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Employee Relations Practices and Productivity of Supply-chain Businesses in Nigeria

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Abstract

This study examined the effect of employee relations practices on productivity of Supply-chain Businesses in Nigeria. The specific objectives were to: Ascertain effect of employee participation in decision making practice on organizational efficiency of Supply-chain Businesses in Nigeria and evaluate effect of employee reward practice on competitive advantage of Supply-chain Businesses in Nigeria. The research design was descriptive survey method. Study Area was South East, Nigeria. Taro Yamane sampling technique is applied to narrow down the population to a researchable size 399 respondents. The population of this study comprises of 265 registered supply chain businesses in South-East Nigeria with 6,455 total numbers of staff. Research questions of the study were answered using mean

score and standard deviation while single regression was used to test hypotheses. The empirical results showed that employee participation in decision making practice has positive and significant effect organizational efficiency in Nigeria public sector (t – statistics (9.826); P – value (0.000) > Sig-value 0.05) and employee reward practice has positive and significant effect organizational competitive advantage in Nigeria public sector (t – statistics (7.908); P – value (0.000) > Sig-value 0.05). Management of Supply-chain Businesses in Nigeria should establish fair policies and practices that create equal opportunities and provide equal treatment to employees without any bias which promotes positive attitude towards organisation and work among employees.

Keywords: Employee Relations Practices, Supply-chain Businesses, Employee Participation in Decision Making Practice and Employee Reward Practice

1. Introduction

1.1 Background of the Study

An organisation with a good employee relations program provides fair and consistent treatment to all employees so they will be committed to their jobs and loyal to the company (Omuya, 2018) ^[17]. Employee relation has become a vital ingredient for enhancing performance and the productivity of an organization. The management and co-ordination of human activities have become the cornerstone for achieving organizational survival. This achievement facilitates the protection of employees' interest and their welfare for the purpose of avoiding conflictual relations between the employer and the employee (Olawale & Abdulrazaq, 2021) ^[16]. Employee relations focuses on the management of the relationship between the employees and the employers in order to heighten their commitment, passion, performance, loyalty, productivity and motivation (Tartsea-Anshase & Odeba, 2019) ^[18]. Employee relation largely focuses on the prevention of conflictual issues and solving problems in the workplace (Oguwa, 2022) ^[13]. Some problems arise in the workplace especially when supervisors correct performances that are below expected results. This is why Human Resource managers provide disciplinary approaches that are progressive and also ensure that humane procedures are followed while settling disputes and resolving grievances of employees (Kyasimiire, 2021) ^[8]. Good employee relations also ensures that employees are given necessary guidance and information which can help to promote the practices, programmes, philosophies and policies of the organization (Muthoka, 2021) ^[10]. It also ensures that the employees have information about their rights and are helped to resolve their poor performance issues or workplace misconduct.

Studies have indicated specific issues that can adversely affect employee relations and ultimately lead to workplace conflict, promotion issue, reward system, career development, work-life-balance, employee participation in decision making within the

public sector system. One of the imperative factors is inequitable pay which has an adverse effect on job performance (Adeniji & Osibanjo, 2019). Inequitable pay is an indispensable factor that occurs as a result of cost reduction (Aluko, 2017). Egbuta, Akpa and Olaniyan, (2020) ^[6] revealed that coercion and poor team building affects corporate performance. Other mitigating sources include lack of participation/involvement in decision making; longer working hours, inadequate capacity development, insufficient welfare services (Omuya, 2018) ^[17]; poor relationship with supervisors and colleagues (Oakland & Oakland, 2021); increased industrial hazard (Siegel, Schraeder & Morrison, 2017; Harlow & Lawler, 2020); job insecurity (Manjunath & Rajesh, 2022) and delay in payment of salary. The fulfillment of the above factors ultimately leads to employees' retention and increased involvement. Other studies (Manjunath & Rajesh, 2022; Albrecht, 2020; Pinder, 2018; Odero & Makori, (2018) ^[12] indicated that when employees are satisfied with their jobs, they tend to be more committed and productive in their organization. The level of employees' retention and involvement is a function of industrial relation strategies experienced by the workers especially in supply chain businesses. However, previous studies (Albrecht, 2020; Kyasimiire, 2021 ^[8]; Oguwa, (2022) ^[13] reveals that employee relations is no longer a new practice of human resource management and organizational behavior but in spite of the attention and resources paid to the practice, public sector organizations are still prone to incessant industrial action. Though few studies have been conducted in the Western world using other sectors, but limited or no empirical studies have been conducted using supply chain businesses in Nigeria. Therefore, this study attempts to examine whether the results achieved in the western world can be replicated with a wider scope in Nigeria.

