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Human Resource Management and Employee Relation in the Nigerian Manufacturing Industry

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Abstract:
The study examined the relationship between human resource management and employee relation by targeting the Nigerian manufacturing sector; specifically, Whictech Aluminium Limited and Flight Aluminium Plc in Asaba, Delta State, Nigeria as the case study. The sampling object used for this work comprises of the employees, supervisors and top managers of Whictech Aluminium Limited and Flight Aluminium Plc in Asaba, Delta State, Nigeria; this is done in respect of measures of human resource management (Training and Development (TD), Performance Appraisal (PA) and Reward and Compensation (RC)) (independent variables) on Employee Relation (ER) (dependent variable) and responses from the respondents were collected with the aid of five (5) Likert scale questionnaire. A total of ninety-nine (99) questionnaires were administered staffs of Whictech Aluminium Limited and Flight Aluminium Plc in Asaba, Delta State. Out of the ninety-nine (99) questionnaires, ninety (90)90.91% where retrieved and properly filled while nine (9)9.09% were not returned. Thus, the sample to be used for the study will be the total of ninety (90) respondents. The questionnaire was code with the aid of excel spread sheet, the respondent's profile was analyzed with manual simple percentage, the research questions was analyzed with the aid of descriptive statistics which comprises of the minimum, maximum, mean and standard deviation and correlation matrix. The hypotheses of the study were tested using the multiple regression statistical tools with the aid of SPSS version 23 as the basis of testing hypotheses. The findings revealed that there is a significant positive relationship between Training and Development (TD) and employee relation $(0.035<0.05)$, thus the null hypothesis is rejected and the alternate hypothesis is accepted; Performance Appraisal (PA) has a significant relationship with employee relation which is evident with the p-value $(0.009>0.05)$ thus the null hypothesis is rejected and the alternate hypothesis is accepted and finally, finding provides support for result H_3 test which indicated that Reward and Compensation (RC) has significant relationship with employee relation $(0.001<0.05)$, thus the null hypothesis is rejected and the alternate hypothesis is accepted.From the findings of the study, it can be concluded that, overall, the human resource management had a significant impact on the employee relation of the manufacturing firms in Nigeria. The study thereby recommends that systematic training should be carried out in the studied companies professionally. Identification of training needs should be done in conjunction with the line managers as well as the individual involved with the human resources development. Everyone involved should agree exactly to what the employees are lacking. For instance, what skill is needed and what attitudes need to be changed towards performance.

Keywords: Human resource management, training and development, performance appraisal, employee relations

1. Introduction

Organizations nowadays, face dynamic and consistently evolving environmental factors, where they are needed to search for approaches with explicit ultimate objective to get an intense benefit to beat their rivals (Norhasnina, Mohamad and Wan, 2018). In current economy, the employee relation as determinant factor that upgrades their presentation is one of the huge elements of organizations for acquiring strategic advantage in the business world (Khan and Wisner, 2019; Sutduean, Sutduean and Jermsittiparsert, 2019). The human resource of the organizations is the way to improve employee

relation and performance of the workers, which could be upgrade by carrying out the human resource management (HRM) in the organizations (Kerdpitak and Jermsittiparsert, 2020).

Employee relations (ER) has both educated and been impacted by key changes in our comprehension about how individuals at work are overseen. One critical improvement in the field of work relations concerns the unmistakable quality of human resource management (HRM) (Harney, Dundon and Wilkinson, 2018). Since the mid-1980s HRM has been 'challenged' yet additionally perceived as the 'ordinary' scholarly viewpoint for dissecting the administration of work and all its related relationship strains and ambiguities, consequently, HRM has similarly been diffused broadly into training and many consider HR to be an authentic and expert vocation decision (Harney, Dundon and Wilkinson, 2018). The foothold of HRM has been supported by a colonization of business college content, with devoted undergrad specialisms and postgraduate level capabilities in HRM supplanting more conventional work relations arrangements. Proficient bodies, including the Chartered Institute of Personnel Development (CIPD) and the Society for Human Resource Management (SHRM), have made HRM standards and best quality levels while advancing the useful effect of HRM for people, organizations and society (Kochan, 2007). The current CIPD slogan of "supporting better work and working lives" is demonstrative of this wide desire, despite the fact that researchers bring up that these cases might be characteristic of manner of speaking as opposed to the real world (Thompson, 2011).

