

EMPLOYEE RELATIONS AND EMPLOYEE PRODUCTIVITY

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**A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF
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IN PARTIAL FULFILLMENT OF THE
BACHELOR OF SCIENCE, (B.SC). IN HUMAN RESOURCE
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DEGREE**

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DECLARATION

I Orhu Rukewve Favour, hereby declare that the entire research work being submitted in partial fulfillment of the requirement for the award of the degree in Human Resource Management in the University of Benin, Benin City, Edo State is the result of my independent assessment.

1. Embodied in this project is my original work and it is based on research undertaken by me in the Department of Human Resource Management, University of Benin, Benin City, Edo State, Nigeria.
2. This work has not been previously submitted for the award of a degree anywhere or presented by any other person in this University.
3. All references made to the work of other persons have been duly acknowledged.
4. I solely accept all legal responsibility that may arise as a result of any copyright infringement that may arise from any work cited in this project.

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CERTIFICATION

This is to certify that **ORHU RUKEVWE FAVOUR** with matriculation number **MGS1908267** carried out this project work under my supervision, in partial fulfilment for the award of Bachelor of Science in the Department of Human Resource Management, Faculty of Management Sciences, University of Benin, Benin City.




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DEDICATION

This work is dedicated to God Almighty for sparing my life and giving me the grace and strength to complete this project, I also dedicate it to my family who showed me love, support and encouragement all through this journey.

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My sincere gratitude is extended to God Almighty, whose mercy and grace have given me the strength and perseverance necessary to complete my academics and the research project.

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ABSTRACT

This study examined the relationship between employee relations and employee productivity in the hotel industry. A questionnaire was administered to a sample of 70 hotel employees to assess various aspects of employee relations, including communication, teamwork, management support, and recognition/rewards. Employees also provided self-report of their own productivity. Quantitative analysis revealed several significant positive correlations between measures of employee relations and employee productivity. In particular, perceptions of open communication, strong teamwork, and adequate management support were all associated with higher levels of self-reported employee productivity. The findings suggest that investing in initiatives to improve employee relations within hotels may have tangible benefits in terms of boosting employee output and performance. Implications for hotel management practices are discussed, along with limitations of the study and directions for future research.

Keywords: Communication, employee relation, employee productivity organisational culture, performance, hotel industry,

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Employee productivity refers to efficacy and efficiency with which workers fulfil their duties and advance the objectives of the company is referred to as employee productivity (Leonard, 2018). Put differently, productivity has a direct impact on a business's profitability (Gummesson, 1998; Sels 2006). Organisational performance and staff productivity are correlated, with higher staff productivity leading to superior organisational success (Yunus and Ernawati, 2017; Iqbal, Ahmed, & Allen, 2019). Although it is not a novel idea in management, employee productivity now has additional facets (Adeinat and Kassim, 2019). These days, it's linked to a host of issues, including as motivation, work-life balance, workplace culture, pay, and more.

Contrarily, employee relations portray the relationship between employees and management as an organisational justice framework made up of organisational culture and management style, as well as protocols and customs for addressing grievances and settling conflicts. The main objectives of employee relations are to avoid conflicts at work and to foster cordial working relationships. Torrington and Hall (1998). It has been demonstrated that interactions between customers and employees significantly affect an organization's ability to compete.

Workers are thought to be the most valuable and crucial resources of a company. A company's productivity is directly impacted by the kind and amount of work its employees accomplish. Therefore, strong employee relationships are essential for a business to grow and prosper (Abushawish, 2013). The phrase "employee relations" is wide and covers a wide range of subjects, including negotiations, collective bargaining, employment laws, and more modern issues like work-life balance, equal opportunities, and diversity management (Armstrong & Stephens, 2016). It speaks about the methods or approaches taken to guarantee that workers are content and productive. Employee relations provide support in a variety of areas, including as conflict resolution, problem solving, policy formulation and interpretation, and employee appreciation. Giving employees a voice, interacting with employees, handling employment practices, terms and circumstances of employment, and issues emerging from employment are all included in this (Frank & Jeffrey, 2010). It also includes resolving the paywork agreement. Maintaining the relationship between an employee and their employer is the focus of employee relations, as it increases motivation, morale, and pleased production (Ahmad & Shahzad, 2011). Rather than being a management function or a clearly defined area of activity, employee relations can be seen as a skill-set or mentality, according to Onyango (2014). Employers continue to emphasise employee involvement, commitment, and engagement because they believe that these competencies and skills are essential to obtaining performance advantages

(Tepper, Moss, Lockhart, & Carr, 2017). In order to manage company risk, employee relations are considered crucial. This includes the upside risk of not achieving peak commercial performance and the negative risk of non-compliance with an expanding corpus of employment legislation (Ahmad & Schroeder, 2013; Tepper et al, 2017).

1.2 Research Problem Statement

A company's brand is damaged and its overall workflow is harmed by poor employee interactions. Because of inadequate communication between executives and employees, the majority of workers in certain Nigerian companies do not produce more. If an employee is not happy with their supervisor or a co-worker, they will not be able to provide their best at work. Employee productivity and performance will be hindered by poor employee relations inside the organisation. Bad connections between employers and employees lead to lockouts and strikes. Employee strikes and lockouts were two ways that they vented their dissatisfaction. Lockouts and strikes dramatically reduce productivity levels. The collective interaction between employers and employees is referred to as employee relations, sometimes called industrial relations.

1.3 Objective of the Study

Examining the connection between employee relations and productivity is the main goal of this study:

1. To determine whether communication channels affect worker productivity in any way.
2. To investigate how worker productivity is impacted by corporate culture.
3. To implement effective management techniques in order to boost worker productivity.

1.4 Research Questions

The following research questions will be investigated in this study:

1. How does the route of communication affect the productivity of employees?
2. What are the main elements of the organisational culture that support high levels of productivity among employees?
3. How much do management techniques affect workers' output?

1.5 Research Hypotheses

The following is the null version of the hypotheses:

1. There is no significant relationship between communication channels and employee productivity.
2. There is no significant relationship between organisational culture and employee productivity.
3. There is no significant relationship between management practices and employee productivity

1.6 Scope of Study

The focus of this research is on productivity and employee relations. The study will be conducted at a few chosen hotels in the Egor Local Government of Benin-Edo state. The Ohonba Royal Hotel, The Balmoral Hotel, Deutschmann Hotel, and Osdy Gracious Villa Hotel are the geographical scopes. The project will be completed between June 2023 and June 2024

1.7 Significant of the Study

The following groups of people will find the study beneficial: researchers, students, hotel management, and the general public.

Hotel Management

The research will yield advantages for both workers and companies. Employees will gain from it in that they will have a chance to voice their personal opinions about employee relations, how those opinions affect worker productivity, and what they think the companies should do to foster better working relationships. The study provides a comprehensive picture of the state of employee relations in particular hotels, mostly those in the Egor neighbourhood of Benin City. The data offers a roadmap for strategic objectives by highlighting both areas of strength and those that require improvement. Hotel managers may foster a more enjoyable and efficient work environment by emphasising improved communication, providing more opportunities for training, and more efficiently recognising staff

accomplishments. This raises employee morale and advances overall operational effectiveness.

Researchers

Researchers interested in learning more about the dynamics of employee interactions and productivity can do so by utilising the empirical data and insights obtained from this study. On the basis of this work, researchers may expand their investigation into certain areas, such as the effectiveness of different communication strategies and training initiatives, or they may examine related challenges in other industries. The identification of research gaps in the study also alerts scientists to areas that require more in-depth investigation, enhancing the field.

Students

It will assist academics and students in understanding the causes, effects, and solutions of bad employee relations. This research will also have huge benefits for students and academics. With a focus on the hotel industry specifically, the study adds a significant amount of empirical data to the body of knowledge already available in organisational behaviour and human resource management. It serves as a teaching tool for pupils, improving their educational experience.

General Public

This study offers basic understandings of the inner workings of the hospitality industry to the general public, particularly with regard to the ways in which staff

relationships affect hotel service quality and productivity. Customers' experiences and expectations may be changed by this awareness, leading them to support companies that value equitable and inspiring work environments. The results also increase public awareness of the advantages of a positive corporate culture and fair employment laws.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focuses on the conceptual review of both dependent and independent variable of the study covering employment security benefits, overtime and personal recognition benefits, participative leadership, training and motivation. The Importance of employee relations, elements associated to employee relations like collective bargaining, employee empowerment and involvement. The chapter also covers the theoretical review and theoretical framework of the study.

2.2 Conceptual Review of Dependent Variable

2.2.1 Employee productivity

Empirical evidence from Millea (2012), who takes into account the variations in benefit-setting procedures across national borders. The empirical data presented in this paper and in a more comprehensive study for Germany (Millea, 2012) can be interpreted in the context of efficiency wages, which explains how certain wage levels affect productivity for specific labour market variables like the overall unemployment rate. Leaders ought to try to make more people believe that they will receive worthwhile benefits for their hard work. Accurately measuring job performance, outlining the benefits that come with good performance, explaining how the employee's rewards were determined by their prior performance, and giving examples of other employees whose good work has led to greater rewards

are some ways to achieve this. Essentially, managers need to align the precise output they want to the compensation that employees anticipate. It is imperative that workers fully understand the incentive programme in place at work. Professions of intent must be followed by concrete acts.