1.2 Statement of the Problem

Despite the fact that in today's competitive business environment employee relations is one of the pillars and crucial functions of human resource management which leads to effective employee performance and organizational performance. Supply chain businesses in Nigeria seems to throw employee relations behind them by not giving it special attention and priority, as a result, they are still struggling to establish and maintain effective employee relations, this causes unnecessary disputes in these organizations which in turn affect their performance. Poor relations between the employer and employees among organizations operating in the globally and locally markets has become the challenge (Muthoka, 2021) ^[10].

Poor employee relation strategies adopted by employers of labour can be caused by numerous factors such as lack of recognition, lack of workers participation in decision making, rigid bureaucratic structure (Ngari & Agusioma, (2019) ^[11], poor organizational climate (Egbuta, Akpa & Olaniyan, 2020) ^[6], poor management style (Olawale & Abdulrazaq, 2021) ^[16], non-supportive environment (Oguwa, 2022) ^[13], pay inequality (Redmond, 2013; Stecher & Rosse, 2007), inadequate mentoring programmes (Tartsea-Anshase & Odeba, 2019) ^[18], amongst other factors. It is against these backdrops that this study examines the effect of employee relations practices on the productivity of Supply-chain Businesses in Nigeria.

1.3 Objectives of the Study

The broad objective of this study is to examine the effect of employee relations practices on productivity of Supply-chain Businesses in Nigeria. The specific objectives are to:

1. Ascertain effect of employee participation in decision making practice on organizational efficiency of Supply-chain Businesses in Nigeria.
2. Evaluate effect of employee reward practice on competitive advantage of Supply-chain Businesses in Nigeria.

1.4 Research Questions

Owing to the problem statement, this study was channeled to answer the following questions.

1. What is the extent to which employee participation in decision making practice effect organizational efficiency of Supply-chain Businesses in Nigeria?
2. What is the extent to which employee reward practice effect competitive advantage of Supply-chain Businesses in Nigeria?

1.5 Significance of the Study

This study is beneficial and important the following of groups namely employees, management and researchers.

The result of study will benefit the employees in the sense that each employee will be given an opportunity to state their individual perceptions toward industrial relations and its effect on productivity of public sector in Nigeria, and make recommendations as to what they feel the firms should do to improve industrial relations.

The finding of the study will enlighten management of various organisations of the effects of relationship practices between employers and employees. It will also bring out specifically, the employee relations practices which the companies have been able to make available to their employees.

The findings of the study will serve as a reference material for future researchers in this area. Also, the results will throw more light on examining the effect of employee relations practices on the productivity of Supply-chain Businesses in Nigeria.

2. Literature review

2.1 Conceptual Literature

2.1.1 Employee Relations Practices

The concept of employee relation practices is as old as the emergence of modern business itself (Kyasimiire, 2021) ^[8]. It is a generally accepted notion that the standard by which an organisation is measured in terms of achievements of its laid down aims and objectives is the employees' relationship with the management of such an organisation and the practices adopted to ensure a cordial relationship between them to consequentially improve the organisation standard in terms of performance.

Employee relations practices can assist in various ways including recognition of employees, development of policies' its accurate interpretation, and dispute resolution. It involves negotiating the payment bargain, employment practices, terms and conditions of employment as stated in the contract, issues arising from employment, providing employees with a voice that can be heard and the free flow of communication between the employees and the management (Muthoka, 2021) ^[10].

Effective employee relation practices involve creating and cultivating a motivated and productive workforce (Ngari & Agusioma, 2019) ^[11]. According to CIPD (Chartered Institute of Personnel & Development (CIPD), 2021) Employee relations is a common and broad term that encompasses many similar variables from negotiations to bargaining, employment voice and legislation to more recent components such as work-life balance, effective reward systems, training and self-development, equal opportunities, effective staffing and promotion system and managing diversity. It comprises of the initiative programs or practices that ensure that employees are productive, happy and generally satisfied with their job.

2.1.2 Productivity of Supply-chain Businesses

Productivity is the efficiency of production of goods or services expressed by some measure. Measurements of productivity are often expressed as a ratio of an aggregate output to a single input or an aggregate input used in a production process, i.e. output per unit of input, typically over a specific period of time (Kaliski, 2017). The most common example is the (aggregate) labour productivity measure, one example of which is GDP per worker. There are many different definitions of productivity (including those that are not defined as ratios of output to input) and the choice among them depends on the purpose of the productivity measurement and/or data availability. The key source of difference between various productivity measures is also usually related (directly or indirectly) to how the outputs and the inputs are aggregated to obtain such a ratio-type measure of productivity (Dike, 2021) ^[5]. Productivity is a crucial factor in the production performance of firms and nations. Increasing national productivity can raise living standards because more real income improves people's ability to purchase goods and services, enjoy leisure, improve housing and education and contribute to social and environmental programs. Productivity growth can also help businesses to be more profitable.

