



International Journal of Institutional Leadership, Policy and Management  
Volume 3, Issue 4, pp. 564-581. 2021

ISSN: 2735-9220

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## PERSONNEL MANAGEMENT AND PROMOTION OF INSTITUTIONAL HARMONY IN NIGERIA

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### ABSTRACT

Institutional harmony enhances labour productivity as one of the critical means of improving performance in an organization, achieving economic growth, enhancing living standards and quality of life for both employers and employee. Institutional harmony creates a peaceful working and co-existing environment that is attractive to tolerance, dialogue and other alternative means of resolving industrial disharmony. This study adopted a correlation design. The population was derived from six universities, one university from each state for the study in the South-South Geo-Political Zone of Nigeria. The sample for this study was made up of 490 academic and administrative staff using a random sampling technique to determine the sample. The research instrument for this study was a self-structured titled personnel management questionnaire (PMQ) and promotion of institutional harmony in Nigeria (PIHNQ) with each questionnaire has two sections. The 'A' section which contained the demographic variables. The 'B' part contained the variable section understudy respectively with four sections. The reliability of the instruments were measured at .702 and .811 respectively using Cronbach Alpha. Spearman's rho was used to test the hypothesis. The findings of the study revealed that there is a significant relationship between personnel managers and promotion of institutional harmony in Nigeria. The study therefore recommended that management should also educate the employees on the needs and expected gains of new technology and policies, and how it will benefit them and the organization, as well as train them to adopt and use any new technology

**Keywords:** Personnel, Manager, Promotion, Institutional, Harmony, Nigeria.

Reference to this paper should be made as follows:

Onyekwere, A. L., & Douglas, R. O. (2021). Personnel management and promotion of institutional harmony in Nigeria. *International Journal of Institutional Leadership, Policy and Management*, 3(4), 564-581.

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## **INTRODUCTION**

Personnel management has become recognized as a central business concern sequel to its ability to integrate employee welfare and institutional objectives and effective communication into strategic management. Personnel resource management seeks to eliminate the meditation role and adopts a generally homogenous perspective. It emphasizes strategy and planning rather than problem-solving and medication (Ololube & Kpolovie, 2013), so that employee cooperation is delivered by programmes of corporate culture, remuneration, packaging, team building and management development for core employees, while peripheral employees are kept at arm's length (Akpoovwaire, 2013).

Institutions in Nigeria have experienced disharmony in recent time instability and other forms of institutional conflict. This situation has resulted in low productivity in organization. Most of these problems have been because of poor communication (Osad & Osas, 2013), incessant institutional disputes, brain- drain, under-funding or poor financing of quality education, cultism, corrupt practices and abuse of trust (Okene, 2010). Most Nigerian universities and institutions have experienced a series of crises caused by poor communication between students and university administrators on one hand; employers and employees. Institutional relations is one of the major areas of concern to the government, employers of labour, investors and trade unions of any institutional community which is the maintenance of institutional harmony for the proper growth and development of the economy and the nation. According to Ngethe, Mike and Namusonge (2012), institutional conflicts disrupt both the process of productivity and the free flow of goods and services. Suggestively, the imperatives of personnel management, managers and promotion of institutional harmony are the most potent panacea in a developing economy like Nigeria, for a productive educational system and sustainable human development (Daniel-Kalio & Ololube, 2019).

Personnel management policies and practice are influenced by strategy and structure and by external factors such as trade unions, labour market situation and legal system. In reality most firms do not have such a well thought out sequential model in their personnel management practices hence the role of human resource management in promoting institutional harmony in most institutions becomes vague (Albert & Yahaya, 2013).

## **BACKGROUND**

In recent times, while most human resource are on job, they do not produce more simply because of the un-healthy relationship they have with their fellow colleagues and employers. Gordon (2013) revealed that employees do not put up their best performances at workplaces when they are un-happy with management, government, or even their fellow colleagues. Bad employee-employer relationship results in strike actions and lockouts. All these actions taken by employees to display their grievances only do the organizations harm than good, as productivity will be reduce drastically. However, the pure state of harmony scarcely exists in institutions, as grievance between employees and management which erodes the set objectives of the institutions, thus, making productivity in the institutions comparatively hampered due to frequent institutional conflict and it intended negative consequences such as down toll, which will affect sales, patronage and profit margin.

## **Purpose of the Study**

The purpose of this study was to investigate the relationship between personnel managers and promotion of institutional harmony in Nigeria. Simply put, the study is specifically:

- To determine the correlation between institutional peace and promotion of institutional harmony in Nigeria.
- To determine the correlation between professional harmony and institutional harmony in Nigeria.
- To determine the correlation between institutional dispute resolution and promotion of institutional harmony in Nigeria.
- To determine the correlation between harmony for academic excellence and promotion of institutional harmony in Nigeria.

