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I have the honour of introducing the inaugural issue of the *LASU Journal of Multidisciplinary Nigerian Studies (LASUJMNS)*, Volume 1, Number 1 (December 2025). This maiden publication represents a significant step in the commitment of Lagos State University to advancing rigorous, multidisciplinary scholarship focused on Nigerian realities.

LASUJMNS was established to provide a credible academic platform for high-quality research that interrogates the social, economic, political, educational, cultural, and technological frameworks in Nigeria. The journal responds to the growing need for scholarly work that moves beyond single-discipline approaches and offers integrated, evidence-based perspectives capable of informing policy, practice, and public discourse.

As a peer-reviewed, biannual, open-access journal, LASUJMNS is committed to academic excellence, ethical publishing, and accessibility. All submissions undergo a rigorous double-blind peer review process in line with international best practices and the principles of the Committee on Publication Ethics (COPE). Only original, methodologically sound, and relevant manuscripts are considered for publication.

The articles featured in this inaugural issue reflect the multidisciplinary scope and scholarly standards of the journal. They address contemporary Nigerian issues across key sectors, which offers insightful analyses, empirical findings, and practical implications that contribute meaningfully to national development discussions.

I sincerely appreciate the dedication of the Editorial and Advisory Boards, the professionalism of our reviewers, and the confidence of the authors who contributed to this first volume. Their collective efforts have laid a strong foundation for the journal. On behalf of the Editorial Board, I invite scholars, policymakers, and practitioners to engage with this issue and to partner with us in building a vibrant platform for multidisciplinary Nigerian studies.

Prof. M. O. B. Mohammed, FNAEAP

Editor-in-Chief

LASU Journal of Multidisciplinary Nigerian Studies (LASUJMNS)

Lagos State University.

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EFFECT OF EMPLOYEE RELATIONS PRACTICES ON ORGANISATIONAL PERFORMANCE: A STUDY OF DUFIL PRIMA FOODS (DE-UNITED FOODS INDUSTRIES LTD), NIGERIA

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Abstract

The study looked at employee relations and organizational performance at Dufil Prima Food (De-united foods industries Ltd). At Dufil Prima Food (De-united foods industries limited) Nigeria, it also determines the impact of communication on organizational performance and employee retention and organizational performance. In the study, primary data were employed. Employee information was gathered from Dufil Prima food (De-united food industries Ltd.) using a self-designed questionnaire. 290 workers from Dufil Prima Food (De-united food industries Ltd.) were included in the samples. Descriptive statistics and inferential statistics (multiple regression) Anova, used to examine the questionnaire data and test of Hypotheses The results of this study showed that among employees of Dufil Prima Food (De-united food industries Ltd.), communication has a major impact on organizational performance. Increased employee engagement and motivation are also facilitated by communication, which also helps to boost productivity and efficiency. Furthermore, it was discovered that a retention improved organizational performance. Individuals who benefits from the organisation are more likely to be engaged and motivated at work, as well as more productive and efficient, which improves organizational performance. The study recommended using a variety of media and feedback channels, organizations should set up frequent, open, and participatory communication channels.

Keywords:

Employee Relation, communication, Retention, Organisational Performance

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Introduction

Employee relations have become a central focus in contemporary human resource management and organisational behaviour research. They encompass the policies, practices, and interactions that govern the relationship between employers and employees communication, participation, grievance handling, rewards, and workplace culture all of which are critical in shaping organisational outcomes. Effective employee relations practices are widely recognised as vital drivers of organisational performance, including job satisfaction, commitment, reduced turnover, enhanced productivity, and profitability (Osibanjo, Salau, Falola, & Oyewunmi, 2022). Conversely, poor employee relations can lead to absenteeism, low morale, workplace conflict, and reduced organisational effectiveness (Adewale & Oyeniyi, 2023).