2.2 Contextual Literature

Employee participation in decision making practice and organizational efficiency in Nigeria public sector Consultation

Consultation involves seeking opinion of employees on matter affecting the job. Managers consult with their employees in order to encourage them to think about issues and contribute their own ideas before decisions are made. It would also mean briefing the employees on decisions that have been taken and explaining why such action has been taken in order to gain their co-operation. Consultative participation can potentially touch all workers directly in relation to their work tasks, work organization and working conditions. Such participation is strongly contingent on a voluntary management decision and can be seen as HRM practices (Odero & Makori, 2018) ^[12]. Consultative participation appears to have an impact on organizational performance in three rather basic ways. First, employees with consultative participation opportunities can influence organizational performance directly by offering suggestions leading to more efficient processes or better product quality (Okechukwu, 2019) ^[15]. In doing so, employees can contribute to higher labour productivity and process innovation.

Employee delegation of Duty

Delegation is described as being at a higher level of subordinates' involvement in a continuum of decision procedures (Ogebamiji, 2018). Although some studies have defined it as a distinct set of decision-making procedures, others consider it to be a type of Participative Decision Making (PDM). However, most have argued that they are distinct constructs indicating that PDM is a means of power sharing, whereas delegation is an alternative that involves power relinquishment (Sofijanov & Zabijakin-Chatleska, 2018). He noted that delegation 'focuses on developing individual autonomy rather than on engendering democracy, that is, participative processes. It is associated with a process that allows employees working in an organization hierarchy 'temporary authority' to make decisions. Delegation of responsibilities at workplace depends on the nature of work and the relationship between workers, groups or departments (Egbuta, Akpa and Olaniyan, 2020) ^[6]. Mambula, Francis and Zirra, (2021) ^[9] observed that interpersonal relationships between the superiors and the subordinates at work determine the extent to which the management delegates responsibilities to the subordinates. Delegated responsibilities increase employee commitment to work, job satisfaction and productivity which lead to improve organizational performance (Odero & Makori, 2018) ^[12].

Board Representation

This is the peak of employee participation when employees are represented at the board of a company. It is a new form of employee participation in decision making that emerged in recent times and is gaining much ground though most in the advanced countries. The board is the key decision taker for the organization as they define the corporate objectives and board policies to guide organizational actions. Strategic decision also influences the decisions of the people in the government so that appropriate laws are passed to protect the organization. Commitment to achieve is ensured when employees send someone to be part of the directors. Appointment of employees to company boards should be according to efficiency and competence although experience in labour organization might constitute sufficient evidence of competence (Ojokuku & Sajuyigbe, 2019) ^[14].

Collective Bargaining

Collective bargaining or joint consultation is essentially an autonomous system of making job rules between employers and trade unions. It is a situation whereby employees representatives meet with employers' representatives to haggle and agree on matters affecting employees at work or a process whereby a part in industrial relations makes proposals or demand to another discussing, criticizing explaining, exploring the meaning and efforts of the proposals, seeking to secure acceptance. The negotiation centre around wages and salaries and other conditions such as housing, transport, leave allowances, medical care, pension, gratuity etc. Okechukwu, (2019) ^[15] defined it as a process of negotiation between workers and employers through their organizations of a contract of employment for the best possible working conditions and terms of employment. The rationale for collective bargaining is agreement but if an agreement was not reached, the action which took place is not less collective bargaining than if the process had ended in agreement. Thus, collective bargaining takes place when one collective action is involved whether

or not agreement is reached so long as the two parties have made genuine efforts to reach agreement.

Individual Contact

Zang, Nabil and Abbas-Hamid, (2020) ^[20] opines that this involves day-to-day and face to face exchange of opinions, ideas, information and experience between the managers and his employees on an individual basis, there is no formal preparations required and the employee is made to feel that he is valued both as an employee and as a person. In spite of these advantages there are inherent disadvantages, this is depicted in employees being reluctant to express themselves concerning their job probably due to fear of losing their groups and the work situation. Also some managers feel asking the advice of their employees shows weakness in their leadership ability.