## **Research Questions**

The following research questions were formulated to guide the study:

- What is the relationship between institutional peace and promotion of institutional harmony in Nigeria?
- What is the relationship between professional harmony and institutional harmony in Nigeria?
- What is the relationship between institutional dispute and promotion of institutional harmony in Nigeria?
- What is the relationship between harmony for academic excellence and promotion of institutional harmony in Nigeria?

## **Hypotheses**

In line with the research questions, the following hypothesis was designed to guide the study:

- There is no significant relationship between institutional peace and promotion of institutional harmony in Nigeria.
- There is no significant relationship between professional harmony and institutional harmony in Nigeria.
- There is no significant relationship between institutional dispute and promotion of institutional harmony in Nigeria
- There is no significant relationship between harmony for academic excellence and promotion of institutional harmony in Nigeria.

## **CONTEXTUALISATION**

### **Institutional Peace and Harmony**

Institutional harmony is not the absence of disagreement, but it is when there is an understanding between employers and employees that permits the system to achieve set goals. Institutional

harmony refers to a friendly and cooperative agreement on working relationships between employers and employees for their mutual benefit (Kreitner & Kinicki, 2010). According to Iheriohanma, (2008), institutional peace and harmony is concerned with the relationship between management and employees with respect to the terms and conditions of employment and the work place. In effect, it is a situation where employees and management cooperate willingly in pursuit of the organization's aims and objectives.

The term 'institutional harmony' comprises of two terms; 'institutional' and 'harmony'. Institutional refers to any productive activity in which an individual or a group of individuals is (are) engaged. 'Harmony' that means the peaceful co-existence within the industry between employee and management which stems directly or indirectly from union employer relationship (Agba, Ushie & Agba, 2009). The relationships that arise at and out of the institutions are form to promote their respective interests at all levels. Institutional harmony also includes the processes through which these relationships are expresses (such as, collective bargaining, workers' participation indecision making, and grievance and dispute settlement), and the management of conflict between employers and worker when it arises.

Institutional harmony refers to a friendly and cooperative agreement on working relationships between employers and employees for their mutual benefit (Jinyemiema, 2008). According to Muindi, (2011), institutional harmony is concerned with the relationship between management and employees with respect to the terms and conditions of employment and the work place. In effect, it is a situation where employees and management cooperate willingly in pursuit of the organization's aims and objectives. Institutional harmony thus covers the area of responsibilities, employment policy, collective bargaining, communication and consultation (Miebaka, 2002). Institutional harmony enhances labour productivity and in turn improves performance in our education sector, achieving economic growth, and enhancing living standards and quality of life. It creates a peaceful working environment conducive to tolerance, dialogue and other alternative (to strike) means of resolving institutional or labour disputes in Nigeria (such as negotiation, mediation, arbitration, conciliation and litigation or court adjudication). This creates a high level of employee satisfaction. The term institutional relations explain the relationship between employees and management which stem directly or indirectly from union-employer relationship. Institutional relations are the relationships between employees and employers within the organizational settings.

Basically, institutional harmony sprouts out of employment relations. Hence, it is broader in meaning and wider in scope. Institutional harmony is dynamic and developing socio-economic process. As such, there are as many as definitions of institutional harmony. Some important definitions of institutional harmony are produced here. According to Ladan (2012), institutional harmony is a designation of a whole field of relationship that exists because of the necessary collaboration of men and women in the employment processes of Industry. Vaishali (2012) as the concept of institutional relations has been extended to denote the relations of the state with employers, workers, and other institutions. The subject, therefore, includes individual relations and joint consultation between employers and workers at their places of work, collective relations between employers and trade unions; and the part played by the State in regulating these relations. Institutional interactions in the industry particularly between the labour and management as a result of their composite attitudes and approaches in regard to the management of the affairs of the industry is for the betterment of not only the management and the workers but also of the industry and the economy as a whole.

## **Promotion of Professional Harmony**

Maintaining workplace harmony should be a key focus of every organisation. Conflict in the workplace can lead to behaviours such as bullying, harassment and discrimination. Staff can lack motivation, fail to work as a team and be generally unhappy. Several elements are useful in defining institutional peace and harmony. On an individual level, peace may start with having calmness within oneself. Expanding outward, peace entails agreement and harmony among people. At its largest scale, peace is to live without violent conflict or war. Peace underlies our quality of life and the fabric of our communities; and, as our weaponry becomes ever more powerful, our very survival as people on this planet depends upon it (Njoku & Nwosu, 2007). Organisational or operational changes can cause employees stress and discomfort. These can include changes in management, procedures, duties or position descriptions, redundancies, staff changes and particularly a restructure. The increased stress and pressure on employees may be reflected by an increase in complaints received in the workplace.