When it comes to connecting performance to incentives, compensation plans can be a powerful motivator. Pay-for-performance programmes are wage plans that directly compensate employees based on how well they accomplish their duties (Berger, 2009). These could be commission-based programmes for salespeople, piece-rate systems for labourers in factories and on the field, or incentive stock option (ISO) plans for executives and other staff members (Dunn, Mercer, Carpenter, & Wyman, 2010; Baker, 2012). But performance-related incentives don't always have to cost money. According to Markham, Dow, and McKee (2012), verbal and symbolic forms of acknowledgment for good performance can also be quite successful. Benefits of Employment Security Employee compensation encompasses more than just money, such as salaries and wages. Non-pay perks or in-kind fringe benefits are also under its purview. These non-cash rewards are occasionally viewed as bonuses but are typically recognised as employee security benefits. All things considered, the former relates to the more necessary benefits, like as pensions, and includes those that are often offered by the organisation. The latter relate either to perks that are given purely as a privilege or to less important advantages like private health insurance (Cole,

2002). He goes on to emphasise that the demands of the organization's daily operations with regard to its members are closely related to the benefits associated with one's job. Employees must therefore be fed enough during the working day, properly trained to do their duties, and provided with a suitable mode of transportation while travelling for work-related purposes.

With time. When the premium is one and a quarter to two times, overtime is the payout that exceeds the typical salary and wage rates. It can be used, for example, in situations where the nature of the jobs is seasonal, meaning that certain seasons have higher workloads than others. In order to prevent employee exploitation and to maximise productivity, overtime needs to be carefully planned and managed (Tyson, 1999). The Code of Regulations (2006) states that an allowance may be given to an officer with prior authorization from the Authorised Officer in order to compensate and motivate him for the time spent working overtime when it is determined that the officer must work overtime due to an urgent necessity and that it is not possible to give him equivalent time off in lieu of overtime allowance. In place of cash compensation for overtime worked, compensatory time off may instead be awarded. Comp time is prohibited in the private sector unless it is paid to non-exempt workers at the rate of one and a half time for all hours worked above a forty-hour workweek. Additionally, it cannot be carried over from one pay period to the next. Public sector workers, including fire-fighters, police officers, and a select few other employees, are the only significant

exception to those constraints (Willing, 2000). The Employment Act of Kenya (2007) stipulates that different industries have different standard work hours. If a worker puts in more hours per week than the specified amount of normal work, the extra time is considered overtime. As a result, in order to complete a task, personnel may be required to put in a significant amount of overtime. Nonetheless, union contracts frequently limit an employer's ability to handle overtime. Certain professions, like nursing, may require their workers to put in extra hours in order to preserve lives.

One Year Off . An employee is entitled to an annual leave of absence from work following every 12 months of continuous employment with a corporation. Annual vacation is defined as 21 working days, during which the employee is entitled to full pay under section 28 of the Employment Act of Kenya. Additionally, an employee on yearly leave is entitled to compensation from his employer, according to the Regulation of Wages Order (of various industries), which is a supplement to the Regulations of Wages and Conditions of Employment Act. Although the order has been raised and modified over time based on changes in the industry and other factors, it still prescribes different payments to different enterprises. As to the COR (2006), leave is provided for restorative purposes in order to assist an officer in regaining his strength and productivity. Although there is no loss of benefits or seniority when on leave, service requirements must be met. An officer who takes at least half of his annual leave entitlement will also be eligible for leave allowance once a year,

the amount of which is periodically determined by the government, in addition to regular full salary. Officers stationed in any location classified as a hardship area are entitled to two leave periods each year, in addition to payments of leave money. According to Shellengarger (2001), companies offer paid time off to their staff under a variety of conditions. Paid holidays, vacations, and relaxation periods are commonplace. However, there are a number of additional reasons why leaves are provided. Benefits related to time off account for between 5% and 13% of total pay. Leaves of absence, holiday pay, and vacation pay are examples of common time-off benefits.

Education and Housing Allowance

Employers have discovered that benefits related to education and tuition help are widely desired by staff members. It has been discovered that these initiatives improve hiring and staff retention. Generally speaking, the programme pays for all or a portion of the costs associated with formal education courses and degree programmes, including textbook and lab expenses (Mathis, 2003). By shifting the costs associated with hiring, training, and recruiting from hiring new hires to retaining existing staff, an organisation can also lower unfavourable staff turnover and the associated costs. Offering options for job advancement (training or study) might motivate a worker to increase output. An employee may find greater value in a customised benefit than in a pay increase. Such a benefit makes sense since it

is probably less expensive than a comparable pay increase and probably doesn't cost any more than employee dissatisfaction and decreased productivity (Harris, 2000). Organisations that feel compelled to assist someone in achieving one of life's fundamental needs—a roof over one's head—and to provide them with access to suitable housing while they are employed by an organisation may offer company housing or a house rent allowance. Senior employees are provided with housing, which the company may own. On the other hand, some organisations reimburse rent (Andrews, 2009). Advantages of Health Protection According to Baase (2009), research unequivocally shows that worker health is closely correlated with labour productivity and the state of the country's economy. It also shows how businesses are becoming more aware of this connection and eager to support worker health by expanding benefit packages that include health promotion and worker protection. A lot of companies also don't deduct pay when workers take a certain amount of sick days off work. Certain companies enable staff members to accrue unused sick leave, which can be utilised in the event of an extreme illness. Some compensate workers for time off due to illness. Certain companies have shifted their focus to incentivize employees who choose not to use sick leave by offering them well-deserved overtime compensation (Mathis, 2003). Additionally, research shows a much stronger correlation between worker productivity and health at work than was previously known. For instance, studies have shown that corporations bear two to three dollars' worth of health-related

productivity costs for every dollar spent on employee prescription drugs and medical care (Loeppke, 2009). The majority of these costs are manifested as presenteeism, which is the state in which employees are present but not entirely productive),

Benefits and Personnel Recognition

Mishra and Bhagat (2007) described employee welfare as a state of wealth, health, happiness, and well-being that encompasses both social and economic aspects and the development of human resources. While the economic component of the welfare package includes support for economic development through raising productivity and production, the social concept of welfare relates to the well-being of the average worker, his family, and the community at large. An employee will have more energy to dedicate to the task if he values his time off, gets enough sleep, eats healthily, and takes care of himself. A pleasant home life typically transfers into a happy career life, but problems at home typically affect the worker first.

Although employee compensation affects productivity, there are other elements that can increase output without incurring any costs to the company. Although compensation plays a role, for an employee to be effective, he must also feel valued. She needs to think that she is fairly compensated and that her labour has value. Excellent pay and benefits are helpful, but validation doesn't even need to be material. Saying "thank you" can go a long way towards giving an employee a

sense of value. In connection with validation, an employee's productivity will increase if he understands his place in the larger scheme of things. He wants to be more than just a part of the system. It could be advantageous if he can demonstrate that he is capable of doing more than just his job, as he needs to be in control of the entire process. He wants assurance that the manager will consider his viewpoints and suggestions (Lake, 2000). Allis (2008) asserts that a significant portion of operational expenses go towards compensation expenditures, which include salaries, wages, and benefits. Nevertheless, productivity can decline for those who receive higher compensation and benefits. Employee productivity is high when pay is commensurate with output. Ironically, promotions and pay increases don't often solve issues with worker motivation and output. Wage adjustments beyond a reasonable industry-wide (market place) level are not necessary. One component of the quality of work life approach is tailoring benefits to meet the needs of each worker. It's a way to maximise your return on labour charges while minimising the amount of labour costs that go to the employee without increasing overall costs. By going above and above to fulfil specific requests from employees, you can increase the flexible benefit's motivational effect. The most beneficial aspect of going to work, according to a survey taken by people from a range of age groups and professions, was interacting with coworkers. Supportive connections with managers and supervisors go hand in hand with relationships with coworkers. By being fair and

non-discriminatory, permitting work flexibility and work/family balance, providing employee feedback that acknowledges efforts and performance, and encouraging career planning and development for staff members, a supervisor fosters positive relationships and promotes retention Bernthal, (2001). According to Abbasi (2000), employees do take notice of their peers, and if certain employees are unfavourable or don't contribute fairly, resentment can grow quickly throughout the organisation. However, a motivated team that supports one another can find enjoyment in even the most seemingly hopeless tasks. A low turnover rate within the team reassures the employee that his position is unlikely to disappear overnight. When an employee feels she can accomplish the work with the resources the company provides, she will also be more productive. An increasing number of companies give prizes to staff members for longer service, accomplishments at work, and recommendations for improving organisational effectiveness. Instead of money, awards are frequently given out in the form of presents and trips. Employees that submit proposals using suggestion systems that boost productivity or profitability for the business receive benefits (Bernardin, 2007).

2.3 Independent Variable Conceptual Review

2.3.1 Employees Relation

A collection of organisational procedures and activities known as employee relations address matters pertaining to people, including hiring, benefits and pay, performance management, organisational development and culture, health and safety, employee involvement and engagement, channels of communication, and administration. In recent years, employee relations practices have been perceived as confusing. Instead of adopting ER approaches solely for disciplinary measures and employee advocacy, competition forced ER to perform a strategic role as a business partner (Som, 2015).

Employee relations, according to Michael (2005), cited in Som (2015), is the management of the relationship between the employer and employees with the ultimate objectivity of achieving the highest possible level of productivity in terms of goods and services, employee motivation, and taking proactive steps to resolve issues that negatively impact the working environment. Employee relationship managers make use of their skills to give line managers advice on how to enhance worker performance and behaviour. Managers of employee relations support company management in resolving conflicts, disputes, and legal issues among employees.

Since ER Managers conduct their daily business with and on behalf of their employees, employee relations treats its employees as clients. Customer satisfaction shows revenue growth and the level of success of the company.