In Nigeria's manufacturing sector, the dynamics of employee relations are particularly significant because of its labour-intensive operations, the influence of trade unions, and the challenge of balancing efficiency with employee welfare. Research has shown that in food and beverage manufacturing, talent management practices which include aspects of employee relations have a positive and significant relationship with employee productivity, with organisational commitment acting as a mediator (Okoli & Akinlabi, 2023). Similarly, a recent study on the non-alcoholic beverages sector found that human resource practices such as recognition programs, feedback mechanisms, and work culture strongly correlate with organisational performance (Eze & Nwankwo, 2022).

Organisational performance in today's competitive business environment is strongly influenced by the quality of employee relations practices. Studies have shown that effective communication, participatory decision-making, grievance resolution, and reward systems are essential for sustaining employee commitment and productivity (Osibanjo, Salau, Falola, & Oyewunmi, 2022). However, many Nigerian manufacturing firms continue to struggle with weak employee relations, leading to frequent disputes, high turnover, low morale, and reduced operational efficiency (Adewale & Oyeniya, 2023).

In the food and beverage industry, where large-scale production relies heavily on human effort and teamwork, the challenge of maintaining strong employee relations is even more pronounced. Research evidence indicates that gaps in talent management and industrial relations systems can negatively affect output, product quality, and workforce stability (Okoli & Akinlabi, 2023). For instance, employee disengagement and poor labour-management dialogue have been linked to operational disruptions in manufacturing firms (Eze & Nwankwo, 2022).

Despite these findings, there is limited empirical research focusing on how employee relations practices specifically influence organisational performance in Nigeria's food manufacturing industry. Most existing studies have concentrated on banking, telecommunications, or beverage sectors (Oladipo & Fajana, 2021), leaving a gap in understanding how these dynamics play out in large-scale food processing companies such as Dufil Prima Foods (De-United Foods Industries Ltd).

Dufil Prima Foods, being one of Nigeria's largest food manufacturers, depends on a large workforce for its operations. The company faces challenges related to employee retention, industrial relations, and balancing productivity with employee welfare. Yet, there is insufficient evidence on how its employee relations practices affect its organisational outcomes. This knowledge gap creates a problem both for practitioners seeking to improve performance and for scholars attempting to build theory in this area. Therefore, this study seeks to investigate the effect of employee relations practices on organisational performance at Dufil Prima Foods, with the aim of filling this empirical gap and providing insights that could improve both policy and practice.

Research Questions

- i. What is the influence of communication on organizational performance?
- ii. What is the effect of retention on organizational performance?

Literature Review

Conceptual Review

Concept of Employee Relation

The interaction between employers and employees is referred to as "employee relations." The modern understanding of employee relations is a reflection of how the emergence of individual workplace rights has led to an ever-greater individualization of the job relationship. Voice channels that are unique are crucial. However, collective channels that make use of representatives from unions and/or non-unions offer workers a voice that can support and enhance individual channels. There are four categories of interactions that fall under the umbrella of employee relations:

contractual, emotional, physical, and practical (Blau, 2017). A fundamental aspect of people management is keeping the staff informed and consulting. When implemented correctly, it offers a productive means of communication between workers and management, usually through their chosen representatives. This gives senior management the chance to communicate key information or plans to the workforce and secure support. Employees can use their collective voice, which is an indirect channel accessible through their representatives, to voice comments, queries, and grievances. It highlights how crucial it is to ensure that an organization's relationship with its employees is managed through open procedures and applicable laws. Instead of a formal job contract, employee relations are based on the psychological contract that exists between employees and their firms (Obushenkova, Plester & Haworth, 2018). To maintain positive employee relations and improve organizational performance, employers must provide workers a sense of value at work. In short, the goal of employee relations is to intentionally foster a favorable work environment for employees in order to retain their loyalty and increase their level of engagement. The majority of companies have a designated employee relations manager who handles employee issues as a counselor, negotiator, and compensator.

Communication

Sending memos or emails to staff members only is not only ineffective but also impersonal. If you just chat to your employees all the time, they will quickly come to feel like they are not a valuable part of your business. Two-way personal connection is crucial because your staff are among your most valuable assets.

Be visible: Supervisors and HR personnel should draw attention to themselves and let staff members know that they are personable and available. This gives your staff members the chance to quickly address any problems or queries they may have and seek any advice or help they may require to perform at their highest level.