Personnel managers function becomes recognized as a central business concern sequel to its ability to integrate employee welfare, organizational objective and effective communication into strategic management. According to Abubakar, Megeirhi and Shneikat (2018) personnel management seeks to eliminate the meditation role and adopts a generally homogenous perspective. It emphasizes strategy and planning rather than problem-solving and medication, so that employee cooperation is delivered by programmes of corporate culture, remuneration, packaging, team building and management development for core employees, while peripheral employees are kept at arm's length. Personnel managers polices and practice are influenced by strategy and structure and by external factors such as trade unions, labour market situation and legal system. In reality most firms do not have such a well thought out sequential model in their human resource practices hence the role of human resource management in promoting institutional harmony in most institutions becomes vague (Osad & Osas, 2013).

Trade unions are a major constituent of the modern institutional system in any country, each having their own set of goals to achieve according to their constitution and each having its own strategy to reach those goals (Osamwonyi & Ugiaghe, 2013). A trade union commonly known as a labour union is an organization of workers who have come together to achieve common goals such as protecting the integrity of its trade, improving safety standards, achieving higher pay and benefits such as health care and retirement, increasing the number of employees an employer assigns to complete the work, and better working conditions. It is a continuous association of wage earners for the purpose of sustaining and enhancing conditions in the workplace (Austin-Egole, Wokoma & Iheriohanma, 2014). Basically, a trade union fights for better working conditions and remuneration for its members (Mukoro, 2013). They advocate for sound relations between employers and employees through the promotion and protection of freedom of association, collective bargaining agreements and dispute resolution. More specifically, trade unions negotiate for wages, work rules, complaint procedures, rules governing hiring, firing and promotion of workers, benefits, workplace safety and policies (Nwokocha, 2015). In developing countries, the right to form a union and bargain collectively protects workers from exploitative and abusive conditions at work and puts pressure on employers to share productivity gains with their employees.

Peace in the institutional relations system is necessary for fast economic growth of a country. Conflicts disrupt peace. In the field of institutional relations conflicts could collapse the companies or result in very negative impacts on the workers. Strikes fall under institutional

action. There were major strikes taken place in the last few years. Especially in the times of economic recession and fall of economies, employees suffer more. It also damages economic recovery. If there is no transparency of information and access to workers' rights, employees may tend to open conflicts (Nwokocha, 2015). Institutional conflicts in organisations are unavoidable. Employers to achieve their strategic objectives they need to maintain cordial and a result oriented relationship with the worker's. On the other hand employees are the main asset of an organisation. They play a crucial and strategic role as they're central to the product and process. They contribute to the organisational goals and profit of the company. Usually unions and employers are in a constant conflict as they have opposite perceptions and point of views due to the divergence between the expectations of management and labour. This is a cause of conflict. Conflict by nature is a constant and ever present occurrence in an organisation (Jacobs, 2014).

Maintaining peaceful and harmonious institutional relations is a challenge facing every manager in Nigeria today. The implications of the various institutional relations environment to managers include difficulty of realistic prediction of workers and union behaviour. The complex business environment in Nigeria today makes it unrealistic to predict, with any degree of certainty, how the employees are likely to behave. Due to environmental factors influence on institutional relations practices, managers should brace themselves for the difficulty of maintaining institutional harmony in workplace in order to motivate employees to give their best to ensure maximum profitability for their organization (Venkata, 2011).

Due to the difficulty of maintaining a stable institutional harmony between management and employees, managers in Nigeria workplace have difficulty of balancing demands for productivity and equity at work. Since a major fundamental problem in institutions is developing and maintaining a harmonious relationship, management-labour relations must be at its best at all time. Institutional relations practices therefore demand high analytical/interpretative and social skills of managers. To successfully ensure this depend on the skills and insight with which the manager can interpret the institutional relations environments in which the organization operates (Muhammad & Usman, 2013). He must therefore understand the dynamics of the environment and know how to apply his experience and knowledge at every point in time when handling any personnel issue with the unions. In that case, the personality of the manager and his ability to influence the employees are great asset if he must succeed in creating or maintenance of a harmonious relationship. When this ability or competence is lacking, management and labour always experience conflict over every little issue. In addition, institutional relations in Nigeria place demand on policy flexibility and accommodation. Since these environments are not stable, but continue to change at a fast pace, mechanism for policy flexibility to meet the need of changing institutional relations trend need to be in place to accommodate emerging institutional relations issues so that harmony will encourage high productivity for the organization (Osamwonyi & Ugiaghe, 2013).

### **Institutional Dispute**

Institutional dispute means any dispute of difference between employees and employers or between employers and workmen or between workmen and workmen, which is connected with the employment or non-employment of the terms of employment or the conditions of work of any person (Agba, Ushie & Agba, 2009). Every employee has certain requirements/needs e.g., economic needs, social needs, security requirements. When these requirements do not get

satisfied, there arises a conflict between the worker and the capitalist/employer. The institutional disputes are of two types i.e., individual disputes and collective disputes. The individual disputes may be disputes such as reinstatement, compensation for wrong termination. Disputes relating to wages, bonus, profit sharing hours of work etc. are collective disputes. Institutional disputes can be categorized as follows:

***Psychological Causes:*** This is as a result of authoritarian leadership (nature of administration), clash of personalities, difficulty in adjusting in given conditions or with each other (employee and employer, strict discipline, demand for self-respect and recognition by workers).