Employee reward practice and organizational Competitive Advantage in Nigeria public sector

Reward is generally understood as the total amount of financial and non-financial reward or total remuneration provided to an employee in return for labour or service rendered at work. Reward, which is at times been described as reward or remuneration, is possibly the most critical contract term in each paid-work (Kikoito, 2022) ^[7].

Rewards can be intrinsic and/or extrinsic. Among the intrinsic rewards are job autonomy, recognition, training and responsibilities. On the other hand, extrinsic rewards comprise of salaries and wages, promotions, allowances and bonuses. The effective administration of intrinsic and extrinsic rewards affects employees' behaviour in the areas of punctuality, turnover, absenteeism, commitment and satisfaction, which in turn affects performance and productivity levels (Akuoko, Kanwetuu & Dwumah, 2022) ^[2].

According to Armstrong (2019), "reward systems consist of the interrelated processes and practices which combine to ensure that reward management is carried out effectively to the benefit of the organization and the people who work there." Reward systems are based on the reward strategy; which runs from the business strategy, for instance to gain competitive advantage, and the human resource (HR) strategy, which is impacted by the business strategy. Reward system coordinate the advancement and operation of reward practices and processes, and furthermore shape the reward policies, which in turn influence reward practices, processes and procedures (Ajila & Abiola, 2019) ^[1].

Reward is the reward which an employee receives from an organization for exchanging for the service offered by the employee or as the return for work done (Adeniji & Osibanjo, 2019). It also refers to the collection of brain structures that try to control and regulate behaviour by inducing pleasure (Ajila and Abiola, 2019) ^[1]. Human resource can be rewarded and optimally utilized through rewarding it using different techniques of significance importance.

Kikoito, (2022) ^[7] advocates that there should be an effective reward system for organization performance and reward should be related to their productivity. Thus, organizations must make policies and procedures and formulate such reward system under those policies and procedures which increase employee satisfaction. Kikoito, (2022) ^[7] suggested that pay is directly related with productivity and reward system depends upon the size of an organization.

2.3 Theoretical Foundation of the Study

2.3.1 Douglas McGregor's Theory X and Theory Y

McGregor was an individual psychologist who became famous for his contrasting theories of individual behavior which he labeled theory X and theory Y in 1950. These two theories clearly distinguished the traditional autocratic assumptions about people (theory X) from more behaviourally based assumptions about people (theory Y).

The Theory X assumptions about human nature are that

1. The average human being has an inherent dislike of work and will avoid it if possible.
2. Because of his human characteristic of dislike of work, one must coerce, control, direct and threaten most people with punishment to get them to put forth adequate effort towards the achievement of organizational objectives.
3. The average human being prefers to be directed wishes to avoid responsibility has relatively little ambition and wants security above all (McGregor 1960).

And Theory Y Stipulates that

1. The expenditure of physical and mental effort in work is as natural as play or rest. The average human being does not inherently dislike work. Depending upon controllable conditions, work may be a source of satisfaction (and will be voluntarily performed) or a source of punishment (and will be avoided if possible).
2. External control and the threat of punishment are not the only means for bringing about effort toward organization objectives. Man will exercise self-direction and self-control in the service of objectives to which he is committed.
3. Commitment to objectives is a function of the rewards associated with their achievement. The most significant of such rewards eg the satisfaction of ego and self-actualization needs, can be direct products of effort directed towards organizational objectives.
4. The average human being learns under proper conditions, not only to accept but to seek responsibility. Avoidance of responsibility, lack of ambition and emphasis of security are generally consequences of experience not inherent human characteristics.
5. The capacity of exercise a relatively high degree of imagination, ingenuity and creativity in the solution of organizational problem is widely, not narrowly, distributed in the population.
6. Under the condition of modern industrial life, the intellectual potentialities of the average human being are only partially utilized (McGregor 1960).

The theory X approach actually precedes the old human relations theory and practice of management. By contrast, theory Y marks the point of departure for the newer behavioural approach to management. Theory X implies an autocratic approach to managing. It assumes that workers dislike work and wish to avoid responsibility. As a result they behave in an immature and dependent fashion and the consequent out-come is alienation from activity or Sabotage or they withdraw and produce no more than a minimum amount of work. The only applicable solution is for management to adopt. Theory Y which implies a humanistic and supportive approach for managing people. It assumes that people are not lazy and indolent. They can enjoy work

and can exercise self-control, and are imaginative and creative. This means that management should develop policies which promote intrinsic job satisfaction and individual development. They should promote job enlargement, general supervision, strong cohesive work groups and decentralization. If management to release workers potential, work will become as natural to them as play or rest.