Beforehand, organizations are not after the arrangements of human resource management and don't know about the section and exit of (Noe, Hollenbeck, Gerhart, and Wright, 2017). Yet, presently because of globalization it is essential for the organizations for increase the exhibition of workers execute HR rehearses through better employee relation. The training and development (T&D) work on the exhibition of representatives by giving on work and off work trainings, it additionally improves manager and worker relationship. The training offers workers to support up their abilities as per the refreshed information. Generally manufacturing businesses carry out the T&D to foster the representatives but the service sector does not consider the importance of human resource management in gaining performance (Gan and Yusof, 2019). Also, if the representatives get appraisal on their performance they are inspired to perform well and worker strengthening give mental satisfaction to workers, which propel workers to perform better in the organizations through better employee relation (Kampkötter, 2017; Shanodhini and Srividhya, 2018).

The degree to which HRM can be separated from or subsumes business relations will particularly rely upon the meaning of HRM. Investigations of HRM as a select and unmistakable way to deal with overseeing individuals are proven in writing zeroing in on high-responsibility the management, high-association the executives, best practice HRM and High-Performance Work Systems (HPWS). There are nonetheless changing degrees of accentuation in examination and approach. Human Resource Management discovers strength of catchphrases, for example, key HRM, determination, professions, administration, turnover and firm performance. It is just past the 40 most often utilized catchphrases where one discovers proof more lined up with ER, for example the work relationship, worker's organizations, struggle, dealing force, legislative issues and work deficiencies (Townsend and Wilkinson, 2014).

The significance and tremendous commitment of human resource to organizations can't be overemphasized, as human resource is important and fills in as the foundation of organizations universally (Norhasnina, Mohamad and Wan, 2018). Representatives are a secret weapon that might be deliberately situated for an organization to achieve upper hand. It is declared that assets which can be extraordinary and valuable that make upper hand (Norhasnina, Mohamad and Wan, 2018). Studies have additionally shown that, organizations support competitive through the administration of scant and significant HR (Khan, 2010). Accordingly, this investigation is completed to decide the results of HR the board practice towards representatives' relation and performance in manufacturing sector. Other than that, worker relation is in like manner fundamental to be considered in the resource since it could impact how fulfilled the clients is with the items/administrations gave. on how satisfied the customers is with the products/services provided.

1.1. Problem Statement

In spite of the fact that HRM assumes a significant part in upgrading the relation and performance of workers and organizations, numerous organizations in emerging economy, for example, Nigeria don't give a lot of consideration to HRM to guarantee such viable employee relation. There are, indeed, a couple of related investigations on HRM in Africa overall and Nigeria specific in contrast with the wide number of studies in Europe, America, and various pieces of Asian mainlands. Additionally, these couple of studies in the Nigerian setting zeroed in their examination on HRM and workers' relation while disregarding the significance of employee relation.

Numerous surviving investigations advocate that human asset the executives rehearse have been a momentous wonder in organizations, yet its consequences for employee relation with interceding part of worker performance has not sufficiently talked about in work environment research writing. Inside the rise of HRM, as of late, researchers have given a lot of consideration to this, explicitly the impact of human resources management on worker's relation as a fascinating examination region particularly with regards to created nations. However, little is thought about the effect of HRM with regards to non-industrial nations. This proposes the requirement for additional exploration on HRM in such non-industrial nations like Asia or Africa. This is on the grounds that this examination will help with meeting the deficiency of experimental work in organizations in such nations. It is additionally expected that examination of this exploration region will work as a vehicle for near investigations. Likewise, there are others analysts, calling attention to that examination of HRM can be profitable when it centers on this in a solitary industry. They likewise recommended that examination of HRM in a solitary industry came about into exact estimation of employee relation. Therefore, the current study focuses its investigation of the relationship between human resource management and employee relation in the manufacturing sector in Nigeria.