Hold regular meetings for the company: This will offer you an opportunity to discuss changes, vital information, and questions from your staff. Employees who participate in goal-setting for themselves, their team, and your business will take ownership of those objectives and put in a lot more effort to reach them.

Provide transparency: Workers are 94% more likely to be content at work if they believe their bosses are transparent, truthful, and reliable. Additionally, transparency fosters a more collaborative work environment. Furthermore, research by Kumar and Manjula (2017) demonstrates that open communication is essential for a positive employee-employer dynamic since it fosters group activities at work and helps employees get along with their coworkers.

Employee retention

Employee retention refers to the organisational ability to retain its employees over a specified period while minimising voluntary turnover and ensuring that key talents remain committed to the firm. It involves a set of strategies, policies, and practices designed to create a supportive work environment that encourages employees to remain with the organisation for longer periods (Muthuveloo, Shanmugam, & Teoh, 2023). Retention is not merely about preventing employees from leaving but about enhancing employee satisfaction, engagement, and loyalty through positive workplace experiences.

The concept is closely tied to human resource management because employees represent a critical asset whose skills, knowledge, and experience directly impact organisational performance (Adewale & Oyeniyi, 2023). High turnover often results in increased costs related to recruitment, training, and lost productivity. By contrast, retaining employees, especially high performers, contributes to stability, efficiency, and long-term competitiveness.

Key determinants of employee retention include job satisfaction, career development opportunities, compensation and rewards, leadership style, work–life balance, and the overall organisational culture (Eze & Nwankwo, 2022). When employees perceive fairness, recognition, and opportunities for growth, they are more likely to stay committed to the organisation (Okoli & Akinlabi, 2023). Conversely, poor management practices, inadequate communication, and lack of motivation are common causes of employee turnover.

In the Nigerian manufacturing context, retention is particularly important due to the competitive labour market, high mobility of skilled workers, and the role of unions in influencing employment relations (Oladipo & Fajana, 2021). Organisations such as Dufil Prima Foods, which rely on a large workforce for continuous production, face significant risks if retention levels are low. This underscores the importance of strategic employee relations and retention practices in maintaining organisational performance.

Concepts of Organisational Performance

The capacity of an organization to maximize outcomes and accomplish its objectives is known as organizational performance. Organizational performance in today's workforce is the capacity

of a business to meet objectives in an ever-changing environment. According to Griffin et al. (2016), organizational performance refers to an organization's attempts at effectiveness. Organizational performance in the context of business refers to how well an organization performs in relation to its predetermined goals and directions. The selection of organizational performance metrics must take into account the organizational context, as different organizational contexts may provide different performance outcomes (Alves & Lourenço, 2022). Meanwhile, by contrasting the expected and actual results, the "GAPs" can also be used to identify the organizational performance. According to the Hire book, there are three operational aspects that comprise organizational performance: financial performance, operational performance, and human capital performance. The three primary areas that top executives need to concentrate on are financial performance, product market performance, and shareholder value in order to manage organizational performance effectively. In the meantime, the US Office of People Management promoted the idea that measuring organizational performance is not only a standard year-end evaluation but also essential to achieving objectives. This comprehensive evaluation of the organization's effectiveness looks at its financial, operational, and human capital performance. Contu (2020) posited that the ability of senior executives to foster a cooperative work environment and manage a team is a critical component of organizational effectiveness.

Theoretical Review

Social Exchange Theory (SET)

Social Exchange Theory was first introduced by Blau (1964) and later expanded by scholars such as Cropanzano and Mitchell (2005). The theory argues that workplace relationships are built on reciprocal exchanges of both tangible resources, such as pay and benefits, and intangible ones, such as respect, trust, and recognition. In essence, when employees perceive that their organisation treats them fairly, supports their growth, and provides valued resources, they feel obliged to reciprocate with loyalty, commitment, and improved performance. Conversely, when they experience neglect, exploitation, or unfair treatment, they are more likely to disengage, reduce their effort, or leave the organisation altogether.