Finally, McGregor stated that the central principle of organization which derives from theory X is that of direction and control through the exercise of authority and this is been called "the scalar principle" furthermore, the central principle which derives from theory Y is that of integration" the creation of conditions such that the members of the organization can achieve their own goals best by directing their efforts towards the success of the organization.

2.4 Empirical Review

Atadoga, Hussaini and Muhammad (2024) ^[3] examined moderating effect of trust on supply chain management practices and organizational performance of different firms involved in consultancy services within North-East, Nigeria. Specifically, the study sought to ascertain to customer relationship management, strategic supplier partnership, information sharing on organizational performance. Data was collected with the use of questionnaire from 381 respondents in the Nigeria manufacturing industry using survey questionnaire. Partial least squares structural equation path modeling (PLS-SEM) was used to analyse the hypotheses of the study. The study findings show that there were positive significant relationships between customer relationship management, information sharing and organizational performance, but a weak relationship. Also, strategic supplier partnership has significant effect on organizational performance. The study recommends among others that customer relationship management matches trust, and a firm's performance is inevitable for resilient supply chain practices. There is need to maintain long term relationships with strategic suppliers to ensure quick delivery of quality materials or components for production flow and quick delivery of finished products to the consumers.

Olawale and Abdulrazaq, (2021) ^[16] determine the effect of employees' relation practices on organizational performance, at Guaranty Trust Bank, Ilorin. Specifically, the study sought to examine the effect of recruitment and selection on organizational performance and examine the effect of promotion on organizational performance. A sample size of 91 respondents comprising of the Bank staff in Ilorin metropolis was chosen. The sampling technique employed in the study was simple random sampling technique. Multiple regression was used for data analysis. The results revealed that both recruitment & selection and promotion are relevant for organizational performance. The hypotheses tested showed that all the variables tested are significant. It was concluded that recruitment & selection and promotion had significant effect on organizational performance. The study therefore recommends that certain practices need to be adopted and improved upon regularly to maintain a cordial relationship with employees and also increase organizational performance.

Tartsea-Anshase and Odeba, (2019) ^[18] examined the relationship between employee relationship and Job Performance in Bingham University Karu. The specific

objective of the study was investigate the connection between employer and employee relationship and to highlight the benefits of positive employer-employee relations in Bingham University. The study adopted the survey research design, the study finds out that no institution of learning can exist without a cordial relationship with its employees and that communication is a vital tool for creating and sustaining employer-employee relations. Findings also reveal that the relationship between employers and employees is both complex and essential. The research also discovered that there can be no lasting good corporate image or corporate communication and relations with external public without a cordial and mutually beneficial relationship with employees. The study further found that happy employees are satisfied and productive leading to job satisfaction and performance. The study recommended that no university can run effectively without people and that employees do not work in a vacuum; they need to communicate and work with others to achieve organizational goals or objectives.

Ngari and Agusioma, (2019) ^[11] conducted a study to examine the influence of employee relations on organization performance of private Universities in Kenya. Specifically, the study sought to investigate the effect of collective bargain practice and employment legislation on organizational performance of private Universities in Kenya. The study employed a descriptive research design. The target population for this study of target was employees of private universities in Nairobi. Sample size of 80 respondents was drawn to the entire population. Data analytical technique was mean, standard deviation and Spearman rank correlation analysis. The study found that industrial relations, employment practices, employment practices, employee communication affect organization performance. The coefficient of determination showed that 56.2% of variations in the organization performance is explained by the independent variables. The study recommends that that HR department is a key department of the any high profile institution like a university and the institutions need to involve their staff in decision making.

Omuya, (2018) ^[17] determined the influence of Employee relations as an HRM Practice on employee performance in selected public universities in Kenya. Specifically, the sought to examine effect commitment, involvement and cohesion on employee performance in selected public universities in Kenya. The instrument was tested for validity and reliability before it was used for data collection. The data collected was filtered, coded and analysed (descriptive and inferential statistics) using SPSS. A regression model was used to establish the relevant relationships. The findings of the study showed that most of the respondents were not sure that recruitment and selection as an HRM practice has contributed to employee performance in public universities in Kenya. The findings also showed that most of the respondents agreed or strongly agreed that employee training has contributed to employee performance in public universities in Kenya. It was also established that most respondents strongly agreed or agreed that good compensation and reward have contributed to employee performance, a while a good number of respondents strongly led to good performance in public universities. The study recommends that public universities should adhere all the guidelines stipulated in the HRM Practices to enhance employee performance and productivity.

