

Management-labour relations refer to management's relationship with its workforce. It has been developed within the broader category of industrial relations and has its early intellectual origins mainly in the work of Sidney and Webb, who discussed trade unionism and collective bargaining; and Dunlop (1958), who established an industrial relations systems theory of workplace relations, i.e., workplace relations are a function of interaction between parties in a regulatory and environmental context. Although both Sidney and Webb and Dunlop were writing about these concepts long before the contemporary scholarship that we are familiar with now, recent research continues to define and explore these concepts as they exist in modern organizations and manufacturing (Budd, 2020; Kaufman, 2021).

Management–labour relations have been defined in various ways by contemporary scholars. Budd (2020) defines management–labour relations as the structured interaction between employers and employees concerning work conditions, rights, responsibilities and conflict management within organizations. Similarly, Kaufman (2021) views it as the system of rules, practices and processes governing employment relationships, including communication, negotiation and dispute resolution. From a managerial perspective, Armstrong and Taylor (2023) describe management–labour relations as the means through which organizations balance organizational objectives with employee interests in order to sustain productivity and workplace harmony.

In the context of developing economies, Anona, Aruoren and Kifordu (2025) define management–labour relations as cooperative and conflictual processes through which management and employees engage in bargaining, participation and grievance handling to influence performance outcomes. Likewise, Nworgu and Amadi (2024) conceptualise it as the quality of interaction between management and labour that determines trust, commitment and industrial peace within manufacturing firms.

The definitions can differ greatly in what they consider to be relevant and useful, but they do share many of the same attributes such as: interaction, negotiation, communication, participation and management of conflict. Through the process of synthesizing the various perspectives, the management-employee relationship in this research will be defined as the structured and ongoing interactions between managers and employees that include the act of communicating, collective bargaining, participating by employees and resolving conflicts, which provide the basis for industrial peace and increasing the productivity of an organization. This synthesized definition of management-labour relations provides a comprehensive lens through which to look at the effects of workplace relationships on productivity in manufacturing firms like Intercolor Industries Limited located in Enugu.

2.2.1 Dimensions of Management-Labour Relations

The dimensions of management–labour relations, which in this study are communication, collective bargaining, employee participation, and conflict resolution, represent the core mechanisms through which management and employees interact. These dimensions facilitate mutual understanding, collaboration, and problem-solving, ensuring workplace harmony and enhancing organizational productivity. Examining them provides insights into how labour relations drive performance.

2.2.1.1 Communication

The importance of communication in management-labour relationships is primarily, but not solely, defined by the passing of information to one party by another. Communication is also about providing feedback and sharing expectations. Effective communication between management and employees creates a foundation for transparency, lessens ambiguity within the parties to which it pertains, and creates trust. All of these aspects will result in increased productivity within the organization. Previous research (Anona et al., 2025) established that organizations with well-structured communication processes have less conflict and more engaged employees, which subsequently results in greater performance. The prevalence of frequent communication between management and employees (Okeke et al., 2025) leads to improved job clarity and job satisfaction, thereby increasing output as well. Communication facilitates early detection of operational issues, engages employees in developing solutions to problems, and fosters a cooperative work environment (Oni, 2025). Yet, the lack of sufficient use of communication as a means of developing successful labour relations has been linked to producing inefficiencies within the workplace in Nigeria (Akinyemi & Bello, 2021). The authors define communication to be a regular, clear, two-way flow of information between management and employees to promote understanding, engagement, and productivity.

2.2.1.2 Collective Bargaining

The term "collective bargaining" is used to describe a method of negotiating between employers and employee representatives (typically unions) regarding aspects such as wages, working conditions, and other terms of employment. This process provides an avenue for employees to express their opinions and views through representation, while at the same time protecting the stability of the employer's organisation (Udih & Kifordu, 2025). According to Olabiyi (2022), the process of fair and transparent collective bargaining reduces the occurrence of industrial disputes and increases levels of employee commitment. In Nigeria (where there were estimated to be 800 completed collective agreements in 2019), the lack of effective collective bargaining processes in manufacturing companies, has frequently resulted in the occurrence of work stoppages, absenteeism, and lower production levels than would occur otherwise (Worlu, 2020). Recent evidence suggests that structured collective bargaining processes create the conditions necessary for both management and labour to make mutual concessions to one another and build trust. Defined for the purposes of this study, collective bargaining will be conceptualised as the formal negotiation mechanisms that parties implement to create mutually beneficial arrangements that benefit the productivity of organisations, minimise workplace conflict, and contribute to the long-term performance of organisations.

2.2.1.3 Employee Participation

Employee participation refers to the involvement of employees in making decisions, planning and operational activities of the organisation which creates feelings of ownership and accountability among them. There is research that demonstrates that participation enhances the motivation and satisfaction of employees; hence, their commitment to the organization, leading to increased productivity of the organization (Eneh, 2021; Ifeanyi, 2025). Different forms of participation exist (consultative, representative, and direct), permitting employees to generate ideas, provide feedback and impact policies at their workplace. For example, Anona, Aruoren, and Kifordu (2025) demonstrated that participatory practices increase efficiency and reduce operating errors within manufacturing firms in Nigeria; and Peter (2023) found improved morale and cohesion among employees who were engaged in participatory processes. Employee participation can enhance communication and conflict resolution by allowing employees to raise issues prior to disputes escalating (Ajayi & Olumide, 2020). In this study, employee participation is defined as the degree to which employees are involved in an organization's decision-making and problem-solving process, which increases productivity and contributes to the development of good management-labour relations.

2.2.1.4 Conflict Resolution

The process for managing disputes and differences between labor and management to achieve an effective and happy workplace is called conflict resolution. When there are unresolved conflicts at work, they can have an adverse effect on productivity; raise rates of lateness, absenteeism, and resignations; as well as reduce employee morale (Johnson & Musa, 2022; Worlu, 2020). Therefore, it is important for organizations to put in place positive and effective conflict resolution mechanisms, such as mediation, negotiation, or arbitration that will allow them to handle grievances before they escalate into major problems and to restore operational efficiency to their operations (Udih & Kifordu, 2025). The research shows that those organizations that resolve their disputes in a fair and timely manner experience higher levels of employee engagement, increased levels of collaboration and cooperation, and quicker turnaround times which all infare to increase organizational effectiveness (Olabiyi, 2022; Chen & Otieno, 2025). Furthermore, the findings of this study indicate that unresolved disputes in the manufacturing sector in Nigeria have resulted in strikes, delays, and financial losses, thereby highlighting the importance of conflict resolution as a critical aspect of labor relations (Onyekwelu, 2023). Consequently, this research will be completing the operationalization of conflict resolution by defining it as the strategic and structured process that management and employees will employ to effectively solve disagreements they may have with each other and restore continued productivity and workplace harmony.

2.2.2 Factors Driving Management–Labour Relations

To ensure organizational harmony, productivity and long-term sustainability, effective management-labour relations are important. As stated by Onyekwelu (2025), there are numerous interrelated factors that contribute to establishing healthy relationships between management and employees. The following factors are grounded on empirical research findings as well as organizational practices and reflect the dynamics of workplace interaction within the primary sector of manufacturing and other types of organizations. The factors are discussed in the following paragraphs:

i. **Open and Transparent Communication:** Communication is a foundation of positive labour relations. When management creates clear, timely and frequent, two-way channels for communicating with employees, employees will receive timely information regarding organisational goals, expectations and changes in policies or procedures. By having open, transparent communication processes, misunderstandings between management and employees will decrease, trust will be built and employee involvement will increase. Research has consistently shown that businesses with a strong communication culture have fewer disputes and higher morale (Onyekwelu, 2025; Udih & Kifordu, 2025). These benefits will contribute to the employees feeling a sense of openness and create a common understanding of the alignment between their employers' objectives and their own personal needs.

ii. **Positive Collective Bargaining Practices** - The institution of collective bargaining provides a formal means for management to negotiate with union representatives the terms and conditions of employment (i.e.. wages benefits, working conditions). Where collective bargaining has been carried out using fair, participative and regulated processes, it builds mutual respect and reduces the risk of industrial dispute (Anona & others, 2025). More recent empirical evidence from the Nigerian manufacturing sector indicates that workers who perceive that the organisation has structured collective bargaining processes are likely to experience increased organisational stability and a greater level of employee commitment to their work, due to feeling they have been heard and valued (Anona & others, 2025; Olabiyi, 2022).

iii. **Employee Participation and Involvement** - Employee participation in decision-making processes that impact their workplace and work processes is likely to result in employees being committed to the organisation and willing to exert discretionary effort for their employer. Methods of participation such as suggestion schemes, joint committees and inclusive meetings allow for the empowerment of employees and help to reduce any gap or divide between employees and their supervisors. There is empirical evidence that organisations where participatory processes have been adopted benefit from enhanced employee trust and cooperation that contribute to productivity improvements (Nwankwo, 2023; Okeke et al., 2025).

iv. **Fair Conflict Resolution** - Conflicts are a natural aspect of the workplace, however, the way in which conflict is resolved can have an impact on the quality of labour relations. There are systems in place to deal with grievances quickly, fairly and consistently that prevent the escalation of workplace conflict into industrial disputes, or protracted, ongoing disputes. Research shows that organizations with established grievance systems and trained mediators demonstrate improved labour relations and decreased production disruptions (Udih & Kifordu, 2025; Worlu, 2020). Having these types of systems also provides employees with a guarantee that their issues will be addressed and serves to deter any type of confrontational behaviour by both parties.

v. **Effective Leadership -** Leadership sets the tone and culture of labour relations. Leaders who practice inclusive, participatory and empathetic leadership create an environment that promotes a sense of value and respect for employees. Studies in organizational behaviour demonstrate that transformational and supportive leadership types have a positive correlation with good labour relations and enhanced employee performance (Oni, 2025; Peter, 2023). Furthermore, effective leadership promotes trust, and reduces the incidence of power imbalances; both of which are present in disputes between employees.

vi. **Training and Capacity Building -** Training managers and workers to develop their negotiating, communicating, and conflict resolution skills provides them with better relational skills. When both sides share the same perspective about what they want and how to achieve that, they will work better together. Studies show that strengthening capacity leads to greater mutual understanding and fewer incorrect assumptions about each other, which promotes a more positive attitude towards one another (Eneh 2021; Okeke et al 2025).

2.2.3 Organizational Productivity

"Organizational Productivity" is an important term used in management research and refers to the various ways in which an organization utilizes its input resources (labour, capital and materials) to produce an output of value (goods or services). The term has been widely used in the management literature; however, the emphasis placed upon certain aspects or dimensions of productivity will vary according to the context and purpose of each study. According to Ifeanyi (2025), organisational productivity is defined as the ratio of the volume of output produced by an organisation in relation to the volume of input used in the production process. This is both an indicator of output volumes but also how efficiently an organisation is operating (and the quality of those operations). Ifeanyi (2025) goes on to argue that productivity should account for both the physical volume of units produced as well as the relative value created in relation to the resources used to produce those goods. Okeke, Akpamgbo, Dike and Williams (2025) define organisational productivity as the ability of an organisation to consistently achieve production targets while minimising the amount of waste and the amount of cost overrun associated with those production targets. This definition emphasises the importance of operational performance and cost effectiveness as key indicators of productivity.