1.2. Objectives of the Study

The main objective of the current study is to examine the effect of human resource management on employee relation. Further, the current study examines the relationship of human resource management practices and employee relation while mediating by employee performance. The employees of manufacturing sector cannot perform well if thehuman resource management is not provided to them forupdated knowledge. On the bases of the objective of thestudy following are the research objectives of the study:

- To determine influence of training and developmenton employee relation.
- To examine the effect of performance appraisal onemployee relation.
- To elaborate association of reward and compensationon employee relation.

1.3. Research Hypotheses

- $H0_1$: Training and development does not have significant influence on employee relation
- $H0_2$: Performance appraisal does not have significant influence on employee relation
- $H0_3$: Reward and compensation does not have significant influence on employee relation

2. Literature Review

2.1. Conceptual Review

2.1.1. Human Resource Management (HRM) Practices

For acquiring the strategic advantage in the organizations, numerous organizations are centered on human resources management practices and how these practices beat the issues of worldwide world. By executing human resources management practices, the organizations can enhance performance. Also, the human resources management practices like training and development, performance appraisal, pay and rewards and worker strengthening works on the presentation, the more prepared employee who has openings for their turn of events, and getting examination on their exhibition in type of formal and casual prize framework and engaging employees in hierarchical performance (Hanaysha and Tahir, 2016). The worker performance, for instance, if employees are fulfilled from their organization, the person performs well. Because of globalization business faces numerous difficulties; various difficulties can be crushed by HRM arrangements on the grounds that HRM approaches increment the fulfillment level of employees. As per (Armstrong, 2006) these practices upgrade the organization performance. Likewise, these practices are having an element for better fulfillment and performance of workers.

2.1.2. Training and Development

Training and development are the factor that influences the exhibition of employees as per the progressions in organizations. The workers get strategic advantage for the organizations when their abilities, information and capacities are more refreshed by present economy. For accomplishing the requirements of the organizations, the employees of the organizations are create as indicated by the mission and vision of the business. It is one of the imperative ideas, which works on the presentation and expands the usefulness of the organizations. Also, when employees are having legitimate mindfulness about the objectives of the organizations and techniques of the organizations their efficiency in organizations are high. The more the workers know about the organizations by acquiring trainings meeting in organization the more employees fulfilled and perform well (Hanaysha and Tahir, 2016; Khan, Abbasi, Waseem, Ayaz and Ijaz, 2016). At the point when workers are fulfilled from the organizations training and creating openings then they perform well. The instructional meeting after normal spans shows the hierarchical turn of events (Huang and Su, 2016)

2.1.3. Performance Appraisal

Ramous Agyare, Mensah, Aidoo, and Ansah (2016), expressed that when workers get appraisal on the performance upgrades their inspiration for better performance and accomplishing the organizations objectives. The employees not getting the appraisal on the performance they are not propelled and not fulfilled. Because of lackluster showing evaluation workers efficiency is exceptionally low. Then again, if employees get performance appraisal on specific objectives and goals, they are more fulfilled and perform well and hold in the organizations for longer time span, improve the fulfillment of the laborers, if the evaluation not agreement with the performance of the workers are demotivated. Great performance appraisal inspires the workers to perform well lift appropriate conduct in organizations, for example, organizations citizenship conduct for climate, lessen nonattendance, hold in the organizations for longer time-frame. In this manner organization is successful and proficient in its working (Kampkötter, 2017).

As indicated by the capacity inspiration and openings hypothesis (Appelbaum, Bailey, Berg, Kalleberg, and Bailey, 2000) performance appraisal consider as persuasive factor that spur the workers to accomplish best targets. Past investigations additionally give proof that HR exercises expands the work fulfillment (Chuang, Jackson, and Jiang, 2016; Huang and Su, 2016; Kampkötter, 2017; Khan et al., 2016).