Prempeh and Ahwoi-Danso, (2017) examined the effect of employee relations on organizational performance in GCB Bank in Ghana. Specifically, the study sought to establish the role employee relations in enhancing organisational performance rates in GCB. One hundred (100) workers were selected as sample out total population of the study. The data analytical techniques were simple percentage, mean and standard deviation. Empirical findings of the study show that good remuneration, pleasant co-worker relationship coupled with good working conditions play an important role in getting employees to be satisfied on their jobs and subsequently directly reflecting in their intention to remain committed in an institution. By these findings, it is unbiased to conclude that job satisfaction has a relationship with commitment both to an employee’s career and the institution they work for. The study recommends that measures have to be put in place not just to increase their salaries but also pay all their emoluments promptly. Changes in compensation packages have associated impact on job satisfaction levels of employees. Again, GCB should devise ways of obtaining adequate facilities to enhance effective career management.

2.5 Gaps in Literature

Oguwa, (2022) [13] conducted a study to evaluate the influence of employee relations strategies on Organizational performance in Kenya Commercial Bank Kisumu Branch focused five components of employee relations strategies namely; staffing and promotions, employee training and development, performance appraisal, job analysis and job description and finally employee reward system which are not proxies of industrial relation practices. The study conducted by Muthoka, (2021) [10] conducted a study to influence of employee relations practices on organisational performance of public healthcare sector in Kenya had a very narrow scope by selecting two public healthcare firms in Kenya and the research work is domiciled in Nigeria but in Kenya. The study that focused on examining the effect of employee relations practices on the productivity of Supply-chain Businesses in Nigeria covered literature gaps by adding correct variables of employee relations practices such as employee participation in decision making practice and employee reward system to the existing model.

3. Results

3.1 Methodology

The research design was descriptive survey method. Study Area was South East, Nigeria. Taro Yamane sampling

technique is applied to narrow down the population to a researchable size 399 respondents. The population of this study comprises of 265 registered supply chain businesses in South-East Nigeria with 6,455 total numbers of staff (Corporate Affair Comission, 2023). The study used structured questionnaire to obtain data. Research questionnaire were distributed to respondents by hand and collected after the respondents have duly completed them. Research questions of the study were answered using mean score and standard deviation while single regression was used to test hypotheses.

3.2 Data Presentation and Analysis

Table 1: Comprehensive Demographic of Respondents

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

Sources: Field Survey, 2024

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

Question One: What is the extent to which employee participation in decision making practice effect organizational efficiency of Supply-chain Businesses in Nigeria?

Table 4.3: Mean rating of responses of respondents on what is the extent to which employee participation in decision making practice effect organizational efficiency of Supply-chain Businesses in Nigeria

S. No	Questionnaire Item	V	H(5)	H(4)	M(3)	LE(2)	VLE(1)	Total	Mean	SD
1	Employee consultation encourages them to think about the issues of the company to enhance organizational performance.	785	188	42	24	10	1049	4.370	0.086	
		157	47	14	12	10	240			
		53%	27%	8%	7%	6%	100%			
2	Employee consultation enables them to contribute their own idea before decisions are made for success of the organization.	760	228	36	22	8	1054	4.392	0.088	
		152	57	12	11	8	240			
		50%	33%	7%	6%	5%	100%			
3	Board representation gives the employees the opportunity to contribute on the decision making of the company through their representative.	840	164	36	20	9	1069	4.454	0.095	
		168	41	12	10	9	240			
		59	23%	7%	6%	5%	100%			
4.	Employee work ownership scheme makes the employees to strive hard for the growth and productivity of the company.	825	136	60	24	9	1054	4.392	0.093	
		165	34	20	12	9	240			
		57%	19%	11%	7%	5%	100%			
Grand Mean								4.402	0.0908	

This table shows that the respondents indicated their option on what is the extent to which employee participation in decision making practice effect organizational efficiency of Supply-chain Businesses in Nigeria. The respondents are in agreement with all the items. The study revealed that employee participation in decision making practice has significant effect organizational efficiency of Supply-chain Businesses in Nigeria since board representation gives the

employees the opportunity to contribute on the decision making of the company through their representative (grand mean (4.402) is greater than cut-off mean (3.00).

Question Two: What is the extent to which employee reward practice effect organizational competitive advantage of Supply-chain Businesses in Nigeria?