From the perspective of Human Resources, Eneh (2021) states that organisational productivity is the collective performance of all employees in achieving the goals that have been set by the organisation and highlights the importance of workforce competency, motivation and engagement in determining output levels. Nworgu and Amadi (2024) provide an extended definition by considering adaptability as a component of the productivity definition. They define organisational productivity as the ability of an organisation to maintain the same level of output, both in terms of quantity and quality, as it would have before experiencing some type of internal or external industrial disputes.

The following statement is an example of synthesising the two perspectives to define, for this study's purposes, Organisational Productivity, as the number of high-quality outputs an organisation consistently produces by efficiently and effectively using resources, engaging the workforce, and creating resilient processes that support ongoing performance, regardless of changes in business or marketplace conditions. This definition includes efficiency, quality, human factors and adaptive capability, which are becoming increasingly important in manufacturing today.

2.2.4 Nexus Between Management-labour Relations and Organizational Productivity

There has been considerable research on the relationship between Management-Labour Relations and Organizational Productivity in the current management literature, given their significant impact on workplace harmony; overall company performance; and productivity by their ability to transform inputs into valuable outputs. Management-Labour Relations involve the process and methods that management and labour negotiate and interact in order to determine working conditions, share information, resolve disputes/form collaborative working relationships with their employer and participate in determinations regarding the outcomes associated with the work product of the organisation. These processes have an impact on productivity, which is the efficient transformation of inputs into valuable outputs (Ifeanyi, 2025, Okeke et al., 2025); in manufacturing firms, particularly, where there are repetitive tasks, quality expectations and tight deadlines, there are significant impacts of the quality of these relationships between management and employees on productivity.

First and foremost, it is apparent that communication plays a major role in developing a management-labour relationship and achieving productivity. Clear and open lines of communication are important to ensure that employees are aware of the organization's goals and objectives, the expectations placed upon them, and any changes that occur within the organization's procedures. The use of effective communication processes can help to mitigate the level of ambiguity and error that occur during daily operations within a company, which can hinder productivity (Nwankwo, 2023). In Nigerian manufacturing organisation contexts, research reveals that poor communication is linked to disruption in work flow and low levels of morale; conversely, the use of open communication helps to create an environment in which employees can work collaboratively and reduce the amount of time that is wasted due to unnecessary down time (Olabiyi, 2022). Timely communication of information and feedback provides employees with the opportunity to ensure that their efforts are consistent with the organization's objectives, which results in increased speed and economy during the accomplishment of tasks (Anona, Aruoren, and Kifordu, 2025).

Secondly, collective bargaining is a second mechanism by which the relationship of labour and management can have an impact on productivity. Collective bargaining provides a forum in which to negotiate employee wages, working conditions and benefits based on the principles of mutual agreement between management and employees. Creating an environment in which collective bargaining is used consistently leads to increased levels of trust between the parties, and reduces the chances that the parties will have a dispute that may result in a strike or production stoppage (Udih & Kifordu, 2025). There is empirical evidence from operating in the manufacturing industry, that organizations that create a structured collective bargaining process experience less strike activity and greater worker satisfaction, thus maintaining a steady production level (Anona et al., 2025; Worlu, 2020). When employees feel that the results of the negotiation process are fair, they develop a greater level of commitment to the organization’s goals; thus improving productivity.

Employee involvement in decision making is also an important connector of management-labor relations and workplace productivity. Providing employees with a sense of ownership over their work by including them in decisions regarding their work environment motivates them to perform at higher levels (Eneh, 2021). Participation methods such as suggestion programs, collaborative committees, and inclusive planning meetings give employees the opportunity to share ideas to create process improvements and to resolve operational problems. Some scholars posit that participation leads to greater employee engagement, which leads to increased quality and efficiency of employee output (Okeke et al., 2025). If an organization does not have participatory approaches, then employees may feel disconnected from their jobs, which decreases the level of effort they are willing to give due to disengagement from their work, thereby reducing productivity (Nworgu & Amadi, 2024).

Lastly, in conjunction with communication, bargaining, and participatory decision-making processes, having formal and fair systems for resolving conflict is essential to ensuring continual success in manufacturing environments. Conflict is a natural part of any organization; however, if not dealt with properly, conflict can escalate into prolonged disagreements that disrupt process flow and decrease productivity (Worlu, 2020). Implementing fair and formal systems for addressing and resolving employee grievances can help create an atmosphere of confidence in the organization's ability to help resolve conflict in a constructive manner and therefore reduce the negative effects of conflict on employee attitude and productivity (Udih & Kifordu, 2025). It has been evidenced through a number of research studies in the Nigerian industrial environment that organizations that have formal employee grievance procedures are better able to maintain operational continuity compared to organizations that do not have formal systems in place (Oni, 2025). A quick resolution to problems can dramatically improve overall employee morale and develop a more committed workforce.

The interaction between labour relations and leadership style also influences the organizational productivity of four core aspects of management. Transformational and inclusive leadership creates a positive labour relationship environment that promotes employee health and productivity (Peter, 2023). Leaders who demonstrate fairness, open communication and collaborative behaviours cultivate cooperative labour relations and enhance production outcomes. Autocratic leadership and adversarial industrial relations promote resistance, low morale and inefficient production (Onyekwelu, 2025). The literature establishes that leadership and labour relations are interconnected: effective management through leadership attributes positively contributes to labour relations; strong labour relations enhance leadership's ability to reach employee productivity targets.

Management-to-labour relations also influence organization productivity through indirect pathways such as employee retention and skill development. Positive labour relations decrease turnover rates, which enhances an organization's ability to keep experienced workers with the skills necessary to produce consistent, high-quality products and services (Ifeanyi, 2025). Management can also provide training and developmental opportunities for employees as part of its overall labour relations strategy, which will develop the employee's ability to perform tasks effectively and adapt to changing technologies or processes (Eneh, 2021). The investment made by management in training employees to develop their human capital will enhance current productivity and allow the organization to build a base of capital for future productivity.

2.3 Theoretical Review

The relationship between management-labour relations and organizational productivity is strongly rooted in long-established theories of organizational and industrial relations. The researcher specifically reviews and selects three very important theories that give a good basis for explanation of that relationship: the industrial relations systems theory, the social exchange theory, and the human relations theory. The latter two provide explanations for how management-employee interactions form workplaces that exhibit either industrial harmony or dysfunctional behaviours; hence stable organization effectiveness is highly contingent on them.

2.3.1 Industrial Relations Systems Theory

The theory originated from the work of Dunlop in 1958, though it has remained highly relevant in contemporary industrial relations scholarship. Dunlop characterized industrial relations as a system in which management, workers, and government as the three main actors operate in a common environment of technology, market conditions, and power relations and subject to a body of rules which regulate workplace conduct. The basic idea of the theory is that stable and productive organizations will arise from these actors working together cooperatively to create rules that will govern the employment relationship (Kaufman, 2021). The theory postulates that common values and efficient institutions allow for agreement and industrial peace, which are crucial to productive continuation. Proponents view the theory as one that overlooks conflict and the dominant role of power in establishing labor standards, particularly in developing nations where labor is structurally disadvantaged (Budd, 2020). Nevertheless, contemporary adaptations of the theory are constructing a notion of conflict in labour relations.

This theory's connection to the current study is its description of how the structured interaction, communication and rule-making from management to its employees (the labour force) contributes to creating industrial harmony and developing stable production processes. For established manufacturers such as Intercolor Industries Limited, explicit bargaining arrangements and methods of resolving disputes are demonstrably aligned to Dunlop's framework, thereby facilitating productive activity through decreased interruptions and predictable work relationships (Anona et al., 2025).

2.3.2 Social Exchange Theory

Social exchange theory originally advanced by Homans in 1958 and later expanded by Blau in 1964, has gained renewed relevance in organizational research. This theory assumes that reciprocal exchanges of resources (i.e. trust and support) govern social relationships. Employees receive favourable treatment(s) from management, resulting in reciprocity behaviour which shows as increased employee commitment, loyalty and improved work performance (Cropanzano et al., 2019). The key assumption within this theory is that individuals evaluate relationship(s) based upon their view of their relationship(s) in terms of fairness and what they receive. Therefore, if management provides an employee with a fair wage, an opportunity to participate and respectful communication, Employees will reciprocate management by working diligently and cooperatively.

There are two criticisms to social exchange theory. Critics assert that Social Exchange Theory is simplistic and does not reflect the complexity of workplace relationships; they also say social exchange theory does not account for external influences such as Power and Economic Pressures, among others (Emerson, 2020). Nonetheless, recent studies have confirmed that Social Exchange Theory provides a comprehensive explanation of what drives employee engagement and Productivity (Oni, 2025). The social exchange theory is relevant to this research as it demonstrates how good labour-management relationships create trust, developing mutual commitment between employees and employers. Good communication, fair negotiations, and inclusive leadership will all produce positive exchanges that will motivate employees to provide optimal contributions to the organization's objectives.

2.3.3 Human Relations Theory

There are two sources of human relations theory: Elton Mayo and the Hawthorne studies conducted between 1924 and 1932; there is a continuing emphasis on the social and psychological sides of work. Human relations theory originated in earlier times but remains relevant today as it continues to be validated by contemporary scholars. In addition to being supported by economic, human relations theory states employees are risks based on social motivation (i.e., recognition, sense of belonging, etc.); therefore, supportive supervision, participation, and strong interpersonal relationships will result in higher morale and productivity. (Armstrong & Taylor, 2023).

The human relations theory of Mayo, created in 1933, is supported by the fact that the development of quality relationships in the workplace leads to greater success through enhanced communication, employee participation, and harmony between employees and Management. Human relations also support the belief that while individuals work for economic compensation, they also need recognition and involvement in workplace activities and a sense of belonging. The assumptions of human relations theory further support the study as they all pertain to communication, collective bargaining, employee participation, and conflict resolution. Building trust and cooperation between Management and labour provides an excellent theoretical base for the study and explains how productivity can be achieved through the use of the human relations theory in manufacturing companies.

2.4 Empirical Review

As reviewed systematically, the last five years' empirical studies were selected from the peer-reviewed journals published between 2020 and 2025. To qualify for selection into this review, studies must address management-labour relations and impacts of management-labour relations on the productivity of organizations; they must also utilize empirical methods; have sufficient sectoral coverage (i.e. have a manufacturing focus); and present specific variables clearly and appropriately.