The central assumptions of the theory are grounded in reciprocity, fairness, trust, and long-term investment. Employees evaluate the costs and benefits of their relationship with the organisation. Positive treatment in the form of transparent communication, fair grievance handling, equitable rewards, and opportunities for involvement encourages them to remain committed, while negative treatment generates withdrawal behaviours. Thus, employee relations practices are not just managerial activities but exchanges that employees interpret and respond to in ways that influence retention and performance.

Employee retention can be understood within the framework of Social Exchange Theory through the concept of perceived organisational support (Eisenberger, Huntington, Hutchison, & Sowa, 1986). When employees believe that the organisation values their contributions and cares about their well-being, they are more likely to stay, thereby reducing turnover intentions.

On the other hand, a breach of trust or failure to honour commitments weakens the exchange relationship and increases the likelihood of exit.

The relevance of Social Exchange Theory to organisational performance is particularly evident in labour-intensive manufacturing firms such as Dufil Prima Foods. Stable and supportive employee relations practices create trust and reciprocity, which translate into reduced turnover, higher morale, and sustained productivity. By fostering a climate of fairness and support, the organisation secures the commitment of its workforce and enhances its performance outcomes. Although the theory has been criticised for overemphasising reciprocity and for being difficult to measure in terms of intangible exchanges such as trust and respect, it remains one of the most influential frameworks in human resource management. It provides a clear explanation of why effective employee relations practices increase employee retention and improve organisational performance. In the context of Dufil Prima Foods, the theory suggests that when the company invests in fair and supportive relations, employees are likely to reciprocate with loyalty, reduced turnover, and enhanced productivity.

Empirical Review

Nadeem, Zia, Riaz, Shafique, and Sattar (2018) looked at the relationship between employee empowerment and organizational success. The results of the study show that the relationship between employee empowerment and organizational performance was strongly explained by motivation, a mediator variable, and employee empowerment taken together. Convenience sampling is the method used for sampling. Based on a questionnaire, 150 hotel managers in the Faisalabad region provided the data for this survey. SPSS version 23.0 is intended for use in data analysis. While linear regression analysis is used to look at how the variables affect one another, correlation analysis looks at the relationship between the variables. Each hypothesis thus yielded a significant result. Employee relations procedures must be modified in light of the growing popularity of remote work arrangements. According to studies, there should be an emphasis on developing and preserving good virtual team dynamics, addressing potential feelings of isolation among remote employees, and leveraging technology to enhance communication and cooperation.

Chukwuyem (2020) conducted research on employee relations and organizational performance in Nigeria. The study employed both primary and secondary data collection methods. The findings demonstrated that maltreatment of employees and a rise in demotivation are the consequences of disregarding their psychological needs, particularly the need to be respected, appreciated, and acknowledged at work. The article states that managers ought to build sincere relationships with their employees and create an atmosphere that motivates them to do their tasks well. Companies should also create a constructive communication framework that encourages understanding and learning among employees.

Wangila (2019) conducted study on the impact of employee relations strategies on the performance of water and sewerage service providers in Nairobi, Kenya. The results were applied to the whole population as Nairobi City Water & Sewerage Company, Kenya supplied

the water and sewerage services that were the subject of the study and since it is the biggest service provider in Nairobi and Kenya in terms of clientele and revenue turnover. The study's specific goals included analyzing how Nairobi City Water & Sewerage Company's performance in Kenya was affected by employee welfare, communication, engagement, and grievance resolution procedures. The study was supported by the unitarist, pluralist, system, and process theories. The research employed a descriptive methodology. Target responders comprised 3534 workers across all cadres. Since 10% of respondents were selected using stratified random selection from each stratum of senior managers, middle level managers, supervisors, and support staff, there were 354 respondents in the sample group. The study found that employee welfare, communication, involvement, and grievance resolution as elements of employee relations strategies have a substantial impact on organizational performance at Nairobi City Water and Sewerage Company in Kenya. Therefore, research and implementation of various techniques aimed at strengthening these elements of employee relations strategies are necessary.