Table 4.2: Mean rating of responses of respondents on what is the extent to which employee reward practice effect organizational competitive advantage of Supply-chain Businesses in Nigeria

S. No	Questionnaire Item	VHE(5)	HE(4)	M(3)	LE(2)	VLE(1)	Total	Mean	SD
1	Wage and salary reward techniques increases an organizational overall productivity by making employee to be committed to office tasks	790	204	66	14	2	1076	4.483	0.098
		158	51	22	7	2	240		
		53%	29%	13%	4%	1%	100%		
2	Retirement benefit reward motivate employee to always come to work and even do overtime work in the workplace	780	204	36	22	10	1052	4.383	0.088
		156	51	12	11	10	240		
		50%	33%	7%	6%	5%	100%		
3	Fringe benefits reward attracts employees who are committed to work harder in order to ensure organizational financial wellbeing without partiality	825	136	60	24	9	1054	4.392	0.093
		165	34	20	12	9	240		
		57%	19%	11%	7%	5%	100%		
4.	Promotion strategies motivates employee to work harder for a better position hence improving employee productivity	840	164	36	20	9	1069	4.454	0.095
		168	41	12	10	9	240		
		59	23%	7%	6%	5%	100%		
Grand Mean								4.428	0.0907

This table shows that the respondents indicated their option on what is the extent to which employee reward practice effect organizational competitive advantage of Supply-chain Businesses in Nigeria. The respondents are in agreement with all the items. The study revealed that employee reward practice has significant effect organizational competitive advantage of Supply-chain Businesses in Nigeria since wage and salary reward techniques increases an organizational overall productivity by making employee to be committed to office tasks (grand mean (4.428) is greater than cut-off mean

(3.00).

3.3 Test of Hypotheses

The two hypotheses were formulated for this study and will be tested and a decision taken is based on the rule below.

Decision rule: Reject Hi if P-value > 0.01

3.3.1 Test of Hypothesis One

H₃ = Employee participation in decision making practice has no significant effect on organizational efficiency of Supply-chain Businesses in Nigeria.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.969 ^a	.939	.939	.27115
a. Predictors: (Constant), Employee participation in decision making practice				

ANOVA ^a						
Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	65.074	1	65.074	15.973	.000 ^b
	Residual	566.286	239	4.074		
	Total	631.360	240			
a. Dependent Variable: Organizational efficiency						
b. Predictors: (Constant), Employee participation in decision making practice						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.418	.075		5.568	.000
	Employee participation in decision making practice	.167	.017	.969	9.826	.000
a. Dependent Variable: Organizational efficiency						

In testing this hypothesis, employee participation decision making practice was regressed against organizational efficiency. The result of the single-regression analysis showed the model to examine the effect of employee participation decision making practice on project team’s transparency.

Organizational Efficiency = 0.418 + 0.167 Employee participation decision making practice

The empirical result showed that the coefficient of employee participation decision making practice has positive effect on organizational efficiency; it means that employee participation decision making practice has positive and direct effect on organizational efficiency. The results of the t – statistics denoted that the coefficient of employee participation decision making practice was statistically significance. This was because observed values of t –

statistics (9.826) was greater than its P-values (0.000). The results of the F – statistical test showed that the overall regression of the hypothesis three was statistically significance. This was because observed value of the F – statistics (15.973) was greater than its P-value (0.000). Again, our empirical result showed that the Pearson product moment correlation analysis (r) was 0.969. The strength of relationship between the two variables was high. However, we rejected the null hypothesis and concluded that employee participation decision making practice has positive and significant effect on organizational efficiency of Supply-chain Businesses in Nigeria

3.3.2 Test of Hypothesis Two

H₄ = Employee reward practice has no significant effect on organizational competitive advantage of Supply-chain Businesses in Nigeria?

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.966 ^a	.933	.932	.30129
a. Predictors: (Constant), Employee reward practice				

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	25.050	1	25.050	11.980	.000 ^b
	Residual	499.749	239	2.091		
	Total	524.799	240			

a. Dependent Variable: Organizational competitive advantage

b. Predictors: (Constant), Employee reward practice

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.227	.039		5.846	.000
	Employee reward practice	.197	.025	.966	7.908	.000

a. Dependent Variable: Organizational competitive advantage

In testing this hypothesis, employee reward practice was regressed against organizational competitive advantage. The result of the single-regression analysis showed the model to examine the effect of employee reward practice on organizational competitive advantage of Supply-chain Businesses in Nigeria.

$$\text{Organizational competitive advantage} = 0.227 + 0.197 \text{ Employee reward practice}$$

The empirical result showed that the coefficient of employee reward practice has positive effect on organizational competitive advantage; it means that employee reward practice has positive and direct effect on organizational competitive advantage. The results of the t – statistics denoted that the coefficient of employee reward practice was statistically significance. This was because observed values of t – statistics (7.908) was greater than its P-values (0.000). The results of the F – statistical test showed that the overall regression of the hypothesis four was statistically significance. This was because observed value of the F – statistics (11.980) was greater than its P-value (0.000). Again, our empirical result showed that the Pearson product moment correlation analysis (r) was 0.966. The strength of relationship between the two variables was high. However, we rejected the null hypothesis and concluded that employee

reward practice has positive and significant effect on organizational competitive advantage of Supply-chain Businesses in Nigeria.