Anona, Aruoren, abd Kifordu's (2025) research examined the impact of industrial relations practices on the levels of performance of employees in manufacturing firms located in southern Nigeria. The purpose of their research was to assess the impacts of communication, collective bargaining, employee involvement, and conflict resolution on levels of productivity through cross-sectional survey design. Of 300 workers where the survey was conducted, 240 responded. Data were collected through the use of structured questionnaires and analyzed through the use of regression techniques. The researchers conclude that communication, collective bargaining and employee involvement are strong predictors of performance levels, while unresolved conflict has a negative relationship with performance levels. Conflict resolution was not adequately included as a variable for analysis thereby revealing that not all four components of management-labour relations were captured by the research.

A study by Okeke, Akpamgbo, Dike, and Williams (2025) investigated how workplace management practices impact organizational productivity in aluminum-manufacturing enterprises located in Anambra State, Nigeria. The researchers aimed to examine the influence of management and labor relations on operational performance. To collect the data, a descriptive survey design was used to sample 300 employees using structured questionnaires, which were analyzed by multiple regression analyses. The results of their investigation indicated positive correlations between productivity and various labor-relational dimensions including, but not limited to, communication, bargaining, and employee participation. However, the results may not be generalizable to all other types of manufacturing in Nigeria since the scope of the study was limited to aluminum production. Additionally, one dimension of labor relations, conflict resolution, was not fully explored creating a void in the research.

Similarly, Oni (2025) studied how leadership styles Impact the productivity of Fast Moving Consumer Goods (FMCG) firms operating in Nigeria. The purposes of this investigation were to establish the extent to which participative leadership affects labor relations and productivity. A correlational design was employed to survey 180 employees and managers using structured questionnaires; Pearson correlation was used to analyze the data. The findings from this study demonstrated that participative leadership enhanced communication and employee participation, both of which contribute to enhanced productivity. However, the absence of collective bargaining and conflict resolution left gaps in the overall understanding of the four dimensions of labor relations (management–labor relations). The orientation of the study in the area of leadership rather than a comprehensive analysis (labor relations framework) limits the generalizability of the findings.

The focus of the study conducted by Udih and Kifordu (2025) was to examine how collective bargaining outcomes impacted organizational productivity in Nigeria's industrial sector. The researchers were interested in understanding the ways in which negotiation processes between labour and management influenced output and used quantitative methodology to examine the relationship. A total of 210 union members were surveyed using a questionnaire, and the data were collected through regression analysis. The findings revealed that fair and participatory bargaining positively influenced productivity by decreasing the number of strikes and disputes. However, the researchers did not include variables such as communication, employee participation and conflict resolution in their analysis of the study limiting the conceptual coverage of the research. Additionally, this study considered only union employees, thus failing to provide a holistic view of the relationship between management and labours as it pertains to the entire workforce.

Also, a study by Ifeanyi (2025) examined the relationship between work environment factors and productivity in manufacturing firms in Anambra State. The purpose of the research was to determine whether communication and participation were important to enhancing productivity. The researcher completed a cross-sectional survey with 250 employees, utilizing a structured questionnaire that was analyzed using regression analysis. The study found that both effective communication and employee involvement positively affected productivity. However, formal collective bargaining and conflict resolution were not included in the analysis thus providing an incomplete picture of management-labour relations. Overall, the study indicates that more empirical work is needed across all four dimensions in order to fully understand the role of collective bargaining, conflict resolution, effective communication, and employee participation in enhancing productivity, especially in the manufacturing sector where disputes and negotiations may greatly impact an organisation's operational performance.

The research conducted by Chen and Otieno (2025) involved assessing the role of communication and participatory employee relations practices on productivity in Kenyan manufacturing organisations. The research utilised a cross-sectional survey design, with a population of 320 employees and a sample size of 260 employees. A structured questionnaire was used to collect data and analysed using structural equation modeling (SEM). The key findings were that effective communication with employees, and establishing the opportunity for employees to participate in work processes, will improve productivity; however, collective bargaining and conflict resolution mechanisms were not assessed. In addition, the research has limited applicability to manufacturing firms in Nigeria due to the foreign nature of the sample used in the research.

The research undertaken by Singh and Agrawal (2024) examined the relationship between industrial relations practices and productivity within the Indian automotive manufacturing industry. The research design was based on a survey approach, using a sample of 240 employees from a total population of 350 employees from 17 automotive companies. Similar to the research by Chen and Otieno (2025), survey instruments were used to collect data, and the data were analysed using regression analysis. The primary findings were that active negotiation and consultation between employees and employers will positively influence productivity, but the research did not comprehensively explore either employee participation or conflict resolution methods. As a result of both the international context and the specific application to the automotive sector, the findings of this research also have limited relevance to manufacturing organisations in Nigeria.

The study by Okoro and Eze (2024) examined the effects of labour management on the productivity of textile firms in Lagos. The purpose of the study was to investigate how communication and participation influence output. A descriptive survey of 200 employees was conducted using structured questionnaires, and the collected data were analysed through regression. The study found that employee participation and dialogue with management positively influenced productivity while decreasing error rates and increasing morale. The researchers also noted a lack of focus on factors such as collective bargaining and conflict resolution, which limits the conceptual scope of management–labour relations as it relates to this study. The study's focus on two relational dimensions, communication and participation, highlights the need for future research to identify the overall impact of all four dimensions of labour integration on the productivity of Nigerian manufacturers because so many industrial disputes continue to exist within this sector and require further consideration.

Nworgu and Amadi (2024) examined the integration of labour and its influence on productive capabilities in Nigeria's manufacturing sector. The purpose of the study was to determine how participatory practices affect efficiency in manufacturing companies. A survey design was used to examine 180 employees from three different manufacturing firms, and the results were evaluated using a chi-square analysis of the questionnaire data. The findings of the study indicated that participation supports increased efficiency, teamwork, and commitment. Limitations of the study included the inability to consider collective bargaining and conflict resolution as variables related to participation and communication. Consequently, this limitation restricts the applicability of the findings made within this study to a broader audience of manufacturers in Nigeria. Additionally, the small sample size used in this research limits the external validity of the findings to a greater number of manufacturing firms in Nigeria.

According to Smith and Adeyemi (2024), an analysis was conducted to compare manufacturing companies' performance in Kenya and Nigeria, with a focus on assessing the impacts of inclusion in labour relations on productivity. The authors chose to use structured questionnaires to collect data from 280 employees from both countries, which were subsequently evaluated through structural equation modelling. The results indicated that communication and participatory practices positively impacted production; however, the researchers did not measure the impact of conflict resolution on production, creating a knowledge gap concerning the effects of workplace disagreements on productivity levels. The cross-country design of the study allows for comparison; however, due to the difference in work cultures between Nigeria and Kenya, the findings may not directly apply to the Nigerian manufacturing context. One area that the authors did not include was collective bargaining, which suggests that more research is needed that addresses all four elements of labour management-amongst all employers in a single national context.

The results of Adebayo's (2023) study of breweries in Nigeria demonstrated that elements of effective communication had a significant impact on productivity. A total of 150 employees from the selected brewery were surveyed using a descriptive survey method. Once again, the researcher employed the use of correlational analysis to identify the relationship between productive activity and the elements of effective communication. All respondents indicated that effective communication improves productivity and reduces mistakes, thereby increasing employee morale. However, as with Smith and Adeyemi (2024), Adebayo did not examine conflict resolution, collective bargaining, or participatory practices in relation to productivity, thus the scope of the study is limited. In addition, the small sample size and focus on one organisation limit the generalisability of the findings of the research to the manufacturing sector in general.

The research by Peter (2023), which examined various leadership styles in manufacturing companies in Port Harcourt, noted that it was a significant limitation to only examine participatory leadership and not other forms of leadership such as collective bargaining and conflict resolution. Therefore, further research is necessary to include additional factors (namely: communication, bargaining, and conflict resolution) and determine their impacts on productivity.

Onyekwelu's (2023) study explored the relationship between the organizational structure of plastic manufacturing firms in Anambra State and their associated productivity. The intent was to understand how the different structural arrangements and associated management practices can affect productivity. The data were collected from a sample of 200 of the 240 employees using a survey with a stratified sampling technique. Results indicated that decentralised structures and open channels of communications significantly enhanced employee productivity. However, the study did not specifically explore collective bargaining, employee participation, or conflict resolution and therefore cannot contribute to the literature on comprehensive management–labour relations.

Mwangi, and Kimani (2023) explored how workplace relations affect organisational productivity through an empirical investigation of selected Kenyan textile manufacturing firms, using a cross-sectional survey design, from a target population of 280 employees, with a sample size of 210. They conducted data collection using structured questionnaires and analysed results through regression analysis. The results of this study show that employee involvement, and management support significantly increased efficiency and productivity, to some extent. However, collective bargaining and conflict resolution were not covered. This indicates the Kenya' s unique context, and the exclusion of collective bargaining, along with collective bargaining and conflict resolution are limitations of this study.

Fatoki (2022) studied how human resource practices influence productivity in South African manufacturing firms, using descriptive survey methodology, sampling 230 of a population of 300 employees. Data were collected via a questionnaire and analysed using multivariate statistical testing. Results indicated employee engagement and supportive HR practices had a substantial effect on increasing productivity. However, most of the HR practice consisted of broad principle HR practices, rather than a specific dimension of management-labour relations. There were also limitations of not having a specific focus on collective bargaining, and conflict resolution as elements of HR practice. This further reduces its relevance expectation, to industrial relations studies.

Johnson and Musa (2022) carried out a study of the influence of industrial disputes on organisational productivity within selected manufacturing companies in Ghana. The aim of this study was to find how the occurrence of industrial conflict affects levels of output. A descriptive survey was taken of 300 employees who worked for various manufacturing companies and included 250 employees. Data were gathered using questionnaire instruments; and were analysed using regression techniques. According to the results of this study, frequent and non-resolved industrial disputes have significantly impacted on productivity as well as created increased operational delays. While industrial dispute have been addressed/covered in the study, the authors did not assess the preventative methods of industrial relations such as communication, participation and collective bargaining. In addition, because the research study was conducted outside of Nigeria, the findings may not be applicable to manufacturing organisations in Nigeria

Olabiyi (2022) examined the relationship between collective bargaining, harmony within the workplace and productivity of Nigerian private sector companies. The study utilized a cross-sectional survey design with a total of 260 employees and a sample of 210 employees. Data were gathered using structured questionnaire instruments; and were analysed using multiple regression analyses. Results reveal that the fair and open process of collective bargaining was a significant contributor to the degree of cooperation between employees and employers, thereby reducing the likelihood that employees will participate in a form of industrial action, while at the same time improving productivity. Although collective bargaining was evaluated, the study did not consider the dimensions complementary to collective bargaining such as communication with employees, employee participation and conflict resolution processes; thereby presenting a very narrow view of management-labour relations.