Leading companies' success is revealed to be rooted in progressive employee relations tactics. Although ER practices are often referred to by their traditional designations, management is ultimately responsible for identifying the practices that best suit the demands of the organisation while maintaining its culture. Employers use employee relations practices to develop staff members' skills, which eventually improves organisational performance (Rawashdeh & Al-Adwan, 2012). ER procedures play a significant part in indirectly improving business success. Employee performance is influenced by a variety of factors, including environment, motivation, training, succession planning, incentive schemes, salary and benefit structures, and reward systems. In addition, businesses that use cutting-edge technology, strategies, and tools for employee relations have a competitive edge over rivals (Michael, 2005). Employee performance management is a sophisticated, multifaceted process that involves establishing a shared understanding among staff members about the goals of the organisation and coordinating corporate objectives with metrics such as job-specific skills and competencies, employee development plans, and the final outputs of these initiatives. The primary goals of performance management are to create a workforce capable of the highest standards of performance, fulfil established targets through the overall business plan, and learn new and advanced technologies and skills (Rawashdeh & Al-Adwan, 2012). Qureshi, Akbar, A. Khan, Sheikh, and Hijazi (2010) state that the growing use of

information technology and the need for creative management approaches have made the roles of the Employee Relations Department less clear than they were in the past, therefore ER professionals were given priority. An organisation benefits from the ER department's work in job identification and exit interviews.

Handling Conflict and Union

The disagreement is just a difference of opinion. This disagreement stems from a variety of factors, including your objectives and preferences, the lack of chemistry between decision-makers, the scarcity of resources, your communication or interpersonal style, and occasionally, ethics and values. While conflict itself is irrelevant, how organisations resolve disputes is crucial. It has been observed that personality and communication style differences account for the majority of separations; additionally, these separations occur when disagreements are not handled well (Qureshi et al, 2010). According to Qureshi et al. (2010), who referenced Nankervis (1993) as well, unions do not play an effective function in the Australian hotel industry. According to a comparative analysis, the majority of hotel employees participate in union activities to the tune of about 50%, and they view this as their fundamental right to use unionism as a means of resolving conflicts about benefits and pay. Rules and Regulations Rules, regulations, procedures, laws, constitutions, and religious texts, according to Pradeep & Prabhu (2011), establish a framework to carry out the customary tasks in both personal and professional life inside a circle. They are known as discipline, and

the organisations' established disciplinary procedures are designed to maintain discipline. Generally speaking, forces that are disciplined yield superior results than those that are not. Similar circumstances exist in the hospitality industry, when service providers follow protocols established by hotel owners while taking rating standards into consideration. It goes without saying that these disciplinary measures encourage improved performance and a more efficient work ethic in order to achieve the company goal of pleasing the guest. Following the hotel's rules during shift work creates a chain of tasks that produces positive results in a set amount of time.

Participative Leadership

Without causing controversy, a leader establishes norms and procedures for their followers and assists them in adhering to these in order to achieve predetermined goals through guidance, inspiration, training, and orientation. In order to improve results and instill a sense of responsibility once decisions are made, participatory leadership tends to make decisions as a group after considering recommendations and suggestions from line employees who are below the leadership level (Prouse, 2014; Pattananayak, 2008). This phrase, which describes the benefits that person receives from their employment but must first meet certain requirements, is self-explanatory. Benefits primarily include of paid time off, sick and casual leaves, reduced working hours, medical insurance, employee-only child education plans, gratuities, provident funds, bonuses, free meal coupons, transportation, uniforms,

leisure trips and discount coupons. When joining a new company, employees pay close attention to the benefits packages on offer and weigh them against industry trends in the market. According to Nankervis (1993), as reported in Pearce and Peters (2015), the housekeeping staff in the hospitality industry, where all operational departments manage day-to-day operations, is hired at base pay and eventually promoted to supervisory levels, but this process takes years. Hotel salaries represent a smaller portion of total operating costs despite being higher than average. According to him, pay plans should include a minimum salary and maximum incentive mix of pay structure to recruit and retain both new and existing employees. The entire package should be sufficient to generate incentives and urge people to stay, as low pay levels lead to low-level performance. He underlined the fact that less than one-third of four-star and five-star establishments pay their employees the official minimum wage (Pearce & Peters, 2015). In order to achieve a certain level of performance, training is a well-planned and organised way to improve and enhance employees' attitudes, knowledge, abilities, and behaviour through continual learning and feeding (Pattananayak, 2008). Its goals include skill development, raising employee motivation and job satisfaction, improving process efficiency for financial gain, implementing new technologies and increasing innovation, decreasing employee attrition, enhancing the company's reputation, managing risk, offering opportunities for internal growth, and ensuring that there is a sufficient number of

highly qualified staff to meet corporate goals. It also aims to educate employees about the company's history, introduce them to the various hotel departments, and provide information about human resource policies, rules, and regulations that reduce learning time (Pearce & Robinson, 2007). Memon (2009) found that training employees improves their participation in decision-making, empowers them, and improves the system of goods production. Training and skill development sessions for employees, as well as performance-based incentives, are tools to help improve employee performance, which in turn improves the performance of the organisation. Because these talents are hard for rivals to copy, businesses create an atmosphere that fosters the knowledge and skills needed to cultivate a workforce that gives them a competitive advantage. According to Amernic (2007), research has shown that training and development are linked to better hiring practices, a clear system for rewards and accountability procedures, a welcoming and transparent work environment, a management style that engages with staff members, and the prudent and efficient use of resources. One affordable way to gain a sustainable advantage is by holding internal training and development sessions that could result in the formation of a specialised team.

Motivation

The drive to accomplish particular goals at any given time is known as motivation. There's a difference between feeling drowsy and actually acting.

Procrastination and the can-do attitude are the best ways to recognise motivation. In essence, fulfilling internal motives is instinctive. Motivation is the inherent self-worth that everyone possesses, but it needs an external stimulus to be activated. Motivated employees are a company's greatest asset, particularly in the hotel sector because oddball visitors come looking for happiness from settled bills. These service experts offer the greatest services just for listening, which is the best I have ever seen elsewhere (Mugenda & Mugenda, 2013). The selection process, leadership, growth & development, meaningful work & ownership, rewards, organisational influences, individual influences, financial benefits, good working conditions, personal loyalty to employees, tactful discipline, empowerment, creativity and innovation, and quality of life are summarised as the best practices for increasing employee retention and having motivated employees. It's also said that workers have attitudes along the lines of "show me the money and show me respect," "show me the attention," or "show me the door." For me, acceptance is more significant than money. Small merit raises announced by employers may create more harm than good as workers get frustrated that their labours have yielded such little results (Baker, 2012).

2.3.2 The importance of Employee Relations

Strong bonds between employers and employees are the result of a plan and initiatives put in place by employee relations managers to improve communication between staff and management. Researchers Hsu-Hsin, Tzu-

Shian, and Ju-Sung (2011) have emphasised a number of ERM practices, such as: employee suggestions, collective bargaining, training and development, open communication, promoting group activities (teamwork), employee empowerment and involvement, and work compensation.

Employee Participation and Empowerment

It can encourage workers to be creative and take risks, two essential traits that can provide a business a competitive edge in a setting that is changing quickly (Hymowitz, 2000 cited in Whitener, 2001, p. 522). Five basic steps are involved in implementing employee involvement: informing, consulting, sharing, delegating, and empowering (Whitener, 2001). Shapiro (2000), as stated in Whitener (2001), claims that companies are making efforts to involve workers to varying degrees so that workers are empowered, enabled, and encouraged to contribute to the achievement of goals. According to Spreitzer et al. (1997), cited in Khan (2012), employees who have more autonomy over how they complete their work have been found to be highly satisfied with their jobs. In today's competitive environment, where knowledge workers are more prevalent, employee empowerment is more important (Khan, 2012). Therefore, it is imperative that HR managers understand that employee empowerment is a vital tool for fostering employee satisfaction, which will increase output and lead to the success of the business (Khan, 2012, p. 56).

Taking Employee Suggestions Forward. An employee suggestion plan is a structured process that encourages staff members to offer suggestions for improving the organisation where they are employed. Ideas that are put into practice are rewarded with money or other recognition that is typically commensurate with the benefits realised. It fosters a culture of confidence and trust, job satisfaction, and ongoing advancement within the company (Werblerm & Harris, 2009). According to Michael (2005), a staff suggestion plan is a structured approach to motivate staff members to think creatively about their jobs and work environments and to provide recommendations that, if approved and beneficial to the organisation, will result in rewards on a predetermined schedule. Daily employee suggestions are a useful way to gather and put to use innovative ideas from staff members, particularly in environments where continuous innovation and improvement are becoming more and more important for business success.

Facilitating Collective Bargaining

A collection of rules that have been agreed upon and are continuously applied to regulate the substantive and procedural aspects of the employment relationship are necessary for collective bargaining, which is a decision-making process involving parties representing the interests of the employer and employee. It might start between union federations and employer associations, or between trade unions and specific businesses. The goal in each of these situations is to

come to a consensus on regulations that will allow for compromises between opposing interests regarding the terms and circumstances of employment. Bargaining has introduced an element of industrial democracy into the workplace by displacing the employer's exclusive decision-making authority (Memon, 2009).

Unions in Industrial Relations

It has been established that unions have both positive and bad effects on performance. According to Kathryn (2008), referenced in Som (2015), unions have the power to create a "shock effect" that compels managers to adopt more effective personnel practices and modify their production techniques. These advantages are, at least partially, countered when unions advocate for labor-restrictive policies, like those that impede the adoption of new technologies and force employers to pay more for labour than is necessary. Unions can lower employee turnover, which may be advantageous to businesses as high turnover can directly affect firm-specific knowledge, which can lower workplace efficiency. Seniority rules are a top priority for unions, and this is advantageous since experience and productivity are positively correlated, and a seniority system may highlight ability and merit (Rawashdeh & Al-Adwan, 2012). Regulations governing seniority can help lessen the conflict between efficiency and seniority. Unions can also raise employee motivation and morale. The existence of unions can reduce the potentially arbitrary nature of decisions like promotions and

layoffs. For instance, the worker is more likely to think that his supervisor is just. Employee motivation and morale are key factors in improving what Leibenstein (1966) refers to as X-efficiency in the workplace. Communication between employees and management is improved by unions. Expanding communication channels between labour and management may lead to integrative bargaining as opposed to distributive (Dworkin & Ahlburg, 1985). Moreover, certain unfavourable traits have been noted. Salary increases and their associated effects on labour allocation, business profitability, and employment are among the most well-established effects of unionism (Kathryn, 2008).