***Institutional Causes:*** This is the non-recognition of trade/labour union by the management, matters of collective bargaining, unfair conditions and practices, pressure on workers to avoid participation in trade unions.

***Economic Causes:*** This can be caused by terms and conditions of employment, more work hours, working in night shifts, disputes on promotions, layoff, retrenchment and dismissal, working conditions, working conditions such as too hot, too cold, dusty, noisy, etc., improper plant and work place layout, frequent product design changes etc., wages and other benefits, inadequate wages, poor fringe benefits, no bonus or other incentives, etc.

Institutional disputes essentially are concrete manifestations of the element of conflict an inseparable aspect of institutional relations. Institutional disputes usually involve management and workers represented by the union or their authorised representatives. Institutional disputes relate mainly to terms and conditions of employment of workers, but they are also raised on many other issues such as recognition of representative union, union jurisdiction and so on. It is clear that an institutional dispute may involve not only the employer and workmen/unions in an individual establishment, but also in an industry as a whole or a group of industries. Besides, a single institutional dispute may involve a number of employers and their organisations on the one hand, and many trade unions or workmen on the other. There may be disputes among the employers or unions themselves, but these must relate to terms and conditions of employment or other employment-related issues (Abubakar, Fischer & Arasa, 2013).

### **Harmony for Academic Excellence**

To ensure harmonious institutional harmony the leader of every institution will need to encourage, open and frank discussion of the institution's problems with the subordinates; seek the opinion of those doing the institutional job i.e. the staff; explain their discussion to those who have to carry them out; recognize the contributions of all involved in the institutional job; set collaborative goals to encourage team work instead of autocracy and listen to rather than talk at their subordinates. Effective and understood grievance procedure that is simple, straightforward, flexible, proactive, responsive, devoid of protocol and time conscious is central to harmonious institutional relations (Akuh, 2016). Above all, promoting visionary and disciplined leadership within our educational system is a key to a conducive environment for learning devoid of corrupt practices and indiscipline thus the imperatives of institutional harmony for academic excellence are the most potent panacea in a developing economy like Nigeria, for a productive educational system and sustainable human capacity development (Akuh, 2016).

Students can be useful when they perform well in their studies. Puttapalli and Vuram, (2012) defined excellence as the state or quality of excelling. It is superiority or the state of being good to a high degree. Improving academic excellence of a student means achieving the objective function which the educational policy stipulates. Thus, the improvement of academic excellence of a student has always been the concern of all stakeholders. The stakeholders include: the government, educational and school administrators, school proprietors, teachers, parents, professional counsellors, and students themselves.

University worldwide is regarded as the citadel of Knowledge; the fountain of intellectualism; the most appropriate ground for the intellectual incubation of leaders of tomorrow, According to Davar (2003), a university fulfills one major function which is a knowledge and value provider. It stands or fails in its ability or inability to deliver on this criterion. The university is an autonomous institution at the heart of societies differently organized because of geography and historical heritage; it produces, examines, appraises and hands down culture by research and is an enterprise that serves multi-disciplinary purposes. This explains why merit has been, the watchword in the university system-a system where a student must first be certified worthy in character and learning before being admitted into the Honours Degree Flail. Universities are key actors in national development, more so in Africa than in other regions. Their roles in research and information transfer are critical to economic development and social progress (Ahamed & Mahmood, 2015).

Although all stakeholders play active roles towards the improvement of academic excellence of students, the contributions of school personnel (school administrators, professional counsellors, teachers and others) are critical for optimal improvement of academic excellence of students. Academic excellence refers to extremely high standards of education and exceptionally sounds graduates that we produce from tertiary institutions to the labour market. It is imperative, because, the higher the quality of graduates (in terms of knowledge and skills) the higher the productive service, with efficiency and effectiveness in every sector of the economy, which leads to greater prosperity all round for sustainable human development. It must be devoid of the problem of the meal-ticket syndrome in our educational system, wherein the society places undue emphasis on certification and the pressure to obtain it by any means (including corrupt, enrichment, forgery, falsity, harassment, sexual abuse and bribery) at the expense of hard work, value/ethical standards, commitment, consistency in focus and above all morality and honesty.

Institutional harmony here refers to an institutional environment where staff, students along with schools management understand and accept each other as partners in progress and understands that a cooperative attitude is mutually beneficial in terms of output, performance and rewards. It does not assume that conflicts do not exist but that effective and proactive collective agreements and grievance procedure exist that can prevent the conflicts from transforming into a crisis. Thus, institutional harmony for academic excellence internalizing harmonious institutional relations will eliminate poor management as it relates to personnel management.