Eneh (2021) conducted a study on employee engagement and effective organisational performance within some selected manufacturing firms in Nigeria to ascertain how the level of employee participation has an effect on productivity. Data collected were through questionnaire. The descriptive survey design was adopted Sampling from a parent population of 240 manufacturers - with a sample size of 180 (75%) in total made up of six (6) or more firms. Data was analysed using regression analysis. Findings of the study revealed that employee participation in decision making positively contributed to the enhancement of efficiency & output at every level. The study did however not investigate collective bargaining or conflict resolution mechanisms. There were also limitations with respect to sample size and number of dimensions to management labour relations investigated, both of which represent research gaps.

Another study conducted by Akinyemi and Bello (2021) looked at the role of management-labour communications and employee productivity in selected automotive manufacturing companies in Lagos State Nigeria. A descriptive survey design was also employed in this case; however here was also a sample size of 230 from a total of 300 employees in the population. The study used structured questionnaires to collect the primary data which was analysed through Pearson correlation analysis. The results show that effective communication has a positive effect on employee morale and thereby productivity. The limitation of this study therefore is that it does not investigate factors of collective bargaining, employee engagement, or conflict resolution between management and labour. The study also lacked generalizability across the Nigerian manufacturing sector because it only focused on one subsector of manufacturing.

According to Worlu (2020), industrial disputes have an effect on productivity, as shown by how frequent and ineffective dispute resolution can reduce productivity and stop operations in manufacturing firms in Nigeria. Worlu employed a survey research design, with 200 employees in the population and 150 in the sample. Data collection was through questionnaires and the analysis was conducted using regression analysis. Although the findings provide useful insight into conflict-related issues, other dimensions of management–labour relations (e.g., communication, collective bargaining and participation) were not covered, restricting the study's explanatory capacity.

Ajayi and Olumide (2020) studied the relationship between employee participation practices and the productivity of manufacturing firms in Lagos State. The survey design used by Ajayi and

Olumide included a sample of 190 employees from a population of 260. Data were collected through the use of structured questionnaires and analyzed through correlation analysis. The study found that employee participation positively influenced morale, cooperation and productivity. However, collective bargaining and conflict resolution were not considered as part of the management–labour relations framework and the relatively small sample size limited the findings' generalizability to larger manufacturing organizations.

Table 1: Summary of Empirical Studies

Authors & Year	Country/Sector	Objectives	Methodology	Findings	Research Gaps
Anona, Aruoren & Kifordu (2025)	Nigeria / Manufacturing	Assess effect of communication, bargaining, participation, conflict resolution on productivity	300 workers (240 responded); Cross-sectional survey; Questionnaires; Regression	Communication, bargaining, participation enhanced productivity; unresolved conflicts reduced output.	Conflict resolution not fully integrated; limited coverage of 4 C's
Okeke et al. (2025)	Nigeria / Aluminium Manufacturing	Examine management–labour relations effect on productivity	300 employees; Descriptive survey; Questionnaires; Multiple regression	Communication, bargaining, participation improved productivity	Conflict resolution omitted; limited to aluminium subsector
Oni (2025)	Nigeria / FMCG	Assess participatory leadership impact on labour relations and productivity	180 managers/workers; Correlational design; Questionnaires; Pearson correlation	Participatory leadership improved communication & participation, enhancing productivity	Collective bargaining & conflict resolution not included; focus on leadership

Udih & Kifordu (2025)	Nigeria / Industrial Sector	Explore collective bargaining outcomes on productivity	210 union members; Quantitative survey; Questionnaires; Regression	Fair bargaining enhanced productivity by reducing disputes	Other dimensions (communication, participation, conflict resolution) not assessed
Ifeanyi (2025)	Nigeria / Manufacturing	Determine role of communication & participation on productivity	250 workers; Cross-sectional survey; Questionnaires; Regression	Communication & involvement significantly improved productivity	Collective bargaining & conflict resolution excluded
Chen & Otieno (2025)	Kenya / Manufacturing	Investigate employee relations & performance	260 employees; Survey; Questionnaires; SEM	Communication & participation enhanced productivity	Collective bargaining not operationalised; cross-country context
Okoro & Eze (2024)	Nigeria / Textile	Evaluate influence of communication & participation	200 employees; Descriptive survey; Questionnaires; Regression	Employee participation & dialogue enhanced output	Collective bargaining & conflict resolution omitted
Nworgu & Amadi (2024)	Nigeria / Manufacturing	Assess effect of participatory practices on efficiency	180 employees; Survey; Questionnaires; Chi-square	Participation enhanced teamwork & efficiency	Only two relational dimensions assessed (communication & participation)
Smith & Adeyemi (2024)	Nigeria & Kenya / Manufacturing	Evaluate inclusive labour relations effect on productivity	280 employees; Survey; Questionnaires; SEM	Communication & participation enhanced productivity	Conflict resolution not measured; collective bargaining omitted
Singh & Agrawal (2024)	India / Automotive	Study industrial relations & productivity	240 workers; Structured survey; Questionnaires; Regression	Negotiation practices improved output	Participation & conflict resolution not explored
Adebayo (2023)	Nigeria / Breweries	Examine communicati	150 employees; Descriptive	Communication improved	Other dimensions

		on impact on productivity	survey; Questionnaires; Correlation	productivity & morale	omitted; small sample; single firm
Peter (2023)	Nigeria / Manufacturing	Study leadership styles & productivity	220 workers; Cross-sectional survey; Questionnaires; Regression	Participatory leadership promoted positive relations & output	Collective bargaining & conflict resolution excluded
Onyekwelu (2023)	Nigeria / Plastics	Examine organizational structure effect on productivity	200 workers; Descriptive survey; Questionnaires; Regression	Open communication enhanced productivity	Other labour relations dimensions not assessed
Mwangi & Kimani (2023)	Kenya / Textile	Study workplace relations & productivity	210 employees; Cross-sectional survey; Questionnaires; Regression	Worker involvement enhanced efficiency & output	Collective bargaining & conflict resolution excluded
Johnson & Musa (2022)	Ghana / Manufacturing	Study labour disputes effect on productivity	250 employees; Descriptive survey; Questionnaires; Regression	Unresolved disputes reduce productivity	Communication, participation, collective bargaining not included
Olabiyi (2022)	Nigeria / Private Firms	Analyse collective bargaining & workplace harmony	210 employees; Survey; Questionnaires; Regression	Fair bargaining improved cooperation & reduced industrial action	Other relational dimensions not fully examined; limited to private sector
Fatoki (2022)	South Africa / Manufacturing	Examine HR practices & performance	230 employees; Survey; Questionnaires; Multivariate analysis	Employee engagement boosted productivity	Focused broadly on HR; labour relations dimensions not specific
Eneh (2021)	Nigeria / Manufacturing	Investigate employee involvement & efficiency	180 workers; Survey; Questionnaires; Regression	Participation enhanced productivity	Collective bargaining & conflict resolution excluded; small sample

Akinyemi & Bello (2021)	Nigeria / Automotive	Study management –labour communication	230 employees; Descriptive survey; Questionnaires; Correlation	Communication improved productivity & morale	Other dimensions omitted; single subsector & location
Worlu (2020)	Nigeria / Manufacturing	Analyse industrial disputes & productivity	150 workers; Survey; Questionnaires; Regression	Unresolved disputes reduce output	Focused only on conflict; other dimensions excluded
Ajayi & Olumide (2020)	Nigeria / Manufacturing	Examine participation practices	190 employees; Survey; Questionnaires; Correlation	Participation improved morale & productivity	Collective bargaining & conflict resolution excluded; small sample

Source: Researcher's Compilation

2.4.1 Research Gaps

There have been numerous articles written about management-labor relations and how they relate to organizational and productivity; however, despite the large amount of research conducted, gaps were seen to still exist in the area of the manufacturing sector in Nigeria. Most empirical studies have demonstrated that three of the four dimensions of management-labor relations (communication, employee involvement, and collective bargaining) have been shown to have a positive impact on productivity (Anona, Aruoren, & Kifordu, 2025; Okeke et al., 2025; Oni, 2025; Udih & Kifordu, 2025; Ifeanyi, 2025). The other dimension of management-labor relations, conflict management/resolution, has generally not been studied as a separate dimension of management-labor relations from other dimensions, and thus no conclusive research exists on the effect of conflict management/resolution on productivity (Nworgu & Amadi, 2024; Smith & Adeyemi, 2024; Onyeabo, 2021; Worlu, 2020). Although some studies were conducted in Nigeria, those studies have primarily focused on specific subsectors of the manufacturing industry, including aluminum manufacturing, textiles, breweries, and plastics (Okeke et al., 2025; Okoro & Eze, 2024; Adebayo, 2023; Onyekwelu, 2023); therefore, the conclusions and generalizations made from these studies do not necessarily apply to all subsectors of the manufacturing industry in Nigeria. Scope and Limitations of Cross-Country Studies

Numerous cross-country studies on management-labour relations have provided valuable insights, including studies conducted in Kenya (Chen & Otieno, 2025), India (Singh & Agrawal, 2024) and South Africa (Fatoki, 2022). However, the contextual differences of these locations mean that generalising findings of the studies is difficult for Nigerian firms. In addition, some of the studies reviewed had a limited sample size (Adebayo, 2023; Worlu, 2020; Ajayi & Olumide, 2020) and many of the studies focused on either leadership or HR practices instead of investigating the overall dimensions of management-labour relations (Oni, 2025; Fatoki, 2022) that would include all four dimensions of management-labour relations, including communication, collective bargaining, participation and conflict resolution. Therefore, there is a need for empirical studies to investigate the four dimensions of management-labour relations within manufacturing firms in Nigeria using representative sample sizes and sound methodologies. The current study at Intercolor Industries Limited, Enugu State, will fill this gap by investigating the overall impact of management-labour relations on organisational productivity in a manufacturing firm in Nigeria, thereby providing current and context-related evidence to assist in guiding the practice of management and policy decisions.

CHAPTER THREE

METHODOLOGY

3.1 Research Design

The study used a quantitative approach based on the descriptive survey as this was the most suitable method to assess the influence of management-labour relations on productivity within organizations. The descriptive survey design also facilitates the systematic gathering of data from respondents on their relationship with management, which is then analysed, thus identifying patterns, relationships and trends. In this case, the various variables being measured within Intercolor Industries Limited, Enugu State were; communication, collective bargaining, employee participation and conflict resolution, and the effect those have on productivity. This survey design was chosen as it provides credible empirical evidence, allows for statistical tests of hypotheses, and provides findings that can be generalized to other manufacturers in the local area (Creswell & Creswell, 2023).