Management Practices

For an extended period, national collective bargaining tools and highly centralised, bureaucratically controlled procedures ruled over employment relations management in public sector companies. As a result, the people management function's responsibilities were essentially limited to following established protocols and following national agreements, with minimal room for discretion (Beaumont, 1992). But in the 1980s, policies implemented by Conservative governments increased the power and role of managers in the public sector. These included encouraging a greater strategic awareness within the confines of strict financial targets, delegating decision-making authority to smaller business units, and emphasising better value for money and customer service (Winchester & Bach, 1999). The way public sector enterprises were

managed appeared to have changed to such an extent that it was given its own label, new public management (NPM) (Hood, 1991). There are three key dimensions in NPM. Firstly, it concerns the development of a more robust and influential managerial role in public sector enterprises. Second, NPM is inextricably linked to the transfer of managerial decision-making authority to business units. Third, it is characterised by the emergence of a more market-oriented strategy for providing public services, predicated on the idea that pressure from competition can raise the calibre of such services (Bach & Della & Rocca, 2000). Therefore, the development of more complex managerial strategies, an increase in the use of management methods brought over from the private sector, and an increase in administrative authority in the public sector are all associated with the emergence of NPM (Winchester & Bach, 1999). In that it emphasises managing people in a more purposeful manner with the goal of creating flexibility and enhancing commitment in order to improve organisational performance, NPM appears to share many traits with a sophisticated HRM approach to managing employment relations (Bach 1999). It is imperative, however, to avoid exaggerating how much the management of human relations in the public sector has changed. Research indicates that public sector management is still motivated by an administrative logic that prioritises operational procedures above advancing business objectives, even in the face of the NPM mission (Kirkpatrick, Ackroyd & Walker 2004).

Resolutions of Disputes

For the majority of the 20th century, an arbitration and conciliation system handled or avoided issues pertaining to pay and working conditions. In this system, parties to disputes—which typically involved unions at odds with employers—were represented by an independent arbitrator, the Australian Industrial Relations Commission (AIRC), which replaced the Conciliation and Arbitration Court. The arbitrator used the legal system to try to find a satisfactory compromise or outcome for the parties. Paradoxically, this method of resolving disputes was mainly ineffective in preventing workplace issues and union and worker strikes. While there were fewer protracted labour disputes in the previous century, the conciliation and arbitration system was thought to be the cause of a rise in short-lived, disruptive strikes. Employers' and businesses' productive time is impacted by strikes (Parisi, 1999).

A fundamental tension existed in the workplace that frequently required arbitration or resolution: employers wanted to determine the terms and conditions of each employee's employment, while workers and their unions wanted to negotiate collectively with employers to maintain higher wages and benefits. Unions would frequently go on strike when issues arose until a federal or state "umpire" intervened to settle the dispute. Even though many strikes were illegal under the law, legislative and civil penalties rarely succeeded in stopping them. Despite the fact that conciliation and arbitration improved the pay and working

conditions for employees, businesses believed that this form of dispute resolution was too expensive for them and biased in favour of unions' preference for collective bargaining (Kathryn, 2008). The inadequate conciliation and arbitration system of conflict resolution changed after the 1993 and 1996 legislative amendments were passed. Employers and employees began to use industrial action, such as strikes or legal action, as a "weapon" inside the framework known as "voluntary collective bargaining." In actuality, this meant that individual and group bargaining could take place, award pay and conditions could be maintained, and industrial action could only be initiated under specific circumstances. These changes to the pay and condition negotiation and setting procedure significantly decreased workplace conflicts, which in turn decreased the need for dispute resolution (Kovach, 1995).

2005 saw the passage of new workplace regulations. Due to these, Australian labour relations are currently experiencing a first: the ability of unions, individual workers, and employee groups to strike against proposed terms of employment is severely restricted. As a result of significant fines or court decisions against unions, there may be a greater decrease in labour disputes and industrial action. Also, employers might be able to negotiate better terms for wages and benefits (Kathryn, 2008).

Employee Communication

In addition to creating a great work atmosphere, strong employee relationships enable employees to meet their goals considerably more quickly. Because people are more focused and able to focus better on their responsibilities, production rises. Workers don't often argue, are ready to help one another out, and don't view their jobs as a burden. They like every minute of their jobs and don't take many vacation days. In addition to being essential in our daily lives, communication is also essential in the workplace. It is one of the most important factors that either improves or negatively impacts employee relationship (Kovach, 1995). Rely more on written communication since it's more dependable than verbal communication. When information is given verbally without documentation, someone may withdraw, but this never occurs when correspondence is in writing. Prefer email communication for exchanging information. To ensure that everyone on the connected team knows what is being transmitted to their colleague, each member must be labelled with a carbon copy. It's important to master the craft of email writing. Recall that an email is nothing more than a reflection of the sender's ideas. Ensure that everyone understands your points of view and that your letter is self-explanatory (Hood, 1991).

Many managers and business owners mistakenly believe that reducing employee stress equates to decreasing productivity or encouraging a country club mentality, which can be disastrous in the current climate. There is nothing that could be

further from the reality—quite the opposite, indeed. Employers that operate in a way that maximises each person's potential also reduce stress among their workforce. Stress, in any form, can be a major obstacle to achieving any business's goals, either directly or indirectly. This is true because it shows up in how co-workers interact with one another in a professional setting. It has a negative impact on interactions amongst employees. Conversely, unfavourable relationships between co-workers may also be a cause of discord within the workforce. In either case, there will be a major negative impact on work performance in the end (Rastegary, 1993). Finding the characteristics that influence whether someone working extremely hard would feel inspired, thrilled, and devoted, or stressed out and burned out, is the key to increasing productivity while minimising stress. When the finest practices of high-performance organisations are combined with scientific study on stress, the results provide clear insight into the fundamental factors that influence whether job obligations will motivate or stress out personnel.

The management of the company ought to have a discussion with its staff about what makes the company great, how it benefits customers, and how the staff members make it all possible. This idea can be implemented by management through ensuring that they consistently provide a high-quality good or service, discussing with staff the value the company offers to clients, and outlining how

their ability to perform high-quality work makes it all possible (Ganster & Murphy 2000).

In a company, supervisors are critical in defining employee relations and stress levels. They have a significant impact on worker morale, output, stress levels, and ultimately, work performance. Employee stress is reduced by supervisors who know how to give guidance, support, and encouragement. Supervisors who lack the necessary managerial skills or who have personal issues with their staff are a major cause of stress for their subordinates in addition to being unable to assist them in resolving challenging circumstances. When it comes to reducing employee stress, increasing productivity, and lowering turnover, the time and money you invest in choosing and training managers will pay off handsomely (Ganster & Murphy, 2000). Although not all occupations are equally gratifying and rewarding, there are plenty of ways to make even the least desirable ones more enjoyable. Employees should be assisted in creating an employment plan that will make their work as pleasant as possible. Employee satisfaction increases with the number of options available to them to exercise judgement, use critical thinking, and accept accountability. Workers must actively participate in the job enrichment process for this to succeed. Changes that are made without consulting them will probably backfire. It may take some time for workers who have spent years in an environment where they are expected to follow instructions to learn how to take a more responsible and involved attitude to their work (Judge, 2000).

Organisational hiring and orientation procedures have the potential to significantly raise stress levels. This is because new hires are frequently the most sensitive and the first few months of employment are frequently the most stressful. Putting money into these areas pays off handsomely in terms of lower stress-related expenses as well as higher output and performance (Kovach, 1995).

Control was identified by Ganster & Murphy (2000) as a key component of the stress literature. As with any stressor, an individual's perception of control or predictability determines how they respond to any given situation, and these perceptions are influenced by the features of the job and work environment. Different levels of personal control and predictability have definite effects on job performance and work stress (Logan & Ganster, 2005; Rastegary & Landy, 1993).

The degree of autonomy those employees have in deciding how and when to carry out their job duties is correlated with their perceptions of control in the workplace (Hackman & Oldham, 1980). Overall, interventions that promote feelings of control at work, such collaborative decision-making or adaptable scheduling, are probably going to reduce stress and its aftereffects. Interpersonal conflicts and negative reactions with coworkers, managers, or clients can range from intense arguments to subtly hostile behaviours (Jex, 1998). Interpersonal conflicts can cause physical health problems and can divert workers from crucial job tasks, which will ultimately lower employee output. Open lines of communication between employees and management increase the likelihood of positive work

relationships, improve performance, increase organisational identity, and increase productivity (Tsai, Chuang & Hsieh, 2009). As a result, numerous strategies for enhancing communication within organisations have been put forth (Atwater & Waldman, 2008). Workers who report positive and open communication with managers are also better able to cope with major organisational changes, such as layoffs and mergers; they also report higher levels of organisational identification (Bartels, Pruyn, De Jong & Joustra, 2007). Finally, they deal with job stressors more skillfully. There is a lot of evidence to support the claim that employee performance is positively correlated with many aspects of effective management communication, including high frequency, accuracy and transparency, performance feedback, and sufficient knowledge of organisational policies and procedures (Downs & Adrian, 2004).