Higher Education Institutions are committed to identify, understand and analyze the institutional environment in order to reformulate new shares to enable them to be consistent with the approach of relational sociology. As Akpoyovwaire (2013) says, this should be done without losing sight of the human sense of intentional and binding relationships. Its significance is to understand and consistently apply the paradigm, called relational, in which social change is the 'emergency' of social realities moved by subjects (individual and collective) that are related to each other in a certain sense.

Higher education institutions have a responsibility to generate socially valid knowledge, professional training and concrete results in society. This means that the mission that each institution establishes must be pertinent and seek a change in the reality of socioeconomic necessities, in order to guarantee the evolution of man, as well as the community to which he belongs. The aforementioned leads to the conclusion that the anthropological approach is ideal for an educational organization, when it has become harmoniously, efficiently and supportively synchronized- the institutional project with the proposed organizational life of its employees. This generates more comprehensive training processes, with high levels of competence, initiative, responsibility, commitment and dedication. This will undoubtedly enable these institutions to offer students and the community, quality service that will produce competent professionals with high ethical and moral values, as well as ensure the development of the whole society and a generation with a better quality of life (Abubakar, Fischer & Arasa, 2013). . The popular saying goes, “unity is strength”, that, applied to educational institutions, could be taken as the consolidation of the purposes of each of the actors in the process into one that integrates all forces toward a common goal. This converts into fertile ground for the emergence of effective schools, that also have a sense of total quality, and learning institutions, which are able to convert results into new media to obtain more complex results and achieve a greater impact. As a consequence, the principles of harmony, results and solidarity converge in a synchronized way. Educational institutions must lay out comprehensive policies with the central axis of people, generating processes that teachers can use. This will allow the design of more flexible employment policies, which are managed by objective results, supported by information technology (Mukoro, 2013).

The implementation of a quality management system, in this case, for an Institution of higher education, may be an important initial step in the process of organizational excellence (Mukoro, 2013), provided that it does not only identify and define processes and methodologies, but also includes the person involved as the main factor in each of the activities. This allows them to contribute significantly to the excellence of the organization and also to themselves and their family, thereby having a stake in community development. Now, having service as a direct product, Higher Education Institutions have internal and external users with different levels of satisfaction. This implies that the implementation of quality in their processes must be the result of joint strategies to achieve the following:

- Involving staff: though it may seem trivial, a committed employee produces more than one hundred percent of his capacity, while a conformist employee can lead an organization to chaos, for example, offering poor services in the case of educational institutions. This makes institutional harmony for academic excellence pertinent.
- Creating cooperation links: Fragile groups tend to fail, and the satisfaction of personal egos and the “hero” concept must be eliminated from the institutional concept.
- Achieving a high level of fellowship: For teamwork to remain in the institution throughout time, there must be a feeling of belonging to the team, implying that the main feeling should be of love for the institution in which the workers are employed. The concept of fellowship is born from the necessity of delivering results no matter what resources are used. A good partner supports his/her fellow partners, and guides them when they make a mistake and is not one who merely fulfils his role.
- Excellent communication: This is absolutely necessary for personnel managers and promotion of institutional harmony in education to humanize relationships between work

teams within the institution, but it is also the key to the marketing process. Through communication, an added value is delivered to both internal and external users which make the user adopt a trademark or a service as its own.

- Assist leaders: In many cases the institutions have unfit leaders. A leader's bad example, promotes bad habits in employees that damage the condition of the institution. Where there is no promotion of leadership core values like honesty, truthfulness, integrity and hard work institutions leadership will set bad examples which will impede the achievement of the set organizational goals. The true leader is not the boss or a superior in a hierarchy. The true leader is any person in the institution that is committed, shows high level of commitment.

## **METHODS**

### **Population**

The population of the study was derived from six universities, one university from each state in the South-South Geo-Political Zone of Nigeria.

### **Sample and Sampling Technique**

A sample size of 490 was arrived at using random sampling technique with a questionnaire.

### **Instrumentation**

The research instrument for this study was a self-structured questionnaire titled personnel managers (PMQ) promotion of institutional harmony in Nigeria (PIHNQ) with each questionnaire having section 'A' which contained the demographic variables. The 'B' part contained the variable section understudy respectively with four sections. The questionnaires were distributed in their schools. The questionnaires contained two sections which were the demographic and variable sections. The questionnaire was self-structured along strongly agree (SA) = 4, Agree (A) = 3, Disagree (D) = 2 and Strongly Disagree (SD) = 1. The instrument consisted of 20 items in line with the research hypotheses. The instrument for this study was distributed and retrieved by the researcher and other two research assistants.

### **Validity**

The face and content validity of instrument was determined by two researchers in the department of measurement and evaluation to ensure that the instruments correct and the corrections were applied.