2.1.4. Reward and Compensation

The reward and compensation improve and gave better outcomes when it is given to employees on their relegated obligations. The award and pay having various sorts some are financial and some nonmonetary rewards. The financial prizes are given to workers in type of money, reward and so forth. The non-financial prizes are given to workers in type of

acclaim, appreciation grants and authentication. Besides, assuming the workers are remunerated on their obligations, they are more roused to perform better (Mira, Choong and Thim, 2019). Furthermore, if employees are not getting reaction from the directors about their great performance, they are less spurred and organizations are missing on satisfying disregarded from the organizations, workers considered to left the organizations and not stay in organization for longer time-frame. The prize and remuneration practices should continue in the organization for upgrading the efficiency of the organizations. Under this examination, it is considered as free factor that impact the performance of the workers, assuming employees are remunerated on their obligations, they are more useful. By expected set of responsibilities, the organization knows about what to assume from the specialists and how to remunerated laborers who decide great performance; and consequently, the workers know what the organization accepts from them and the assortment of pay and prize they get (Hailemariam et al., 2019).

2.2. Theoretical Review
The study is anchored on the control theory and expectancy theory that is elucidated below;

2.2.1. Control Theory
Control theory has shown numerous applications in the working environment. To build employee performance, supervisors need to guarantee that workers have explicit and testing objectives which bring about preferred performance over uncertain objectives. Uncertain objectives, for example, "give a valiant effort" or "invest more effort" give nothing but bad near norm and direct criticism (Campion and Lord, 1982). Without a particular norm and clear criticism, an employee won't perceive blunders and afterward won't participate in conduct changes that further develop execution. Hypothetical articulations by Lord and Hanges (1987) and via Carver and Scheier (1981) propose that oversight in the working environment can be examined as a control framework comprised of administrators and subordinates.
The management by Objectives (MBO) projects can likewise use Control Theory "to portray and sort out the criticism circle between supervisors, their subordinates, and the errands they are achieving collectively, as that group is an interpersonal organization" (Pennsylvania State University (PSU), 2011). Control hypothesis underlines that individual constantly look for input (Pennsylvania State University (PSU), 2011). Subsequently you will see the control hypothesis applied in spaces of assessment, week after week registration, and group gatherings. Work environment uses of control hypothesis additionally emerge when zeroing in on other control components that may factor into the "framework" like social control, social environment, and social changes. Control hypothesis has likewise been utilized in human resource management where they use conduct control, yield controls, and information controls to influence conduct and work performance. As indicated by Snell (1992), a significant advantage with yield control accommodates lower-level thought, however it actually manages the cost of support and commitment which upgrade the business.

2.2.2. Expectancy Theory
As indicated by the expectancy theory, individual will be persuaded to perform by two hopes (Ferris, 2007). Expectance is the likelihood that the exertion set forth will prompt the ideal performance. The subsequent hope (likewise alluded to as instrumentality) is the likelihood that a specific performance will prompt certain favored results. At the point when the likelihood of some exertion won't be remunerated, the worker won't be profoundly energetic to play out a specific assignment. Anticipation hypothesis essentially depends upon inspirations to explain reasons for practices displayed at work (Leonard, Beauvais and Scholl, 1999). Outer prizes are seen as actuating inspirational states that energizes practices, rather than inborn helpers, when practices are gotten from inside powers, for example, the satisfaction in the actual work since it is testing, intriguing, etc. (Isaac, 2011).

2.3. Empirical Review
Using convince sampling technique and self-administered questionnaire as a method of data collection, Chumpon, Anunya, Tawatchai and Pawintana (2020) explored the relationship between human resource management practices (measures with training and development (T&D), performance appraisal (PA), reward and compensation (R&C), employee empowerment (EE)) and employee performance by using job satisfaction mediating variable. The data were analyzed using the data smart PLS and the results showed that all the human resource management practices have significant and positive relationship with employee performance and job satisfaction mediates the relationship among variables. Specifically, training and development (T&D), performance appraisal (PA), reward and compensation (R&C), employee empowerment (EE) has a significant influence on employee performance and job satisfaction.
Using a sample of 318 employeescollected among the front line to top level public sector in developer property industryand stratified sampling technique, Norhasnina, Mohamad andWan (2018) examined the effect of human resources management (HRM) practice on employee performance and mediating role of employee engagement.The data were analyzed using Smart PLS 3.0 version software. The findings showed that HRM practices namely, training and development, compensation, job security and promotion are significant and positively related to employee performance. The result also shows that, employee engagement can mediate the relationship between HRM practices and employee performance.
Abdus (2017), the purposed was to measure the effect of human resource (HR) practices on the employee performance in banking sector of Bangladesh. The research has performed through a sample survey on convenience sampling-based data set about 328 different levels of employees from the banks in different locations of Bangladesh. A structured questionnaire was used to collect primary data related to some Hr issues namely- institutional Commitment and motivation, Employee relations, Compensation, Physical Work Environment, Training & Development, Promotion, Job