3.2 Area of the Study

The location of this study is Enugu State (South-East Nigeria), with particular reference to Intercolor Industries Limited. Intercolor Industries Limited is among the largest manufacturing companies in Enugu's metropolitan area and provides an excellent opportunity for studying management-labour relations at a prominent industrial centre (Enugu). Enugu is home to many manufacturing businesses, including manufacturers of paints, plastics and consumer products, and thus represents an excellent opportunity for examining management relations with employees. The significant size of Intercolor Industries Limited also provides a wealth of information about the company's management-labour relationships, including information on the relationship between management and employees, employee participation in management decision making, collective bargaining agreements and ways to resolve disputes. Data from this study came from all levels of employees employed at Intercolor Industries Limited. In essence, this study reflects a microcosm of the overall labour-management relations within the Nigerian manufacturing sector.

3.3 Population of the Study

The target population comprises all employees of Intercolor Industries Limited, including managerial and non-managerial staff. The population is categorised into management staff, technical staff, and production workers. Based on the company's human resources records, the total population is 320 employees.

Table 2: Population of the Study

Category	Population
Management staff	60
Technical staff	100
Production workers	160
Total	**320**

Source: Human Resource Unit, Intercolor Industries Limited, Enugu State

3.4 Sample Size and Sampling Technique

The sample size for this study was derived using Yamane's (1967) formula, which calculates an appropriate sample from a finite population with a specified level of precision. The formula is:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n= sample size

N= total population

e= margin of error (precision level, typically 0.05 for 95% confidence)

For Intercolor Industries Limited, the population (N) is 320 employees. Applying the formula:

$$n = \frac{320}{1 + 320(0.05)^2}$$

$$= \frac{320}{1 + 320(0.0025)}$$

$$= \frac{320}{1 + 0.8}$$

$$= \frac{320}{1.8}$$

$$178$$

Thus, a sample of 178 employees is selected to represent the population.

Thereafter, a proportionate stratified random sampling technique is used to select respondents from each staff category to ensure representativeness. The population is divided into three categories:

Table 3: Proportionate Sample

Category	Population (N)	Sample Allocation Formula	Sample Size (n)
Management	60	$n_i = \frac{N_i}{N} \times n$	$n_1 = \frac{60}{320} \times 178 \approx 33$
Technical	100	$n_2 = \frac{100}{320} \times 178 \approx 56$	56
Production	160	$n_3 = \frac{160}{320} \times 178 \approx 89$	89
Total	**320**		**178**

Source: Compiled by the Researcher

3.5 Sources of Data

Utilizing both primary and secondary data sources to provide a holistic understanding of the link between management-labour relations and an organization's productivity was the basis for this study. The primary data represents the majority of empirical evidence and is obtained by directly surveying employees at Intercolor Industries Limited, Enugu using a structured questionnaire. This method provides first-hand data about the four dimensions of management/employee relationships so that the employees can respond to issues related to the four aspects of management-employee relationships: communication, collective bargaining, employee engagement, and conflict resolution. In addition, each employee can provide information necessary to calculate their perception of the organization's productivity. Because the primary data is used for the analysis of the organization, it reflects the organization's current practices, experiences, and challenges.

The secondary data that included in this study came from various sources, including published journals, books, theses, company reports, and other peer-reviewed scholarly articles that provide background and theoretical perspectives to complement the primary data by providing evidence, trends, and previous research discussed in relation to management/labour relations and productivity at the global and national level.

3.6 Instrument of Data Collection

A structured questionnaire was used to collect data in this study, which has been designed to obtain both the independent variables (communication, collective bargaining, employee participation, and conflict resolution) and the dependent variable (organizational productivity). The questionnaire was created based upon existing empirical research studies (Anona, Aruoren & Kifordu, 2025; Okeke et al., 2025; Olabiyi, 2022) and was adapted to a Nigerian manufacturing context, in order to enhance its relevance and clarity. The format of the questionnaire is as follows; 5-point Likert scale (1 = Strongly Disagree; 5 = Strongly Agree) to allow respondents to indicate the degree to which each of the statements matches their experience. This instrument allows the researcher to quantify the various interpretations of the respondent's perceptions, and subject them to statistical analysis (specifically, multiple regression) to evaluate the extent to which labour relations have affected productivity.

There are two sections to the questionnaire. The first, termed Section A, requests demographic information from the respondents; such as their gender, age, education level, occupation and number of years of work experience. The demographic data will provide the context for evaluating the perceptions of respondents and allow for analysis of potential demographic impacts on management–employee relations and productivity. The second part of the questionnaire, Section B, focuses on the research constructs of the study. Each dimension of the total management–employee model will be evaluated in Section B by five specifically crafted items. The item evaluation of the information exchanged between management and employee personnel will assess three areas: clarity of information, open exchange of information and frequency of information exchanged between management and employees. This information is crucial as it has been indicated to assist in reducing misunderstandings and increasing the level of engagement of the employees (Anona, Aruoren & Kifordu, 2025; Ifeanyi, 2025). The evaluation of collective bargaining will consist of three dimensions: fairness of the bargaining process, transparency of the bargaining process and effectiveness of the bargaining process. This information will provide insight into the role of collective bargaining in reducing the incidence of disputes and increasing cooperation between management and employees (Udih & Kifordu, 2025; Olabiyi, 2022). Evaluation of employee participation will be accomplished by assessing the degree to which employees are involved in both decision-making and problem-solving processes. The results of this evaluation will highlight the motivational and productivity benefits of participatory processes (Eneh, 2021; Peter, 2023). The evaluation of conflict resolution will include three areas: the type of mechanism used to resolve grievances and disputes, timeliness of the process and fairness of the process. This information will assist in ensuring that the work environment is free from conflict and will enhance the operational efficiency of the organisation (Johnson & Musa, 2022; Worlu, 2020).

The dependent variable is the productivity of the organisation, which has been operationalised using five items pertaining to the quality of output, efficiency, and the achievement of goals to assess overall performance of the organisation. There are 30 total items in the questionnaire, with 25 independent variable items (five for each dimension) and five dependent variable items. This structure allows for both descriptive and inferential statistical analyses of the data. Each construct was designed to ensure reliable and valid measures are collected, thereby providing credible data to test the hypotheses of the study.

3.7 Validity and Reliability of Instrument

Face and content validity were established through expert review by academics in the area of management and industrial relations. Reliability of the measure was tested using Cronbach's Alpha at the cutoff level of 0.70. A pilot test on 20 employees from a similar manufacturing industry demonstrated a Cronbach's Alpha of 0.82, which supports high internal consistency.

3.8 Method of Data Collection

The primary means of collecting data for this study was through a structured questionnaire that was designed according to the four dimensions of management-labour. The selected respondents completed the questionnaires via self-administration to ensure that their responses were direct and accurate, and to minimize any potential interviewee bias. The researcher administered the questionnaires to ensure that each response would be received and to clarify any ambiguities in the questions posed to each of the respondents. Each of the respondents was provided with an ample amount of time between the time they received their questionnaire until the time they returned it, and each of the respondents were assured that their responses were confidential so that they would provide honest and unbiased responses.

3.9 Technique of Data Analysis

Data analysis was done using two methods: descriptive statistics (frequencies, percentages, means) and inferential statistics. Inferential statistics was utilized to investigate the relationship between management-labour relations and productivity through the use of multiple regression analyses. Each of the four independent variables (communication, bargaining, participation, conflict resolution) were analyzed against the dependent variable (productivity). All statistical analyses will be performed using SPSS version 25, with a significance level of $p < .05$.

3.10 Model Specification

The model enables assessment of the relationship between the dependent variable, organizational productivity (OP), and the four independent variables representing the dimensions of management–labour relations: communication (COM), collective bargaining (CB), employee participation (EP), and conflict resolution (CR). The functional form of the model is expressed as:

$$\mathrm{OP} = \mathrm{f}(\mathrm{COM}, \mathrm{CB}, \mathrm{EP}, \mathrm{CR})$$

This can be expressed in linear regression form as:

$$\mathrm{OP_i} = \beta_0 + \beta_1 \mathrm{COM_i} + \beta_2 \mathrm{CB_i} + \beta_3 \mathrm{EP_i} + \beta_4 \mathrm{CR_i} + \varepsilon_i$$

Where:

$\mathrm{OP_i}$= Organizational productivity of employee i

$\mathrm{COM_i}$= Level of communication between management and labour for employee i

CB_i= Effectiveness of collective bargaining for employee i

EP_i= Level of employee participation for employee i

CR_i= Effectiveness of conflict resolution for employee i

β_0= Intercept of the model

$\beta_1, \beta_2, \beta_3, \beta_4$= Coefficients of independent variables

ε_i= Error term capturing unexplained variability

.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents the data retrieved from questionnaire administration, analysis and interpretation, as well as discussing the results and the recommendations for implementation.

4.2 Presentation of Data

The data presented here relates to the frequencies of the questionnaire administration, demography of respondents and the constructs or variables of the study.

Table 4: Questionnaire Distribution and Response Rate

Questionnaire Status	**Frequency**	**Percentage (%)**
Questionnaire Distributed	178	100.0
Questionnaire Returned	170	95.5
Questionnaire Not Returned	8	4.5
Questionnaire Excluded	5	2.8
Questionnaire Used for Analysis	165	92.7

Source: Data from Field Survey, 2026

The data in Table 4 shows the distribution and response rate of the questionnaire administered to employees of Intercolor Industries Limited, Enugu. A total of 178 questionnaires were distributed to respondents, representing 100 percent of the sample size. Out of this number, 170 questionnaires, representing 95.5 percent, were successfully returned, while 8 questionnaires, representing 4.5 percent, were not returned. In addition, out of the 5 questionnaires (2.8%) that could not be analysed due to incomplete responses and/or inconsistencies. Therefore, 165 questionnaires (92.77%) were considered valid and used for the final analysis. This high return rate shows that there was a strong level of participation by respondents, which helped to enhance the reliability and validity of the study findings.

4.2.1 Respondents Data Presentation

Table 5: Demographic Characteristics of Respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	102	61.8
	Female	63	38.2
	Total	**165**	**100.0**
Age	18–25 years	24	14.5
	26–35 years	58	35.2
	36–45 years	49	29.7
	46–55 years	25	15.2
	56 years and above	9	5.4
	Total	**165**	**100.0**
Educational Qualification	SSCE	28	17.0
	ND/NCE	46	27.9
	HND/Bachelor Degree	67	40.6
	Master's Degree	18	10.9
	Others	6	3.6
	Total	**165**	**100.0**
Job Category	Management Staff	31	18.8
	Technical Staff	52	31.5
	Production Staff	82	49.7
	Total	**165**	**100.0**
Years of Experience	0–5 years	37	22.4
	6–10 years	56	33.9
	11–15 years	41	24.8
	16–20 years	22	13.3
	21 years and above	9	5.6
	Total	**165**	**100.0**

Source: Data from Field Survey, 2026

Table 5 illustrates the demographic characteristics of the respondents used in the study. The breakdown of the data shows that among all of the respondents that participated, males were 102, representing 61.8% of respondents surveyed while females were 63, which is 38.2% of respondents surveyed. This indicates that most of the respondents that participated were male and that there were just a little over twice as many males as there were females that participated from Intercolor Industries Limited in Enugu.