2.4 Theoretical Review

2.4.1 Social Exchange Theory

Social exchange theory (SET) was developed by Homans (1958) based on the assumption that parties involved in an explicit or implicit contract are obligated to fulfill what is promised to each other in the exchange relationship. Homans (1958) defined social exchange as an exchange of tangible and intangible resources between or among parties involved in a relationship. The theory indicates that when one gives something, he or she expects something in return either tangible or intangible, in the near future, on multiple occasions which can

be on a continuous basis depending on the relationship. The theory specifically proposes when one person or entity does a favour for another, the recipient of the favour is obliged to reciprocate (Blau, 1964) though the details of when and in what form of reciprocity are unspecified. Extending this theory to employees-employer relationship, several studies opined that employees expected the employers to care and meet their psychological needs through provision of fair reward and other resources (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001; DeConinck, & Johnson, 2009). They indicate that when organisation values and reward employees contribution to the organisation and cares about their well-being, then the employees is inclined to reciprocate by putting forth greater effort on behalf of the organisation such that an exchange relationship between the individual and the organisation will produce mutual benefits.

2.4.2 Theory of Organisational Relations

The psychological and social interactions that occur between employees and their company as a whole are the subject of the second theory, which is organisation relationship theory, also referred to as psychological contract theory or employment relationship theory. It focuses on the mutual expectations, convictions, and dispositions that mould the relationship between the employee and the organisation. EOR consists of various elements such as shared values and objectives, communication and feedback, resources and support, trust and

dedication. According to the hypothesis, increasing social contacts and treating each person as an individual at the workplace will increase motivation and productivity. It also implies that successful leadership and communication are essential for any organisation to succeed. Employee empowerment and the development of a sense of accountability and teamwork are the cornerstones of the strategy. A positive employee experience ratio (EOR) is associated with higher job satisfaction and engagement, better output and performance, lower absenteeism and attrition, and higher organisational citizenship behaviour.

2.4.3 Human Relations Theory

The "human relations school" is the source of the third theory. In this case, it is believed that people's capacity to find job fulfilment will determine how much organisational stress decreases. It is believed that labourers are essentially distinct from other resources used in manufacturing. Thus, it is argued that employees will inevitably find ways to subvert the control mechanisms that enforce these conditions if they are denied autonomy at work, made to act as mere extensions of the machinery they operate, or assigned work that limits their ability to create and think. Under this strategy, management's primary goal is to impact workplace dynamics in a way that makes employees feel happy about being a part of the company.

2.4.4 Human Resource Management Practices

Strategies for human resource management are covered by the fourth theory (Stone, 1995). Unlike the other two types of management practices, this one is based on the idea that organisational conflicts may be resolved in their entirety by creating a collaborative psychological contract. The idea that there are far more factors bringing managers and employees together than dividing them forms the basis of the employee relations choices made in this case. According to Kathryn (2008), management has the responsibility of creating an environment in the workplace where independent individuals, both employees and management, are empowered to collaborate for the benefit of the group. Employers who use this approach must take a comprehensive approach to workplace interactions, emphasising how strong and pervasive leadership, a clear understanding of organisational objectives, and the development of a cohesive culture foster management and employee collaboration. By dismantling workplace social classes, creating open channels of communication between various stakeholders, and encouraging a shared understanding that everyone's interests are best served by cooperating and avoiding conflict, these employee relations strategies seek to reduce internal tensions. Activities that are thought to give significance to this approach include performance reviews, individual contracts of employment, performance-linked compensation, and collaborative management strategies such as workplace teams.

2.4.5 Inducement Contribution Model

The fifth theory is the Inducement Contribution Model, or the Barnard-Simon Theory of Equilibrium. It is a theory of motivation that holds that the employer's inducements (pay, benefits, and recognition) must match or surpass the employee's contributions (effort, time, and skills) in order for the employee to feel motivated and satisfied. This concept emphasises how important it is to strike a balance between employer and employee expectations in order to create a happy and productive workplace. The equilibrium, employee contributions, enticement, material incentives, working conditions, and desirable communication are some of the main elements of the inducement contributions model. This idea is essential for both employee motivation and organisational effectiveness since employees are fully motivated when their enjoyment outweighs their contributions. Under this model, an employee provides the company with inducements (incentives) in exchange for the employee lending their skills, time, and effort to the company. Only when the inducements and the contributions are equal can equilibrium be achieved.

2.5 Theoretical Framework

The inducements-contributions model (March & Simon, 1958) and social exchange theory (Blau, 1964) provided the theoretical framework for understanding the employer and employee perspectives on the exchange, which was used in the study to evaluate the impact of employee relations on employee

productivity. Theorists generally agree that social exchange involves a series of interactions that create reciprocal duties, despite the existence of various viewpoints on the concept (Cropanzano & Mitchell, 2005). Social exchange essentially depends on three elements: relationship, reciprocity, and transaction. According to the social psychology and sociological theory of social exchange, social development and stability are the result of parties negotiating exchanges with one another. According to social exchange theory, every human interaction is the result of weighing options and applying a subjective cost-benefit analysis (Gould-Williams, 2007). The concept originates from sociology, psychology, and economics. Rather than formal contracts, social exchange theory depends on voluntary behaviours (Pearce & Peters, 1985; Tsui et al., 1997; Aryee et al., 2002).

This theory holds that people choose who they interact with by weighing the benefits and drawbacks of each connection from a self-interest perspective. Effective workplace interactions, according to SET, are advantageous to the organisation. According to the social exchange theory, social evolution and stability result from parties negotiating with one another. As a result, consumers determine the whole value of a particular link by deducting its expenses from its benefits. When sharing resources with others, people aim to maximise their gains and minimise their expenses. The outcome is defined as the difference between

the costs and the benefits: $Worth = Rewards - Costs$ (Molm, 2001). People interact with the assumption that they would be reciprocated (Gouldner, 1960).

CHAPTER 3

Research Methodology

This chapter will discuss the research design, population sample, sampling and sampling strategies, sampling methods, source of data, method of data collection and method of data analysis methodologies applied in the study. It will also explain the validity and reliability of the research methodologies and provide rationale for the chosen methodology. By providing a thorough and comprehensive overview of the study methods, we aim to assure the authenticity and trustworthiness of the findings.

3.2 Research Design

A survey research approach was selected since the study is descriptive and exploratory. A descriptive research strategy is useful as it strives to provide a detailed and accurate depiction of the characteristics and interactions between the variables of interest. The approach involves the gathering of data at a specific moment in time, allowing for the investigation of the effect of employee relations on staff productivity in hotels around Ugbowo-Egor Local Government Area Benin City. The survey instrument will be constructed to capture useful information on characteristics such as communication, teamwork, job satisfaction, and employee performance. By utilising a descriptive survey design, the study will provide a full understanding of the existing employee interactions and their impact on productivity, informing the formulation of focused measures to boost organisational performance.

3.3 Population Sample

The population of this study is obtained from Edo state, the population sample includes employees of four (4) selected hotels in Egor Local Government, Benin City with the population size of 2,744 and the sample size is 70 employees from the selected hotels. This specific population sample was chosen to explore the influence of employee relations on productivity within the framework of the hotel business in that location. The study intends to evaluate how employee relations

effect the performance and productivity of employees working in the selected hotels in Egor Local Government area of Benin City.

3.4 Sampling and Sampling Techniques

The sample size for this study was seventy (70) respondents from chosen hotels in Egor local government Area, Benin City, with the purpose of gaining an adequate and diversified picture of the effects of employee relations on employee productivity in the staff of hotels around Egor local government Area. In the investigation, simple random sampling was performed. This strategy entails giving each individual in the population an equal probability of being picked for the sample. To perform basic random sampling, a sampling frame was first generated, which is a list of all the individuals in the population. The use of simple random sampling in this study guaranteed that the sample was representative of the selected hotels in Egor Local Government Area Benin City. The technique lowered the danger of bias and boosted the generalizability of the findings to the larger population.

3.5 Sampling Methods

This study uses probability sampling, specifically random sampling, to choose the hotels and employees from the greater community to participate in the study. This strategy was chosen to ensure that the sample is a representative of the population and to minimize sampling error. This technique is regarded to be neutral and gives

a representative sample of the population, which is crucial for generating generalizations and drawing conclusions about the population. The use of random sampling in this study assures that the results are accurate and legitimate, and may be applied to the greater population of Hotels in Benin City and Edo State.

3.6 Source of Data

The study makes use of both primary and secondary data. The statistics collected are from staff at selected hotels in Egor Local Government Area Benin City. The researcher took use of four different hotels; Osdy Gracious Villa Hotel, Ohonba Royal Hotel, The Precious Palm Royal Hotel and Deutschmann Hotel. The core data was acquired by survey answers that were sourced from questionnaires' to staff at the selected hotels. The secondary data was acquired through the usage of articles, online databases, journals, social media platform, books and academic papers.

3.7 Method of Data Collection

The technique of data collection for this research on employee relations and employee productivity among hotel employees in Egor Local Government Area Benin City, will involve the utilisation of both primary and secondary sources of data. Primary data will be obtained by the delivery of a structured questionnaire to

staff of chosen hotels within the study area. The questionnaire will be intended to gather information on the quality of employee interactions, communication channels, work satisfaction, motivation, and productivity levels of the employees. The questionnaires were delivered to a sample of employees, and their replies will be examined to provide insights into the relationship between employee relations and employee productivity. Secondary data will be acquired through a review of relevant literature on employee relations and employee productivity. This will include research publications, books, and reports that have studied the relationship between employee relations and employee productivity. The secondary data will be utilised to offer a theoretical basis to the study and to identify gaps in the existing literature that the study attempts to fill. The data collection strategy for this research will involve the use of a questionnaire to gather data from a sample of hotel employees.

3.8 Method of Data Analysis

The data acquired by the structured survey questionnaire will be examined using qualitative methodologies. The primary approach of data analysis will be the usage frequency table, percentage, descriptive statistics and the chi-square test, which is ideal for this study as it allows for the assessment of the relationship between categorical variables. The chi-square test was performed to examine the statistical significance of the link between various characteristics of employee

relations (communication, teamwork) and employee productivity). This study will provide insights into the degree and direction of the link between the variables, enabling the identification of the major factors that drive employee productivity within the organisation. In addition to the chi-square analysis, survey responses were submitted to thematic analysis.