Samwel (2018) investigated the relationship between employee interactions and organizational and individual performance with a focus on small enterprises in Tanzania. Using a stratified random selection process, 387 respondents were selected from a sample of Tanzanian small businesses. A cross-sectional survey research design was used in the study. The data collected from structured questionnaires and interviews was subjected to correlation analysis and descriptive statistics, which were then used to show the findings in tables. Based on the study's findings, small firms in Tanzania are cognizant of the benefits of preserving good employee relations as well as the required corrective actions that need to be taken to lessen bad employee relations at work. The outcomes also demonstrate a strong relationship between employee relations and the productivity of both individual workers and the firm. The findings additionally demonstrate Tanzania's small firms' usage of unfair labor practices. The report recommends that small firms in Tanzania focus more on establishing moral hiring practices and fostering productive, long-lasting relationships with their employees.

In Dodoma, Tanzania, Mwakyembe (2019) carried out study at the Tanzania Electric and Supply Company (TANESCO) headquarters. The main objective of this study was to assess the role that collective bargaining plays in raising organizational performance. The main conclusion of the study is that TANESCO regularly participates in collective bargaining. Among the several collective bargaining tactics suggested were efficient management and union communication, meticulous planning and preparation for trade unions, bargaining in good faith, adherence to legal procedures, and the absence of unfair practices. It is said again and again that TANESCO's collective bargaining has improved organizational performance in some way. This can be attributed to an increase in customer satisfaction, market expansion, revenue, job satisfaction among employees, and the number of new customers. Conversely, the organization's collective bargaining faced a number of obstacles, such as poor internal communication, dishonest bargaining, unequal negotiating power, political meddling, a lack of institutional capacity, and a lack of knowledge among social partners. It was also found that TANESCO's collective bargaining still falls short of what constitutes an effective process. It

can be improved by bolstering communication between unions and their workforce, developing their ability to negotiate, and distributing bargaining power.

The study "Employee relations and its impact on talent management in information technology companies in Mumbai and Pune" was carried out by (Purandare, 2016). The goal of the research is to understand the kinds of employee relations strategies employed by IT companies, how well they are implemented, and the effects these strategies have on talent management, or talent retention, and the success of the company as a whole. Four hundred and fifty respondents from various IT firms in Pune and Mumbai provided the data. The study employed an exploratory research design. The results of this study showed that there is a favorable relationship between organizational performance and employee relations as well as between employee relations and talent management.

Methodology

This study was conducted in Dufil Prima Food (De-united foods industries limited). For this study, the dufil prima food (De-united foods industries limited) is located at km 4 Idiroko road, Sango, Ota, Ogun state. This study uses both the descriptive research designs, which allow the researcher to assess the variables and explain the correlations between them. This design is cross-sectional by nature since it enables simultaneous comparison of multiple variables. Organizational performance is the dependent variable in this study, whereas employee relations retentions, communication, reward and pay, and benefits are the independent factors. A population is the entire group that a researcher intends to get findings from. It is a group of people from which a representative statistical sample is drawn. The study's participants are all workers of De-united Foods Industries, Nigeria Ltd. in Ota, Ogun State. The De-united Foods Industries, located at km 4 Idiroko Road, Sango, Ota, Ogun state, employs a total of 1500 people. The number of subjects or observations included in a study is referred to as the sample size. It also serves as a gauge for how many distinct samples were used in a given experiment. Additionally, it is a subset of the whole population. Most of the time, researchers are unable to see every member of the population they are researching directly. Rather, they gather information from a subset of people (a sample) and extrapolate conclusions about the entire population from those observations. The sample size is limited to 316 employees in de-united foods industries. The sampling size was calculated using the Taro Yamane formula (1967) yielded $1+1500(0.05)^2 = 315.7894737 = 316$. Primary data was employed in this investigation. Utilizing questionnaires, the primary data is collected. A questionnaire consists of a set of questions or items designed to elicit information from respondents regarding their beliefs, experiences, and opinions. Explicit disclosure is provided on the optional nature of participation, anonymity, and the confidentiality of the data. Clear instructions and a confidentiality guarantee is included with every questionnaire. There were three sections (A, B, and C) of closed-ended questions in the questionnaire, each of which focused on a different area of the study. With the use of primary sources and a standardized questionnaire, the study collected relevant data. The validity of the research instrument is determined using face validity, one type of validation measurement. Experts in the relevant fields were given the study instrument so they