Satisfaction (independent variables) and the employee performance (dependent variable) of the designed banks. The study revealed that all the Hr practices except compensation and training & development have significant impact on the employee performance in the banking industry of Bangladesh. The findings of study provide a clear guidance to the banking practitioners/policy makers to take further steps in achieving the organizational goal through the employee performance.

Mehmood, Awais, Afzal, Shahzadi and Khalid (2017), examined the impact of human resource management practices on organizational performance. A total of 90 employees from public and private universities comprising of both academicians and supporting staff responded to the survey. The survey questionnaire had 49 items covering selected HRM practices and universities performance. The findings suggested that management might be able to increase the level of the commitment in the organization by improving satisfaction with compensation, policies, and work conditions. Companies should involve their employees as they are viewed as an indispensable source of competitive advantage.

Esmael, Nasser & Mohammad (2016) explored the impact of the human resource management (HRM) policies on the organizationalcommitment and the performance of the employees at Jumhoruia bank in Libya. The study encompasses thepolicies factor as an independent variable and the factor of employee performance as a dependent variable. Thisstudy also intends to investigate the role of "organizational commitment" as a mediator variable between thepolices of (HRM) and the performance of the employee, and to achieve these aims, the researchers have used thedescriptive analytical method (quantitative) which represented using (CFA) in order to verify the structural truthof the study factors reaching to use (SEM-AMOS). The study is targeting all employees working in Jumhoruiabank, the headquarters and the branches in the capital city of Libya, Tripoli the study has concluded with manyresults, and one of the most important results is that, there is a positive relationship between the (HRM) and theemployees' performance. The study also found that there is an indirect positive effect to the (HRM) through theorganizational commitment with a percentage higher than the direct impact.

3. Methodology

This chapter describes the methods that was used in collection or gathering of data pertinent in answering the research questions. The chapter comprises the following subtopics; research design, population of the study, sample size determination, sample and sampling techniques, Research instrument, validation of instruments, data collection method and analytical tools

3.1. Research Design

The study adopted a survey research design method because the survey research design is suitable for collecting information in breath and not width. Also, the research design is chosen because of its ability to create a profile about a phenomenon. Survey research design is concerned with finding out about the how, who, when and where of a phenomenon so as to build a profile.

3.2. Population of the Study

This research work takes the form of a field survey as established earlier, and it is expedient to maintain that the population of this study is limited to staffs of Whictech Aluminium Limited and Flight Aluminium Plc in Asaba, Delta State. Hence, from this, the staffs Whictech Aluminium Limited and Flight Aluminium Plc would serve as our respondents. The total number of staffs of the two companies is depicted in the table below;

Name of Firm	Location	Number Staffs
WhictechAluminium Limited	Asaba, Delta State	56
Flight Aluminium Plc	Asaba, Delta State	75
Total		131

Table 1
Source: Personnel Managers of the Firms

Thus, the populations of this study one hundred and thirty-one (131) respondents.

3.3. Sample Size Determination

The total sample size for this study was obtained using the formulae developed by (Kothari, 2014). Stated that;
$n = N / 1 + N (\alpha)^2$
Where:
n= the sample size,
N= the sample frame (population=131)
α= the margin of error (0.05%).
$n = 131 / 1+131(0.05)^2= 98.68$
The sample size is 99.

3.4. Sampling Techniques

The study adopted the simple random technique because the simple random sampling is a method used to cull a smaller sample size from a larger population and use it to research and make generalizations about the larger group.