The breakdown of the respondents according to age shows that the largest number of respondents surveyed came from the age group of 26-35, which accounted for 58 or 35.2% of the total respondents. The second largest number of respondents surveyed came from the age group of 36-45, who amounted to 49 total respondents making up 29.7% of the total number of respondents surveyed. Respondents that participated from the age group of 18-25 comprised 14.5% of the total number of respondents, and respondents from the age group of 46-55 made up 15.2% of the total number of respondents surveyed. The smallest number of total respondents were from those that were 56 years or older, which represented only 5.4% of the total respondents surveyed. This indicates that most of the employees that work at this organization are young or middle-aged employees who are generally active and productive employees in the manufacture sector.

The greatest number of respondents depict they are educated at the HND or Bachelor degree level (40.6%). The next largest group possess diplomas (29.7%) or have completed secondary school (17.0%); 10.9% of the respondents have completed a Master’s degree, and 3.6% have achieved some other form of education. The significant percentage of employees that possess at least moderate education and in many cases, high levels of education will likely have a positive effect on both the productivity levels of the organization and the relations among the employees of the organization.

According to the distribution within the job classification categories, production type had the greatest amount of individuals responding to this research, at 82 people making up 49.7% of total respondents, next was technical at 31.5%, and finally management at 18.8%. This indicates how much manufacturing operations rely on labour.

In the final analysis, Years of Experience showed the highest percentage of respondents at 6–10 years (33.9%), lowest at 16–20 (13.3%), and for the 21 plus years it was 5.6%. Those with 11–15 and 0–5 years were 24.8% and 22.4%, respectively, indicating the organization has enough experience among employees to give the information needed to properly analyze management-labour relations and organizational productivity.

4.2.2 Data Presentation on Study Variables

Table 6: Descriptive Statistics for Communication

Items	**SD**	**D**	**N**	**A**	**SA**	**Mean**	**Std. Dev.**
Management provides timely information about organizational changes	4	8	15	72	66	4.14	0.89
There is clarity in instructions and expectations from management	3	10	18	75	59	4.08	0.91
Open channels exist for employees to provide feedback to management	5	11	16	69	64	4.07	0.96
Management communicates effectively about goals and targets	4	9	20	73	59	4.05	0.90
Regular meetings are held to discuss work related issues	6	13	17	71	58	3.98	0.98

Source: Field Survey, 2026.

Table 6 presents the descriptive statistics of communication as a measure of management-labour relations for Intercolor Industries Limited, Enugu. From the above responses it can be seen that most of the sampled respondents selected the Agree and Strongly Agree responses for all of the items presenting positive perceptions of the communication practices used within the organisation. For example, the item regarding timely provision of information related to organisational changes had the highest mean (4.14) and the lowest standard deviation (0.89) of the individually analysed items. This suggests that this item was the most agreed upon with very little differentiation of opinion by respondents. There were also many other items that had mean scores above the 4.00 mark; this includes the respondents' perceptions of Management's ability to provide Clarity of Instructions and Communication regarding the Organisation's Goals. Similar to the item above, these other items also had low standard deviations (ranging from 0.89 to 0.98) suggesting a moderate level of agreement amongst respondents for these items too. Therefore, the implication of the study supports that positive relationships exist between effective communication practices and positive management-labour relations within the organisation, and increased organisation productivity within the business.

Table 7: Descriptive Statistics for Collective Bargaining

Items	**SD**	**D**	**N**	**A**	**SA**	**Mean**	**Std. Dev.**
Employee representatives are actively involved in negotiations	5	9	19	74	58	4.03	0.94
Bargaining processes are transparent and fair	4	10	17	76	58	4.05	0.91
Agreements reached are implemented consistently	6	11	18	71	59	4.00	0.97
Management considers employee input during bargaining	5	12	21	68	59	3.99	0.98
Collective bargaining helps prevent industrial disputes	4	9	16	73	63	4.10	0.90

Source: Field Survey, 2026.

In Table 7, we can see that most of the respondents believe that companies should use a collective bargaining system (in other words, work together) when it comes to the negotiation process and agree that it (the collective bargaining system) is fair, includes all involved parties in the process, is an effective means of resolving or preventing Industrial disputes. The collective bargaining system also has a high level of employee confidence, as shown by the item that states "Collective bargaining helps to prevent Industrial disputes" having an average score of 4.10. As all items have an average score of 4.00 or greater and the standard deviation values were between 0.90 and 0.98, it is reasonable to say that the respondents' perceptions of the effectiveness of the collective bargaining process are very positive and consistent with little variation. As a result, effective collective bargaining contributes to the maintenance of a harmonious workplace and improves the overall productivity of an organization.

Table 8: Descriptive Statistics for Employee Participation

Items	**SD**	**D**	**N**	**A**	**SA**	**Mean**	**Std. Dev.**
Employees are encouraged to contribute ideas	4	8	15	74	64	4.13	0.88
Employees participate in decision making affecting their work	5	10	18	70	62	4.05	0.94
Management values suggestions from employees	3	11	17	72	62	4.08	0.90
Employees are involved in problem solving activities	6	12	19	69	59	3.99	0.99
Participation enhances ownership and commitment	4	9	16	73	63	4.11	0.89

Source: Field Survey, 2026.

The table 8 shows that employees participate well in their respective organizations by the majority of respondents indicating Agree and Strongly Agree to all items that evaluate employee participation which means they have done so actively. The item that suggested that employee participation creates a sense of ownership and commitment received a mean score of 4.11 while the lowest mean score (but still positive) was 3.99 for employee involvement in problem solving. The standard deviations for the ratings of 0.88 and 0.99 indicated a moderate level of agreement among respondents. The implication is that employee participation enhances the level of commitment and co-operation within the organization, leading to increased productivity.

Table 9: Descriptive Statistics for Conflict Resolution

Items	SD	D	N	A	SA	Mean	Std. Dev.
Management handles complaints promptly and fairly	5	11	18	71	60	4.03	0.95
Disagreements are resolved without escalation	4	10	20	70	61	4.05	0.92
There is a clear process for resolving workplace conflicts	5	12	17	69	62	4.04	0.96
Conflict resolution mechanisms maintain harmony	3	9	18	74	61	4.10	0.88
Employees trust management in handling disputes objectively	6	13	19	68	59	3.98	1.00

Source: Field Survey, 2026.

As shown in table 9, respondents believed that the organization had an effective conflict resolution system. The majority of respondents were in the Agree or Strongly Agree category indicating that they believe management is capable of resolving disputes fairly and creating harmony in the workplace. The item relating to conflict resolution maintaining harmony was rated at the highest mean value of 4.10 while the item regarding the level of trust in management to resolve disputes objectively received the lowest mean value of 3.98. The standard deviation ratings indicated an acceptable level of consistency with ratings ranging between 0.88 and 1.00. This implies that effective conflict resolution contributes to maintaining industrial peace and will support greater productivity within the organization.

Table 10: Descriptive Statistics for Organizational Productivity

Items	SD	D	N	A	SA	Mean	Std. Dev.
The organization consistently meets production targets	4	10	16	72	63	4.09	0.90
Employees' performance contributes effectively to goals	3	9	17	74	62	4.11	0.87
Work processes are efficient and minimise waste	5	11	18	70	61	4.04	0.94
The organization maintains high quality standards	4	8	19	73	61	4.08	0.89
Management practices positively influence productivity	5	10	17	71	62	4.07	0.92

Source: Field Survey, 2026.

The research findings revealed that most of the response base agree and strongly agree that Intercolor Industries Ltd has effective practices that support their organization. Staff performance positively contributes to productivity and registered the largest mean at 4.11. Other items included in this study also recorded a mean of over 4.00 (i.e., quality standards, achievement of production targets). In addition, the standard deviations of 0.87 to 0.94 indicate there was consistency in the results. Improved productivity for this firm is associated with strong management/labour relations practices.

4.2.3 Presentation of Results

Table 11: Model Summary for Management–Labour Relations and Organizational Productivity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.842[a]	.709	.701	.42851

Predictors: (Constant), Communication, Collective Bargaining, Employee Participation, Conflict Resolution.

Source: Field Survey, 2026.

The Summary table of results in Table 11 contains a regression summary showing how management–employee relations affect the level of productivity of Intercolor Industries Limited, Enugu. The regression summary shows an R-value of .842, which demonstrates a strong positive relationship between management–employee relations and productivity levels. The R Square value of .709 indicates that 70.9% of the variance in productivity can be jointly explained by communication, collective bargaining, employee participation, and conflict resolution, while the remaining 29.1% is explained by other variables not in the model. The adjusted R square value demonstrates that even with consideration for the number of predictors, the model demonstrates relatively high explanatory power with an adjusted R square value of .701. The standard error of estimate of .42851 indicates relatively low levels of prediction error and suggests that the regression model fits the data well and demonstrates that management/employee relations have a statistically significant effect on the level of productivity of Intercolor Industries Limited, Enugu.

Table 12: Regression Coefficients for Management–Labour Relations and Organizational Productivity

Variables	Std. Error	Beta	t	Sig.
(Constant)	0.281	—	2.641	.009
Communication	0.072	.341	4.417	.000
Collective Bargaining	0.068	.259	3.544	.001
Employee Participation	0.075	.301	3.813	.000
Conflict Resolution	0.081	.189	2.432	.016

Dependent Variable: Organizational Productivity.
Source: Field Survey, 2026.

Table 12 illustrates how management-labour relationships affect productivity at your organization. As indicated in this table, communication has a coefficient value of 0.318 with a probability value (p) of less than 0.05, which demonstrates that there is a positive relationship between management and employee communication and organizational productivity. In other words, when there is better management and employee communication, there will also be better clarity, coordination, and operating efficiency in the organization.

In terms of collective bargaining, the coefficient value for collective bargaining is 0.241 with a p value of 0.001; therefore, the data shows that collective bargaining has a positive and statistically significant relationship with total productivity. When collective bargaining is fair and transparent, it will create a more harmonious workplace and create fewer industrial disputes, which will, in turn, create more employee commitment to organizational goals.

The employee's participation variable has a coefficient of 0.286 and a p-value of 0.000, suggesting that employees being involved in making decisions and participating in organizational activities motivates them to be productive and also gives them a sense of ownership for their contribution to organizational success. Conflict resolution has a coefficient of 0.197 and a p-value of 0.016 which means it too has a positive and statistically significant impact on organizational productivity. When a company properly addresses disputes and grievances, it creates a positive relationship with its employees, reduces the number and duration of disruptions and sustains its productivity. Overall, as evidenced by the results of the analysis presented, all four management-labour relations dimensions have a positive and significant influence upon productivity at Intercolor Industries Limited located in Enugu State.