CHAPTER FOUR

Data Presentation, Analysis and Interpretation

4.1 Introduction

This chapter focuses on the presentation and interpretation of the data obtained from the respondents. The data was obtained from a structured questionnaire

distributed to different hotels under investigation. The hypothesis was tested using the Chi-square test. Seventy (70) questionnaires were administered for the purpose of this study, sixty-five (65) were returned but however five (5) were not completely and correctly filled. Hence sixty (60) collected from the questionnaire were analyzed using the percentage and frequency distribution method.

4.2 Presentation and Analysis of Data

Demographic Attributes of Respondents

The demographic attributes of respondents examined in this study include gender, age, marital status, educational qualification, and working experience. The result is presented in Table 4.2.1 below.

Table 4.2.1

| Gender | Frequency | Percentage % |
|---------------|------------------|---------------------|
| Male | 21 | 35 |
| Female | 39 | 65 |
| Total | 60 | 100 |
| Age | Frequency | Percentage % |

| | | |
|----------------------------------|------------------|---------------------|
| 19 | 1 | 1.7 |
| 20-29 | 30 | 50 |
| 30-39 | 29 | 48.3 |
| 40-49 | ---- | ---- |
| 50 and above | ---- | ---- |
| Total | 60 | 100 |
| Marital status | Frequency | Percentage % |
| Single | 31 | 51.7 |
| Married | 29 | 48.3 |
| Divorced | ---- | ---- |
| Total | 60 | 100 |
| Educational Qualification | Frequency | Percentage % |
| WAEC | 17 | 28.3 |
| Bsc | 33 | 55 |
| Msc | 10 | 16.7 |
| Phd | ---- | ---- |
| Total | 60 | 100 |
| Working Experience | Frequency | Percentage % |
| 0-5 years | 39 | 65 |
| 6-10 years | 16 | 26.7 |
| 11 and above | 5 | 8.3 |
| Total | 60 | 100 |

Gender of Respondents: The result in Table 4.2.1 shows that 21 (35%) of the respondents were male while 39 (65%) were female. This implies that the majority of the respondents sampled for the study are female.

Age Distribution: The age Distribution in Table 4.2.1 indicates that 1 (2%) of the respondents fall at 19 years of age, 30 (50%) fall between 20-29 years of age, 29 (48%) fall between 30-39 years of age while no respondent falls between age 40-

49 and 50 above. This implies that majority of the respondents sampled for the study falls between 20-29 years of age.

Marital Status: The marital status of the respondents according to Table 4.2.1 indicates that 31 (52%) are single, 29 (48%) are married and none of the respondents is divorced. This implies that the majority of the respondents are single.

Educational Qualification: The Educational qualification of the respondents shows that 17 (28%) of the respondents have WAEC, 33 (55%) have BSc, 10 (17%) have MSc, and none of the respondents have PhD. This implies that the majority of the respondents have a BSc.

Working Experience: The working experience of the respondents as shown in table 4.2.1 indicates that 39 (65%) of the respondent has 0-5 years working experience, 16 (27%) has 6-10 years working experience but 5 (8%) respondents has 11 and above working experience.

Table 4.2.2

| S/n | Statement | Frequency | Percentage % |
|-----|--|-----------|-----------------|
| 1 | Does your organisation provide opportunities for | | |

| | | | |
|----------|---|------------------|-------------------|
| | employees to participate in the decision-making process that affects their work? | | |
| | Yes | 27 | 45 |
| | No | 30 | 50 |
| | Not sure | 3 | 5 |
| | TOTAL | 60 | 100 |
| 2 | Are you satisfied with the level of support you receive from your supervisor and colleagues at work? | Frequency | Percentage |
| | Yes | 37 | 61.7 |
| | No | 21 | 35 |
| | Not sure | 2 | 3.3 |
| | TOTAL | 60 | 100 |
| 3 | Does satisfaction with your job contribute positively to overall team productivity? | Frequency | Percentage |
| | Yes | 46 | 76.7 |
| | No | 11 | 18.5 |
| | Not sure | 3 | 5 |
| | TOTAL | 60 | 100 |

| | | | |
|----------|---|------------------|-------------------|
| 4 | Does your organisation provide adequate recognition and rewards for employee performance? | Frequency | Percentage |
| | Yes | 41 | 68.3 |
| | No | 19 | 31.7 |
| | Not sure | ---- | ---- |
| | TOTAL | 60 | 100 |
| 5 | Are there any opportunity within the organisation for employees to receive training and development to enhance their skills? | Frequency | Percentage |
| | Yes | 21 | 35 |
| | No | 37 | 61.7 |
| | Not sure | 2 | 3.3 |
| | TOTAL | 60 | 100 |
| 6 | Do you feel your opinions and concerns are heard and valued by the management? | Frequency | Percentage |
| | Yes | 25 | 41.7 |
| | No | 21 | 35 |

| | | | |
|----------|--|------------------|---------------------|
| | Not sure | 14 | 23.3 |
| | TOTAL | 60 | 100 |
| 7 | Do you feel Satisfied with the tools and resources provided to you by the organisation to perform your job effectively and be productive? | Frequency | Percentage % |
| | Yes | 41 | 68.3 |
| | No | 17 | 28.3 |
| | Not sure | 2 | 3.3 |
| | TOTAL | 60 | 100 |

In question 1, It was observed that 27 (45%) of the respondents indicated Yes, that their organization provides opportunities for employees to participate in the decision-making process that affects their work, 30 (50%) respondents indicated No and 3 (5%) were Not sure. This implies that majority of the respondents disagree that organisation provides opportunities for employees to participate in the decision-making process that affects their work.

In question 2, it was observed that 37 (61.7%) respondents of the sample indicated Yes, that they are satisfied with the level of support they receive from their supervisor and colleagues at work, 21 (35%) respondents Indicated No, while 2 (3.3%) respondent of the sample were Not Sure. This implies that

majority of the respondents agrees that they are satisfied with the level of support they receive from their supervisor and colleagues at work.

In question 3, It was observed that 46 (76.7%) of the respondents indicated Yes, that satisfaction with their job contributes positively to overall team productivity, 11 (18.3%) respondents indicated No and 3 (5%) were Not sure. This implies that majority of the respondents agrees that satisfaction with their job contributes positively to overall team productivity.

In question 4, it was observed that 41 (68.3%) respondents of the sample indicated Yes, that their organisation provide adequate recognition and rewards for employee performance, 19 (31.7%) respondents Indicated No, while none of the respondent of the sample indicated Not Sure. This implies that majority of the respondents agrees that their organization provides adequate recognition and rewards for employee performance.

In question 5, It was observed that 21 (35%) of the respondents indicated Yes, that there are opportunities within the organization for employees to receive training and development to enhance their skills, 37 (61.7%) respondents indicated No and 2 (3.3%) were Not sure. This implies that majority of the respondents disagree that there are opportunities within the organization for employees to receive training and development to enhance their skills.

In question 6, it was observed that 25 (41.7%) respondents of the sample indicated Yes, that their opinions and concerns are heard and valued by the

management, 21 (35%) respondents Indicated No, while 14 (23.3%) of the respondent indicated Not Sure. This implies that majority of the respondents feels that their opinions and concerns are heard and valued by the management.

In question 7, It was observed that 41 (68.3%) of the respondents indicated Yes, that they feel Satisfied with the tools and resources provided to them by the organisation to perform their job effectively and be productive, 17 (28.3%) respondents indicated No and 2 (3.3%) were Not sure. This implies that majority of the respondents feels satisfied with the tools and resources provided to them by the organisation to perform their job effectively and be productive.

Table 4.2.3

| S/n | Statement | Frequency | Percentage% |
|------------|--|------------------|---------------------|
| 8 | Does your organisation patronize open and honest communication between management and Employee? | | |
| | Yes | 40 | 66.7 |
| | No | 16 | 26.7 |
| | Not sure | 4 | 6.7 |
| | TOTAL | 60 | 100 |
| | | | |
| 9 | Are you satisfied with the communication between management and Employee? | Frequency | Percentage % |
| | Yes | 37 | 61.7 |
| | No | 22 | 36.7 |

| | | | |
|-----------|--|------------------|---------------------|
| | Not sure | 1 | 1.7 |
| 10 | TOTAL | 60 | 100 |
| | Does your organisation have effective communication channel for employees to express their opinions and concerns? | Frequency | Percentage % |
| | Yes | 26 | 43.3 |
| | No | 30 | 50 |
| | Not sure | 4 | 6.7 |
| 11 | TOTAL | 60 | 100 |
| | Does your organisation maintain a good communication chain? | Frequency | Percentage % |
| | Yes | 40 | 66.7 |
| | No | 13 | 21.7 |
| | Not sure | 7 | 11.7 |
| | TOTAL | 60 | 100 |

In question 8, it was observed that 40 (66.7%) respondents of the sample indicated Yes, that their organization patronizes open and honest communication between management and Employee, 16 (26.7%) respondents Indicated No, while

4 (6.7%) of the respondent indicated Not Sure. This implies that majority of the respondents agrees that their organisation patronize open and honest communication between management and Employee.

In question 9, It was observed that 37 (61.7%) of the respondents indicated Yes, that they are satisfied with the communication between management and Employees, 22 (36.7%) respondents indicated No and 1 (1.7%) were Not sure. This implies that majority of the respondents agrees that they are satisfied with the communication between management and Employee.

In question 10, it was observed that 26 (43.3%) respondents of the sample indicated Yes, that their organisation has an effective communication channel for employees to express their opinions and concerns, 30 (50%) respondents Indicated No, while 4 (6.7%) of the respondent indicated Not Sure. This implies that majority of the respondents disagree that their organisation has effective communication channel for employees to express their opinions and concerns.