### **Reliability**

The reliability of the instruments was measured at .702 and .811 respectively using Cronbach alpha.

## Methods of Data Analysis

The method for data was summarized as mean and standard deviation using 2.5 criterion mean and percentage was used to answer the research question while Spearman's rho was used to test the hypothesis. This study's sample comprised of 490 academic and administrative staff from selected universities in the south-south geo-political zone in Nigeria with one university representing each. The information on the qualification of respondents showed that people with B.Ed. had a F=147(30%), M.Ed. showed F=195(39.8%) and PhD revealed F=148(30.2%); Gender of respondents had males F=269(54.9%), females F=221(45.1%); years of experience showed that respondents with 1-10years of experience had F=147(30%), 11-20 years of experience showed F=147(30%) and 21 years above had F=196(40%); Staff cadre showed academic staff 269(54.9%) and administrative staff had F=221(45.1%).

Table 1: Showing details of demographic information of respondents.

	Demographic Information	Frequency (F)	Percentage (%)
<b>Qualification of Respondents</b>	B. Ed.	147	30.0
	M. Ed.	195	39.8
	PhD	148	30.2
<b>Gender</b>	Male	269	54.9
	Female	221	45.1
<b>Years of Experience</b>	1-10yrs	147	30.0
	11-20yrs	147	30.0
	21yrs above	196	40.0
<b>Marital status</b>	Single	20	28.6
	Married	42	60.0
	Separated	8	11.4
<b>Staff Cadre</b>	Academic	269	54.9
	Administrative	221	45.1

## RESULT AND DISCUSSION

Table 2: Showing details Spearman's rho Correlations for personnel managers and promotion of institutional harmony

Spearman's rho		Institutional peace and promotion of institutional harmony	Professional harmony and institutional harmony	Institutional dispute and promotion of institutional harmony	harmony for academic excellence and promotion of institutional harmony
Institutional peace and promotion of institutional harmony	Correlation Coefficient	-.013	.106*	.393**	.284**
	Sig. (2-tailed)	.774	.019	.000	.000
	N	490	490	490	490
Professional harmony and institutional harmony	Correlation Coefficient	.106*	1.000	-.087	-.581**
	Sig. (2-tailed)	.019	.	.055	.000
	N	490	490	490	490
Institutional dispute and	Correlation Coefficient	.393**	-.087	1.000	.049

promotion of institutional Harmony teachers transfer	Sig. (2-tailed) N Correlation Coefficient Sig. (2-tailed) N	.000 490 -.186** .000 490	.055 490 .107* .047 490	.047 490 .297** .000 490	.275 490 .287** .000 490
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\*. Correlation is significant at the 0.05 level (2-tailed).  
 \*\*. Correlation is significant at the 0.01 level (2-tailed).

The purpose of this study and hypothesis guided the data analysis. The hypotheses were formulated in line with the purpose of the study and it provided answers to the specific items in the questionnaire.

The results of analysis for the relationship between institutional peace and the promotion of institutional harmony in Nigeria was rejected and showed that there is significant relationship institutional peace and the promotion of institutional harmony in Nigeria. This hypothesis was tested using Spearman's rho at p-value 0.05 level of significance. The analysis Spearman's rho showed a significance of .000 with a Correlation Coefficient of .284\*\* revealing that there is significant relationship institutional peace and the promotion of institutional harmony in Nigeria thereby rejecting the null hypothesis and accepting the alternate hypothesis.

The results of analysis for the relationship between professional harmony and the promotion of institutional harmony in Nigeria was rejected and showed that there is significant relationship professional harmony and the promotion of institutional harmony in Nigeria. This hypothesis was tested using Spearman's rho at p-value 0.05 level of significance. The analysis Spearman's rho showed a significance of .000 with a Correlation Coefficient of -.581\*\* revealing that there is significant relationship professional harmony and the promotion of institutional harmony in Nigeria thereby rejecting the null hypothesis and accepting the alternate hypothesis.

The results of analysis for the relationship between institutional dispute and the promotion of institutional harmony in Nigeria was rejected and showed that there is significant relationship institutional dispute and the promotion of institutional harmony in Nigeria. This hypothesis was tested using Spearman's rho at p-value 0.05 level of significance. The analysis Spearman's rho showed a significance of .000 with a Correlation Coefficient of .049 revealing that there is significant relationship institutional dispute and the promotion of institutional harmony in Nigeria thereby rejecting the null hypothesis and accepting the alternate hypothesis.

The results of analysis for the relationship between academic excellence and the promotion of institutional harmony in Nigeria was rejected and showed that there is significant relationship academic excellence and the promotion of institutional harmony in Nigeria. This hypothesis was tested using Spearman's rho at p-value 0.05 level of significance. The analysis Spearman's rho showed a significance of .000 with a Correlation Coefficient of .287\*\* revealing that there is significant relationship academic excellence and the promotion of institutional harmony in Nigeria thereby rejecting the null hypothesis and accepting the alternate hypothesis.