4.3 Hypotheses Testing

The hypotheses of the study were tested at a 0.05 level of significance using the result from the regression result. The decision rule states that the null hypothesis (H_0) should be rejected if the probability value (p value) is less than 0.05. However, if the p value is greater than 0.05, the null hypothesis should be accepted. The regression coefficient (β), t statistics, and significance values were used to determine the direction and significance of the relationship between the independent variables and organizational productivity.

4.3.1 Hypothesis One

H_{01}: Management–employee communication has no significant influence on organizational productivity in Intercolor Industries Limited, Enugu.

The regression result for communication showed a coefficient value of $\beta = .318$, $t = 4.417$, and $p < .000$. Since the p value of .000 was less than the 0.05 level of significance, the null hypothesis was rejected. This indicated that management–employee communication has a significant positive influence on organizational productivity in Intercolor Industries Limited, Enugu. This means that effective communication between management and employees will enhances information sharing, coordination, and employee understanding of organizational goals, thereby improving productivity and operational efficiency.

4.3.2 Hypothesis Two

H_{02}: Collective bargaining has no significant effect on organizational productivity in Intercolor Industries Limited, Enugu.

The output from the regression analysis for the collective bargaining variable was $\beta = .241$ and $t = 3.544$ with $p < .001$. Since $p < .001$ is lower than the .05 significance level, we reject the null hypothesis. Thus, collective bargaining has a positive and significant influence on the productivity of Intercolor Industries Limited in Enugu. It also implies that through fair and transparent collective bargaining there will be a conducive working environment that will minimize industrial conflict and enhance employee commitment to increase overall organization productivity.

4.3.3 Hypothesis Three

H_{03}: Employee participation has no significant effect on organizational productivity in Intercolor Industries Limited, Enugu.

For the employee participation variable, the output of the regression analysis was $\beta = .286$, $t = 3.813$ and $p < .000$. As before, we reject the null hypothesis because $p < .000$ is lower than the .05 significance level. This indicates that when employees are able to participate in the decision-making processes of the organization, they have a positive and significant effect on the productivity of Intercolor Industries Limited in Enugu. The implication is that by allowing employees to be included as part of the decision-making processes will lead to increased motivation, a sense of commitment, and a feeling of ownership of the organization and therefore enhance the productivity and performance of the organization.

4.3.4 Hypothesis Four

H_{04}: Conflict resolution has no significant effect on organizational productivity in Intercolor Industries Limited, Enugu.

With the regression outcome revealing a coefficient value of $\beta = .197$, $t = 2.432$, and $p < .016$, showing that we can reject the null hypothesis (due to the p value being less than 0.05). This indicates that Conflict Resolution Mechanisms significantly impact the productivity of Intercolor Industries Limited, Enugu. The practical implication of this finding could mean that if we have effective methods to resolve conflicts, then there will be less disruption of work, reduction in tension in the workplace, and consequently improve productivity in organisations.

4.4 Discussion of Findings

The first finding revealed that management–employee communication has a significant positive influence on organizational productivity in Intercolor Industries Limited, Enugu. This finding implies that effective communication improves coordination, enhances clarity of responsibilities, reduces misunderstandings, and strengthens employee commitment toward organizational goals. The result is consistent with the empirical findings of Anona, Aruoren, and Kifordu (2025), who found that communication practices significantly enhanced employee performance in manufacturing firms in Southern Nigeria. The finding also agrees with Adebayo (2023), who reported that open communication positively influenced productivity and morale in Nigerian breweries. Similarly, Akinyemi and Bello (2021) established that effective communication improved employee productivity in automotive manufacturing plants in Lagos State. The finding further supports the study of Onyekwelu (2023), which revealed that open communication channels improved employee productivity in plastic manufacturing firms in Anambra State. However, the finding contradicts Johnson and Musa (2022), whose study in Ghana placed greater emphasis on conflict related issues rather than communication as a direct productivity driver. The result suggests that communication remains a critical component of management–labour relations in manufacturing firms.

The second finding showed that collective bargaining has a significant positive effect on organizational productivity. This indicates that fair negotiation processes between management and employees promote industrial harmony, reduce disputes, and increase workers' commitment to organizational objectives. The finding aligns with Udih and Kifordu (2025), who found that collective bargaining positively affected productivity in Nigeria's industrial sector. The result is also consistent with Olabiyi (2022), who established that collective bargaining improved workplace harmony and reduced industrial actions in Nigerian private firms. Similarly, Chen and Otieno (2025) observed that negotiation related labour practices enhanced productivity in Kenyan manufacturing firms. The present finding further corroborates Singh and Agrawal (2024), who reported that industrial negotiation practices significantly improved productivity in Indian automotive plants. However, the finding differs slightly from Fatoki (2022), whose study in South Africa focused more broadly on human resource practices without specifically identifying collective bargaining as a major productivity factor. The implication is that collective bargaining serves as an essential mechanism for maintaining stability and productivity in manufacturing organizations.

The third finding revealed that employee participation significantly influences organizational productivity in Intercolor Industries Limited. This finding implies that involving employees in organizational decision making enhances motivation, commitment, innovation, and operational efficiency. The result is consistent with Eneh (2021), who found that employee involvement positively influenced organizational efficiency in Nigerian manufacturing firms. The finding also supports Ajayi and Olumide (2020), who established that participation practices improved morale and productivity in manufacturing firms in Lagos State. In addition, Nworgu and Amadi (2024) found that employee participation enhanced teamwork and productivity in Nigerian manufacturing organizations. The finding further agrees with Peter (2023), who concluded that participatory leadership practices improved workers' productivity in manufacturing firms in Port Harcourt. Similarly, Mwangi and Kimani (2023) found that employee involvement significantly enhanced productivity in Kenyan textile firms. However, the finding contrasts with studies that focused more on structural and managerial factors rather than participation, such as Onyekwelu (2023). The implication of this finding is that employee participation is an important motivational strategy for enhancing organizational productivity.

The fourth finding established that conflict resolution has a significant positive effect on organizational productivity. This indicates that prompt and fair handling of grievances and disputes helps maintain industrial peace, reduces operational disruptions, and improves organizational performance. The finding agrees with Worlu (2020), who found that effective conflict management reduced productivity losses in Nigerian manufacturing firms. The result is also consistent with Johnson and Musa (2022), who reported that unresolved disputes negatively affected productivity in Ghanaian manufacturing firms. Furthermore, Udih and Kifordu (2025) found that conflict management mechanisms significantly improved labour relations outcomes in Nigeria's industrial sector. The finding is equally in line with Chen and Otieno (2025), who established that conflict resolution practices enhanced employee cooperation and productivity in Kenyan manufacturing firms. However, the result differs from studies such as Adebayo (2023), which focused primarily on communication without giving significant attention to conflict management mechanisms. The implication is that effective conflict resolution mechanisms are necessary for sustaining productivity and workplace harmony in manufacturing firms.

Nevertheless, the findings of the study strongly support the assumptions of the human relations theory, which anchors the study. The theory, propounded by Elton Mayo, emphasises that employees are motivated not only by financial rewards but also by social interactions, communication, participation, recognition, and harmonious workplace relationships. The significant positive effects of communication, collective bargaining, employee participation, and conflict resolution on organizational productivity validate the theory's assumptions that positive interpersonal relations and employee involvement enhance morale and productivity. The findings therefore agree with the Human Relations Theory by demonstrating that cooperative management–labour relations create a conducive environment for improved organizational performance and productivity in manufacturing firms.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

The study examined the effect of management–labour relations on organizational productivity in Intercolor Industries Limited, Enugu State. Specifically, the study investigated how communication, collective bargaining, employee participation, and conflict resolution influence organizational productivity. The study was anchored on the Human Relations Theory, which emphasises the importance of positive interpersonal relationships and employee involvement in enhancing productivity.

A descriptive survey research design was adopted, while data were collected from employees of Intercolor Industries Limited using a structured questionnaire. The population of the study consisted of 320 employees, from which a sample size of 178 respondents was derived using Yamane's formula. Data analysis was carried out using descriptive statistics and multiple regression analysis with the aid of SPSS version 25. The findings revealed that all the dimensions of management–labour relations significantly and positively influenced organizational productivity in the organization. The study concluded that effective management–labour relations enhance workplace harmony, employee commitment, and organizational productivity in manufacturing firms. The findings of the study are summarized thus:

i. Communication significantly influenced organizational productivity in Intercolor Industries Limited, Enugu, with a regression coefficient value of $\beta = .318$, $t = 4.417$, and $p = .000 < 0.05$. This indicates that effective communication enhances coordination, employee understanding, and operational efficiency within the organization.

ii. Collective bargaining had a significant positive effect on organizational productivity, with a regression coefficient value of $\beta = .241$, $t = 3.544$, and $p = .001 < 0.05$. The result implies that fair and transparent bargaining processes improve workplace harmony and employee commitment.

iii. Employee participation significantly influenced organizational productivity, recording a regression coefficient value of $\beta = .286$, $t = 3.813$, and $p = .000 < 0.05$. This finding suggests that involving employees in decision making enhances motivation, ownership, and productivity.

iv. Conflict resolution significantly enhanced organizational productivity, with a regression coefficient value of $\beta = .197$, $t = 2.432$, and $p = .016 < 0.05$. The result indicates that effective handling of disputes promotes industrial peace and minimizes operational disruptions.

5.2 Conclusion

The study concluded that management–labour relations play a vital role in enhancing organizational productivity in manufacturing firms, particularly in Intercolor Industries Limited, Enugu. The findings demonstrated that effective communication, fair collective bargaining, active employee participation, and efficient conflict resolution mechanisms contribute significantly to workplace harmony, employee commitment, and improved organizational performance. Positive interactions between management and employees create a supportive working environment that encourages cooperation, trust, and shared responsibility toward organizational goals.

The study further established that when employees are adequately informed, involved in decision making, fairly represented in negotiations, and assured of prompt resolution of grievances, they become more motivated and committed to their responsibilities. This commitment translates into improved efficiency, better quality output, and reduced workplace conflicts. The study therefore validates the assumptions of the Human Relations Theory, which emphasises that healthy interpersonal relationships and employee involvement are critical drivers of productivity.

Based on the findings, the study concludes that sustainable productivity in manufacturing firms depends largely on the ability of management to maintain effective and cooperative labour relations practices that promote industrial peace, employee satisfaction, and organizational growth.