3.5. Research Instrument

Questionnaire is the instrument for data collection in this present study. The questionnaire is divided into two sections (A and B) containing questions on respondents' profile and another in closed ended questions pattern. TheLikert scale of point 5 is used for the closed ended questions. They are as follows: 5=Strongly Agree (SA), 4 =Agree   (A), 3=Undecided (U), 2=Disagree (D) and 1=Strongly Disagree (SD).

3.6. Analytical Tools

The completed questionnaires were first edited for completeness and consistency. Quantitative data collected was analyzed by the use of descriptive statistics presented through percentages, means, standard deviations and frequencies. Correlation's coefficient was employed to determine the strength of the correlation between human capital development and organizational performance. The Multiple Regression Model (MRM) was employed to predict the relationships in the construct. MRM was adopted because we sought to determine the nature of relationship between a single dependent variable (i.e.,Employee Relation (ER)) and several independent variables (Training and Development (TD), Performance Appraisal (PA) and Reward and Compensation (RC)); wherein these three constructs are adapted as human resource management). The result from the combined effect after using the MRM is the Coefficient of Multiple Determination (R^2). The result from the R^2 alone cannot be used for the purpose testing the hypotheses. Therefore, to test our hypotheses we adapt the R^2 value into t-statistics formula to arrive at the t-calculated value, which is then compared with the t-critical (table) value for rejection or acceptance criterion.

3.7. Analysis

A total of ninety-nine (99) questionnaires were administered staffs of WhictechAluminium Limited and Flight Aluminium Plc in Asaba, Delta State. Out of the ninety-nine (99) questionnaires, ninety (90)90.91% where retrieved and properly filled while nine (9)9.09% were not returned. Thus, the sample to be used for the study will be the total of ninety (90) respondents.

4. Analysis of Research Question One to Three of the Firms

	N	Minimum	Maximum	Mean	Std. Deviation
TD	90	13	20	16.10	2.152
PA	90	13	20	16.28	1.748
RC	90	11	20	16.17	1.962
ER	90	11	20	16.16	1.965
Valid N (listwise)	90				

Table 2: Descriptive Statistics
Source: SPSS Output, 2021

The Table 2 above shows the descriptive statistics which comprises of the minimum, maximum, mean and standard deviation values of different variables used in this study. The independent variables used in the study which serve as the measure of human resources management are; (Training and Development (TD), Performance Appraisal (PA) and Reward and Compensation (RC)) were asses in relation to Employee Relation (ER). The descriptive statistics for the independent variable show that Training and Development (TD) has minimum value of 13 and maximum value of 20 leading to the mean and standard deviation of 16.10 and 2.152 respectively. This implies that the Training and Development (TD) for WhictechAluminium Limited and Flight Aluminium Plc varies significantly and this is also reflected in the variation of the Employee Relation (ER). Similarly, the descriptive statistics for Performance Appraisal (PA) for WhictechAluminium Limited and Flight Aluminium Plc indicate a mean of 16.28, a standard deviation of 1.748 with the difference in the maximum and minimum values which stood at 7. This implies that the Performance Appraisal (PA) inWhictechAluminium Limited and Flight Aluminium Plc vary significantly and this is also reflected in the variation of the Employee Relation (ER).The descriptive statistics for Reward and Compensation (RC) for WhictechAluminium Limited and Flight Aluminium Plc indicate a mean of 16.17, a standard deviation of 1.962 with the difference in the maximum and minimum values which stood at 9. This implies that the Reward and Compensation (RC) inWhictechAluminium Limited and Flight Aluminium Plc vary tremendously and this is also reflected in the variation of the Employee Relation (ER).The descriptive statistics for Employee Relation (ER) for WhictechAluminium Limited and Flight Aluminium Plc indicate a mean of 16.16, a standard deviation of 1.965 with the difference in the maximum and minimum values which stood at 9. This implies that the Employee Relation (ER) inWhictechAluminium Limited and Flight Aluminium Plc vary aggressivelyover the years.

4.1. Correlation Matrix

Correlation analysis is used to examine the relationship between dependent and independent variables. Its values lie between -1 and +1. +1 indicates that there is a positive linear sense between two variables and are perfectly related while -1 indicates a negative linear sense between two variables. This tells the degree of correlation between the independent and dependent variables, whether there is moderate or low degree of correlation.