could ensure the face validity of each item by assessing its acceptability only based on appearance. The research instrument's reliability is estimated using the test-retest method. A pilot study was carried out to check for ambiguity and item clarity and to make structural changes to the questionnaire. The study question and hypotheses guide the analysis of the data that has been gathered. Both descriptive and inferential statistics (multiple regression) and also Analysis of Variance (ANOVA) is used to analyze the data. Regression analysis is utilized to forecast the values of the dependent and independent variables in this study, and descriptive statistics in the form of tables and percentages is employed to display data from the questionnaire that was conducted

Results and Discussion

Out of the 316 questionnaires distributed to the respondents, 290 were fully completed and retrieved, accounting for 91% of the total. These questionnaires were deemed appropriate for data analysis.

Analysis of Data

The following the hypotheses were proposed:

H01: There is no significant relationship between communication and organizational performance in Dufil prima food, (De-united foods industries limited) Nigeria.

H02: There is no significant relationship between employee retention and organizational performance in Dufil prima food, (De-united foods industries limited) Nigeria.

Table: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig
1	Constant	.298	.261		1.114	.255
	CMM	.109	.130	3.95	6.954	0.00
	ER	.145	1.13	-.075	-1.282	.201
a. Dependent Variable: OP						

H01 evaluates whether communication influences organizational performance in Dufil Prima Food. The result revealed that communication has a very high significant impact on the organizational performance in Dufil (B = .903, t = 6.954, p = .000). Hence, H1 was not rejected. H02 evaluates whether employee retention influences organizational performance in Dufil Prima Food. The result revealed that employee retention has no significant impact on organizational performance. (B = -.145, t = -1.282, p = .201). Hence, H0 was not rejected.

Discussion of Findings

The broad objective of this study was to examine employees relations and organizational performance among employees in Dufil Prima Food (De-united foods industries limited), Nigeria.; However, the study identifies these specific objectives. Data was gathered and analysed from respondents; the result revealed that the dependent variable was influenced by the independent variables. These findings will be specifically discussed below:

Objective One: Ascertain The Influence of Communication on Organizational Performance In Dufil Prima Food. The study's findings suggest that the quality and effectiveness of internal communication within Dufil Prima Foods significantly influence its overall performance. This encompasses various communication channels such as formal meetings, emails, memos, and informal interactions among employees. Clear, transparent, and timely communication fosters a shared understanding of organizational goals, enhances coordination among teams, and facilitates decision-making processes.

Objective Two: Examine The Effect of Employee Retention on Organizational Performance. In Dufil Prima Food. The study aimed to evaluate whether employee retention has a significant impact on organizational performance within Dufil Prima Foods. The acceptance of hypothesis indicates that, employee retention does not directly correlate with organizational performance within Dufil Prima Foods. While employee retention is important for maintaining institutional knowledge, continuity, and morale, its direct impact on organizational performance, as measured in the study, appears to be unimportant.

Conclusion

The study's conclusions suggest that employee relations at Dufil Prima Food (De-united foods industries limited) have a significant impact on how well employees perform inside the company. favorable aspects of communication and retention have a favorable impact on employees' general job satisfaction. The results highlight the necessity of creating and putting into practice efficient employee relations programs in order to raise employee satisfaction, which has significant ramifications for personnel management. To improve the generalizability of the results, future studies should investigate more variables that affect organizational performance and take larger sample sizes into account. And also there is no positive relationship between retention and organizational performance.

Recommendations

The study's conclusion led to the formulation of the following recommendations:

- i. Using a variety of media and feedback channels, organizations should set up frequent, open, and participatory communication channels. To guarantee that every worker is aware, involved, and heard; to cultivate an environment of transparency, trust, and cooperation; and to facilitate efficient information exchange, problem solving, and group goal accomplishment.
- ii. Organizations should look into employee retention policy in other to increase performance.

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