In question 11, It was observed that 40 (66.7%) of the respondents indicated Yes, that their organisation maintains a good communication chain, 13 (21.7%) respondents indicated No and 7 (11.7%) were Not sure. This implies that majority of the respondents agrees that their organisation maintains a good communication chain.

Table 4.2.4

| S/n | Statement | Frequency | Percentage % |
|------------|--|------------------|------------------------|
| 12 | Have you experienced any form of discrimination or harassment in the workplace? | | |
| | Yes | 18 | 30 |
| | No | 42 | 70 |
| | Not sure | ---- | ---- |
| | TOTAL | 60 | 100 |
| 13 | Do you think the company's policies are effective in promoting employee relations? | Frequency | Percentage % |
| | Yes | 47 | 78.3 |
| | No | 13 | 21.7 |
| | Not sure | ---- | ---- |
| | TOTAL | 60 | 100 |
| 14 | Are there mechanisms for resolving conflict and addressing grievances in the workplace? | Frequency | Percentage % |
| | Yes | 31 | 51.7 |
| | No | 23 | 38.3 |

| | | | |
|-----------|--|------------------|-------------------|
| | Not sure | 6 | 10 |
| | TOTAL | 60 | 100 |
| 15 | Are the management practices within your organisation fair and transparent? | Frequency | Percentage |
| | Yes | 40 | 66.7 |
| | No | 17 | 28.6 |
| | Not sure | 3 | 5 |
| | TOTAL | 60 | 100 |

In question 12, it was observed that 18 (30%) respondents of the sample indicated Yes, that they have experienced a form of discrimination or harassment in the workplace, 42 (70%) respondents Indicated No, while none indicated Not sure. This implies that the majority of the respondents haven't experienced any form of discrimination or harassment in the workplace.

In question 13, It was observed that 47 (78.3%) of the respondents indicated Yes, that their company policies are effective in promoting employee relations, 13 (21.7%) respondents indicated No, while none of the respondents indicated Not sure. This implies that the majority of the respondents agree that the company policies are effective in promoting employee relations.

In question 14, it was observed that 31 (51.7%) respondents of the sample indicated Yes, that there are mechanisms for resolving conflict and addressing grievances in their workplace, 23 (38.3%) respondents Indicated No, while 6 (10%) indicated Not sure. This implies that majority of the respondents agrees that there are mechanisms for resolving conflict and addressing grievances in the workplace.

In question 15, It was observed that 40 (62.7%) of the respondents indicated Yes, that the management practices within the organization are fair and transparent, 17 (28.6%) respondents indicated No, while 3 (5%) of the respondents indicated Not sure. This implies that majority of the respondents agrees that the management practices within their organisation is fair and transparent.

Table 4.2.5

| S/n | Statement | Frequency | Percentage % |
|------------|---|------------------|---------------------|
| 16 | Does your organisation foster a positive organisational culture that promotes collaboration and mutuality? | | |
| | Yes | 48 | 80 |
| | No | 11 | 18.3 |
| | Not sure | 1 | 1.7 |
| | TOTAL | 60 | 100 |

| | | | |
|-----------|---|------------------|-------------------|
| 17 | Is the organisational culture within the organisation conducive to building strong employee relations? | Frequency | Percentage |
| | Yes | 48 | 80 |
| | No | 12 | 20 |
| | Not sure | ---- | ---- |
| | TOTAL | 60 | 100 |
| 18 | Does the organisation foster a positive work environment and culture? | Frequency | Percentage |
| | Yes | 46 | 76.7 |
| | No | 14 | 23.3 |
| | Not sure | ---- | ---- |
| | TOTAL | 60 | 100 |
| 19 | Is there a strong sense of trust between employees and management within the organisation? | Frequency | Percentage |
| | Yes | 36 | 60 |
| | No | 13 | 21.7 |
| | Not sure | 11 | 18.3 |

| | TOTAL | 60 | 100 |
|-----------|---|------------------|-------------------|
| 20 | Do you feel Satisfied with the overall work environment and company culture? | Frequency | Percentage |
| | Yes | 39 | 65 |
| | No | 15 | 25 |
| | Not sure | 6 | 10 |
| | TOTAL | 60 | 100 |

In question 16, it was observed that 48 (80%) respondents of the sample indicated Yes, that their organisation fosters a positive organisational culture that promotes collaboration and mutuality, 11 (18.3%) respondents Indicated No, while 1 (1.6%) indicated Not sure. This implies that majority of the respondents agrees that their organisation foster a positive organisational culture that promotes collaboration and mutuality.

In question 17, It was observed that 48 (80%) of the respondents indicated Yes, that the organisational culture within their organisation is conducive to building strong employee relations, 12 (20%) respondents indicated No, while none of the respondents indicated Not sure. This implies that majority of the respondents agrees that the organisational culture within their organisation is conducive to building strong employee relations.

In question 18, it was observed that 46 (76.7%) respondents of the sample indicated Yes that their organisation fosters a positive work environment and culture, 14 (23.3%) respondents No, while none of the respondents indicated not sure. This implies that majority of the respondents agrees that their organisation fosters a positive work environment and culture.

In question 19, It was observed that 36 (60%) of the respondents indicated Yes, that there is a strong sense of trust between employees and management within their organisation, 13 (21.7%) respondents indicated No, while 11 (18.3%) of the respondents indicated Not sure. This implies that majority of the respondents agrees that there is a strong sense of trust between employees and management within the organisation.

In question 20, it was observed that 39 (65%) respondents of the sample indicated Yes, that they are satisfied with the overall work environment and company culture, 15 (25%) respondents Indicated No, while 6 (10%) of the respondents indicated Not sure. This implies that majority of the respondents feels satisfied with the overall work environment and company culture.

4.3 Testing Of Hypotheses

The hypothesis that was already formulated was now tested by the use of chi-square to enable final conclusion to be made based on the findings.

The formula:

Chi-Square: $(x^2) = \sum (F_o - F_e)^2 \div F_e$

Where (x^2) = Value of Chi-Square

Σ = Summation

Fo = Frequency Observed

Fe = Frequency expected

Hypotheses Testing:

Ho1: There is no significant relationship between communication channels and employee productivity.

Ho2: There is no significant relationship between organisational culture and employee productivity.

Ho3: There is no significant relationship between management practices and employee Productivity.

Research Question 2 which was analyzed in **Table 4.2.2** is used to test the hypothesis given earlier

Research Question 2:

I am satisfied with the level of support I receive from my supervisor and colleagues at work to increase productivity

Table 4.2.6

| S/n | Alternative | Fo | Fe | Fo – Fe | (Fo -- Fe) ² | (Fo -- Fe) ² ÷ Fe |
|-----|--------------|-----------|-----------|----------|-------------------------|------------------------------|
| 1 | Yes | 37 | 20 | 17 | 289 | 14.5 |
| 2 | No | 21 | 20 | 1 | 1 | 0.05 |
| 3 | Not sure | 2 | 20 | -18 | 324 | 16.2 |
| | TOTAL | 60 | 60 | 0 | 614 | 30.8 |

Therefore x^2 cal = 30.8

Degree of freedom = V – 1

$$= 3 - 1 = 2$$

All hypotheses are tested at a 95% confidence level that is at a significance level of 0.05 (5%)

$$(0.05, 2) = 5.99$$

Therefore χ^2 tab = 5.99

Decision Rules:

Reject H_0 If χ^2 cal > χ^2 tab

But

Accept H_0 If χ^2 tab > χ^2 cal

Since χ^2 cal which is 30.8 is greater than χ^2 tab which is 5.99, we should then reject H_0 , which states that:

There is no significant relationship between communication channels and employee productivity.

There is no significant relationship between organisational culture and employee productivity.

There is no significant relationship between management practices and employee Productivity.

4.4 Discussion of Findings

This study is to find out if there is a relationship between Communication Channels, Job Satisfaction and Employee Productivity.

35% of the respondents were male while 65% were female which indicates that majority of the respondents sampled for the study were female. The majority of the respondents fell between the ages of 20 to 29 at 50%, followed by 30 to 39 with 48% then the remaining 2% were Below 20 years. Most of the respondents 52% were single while the remaining 48% were married. Most of the respondents were B.Sc holders, followed by SSCE and then M.Sc Most of the respondents with 65% had less than five years' working experience, followed by 27% with 6 to 10 years of working experience while the remaining 8% had more than 11 years of working experience.

According to the research, there is a low degree of opportunities for employees to participate in the decision-making process within the organization as evidenced by the disagreement of 50% of the respondents. There is also a low degree of opportunities within the organization for employees to receive training and development as evidenced by the disagreement of 62% of the respondents. But on the other hand, there is a high level of satisfaction with the support received from supervisors and colleagues at work as evidenced by the agreement of 62% of the respondents. There is also a high level of satisfaction with the tools and resources provided by the organization to perform the job effectively as evidenced by the agreement of 68% of the respondents.

The survey's findings show that a sizable portion of employees are satisfied with the communication between management and Employees within the organization

as evidenced by the agreement of 62% of the respondents. on the other hand, the survey's finding shows that a sizeable portion of employees disagree with the fact that organizations have effective communication channels for employees to express their opinions and concerns. This was concluded as a result of the 50% that disagreed with the statement.

According to the survey finding 70% of the respondents have experienced a form of discrimination/harassment in the workplace while the remaining 30% haven't experienced any form of harassment/discrimination. This proves that a sizeable portion of the respondents disagrees with the statement. On the other hand, a sizeable portion of the respondents agree that the management practices within the organization are fair and transparent and this is as a result of the 67% that agreed to the statement.