		ER	TD	PA	RC
Pearson Correlation	ER	1.000			
	TD	.225	1.000		
	PA	.301	.545	1.000	
	RC	.975	.204	.311	1.000

Table 3: Correlation Matrix
Source: SPSS Output, 2021

The Pearson correlation in Table 3, showed the coefficient of the type of relationship that exist between the independent variables (Training and Development (TD), Performance Appraisal (PA) and Reward and Compensation (RC)) and the dependent variable (Employee Relation (ER)). The Training and Development (TD) has a coefficient of (r= 0.225>0.05) which reveals that Training and Development (TD) has strong positive correlation with Employee Relation (ER), this implies that an increase in Training & Development (T&D) would have positive effects on Employee Relation (ER) manufacturing firms in Nigeria. Performance Appraisal (PA) has a coefficient of (r= 0.301>0.05) which reveals that Performance Appraisal (PA) has strong positive correlation with Employee Relation (ER), this implies that an increase in Performance Appraisal (PA) would have positive effects on Employee Relation (ER) manufacturing firms in Nigeria.Reward and Compensation (RC) has a coefficient of (r= 0.975>0.05) which reveals that Reward and Compensation (RC) has strong positive correlation with Employee Relation (ER), this implies that an increase in Career Development (CD) would have positive effects on Employee Relation (ER) manufacturing firms in Nigeria.The study is focused on enhancing employee relation through human resources management. The results of the correlation analysis involving all the indicators of human resources management reported positive correlation coefficient values among the measures. This indicated that they are appropriate dimensions of human resources management.

5. Findings

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.335	.541		.619	.038
	TD	.040	.026	.043	1.538	.035
	PA	.015	.035	.013	.429	.009
	RC	.081	.026	.079	3.115	.001
a. Dependent Variable: ER						

Model Summary[b]						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.976[a]	.956	.950	.438	1.406	
a. Predictors: (Constant), TD, PA, RC						
b. Dependent Variable: ER						

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	327.503	3	81.876	426.458	.000[b]
	Residual	16.319	85	.192		
	Total	343.822	89			
a. Dependent Variable: ER						
b. Predictors: (Constant), TD, PA, RC						

Table 4: Multiple Regression Analysis of Dimensions of Human
Resource Management and Employee Relation
Source: SPSS Output, 2021

The results from the multiple regression analysis recorded the effect of human resource management on employee relation in Table 4 above. The three variables to measure human resource management are; Training and Development (TD), Performance Appraisal (PA) and Reward and Compensation (RC) exhibited statistically significant positive effect on Employee Relation (ER).

The findings indicated that Training and Development (TD) activities is found to have significant positive relationship with Employee Relation (ER) (β=0.040; P<0.01). The findings provided support for the result of H_1which showed that there is a significant positive relationship between Training and Development (TD)and Employee Relation (ER) (0.035<0.05). This is in agreement with Chumpon, Anunya, Tawatchai and Pawintana (2020) and Norhasnina,

Mohamad andWan (2018) view that Training & Development (T&D) activities has positive effect on Employee Relation (ER). The implication of the above findings is that of training can add value via the greater quality available from expert training providers. This is because many manufacturing firms may be short of the expertise to carry out in-house training. Performance and better employee relation may be obtained with outsourced training. By outsourcing training to outside specialist firms, manufacturing firms may attain higher levels of employee productivity and performance, thus leading to greater financial performance and improved customer and vendor satisfaction.

Similarly, Performance Appraisal (PA) has positive effect on Employee Relation (ER) (β =0.015; P<0.01). This finding provides support for result H_2 test which indicated that Performance Appraisal (PA) has asignificant relationship with Employee Relation (ER) (0.009<0.05), this is line to the findings of Chumpon, Anunya, Tawatchai and Pawintana (2020). By implications is that the knowledge managementfirmsin Nigeria are exploitativeto their competitorsin improvement and innovation thereby boasting the organizational performance and better employee relation.