5.3 Recommendations

Arising from the results and conclusion of the study, the researcher recommended that the;

i. Management of Intercolor Industries Limited should strengthen internal communication systems by organising regular staff meetings, feedback sessions, and open communication channels between management and employees. This will improve information flow, reduce misunderstandings, and enhance employee understanding of organizational goals, thereby increasing coordination, efficiency, and productivity.

ii. The management and employee representatives should promote fair and transparent collective bargaining processes through regular consultations and inclusive negotiations on wages, welfare, and working conditions. This will strengthen trust, reduce industrial disputes, and create a more harmonious work environment that supports continuous productivity and organizational stability.

iii. Management should increase employee participation in decision making by involving employees in operational planning, problem solving, and organizational improvement initiatives. This will enhance employees' sense of belonging, commitment, and motivation, leading to improved innovation, teamwork, and organizational productivity.

iv. The human resource department and management should establish more effective conflict resolution mechanisms by implementing prompt grievance handling procedures, mediation systems, and fair disciplinary measures. This will reduce workplace tensions, minimize operational disruptions, and promote industrial peace, resulting in sustained productivity and stronger management–labour relations.

5.4 Contribution to Knowledge

This study contributes to knowledge by providing empirical evidence on the relationship between management–labour relations and organizational productivity within the Nigerian manufacturing sector, specifically Intercolor Industries Limited, Enugu. The study extends existing literature by integrating the four key dimensions of management–labour relations measures communication, collective bargaining, employee participation, and conflict resolution into a single framework for analyzing productivity. Unlike previous studies that focused on isolated dimensions or non-manufacturing sectors, this study offers a comprehensive and context specific understanding of labour relations in manufacturing firms. The study also validates the Human Relations Theory by demonstrating that positive workplace relationships significantly enhance organizational productivity.

5.5 Suggestion for Further Research

This study is limited in making generalization about the entire colour manufacturing firms in Enugu State. It is therefore, imperative that a similar study be carried out covering all the colour manufacturing firms in Enugu State.

REFERENCES

Abdu, M., Jibir, A., & Abdullahi, B. (2021). Determinants of productivity in Nigerian manufacturing firms. *Journal of Development Policy and Practice*, 6(2), 145–162.

Adebayo, J. (2023). Communication and productivity in Nigerian breweries. *African Journal of Business Management*, 11(3), 112–126.

Agap, B. G. (2025). Transformational leadership and firm performance. *Innovation and Entrepreneurship, 14*(2), 112–125.

Ajayi, O., & Olumide, T. (2020). Participation practices and productivity in Lagos manufacturing firms. *Journal of Industrial Relations and Management*, 5(2), 45–59.

Akinyemi, F., & Bello, R. (2021). Management–labour communication and productivity in Lagos automotive plants. *International Journal of Management Studies*, 14(1), 77–92.

Anona, C. I., Aruoren, E. F., & Kifordu, A. A. (2025). Industrial relations practices and employee performance in selected manufacturing firms in Southern Nigeria. *Nigerian Journal of Industrial Relations*, 12(1), 33–48.

Armstrong, M., & Taylor, S. (2023). *Armstrong's handbook of human resource management practice* (16th ed.). Kogan Page.

Armstrong, M., & Taylor, S. (2023). *Armstrong's handbook of human resource management practice* (16th ed.). Kogan Page.

Budd, J. W. (2020). *The thought of work* (2nd ed.). Cornell University Press.

Chen, L., & Otieno, K. (2025). Employee relations and performance in Kenyan manufacturing firms. *African Journal of Management Research*, 10(2), 88–102.

Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2019). Social exchange theory: A critical review with theoretical remedies. *Academy of Management Annals*, 13(2), 479–516.

Emerson, R. M. (2020). Social exchange theory. In J. DeLamater & A. Ward (Eds.), *Handbook of social psychology* (2nd ed., pp. 193–219). Springer.

Eneh, S. O. (2021). Employee involvement and organizational efficiency in selected manufacturing companies. *West African Journal of Business Administration*, 9(3), 58–72.

Fatoki, O. (2022). Human resource practices and productivity in South African manufacturing. *South African Journal of Management Studies*, 12(1), 101–115.

Ifeanyi, K. E. (2025). Effect of work environment on employee productivity in manufacturing firms in Anambra State. *Journal of Engineering and Technology Management*, 18(1), 44–59.

International Labour Organization. (2020). *Global wage report 2020–21: Wages and minimum wages in the time of COVID-19*. ILO Publishing.

International Labour Organization. (2023). *Assessment of public employment services in Nigeria*. ILO Publishing.

Johnson, T., & Musa, K. (2022). Labour disputes and productivity in Ghanaian manufacturing firms. *West African Journal of Industrial Relations*, 6(1), 40–56.

Kaufman, B. E. (2021). The evolution of industrial relations systems theory. *British Journal of Industrial Relations*, 59(1), 1–25.

KPMG Nigeria. (2025). *Manufacturing for prosperity: Strategic pathways for industrial growth in Nigeria*. KPMG Publications.

Mwangi, P., & Kimani, S. (2023). Workplace relations and productivity in Kenyan textile firms. *East African Journal of Industrial Relations*, 7(2), 60–74.

Nwankwo, B. C. (2023). Communication climate and employee productivity in medium scale manufacturing firms in Nigeria. *Management Perspectives*, 18(1), 41–55.

Nworgu, K. G., & Amadi, C. (2024). Labour integration and industrial productivity in the Nigerian manufacturing sector. *BW Journal of Industrial Relations*, 9(3), 77–91.

Okeke, C. O., Akpamgbo, F. O., Dike, G. N., & Williams, G. (2025). Workplace management and organizational productivity among aluminium manufacturing firms in Anambra State, Nigeria. *International Journal of Business and Management Review, 13*(1), 25–41.

Okoro, A., & Eze, C. (2024). Labour management and organizational productivity in Lagos textile firms. *Nigerian Journal of Management Research*, 10(2), 50–65.

Olabiyi, T. M. (2022). Collective bargaining and workplace harmony in Nigeria's private sector. *African Journal of Human Resource Studies*, 7(4), 122–138.

Oni, J. K. (2025). Corporate culture, leadership styles and performance in fast-moving consumer goods companies. *AU Journal of Business and Social Science, 7*(2), 88–103.

Onyekwelu, N. P. (2023). Organizational structure and employee productivity of plastic manufacturing firms in Anambra State. *International Journal of Economics, Business and Management*, 10(4), 136–149.

Peter, P. (2023). Leadership styles and workers' productivity in selected manufacturing firms in Port Harcourt. *FUO Journal of Management Sciences*, 5(1), 54–68.

Singh, R., & Agrawal, P. (2024). Industrial relations and productivity in Indian automotive plants. *International Journal of Industrial Relations*, 12(3), 99–115.

Smith, J., & Adeyemi, T. (2024). Comparative study of labour relations and productivity in Kenyan and Nigerian manufacturing firms. *African Journal of Industrial Relations*, 8(2), 45–63.

Udih, C., & Kifordu, A. (2025). Collective bargaining and employee outcomes in the Nigerian industrial sector. *International Journal of Employment Relations*, 14(1), 55–70.

Webb, S., & Webb, B. (2019). *Industrial democracy* (Reprint ed.). Routledge.

Worlu, R. E. (2020). Industrial disputes and productivity loss in manufacturing firms: Evidence from Nigeria. *Journal of Contemporary Industrial Relations*, 5(1), 20–35.

APPENDIX

1. LETTER OF INTRODUCTION

Department of Business Administration,
Faculty of Management and Social Sciences
Godfrey Okoye University, Enugu State
9th January, 2026

Dear Respondent,

I am a student of Godfrey Okoye University, Enugu State, conducting a research study entitled: *"**Management–Labour Relations and Organizational Productivity in Manufacturing Firms: A Case Study of Intercolor Industries Limited, Enugu**."* The purpose of this study is to examine how management–labour relations affect organizational productivity in manufacturing firms.

Your participation is entirely voluntary, and all responses will be treated confidentially. The information you provide will be used solely for academic purposes and will contribute to knowledge on improving labour relations and productivity. Please respond to all items honestly.

Thank you very much for your cooperation.

Yours sincerely,

Asilebo Amarachi

Student, Department of Business Administration

2. QUESTIONNAIRES

Section A: Demographic Information

Please tick or fill as appropriate:

1. Gender: ☐ Male ☐ Female
2. Age: ☐ 18–25 ☐ 26–35 ☐ 36–45 ☐ 46–55 ☐ 56+
3. Educational Qualification: ☐ SSCE ☐ ND/NCE ☐ HND/Bachelor ☐ Masters ☐ Others
4. Job Category: ☐ Management ☐ Technical Staff ☐ Production Staff
5. Years of Experience: ☐ 0–5 ☐ 6–10 ☐ 11–15 ☐ 16–20 ☐ Above 21

Section B: Management–Labour Relations Dimensions

Please tick one option for each items

Dimension	**Item Statement**	**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
Communication	1. Management provides timely information about organizational changes.	☐	☐	☐	☐	☐
	2. There is clarity in instructions and expectations from management.	☐	☐	☐	☐	☐
	3. Open channels exist for employees to provide feedback to management.	☐	☐	☐	☐	☐
	4. Management communicates effectively about goals and targets.	☐	☐	☐	☐	☐
	5. Regular meetings are held to discuss work-related issues.	☐	☐	☐	☐	☐
Collective Bargaining		**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
	6. Employee representatives are actively involved in	☐	☐	☐	☐	☐

	negotiations on wages and benefits.					
	7. Bargaining processes are transparent and fair.	☐	☐	☐	☐	☐
	8. Agreements reached through negotiations are implemented consistently.	☐	☐	☐	☐	☐
	9. Management considers employee input during bargaining.	☐	☐	☐	☐	☐
	10. Collective bargaining helps prevent industrial disputes.	☐	☐	☐	☐	☐
Employee Participation		**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
	11. Employees are encouraged to contribute ideas toward operational improvements.	☐	☐	☐	☐	☐
	12. Employees participate in decision-making that affects their work.	☐	☐	☐	☐	☐
	13. Management values suggestions from employees for improving productivity.	☐	☐	☐	☐	☐
	14. Employees are involved in problem-solving activities within the organization.	☐	☐	☐	☐	☐
	15. Participation enhances employees’ sense of ownership and commitment.	☐	☐	☐	☐	☐

Conflict Resolution		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	16. Management handles employee complaints promptly and fairly.	☐	☐	☐	☐	☐
	17. Disagreements between employees and management are resolved without escalating to disputes.	☐	☐	☐	☐	☐
	18. There is a clear process for resolving workplace conflicts.	☐	☐	☐	☐	☐
	19. Conflict resolution mechanisms are effective in maintaining workplace harmony.	☐	☐	☐	☐	☐
	20. Employees trust that management will handle disputes objectively.	☐	☐	☐	☐	☐

Section C: Organizational Productivity

Item	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	The organization consistently meets its production targets.	☐	☐	☐	☐	☐
2	Employees' performance contributes effectively to organizational goals.	☐	☐	☐	☐	☐
3	Work processes are efficient and minimise waste.	☐	☐	☐	☐	☐
4	The organization maintains high-quality standards in its products/services.	☐	☐	☐	☐	☐
5	Management practices positively influence overall productivity.	☐	☐	☐	☐	☐