Hypothesis 1 which states that “there is no significant relationship between institutional peace and promotion of institutional harmony in Nigeria” was rejected because institutional peace was significantly related to promotion of institutional harmony in Nigeria. This is revealed in the significant level of .000 and a positive coefficient of .284\*\*. This finding is in line with Kreitner and Kinicki (2010) who opined that institutional harmony is not the absence of disagreement, but it is when there is an understanding between employers and employees that permits the system to achieve set goals. Institutional harmony refers to a friendly and cooperative agreement on working relationships between employers and employees for their mutual benefit.

According to Muindi, (2011), institutional harmony is concerned with the relationship between management and employees with respect to the terms and conditions of employment and the work place. In effect, it is a situation where employees and management cooperate willingly in pursuit of the organization's aims and objectives. Institutional harmony thus covers the area of responsibilities, employment policy, collective bargaining, communication and consultation (Miebaka, 2002). Institutional harmony enhances labour productivity and in turn improves performance in our education sector, achieving economic growth, and enhancing living standards and quality of life. Agba, Ushie, and Agba (2009) further stated that it creates a peaceful working environment conducive to tolerance, dialogue and other alternative (to strike) means of resolving institutional or labour disputes in Nigeria (such as negotiation, mediation, arbitration, conciliation and litigation or court adjudication). This creates a high level of employee satisfaction. The term institutional relations explain the relationship between employees and management which stem directly or indirectly from union-employer relationship. Institutional relations are the relationships between employees and employers within the organizational settings.

Hypothesis 2 which states that "there is no significant relationship between professional harmony and institutional harmony in Nigeria." was rejected because professional harmony was significantly related to promotion of institutional harmony in Nigeria. This is revealed in the significant level of .000 and a negative coefficient of  $-.581^{**}$ . This finding is in line with Njoku and Nwosu (2007) who postulated that Maintaining workplace harmony should be a key focus of every organisation. Conflict in the workplace can lead to behaviours such as bullying, harassment and discrimination. Staff can lack motivation, fail to work as a team and be generally unhappy. Several elements are useful in defining institutional peace and harmony. On an individual level, peace may start with having calmness within oneself. Expanding outward, peace entails agreement and harmony among people. At its largest scale, peace is to live without violent conflict or war. Peace underlies our quality of life and the fabric of our communities; and, as our weaponry becomes ever more powerful, our very survival as people on this planet depends upon it. According to Abubakar, Megeirhi and Shneikat (2018) personnel management seeks to eliminate the meditation role and adopts a generally homogenous perspective. It emphasizes strategy and planning rather than problem-solving and medication, so that employee cooperation is delivered by programmes of corporate culture, remuneration, packaging, team building and management development for core employees, while peripheral employees are kept at arm's length. Personnel managers policies and practice are influenced by strategy and structure and by external factors such as trade unions, labour market situation and legal system. Basically, a trade union fights for better working conditions and remuneration for its members (Mukoro, 2013). They advocate for sound relations between employers and employees through the promotion and protection of freedom of association, collective bargaining agreements and dispute resolution. More specifically, trade unions negotiate for wages, work rules, complaint procedures, rules governing hiring, firing and promotion of workers, benefits, workplace safety and policies (Nwokocha, 2015). In developing countries, the right to form a union and bargain collectively protects workers from exploitative and abusive conditions at work and puts pressure on employers to share productivity gains with their employees.

Hypothesis 3 which states that "there is no significant relationship between institutional dispute and promotion of institutional harmony in Nigeria" was rejected because institutional dispute was significantly related to promotion of institutional harmony in Nigeria. This is revealed in the significant level of .000 and a positive coefficient of .049. This finding is in line

with Abubakar, Fischer and Arasa (2013) opined that institutional disputes essentially are concrete manifestations of the element of conflict an inseparable aspect of institutional relations. Institutional disputes usually involve management and workers represented by the union or their authorised representatives. Institutional disputes relate mainly to terms and conditions of employment of workers, but they are also raised on many other issues such as recognition of representative union, union jurisdiction and so on. It is clear that an institutional dispute may involve not only the employer and workmen/unions in an individual establishment, but also in an industry as a whole or a group of industries. Besides, a single institutional dispute may involve a number of employers and their organisations on the one hand, and many trade unions or workmen on the other. Agba, Ushie and Agba (2009) stated that every employee has certain requirements/needs e.g., economic needs, social needs, security requirements. When these requirements do not get satisfied, there arises a conflict between the worker and the capitalist/employer. The institutional disputes are of two types i.e., individual disputes and collective disputes. The individual disputes may be disputes such as reinstatement, compensation for wrong termination etc. Thus, disputes are related to wages, bonus, profit sharing hours of work etc.