Finally, Reward and Compensation (RC) has positive effect on Employee Relation (ER) (β =0.081; P<0.01). This finding provides support for result H_3 test which indicated that Reward and Compensation (RC) has significant relationship with Employee Relation (ER) (0.001<0.05). This implies that, firms in the Nigeria manufacturing industry do Reward and Compensation (RC) from time to time, in order to improve the skills of their staffs in order to boast the performance of the organization. This is line with findings of Chumpon, Anunya, Tawatchai and Pawintana (2020).

Also, Table 4 showed that change in employee relation is brought about by human resource management by 96% as indicated by the adjusted R^2 value (0.956) while the F-statistics (426.458) with the associated over p-value of 0.000 which indicates that all the measures of human resource management (Training and Development (TD), Performance Appraisal (PA) and Reward and Compensation (RC)) jointly impact significantly on Employee Relation (ER) in the Nigeria manufacturing industry.

6. Conclusions

The study examines the relationship between human resource management and employee relation by targeting the Nigerian manufacturing sector; specifically,WhictechAluminium Limited and Flight Aluminium Plc in Asaba, Delta State, Nigeria as the case study. The sampling object used for this work comprises of the employees, supervisors and top managers of WhictechAluminium Limited and Flight Aluminium Plc in Asaba, Delta State, Nigeria; this is done in respect of measures of human resource management (Training and Development (TD), Performance Appraisal (PA) and Reward and Compensation (RC)) (independent variables) on Employee Relation (ER) (dependent variable) and responses from the respondents were collected with the aid of five (5) Likert scale questionnaire.

The type of research design used in this work is the survey research design and the simple random sampling is a method used to cull a smaller sample size from a larger population and use it to research and make generalizations about the larger group. A total of ninety-nine (99) questionnaires were administered staffs of WhictechAluminium Limited and Flight Aluminium Plc in Asaba, Delta State. Out of the ninety-nine (99) questionnaires, ninety (90)90.91% where retrieved and properly filled while nine (9)9.09% were not returned. Thus, the sample to be used for the study will be the total of ninety (90) respondents. The questionnaire was code with the aid of excel spread sheet, the respondent's profile was analyzed with manual simple percentage, the research questions was analyzed with the aid of descriptive statistics which comprises of the minimum, maximum, mean and standard deviation and correlation matrix. The hypotheses of the study were tested using the multiple regression statistical tools with the aid of SPSS version 23 as the basis of testing hypotheses.

The findings revealed that there is a significant positive relationship between Training and Development (TD) and employee relation (0.035<0.05), thus the null hypothesis is rejected and the alternate hypothesis is accepted; Performance Appraisal (PA) has a significant relationship with employee relation which is evident with the p-value (0.009>0.05) thus the null hypothesis is rejected and the alternate hypothesis is accepted and finally, finding provides support for result H_3 test which indicated that Reward and Compensation (RC) has significant relationship with employee relation (0.001<0.05), thus the null hypothesis is rejected and the alternate hypothesis is accepted.From the findings of the study, it can be concluded that, overall, the human resource management had a significant impact on the employee relation of the manufacturing firms in Nigeria.

7. Recommendations

The recommendations made flow from the findings of the study and constitute the researcher's advice to manufacturing firms for improving their operations and organizational performance. They are;

- Systematic training should be carried out in the studied companies professionally. Identification of training needs should be done in conjunction with the line managers as well as the individual involved with the human resources development. Everyone involved should agree exactly to what the employees are lacking. For instance, what skill is needed and what attitudes need to be changed towards performance.
- The investment profile of the studied organizations being tied to human capital development elements like training and retraining (on-the-job and off-the-job) of her human capitals. Also, recruitment of experienced employees and creation of policies that encourages human capital development including formal education should be part of their strategic plans. These will enhance employee performance in achieving organizational goals and objectives.
- More proactive performance management system should be adopted. Staff development should be monitored on a regular basis so as to know what strategies are to be adopted or not. Specific information for employee performance appraisal (information system) which is used yearly in the studied companies to assess employee

performance should be done twice in a year to keep track of their performances. This assessment should provide a clear understanding of the differences between recent and expected performance, identify the causes of the performance discrepancies and develop action plans to improve performance of the employees through training and development programmes.

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