The majority of the respondents agree that the organizational culture within the organization is conducive to building strong employee relations as evidenced by the agreement of 48% of the respondents and the disagreement of the remaining 12%. Also majority of the respondents feel satisfied with the overall work environment and company culture as evidenced by the agreement of 65% of the respondents, followed by the disagreement of 25% of the respondents and 10% of those that were not sure of the statement.

From the conclusion of the hypotheses testing, It is clearly seen that:

There is a significant relationship between communication channels and employee productivity.

There is a significant relationship between organisational culture and employee productivity.

There is a significant relationship between and employee Productivity.

CHAPTER FIVE

5.1 findings, Conclusions and Recommendations

This study examined the impact of employee relations on productivity using data from four carefully chosen hotels in Benin City's Egor Local Government Area. The information supplied sheds light on a number of employee relations topics and how they affect workers' output.

• Communication and involvement:

According to the research, opinions about communication and involvement opportunities inside the company are divided. Although employees are highly satisfied with their supervisors' and co-workers' support, there are worries about the lack of possibilities for employees to participate in decision-making and the quality of their training and development. This shows that by encouraging a more diverse and engaged workforce, expanding employee participation and strengthening communication channels can have a favourable effect on productivity.

• **Environment and Culture of the Organisation:**

The attitudes and behaviours of employees are greatly influenced by their perceptions of the culture and environment of their organisations. Although open communication is seen favourably and certain features of organisational culture, including teamwork, are valued, there are reservations over the efficiency of communication channels for voicing grievances. Enhanced communication and the development of a positive work environment can lead to increased employee engagement and productivity.

• **Management Practices and Policies:**

The results show that management practices and policies are generally well-liked, especially when it comes to areas like resources offered, awards given, and recognition given. This is essential to creating a supportive and encouraging work atmosphere for staff members, which can boost output.

• **Discrimination and Conflict Resolution:**

Incidents of harassment or discrimination at work can have a negative impact on staff morale and output. Although the research indicates that a significant proportion of workers have encountered these kinds of problems, there is also a sense of equity and openness regarding management procedures. In order to keep a productive workplace, it is imperative that discrimination and dispute resolution concerns are addressed.

The research highlights the significance of positive organisational culture,

supportive management practises, and effective communication in cultivating excellent employee relations and ultimately enhancing staff productivity. A more engaged and effective staff might result from addressing problem areas like discrimination and limited participation possibilities while utilising strengths like recognition and support satisfaction.

5.2 Conclusion

The results highlight the sampled hotels' strong points and potential areas for development. There is evidence of contentment with some aspects, like organisational culture, supervisor support, and recognition, but there are also significant concerns about the lack of opportunities for employee participation, training and development, and instances of harassment or discrimination at work.

But among these difficulties, there are chances for development and improvement. Hotels may create a more favourable work environment where staff members feel appreciated, involved, and inspired to contribute to the success of the company by utilising the strengths that have been recognised and putting focused interventions in place to address areas of concern.

This involves undertaking projects like strengthening training and development programmes, developing lines of communication, putting in place efficient dispute resolution procedures, and cultivating an inclusive, trusting, and respectful workplace culture.

All things considered, the research results highlight how important it is for hotels in Ugbowo-Egor, Benin City, to prioritise employee relations as a strategic necessity. Hotels may boost productivity and fortify their competitive edge in the ever-changing hospitality sector by adjusting policies, procedures, and organisational culture to suit the needs and expectations of their workforce. Going forward, maintaining long-term success and cultivating a vibrant work environment favourable to employee well-being and organisational prosperity will need ongoing efforts to monitor, assess, and adjust employee relations initiatives.

5.3 Recommendation

The hospitality sector, and hotels in particular, benefits greatly from the combination of happy staff members and first-rate service. Sustaining business success in Ugbowo-Egor, Benin City, where multiple hotels are located, requires fostering excellent employee interactions. This narrative provides suggestions to improve employee relations and productivity based on data analysis conducted across several hotels in the vicinity.

Communication and Participation

Any organization's lifeblood is its effective avenues of communication. Hotels can set up regular forums where staff members may share their thoughts and opinions, including town hall meetings or suggestion boxes, to allay worries about

the lack of possibilities for staff involvement in decision-making. Transparency and trust are also promoted by implementing open-door policies that permit direct communication between management and employees.

Training and Development

The information shows that there is a large void in staff training and development possibilities. Investing in staff-specific continuous learning programmes should be a top priority for hotels. Workshops, seminars, and online courses in topics like technical skills, hospitality management, and customer service may fall under this category. Hotels can improve service delivery by providing personnel with necessary training that will boost their competences and confidence.

Recognition and Reward

Overall satisfaction with rewards and recognition is good; but, by putting in place formal reward systems, hotels can further encourage exceptional performance. This could entail rewarding staff members with performance incentives, employee of the month awards, or other recognition for their outstanding achievements. Additionally, encouraging a peer-recognition culture among staff members encourages inspiration and camaraderie by showing appreciation for each other's work. Training on Diversity and Conflict Resolution: Maintaining a positive work environment requires addressing incidences of harassment or discrimination in the workplace. In order to address complaints and grievances in a timely and

unbiased manner, hotels should establish strong policies and procedures. Additionally, educating managers and staff about many viewpoints and cultures fosters tolerance and respect in the workplace by raising awareness of these topics.

Organisational Culture and Environment

Strong leadership is the first step towards developing a positive organisational culture. Hotel managers ought to set a good example for others by acting with honesty, decency, and cooperation. Hotel companies may increase employee engagement and morale by creating a welcoming work atmosphere where staff members feel appreciated and valued. Additionally, a dedication to ongoing development and worker well-being is shown by regularly conducting employee satisfaction surveys and responding to comments.

Community Engagement and Social Responsibility

Participating in community and social responsibility projects can help hotels improve employee interactions outside of the office. This could be planning volunteer events, giving to regional nonprofits, or taking part in initiatives for environmental sustainability. Hotels may create a sense of pride and belonging among their staff members and increase their loyalty and job satisfaction by getting them involved in relevant community initiatives. In conclusion, the

suggestions made above provide hotels in Ugbowo-Egor, Benin City, with doable tactics to improve productivity and employee relations. Hotels may establish a favourable work environment where employees flourish and contribute to company success by placing a high priority on good communication, training and development, recognition and rewards, and dispute resolution. Adopting these suggestions improves hotel reputations and competitiveness in the local hospitality market in addition to providing benefits to staff.

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APPENDIX A

**Department of Human Resource Management
Faculty Of Management Science**

University Of Benin, Edo State.
February 2024

Dear Sir/Madam,

REQUEST FOR YOUR COOPERATION IN COMPLETING THIS
QUESTIONNAIRE.

I am a 400-level undergraduate student of the above-named institution and department. As part of the requirements of my degree programme, I am currently carrying out research on "Employee Relations and Employee Productivity" In this regard, you have been selected as a member of the sample.

I wish to appeal to you to assist this study by sparing a few minutes of your time in completing this questionnaire. You are not required to disclose your identity hence be assured that your answers will be used for academic purposes only and be treated with strict confidence.

Student/Researcher

SECTION A: PERSONAL DATA/DEMOGRAPHICS

Pls tick [✓] any of the options that apply to you

1. Gender: Male [] Female []
2. Age: 19-29 [] 30-49 [] 50-59 [] 60 and above []
3. Marital status: Single [] Married [] Divorced []
4. Educational qualifications: WAEC [] Bsc [] MSc [] PhD []
5. Working Experience: 0-5 years [] 6-10 years [] 11 and above []

SECTION B:

Please tick [✓] either Yes/No for each question as an Indication of your opinion to the following questions.

DEPENDENT VARIABLE (EMPLOYEE PRODUCTIVITY)

| S/N | STATEMENT | YES | NO | NOT SURE |
|-----|---|-----|----|----------|
| 6 | Does your organization provide opportunities for employees to participate in the decision-making process that affects their work? | | | |
| 7 | Are you satisfied with the level of support you receive from your supervisor and colleagues at work? | | | |
| 8 | Does satisfaction with your job contribute positively to overall team morale and productivity? | | | |
| 9 | Does your organization provide adequate recognition and rewards for employee performance? | | | |
| 10 | Are there any opportunity within the organization for employees to receive training and development to enhance their skills? | | | |
| 11 | Do you feel your opinions and concerns are heard and valued by the management? | | | |
| 12 | Do you feel Satisfied with the tools and resources provided to you by the organization to perform your job effectively and be productive? | | | |

SECTION C:

| | COMMUNICATION CHANNEL | YES | NO | NOT SURE |
|----|---|-----|----|----------|
| 13 | Does your organization patronize open and honest communication between management and Employee? | | | |
| 14 | Are you satisfied the communication between Management and employees? | | | |
| 15 | Does your organization have effective communication channel for employees to express their opinions and concerns? | | | |
| 16 | Does your organization maintain a good communication chain? | | | |
| | MANAGEMENT PRACTICES | | | |
| 17 | Have you experienced any form of discrimination or harassment in the workplace? | | | |
| 18 | Do you think the company's polices are effective in promoting employee relations | | | |
| 19 | Are there mechanism in place for resolving conflict and addressing grievances in the workplace? | | | |
| 20 | Are the management practices within your organization fair and transparent? | | | |
| | ORGANIZATIONAL CULTURE | | | |
| 21 | Does your organization foster a positive organizational culture that promotes collaboration and mutual? | | | |
| 22 | Is the organizational culture within your organization conducive to | | | |

| | | | | |
|----|--|--|--|--|
| | building strong employee relations? | | | |
| 23 | Does the organization fosters a positive work environment and culture? | | | |
| 24 | Is there a strong sense of trust between employees and management within the organization? | | | |
| 25 | Do you feel Satisfied with the overall work environment and company culture? | | | |

Thank you for your time and participation