Hypothesis 4 which states that “there is no significant relationship between harmony for academic excellence and promotion of institutional harmony in Nigeria.” was rejected because harmony for academic excellence was significantly related to promotion of institutional harmony in Nigeria. This is revealed in the significant level of .000 and a positive coefficient of .287\*\* . This finding is in line with Akuh (2016) stated improving academic excellence of a student means achieving the objective function which the educational policy stipulates. Thus, the improvement of academic excellence of a student has always been the concern of all stakeholders. The stakeholders include: the government, educational and school administrators, school proprietors, teachers, parents, professional counsellors, and students themselves. Puttapalli and Vuram, (2012) stated that to ensure harmonious institutional harmony the leader of every institution will need to encourage, open and frank discussion of the institution’s problems with the subordinates; seek the opinion of those doing the institutional job i.e. the staff; explain their discussion to those who have to carry them out; recognize the contributions of all involved in the institutional job; set collaborative goals to encourage team work instead of autocracy and listen to rather than talk at their subordinates. Effective and understood grievance procedure that is simple, straightforward, flexible, proactive, responsive, devoid of protocol and time conscious is central to harmonious institutional relations. Osad and Osas (2013) further stated that incessant institutional disputes, brain- drain, under-funding or poor financing of quality education, cultism, corrupt practices and abuse of trust. Most Nigerian universities and institutions have experienced a series of crises caused by poor communication between students and university administrators on one hand; employers and employees. Institutional relations is one of the major areas of concern to the government, employers of labour, investors and trade unions of any institutional community which is the maintenance of institutional harmony for the proper growth and development of the economy and the nation( Ngethe, Mike & Namusonge, 2012). University worldwide is regarded as the citadel of Knowledge; the fountain of intellectualism; the most appropriate ground for the intellectual incubation of leaders of tomorrow. According to Davar (2003), a university fulfils one major function which is a knowledge and value provider. It stands or fails in its ability or inability to deliver on this criterion. The university is an autonomous institution at the heart of societies differently organized because of geography and historical heritage; it produces, examines, appraises and hands down culture by research and is an

enterprise that serves multi- disciplinary purposes. This explains why merit has been, the watchword in the university system-a system where a student must first be certified worthy in character and learning before being admitted into the Honours Degree Flail. Universities are key actors in national development, more so in Africa than in other regions. Their roles in research and information transfer are critical to economic development and social progress (Ahamed & Mahmood, 2015).

## **CONCLUSION**

This paper is an attempt to investigate personnel managers and promotion of institutional harmony in Nigeria. The study enquires into the promotion of institutional harmony of the organization to see the link between human resource management, institutional harmony and improved productivity. It was realized that the organization uses personnel management mostly in creating a peaceful work environment in which staff are motivated and happy to contribute immensely to the success of the business. As employee advocate, one of the ways it does this is by provision of due process approaches to problem solving such as hiring the right stuff of staff, training and developing them to live up to organizational standard, good remuneration package and welfare services, fair and just performance appraisal rating, collective bargaining and so on.

The establishment of good personnel management depends on the constructive attitude of all the parties involved in a work arrangement to bring about institutional harmony. It is certain that a harmonious and constructive management employee relationship in any industry is indispensable if the organization must survive and achieve its business objectives. A healthy labour – management relations is vital in creating and improving the economic conditions of institutions and their employee. Therefore, institutional relations arrangements must be made to provide and accommodate stability in relations between managers and staff to help boost morale in order to increase institutions productivity. Constant reviews or follow up of results of an institutional relations programme is highly vital for maintenance of a peaceful and stable management-labour relationship. In addition good institutional relations encourage acceptance of planned change in operation and production procedures, a situation the employees are most likely to resist and kick against when there is no harmony between them and management. Furthermore, effective institutional relations is a basis for improve productivity and higher profits.

## **Recommendations**

This paper therefore recommends that:

- Personnel managers should be a people of versatile academic experience with a good understanding of the Nigerian legal, social and economic background in order to know what is expected of him and how his subordinates are likely to react about any issue at any particular time.
- Management should put in place an effective grievance procedure that is simple and easy to understand. Institutions should also structure their institutional/personnel relations units to be flexible, responsive, and proactive and time conscious when dealing with issues that concern employees workplace and well-being as these are vital for peaceful harmonious institutional relations.

- Institutions should do proper environmental scanning in order to understand the factors impacting on it negatively, so as to design control measures to minimize the negative impacts of such environments to ensure that available opportunities are well utilized. In addition, management should explore every possible avenue to resolve any institutional conflict.
- Management should also educate the employees on the needs and expected gains of new technology and policies, and how it will benefit them and the organization, as well as train them to adopt and use any new technology. This is because, if the introduction of new technology and methods that are aimed at enhancing work process and improve individual and organizational productivity are not well anticipated and prepared for, the employees will be likely to resist the planned change because of fear of the unknown and uncertainties associated with the new technology in the workplace.

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