3.4 Discussion of Findings

Effect of employee participation in decision making practice on organizational efficiency in Nigeria public sector

The findings of the study revealed that employee participation in decision making practice has positive and significant effect organizational efficiency of Supply-chain Businesses in Nigeria since board representation gives the employees the opportunity to contribute on the decision making of the company through their representative. The outcome of the study is not in line with the study of Atadoga, Hussaini and Muhammad (2024)^[3] that examined moderating effect of trust on supply chain management practices and organizational performance of different firms involved in consultancy services within North-East, Nigeria. Specifically, the study sought to ascertain to customer relationship management, strategic supplier partnership, information sharing on organizational performance. Data was collected with the use of questionnaire from 381 respondents in the Nigeria manufacturing industry using survey questionnaire. Partial least squares structural equation path modeling (PLS-SEM) was used to analyse the hypotheses of the study. The study findings show that there were positive significant relationships between customer relationship management, information sharing and organizational performance, but a weak relationship. Also, strategic supplier partnership has significant effect on organizational performance. The study recommends among others that customer relationship management matches trust, and a firm’s performance is inevitable for resilient supply chain practices. There is need to maintain long term relationships with strategic suppliers to ensure quick delivery of quality materials or components for production flow and quick delivery of finished products to the consumers.

Effect of employee reward practice on organizational competitive advantage of Supply-chain Businesses in Nigeria

The findings of the study revealed that employee reward practice has positive and significant effect organizational competitive advantage of Supply-chain Businesses in Nigeria since wage and salary reward techniques increases an organizational overall productivity by making employee to be committed to office tasks. The outcome of the study is in line with the study of Omuya, (2018)^[17] that investigated the influence of employee relations on employee performance in Public Universities in Kenya. The data analytical techniques were descriptive statistics and regression analysis. The findings of the study showed that most of the respondents were not sure that recruitment and selection as an HRM practice has contributed to employee performance in public universities in Kenya. The findings also showed that most of the respondents agreed or strongly agreed that employee training has contributed to employee performance in public universities in Kenya. It was also established that most respondents strongly agreed or agreed that good compensation and reward have contributed to employee performance, a while a good number of respondents strongly led to good performance in public universities.

4. Findings and Conclusions

4.1 Summary of Findings

The following are the major findings of the study:

The findings of the study revealed that employee participation in decision making practice has positive and significant effect organizational efficiency in Nigeria public sector since board representation gives the employees the opportunity to contribute on the decision making of the company through their representative (t – statistics (9.826); P – value (0.000) > Sig-value 0.05).

The findings of the study revealed that employee reward practice has positive and significant effect organizational competitive advantage in Nigeria public sector since wage and salary reward techniques increases an organizational overall productivity by making employee to be committed to office task (t – statistics (7.908); P – value (0.000) > Sig-value 0.05).

4.2 Conclusion

The study concludes that employee relations practices has positive and significant effect on the productivity of Supply-chain Businesses in Nigeria. The major employee relation practice in Supply-chain Businesses in Nigeria are employee participation in decision making practice and employee reward practice. Employee consultation encourages them to think about the issues of the company to enhance organizational performance, employee consultation enables them to contribute their own idea before decisions are made for success of the organization and employee work ownership scheme makes the employees to strive hard for the growth and productivity of the company. Retirement benefit reward motivate employee to always come to work and even do overtime work in the workplace, fringe benefits reward attracts employees who are committed to work harder in order to ensure organizational financial wellbeing without partiality and promotion strategies motivates employee to work harder for a better position hence improving employee productivity.

4.3 Recommendations

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

1. Management of Supply-chain Businesses in Nigeria should establish fair policies and practices that create equal opportunities and provide equal treatment to employees without any bias which promotes positive attitude towards organisation and work among employees.
2. Management of Supply-chain Businesses in Nigeria should provide job satisfaction in terms of salary, growth opportunities and work environment can be provided by the company to satisfy workers and make them happy and are more productive than other workers who lack job satisfaction. Effective communication of work related information should be established effectively to ensure that employee is aware of the work related responsibilities and expectations.

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