



Employee Relation Practices and Organisational Performance of Selected Deposit Money Banks in Lagos State, Nigeria

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Abstract

In today's competitive business environment, organizations are constantly working to improve their overall performance. In the banking industry, there is a growing understanding of the importance of enhancing employee relations to achieve better performance outcomes. However, despite these efforts, certain banks, especially deposit money banks, are still struggling to effectively manage organizational disparities while maintaining a high level of performance. This indicates that poor employee relations can have negative consequences for banks, including employee dissatisfaction, decreased profitability, reduced market share, and weakened competitive advantage. To address these performance issues, this study aims to investigate the impact of employee relations on the organizational performance of selected deposit money banks in Lagos State, Nigeria. The study adopted survey research design. The population of study consist of 3,098 top, middle, and low-level management of the five selected deposit money banks in Lagos State, Nigeria. A sample size of 450 was determined using researcher's advisors sampling table, and data was collected using a valid and reliable questionnaire with a Cronbach alpha value ranged from 0.706 to 0.813. The data were analysed using both descriptive and inferential tools. A response rate of 94.4% was recorded. Multiple regression analysis was used to determine the effect of the variables using Statistical Package for Social Science (SPSS) version 27. The findings revealed employee relation practices have significant effect on organisational performance in selected deposit money banks in Lagos State, Nigeria ($Adj. R^2 = 0.398$; $F(4, 420) = 71.141$; $p < 0.05$). The study concluded that employee relation practices have significant influence on organisational performance in selected deposit money banks in Lagos State, Nigeria. The study recommended that, to optimize performance, management of deposit money banks should prioritize and invest in improving employee relations. By doing so, they can positively influence various aspects of their organization, including employee satisfaction, profitability, market share, and competitive advantage.

Keywords: Collective bargaining, Communication, Employee relation practices, Employee trust, Leadership style, Organisational performance

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1.1 Introduction

Every organization endeavour to enhance its overall performance continuously. Consequently, there has been a change in corporate priorities, particularly in the banking sector, with a focus on improving employee relations to boost performance. However, banks may not always achieve the desired high-performance levels, particularly among deposit money banks. The management of organizational differences poses a challenge as they strive to maintain a significant level

of performance. Consequently, poor employee relations have caused a decline in bank performance, leading to employee dissatisfaction, reduced profitability, decreased market share. To address these performance issues, this study concentrates on investigating the impact of employee relations on organizational performance within selected deposit money banks located in Lagos State, Nigeria.

Globally, the performance of organisations in the banking sector has witnessed different empirical attention. It is observed that in North America, organisational performance

suffers a huge decline due to systemic issues as well as the devastating effect of the COVID-19 pandemic that ravaged the whole world (Mueller et al., 2021). Specifically, in the United States of America (USA), as a result of the COVID-19 pandemic, organisational performance has declined (Gallego & Font, 2021). As a result of the lockdown, which damaged practically every industry in the USA, including the financial sector, workers are no longer displaying passion and vitality on the job, which has become a subject of concern. While banks in the United States are generally pleased and encouraged to continue working in the industry, efficiency, and service quality are on the decline (Sunarsi, 2020). According to Vives (2019), most deposit money banks have experienced declines in competitive advantage, profitability, and sales growth in developed countries such as the United States, as a result of free markets, fierce competition, and dynamic customer demand. Consequently, Deloitte forecasts that US commercial banks could experience up to \$254 billion of net loan losses between 2020 and 2022 (Deloitte, 2021).

The performance of deposit money banks in Tanzania has been declining despite efforts to enhance the sector (Samwel, 2018). Recruiting suitable employees to improve performance remains a challenge, impacting the competitive advantage of banks. Understanding and adapting work cultures and environments to the Tanzanian context is crucial, and the importance of improving employee relations should not be overlooked (Samwel, 2018; Brhane & Zewdie, 2018). Poor employee relations directly affect organizational success, leading to decreased service quality, inconsistency, loss of competitive advantage, and reduced efficiency (Brhane & Zewdie, 2018). Failure to address employee relations has contributed to the underperformance of certain Tanzanian deposit money banks (Lotto, 2019).

In Nigeria, the banking sector faces challenges with inconsistent performance and high employee turnover due to various factors. Dissatisfaction with current job opportunities, including unsatisfactory employment conditions, is a significant reason for employees leaving their organizations (Madueke & Emerole, 2017). The banking industry experiences difficulties in retaining employees, attributed to factors such as longer working hours, role overload, poor leadership, job insecurity, poor working conditions, dissatisfaction with salaries, and a lack of work-life balance (CBN, 2019; Akanji et al., 2020; Giorgi et al., 2017). These challenges lead to a brain drain phenomenon, where highly qualified workers seek opportunities in other deposit money banks within the nation or lucrative industries like consulting (Adisa et al., 2016).

The Nigerian banking sector is currently facing issues of poor organizational performance, characterized by low performance (Abolade, 2018). While studies have been conducted on employee relation practices and organizational performance in various countries and organizations, there is a lack of current empirical validation on the extent to which employee relation practices affect organizational performance specifically in the Nigerian banking sector (Salau et al., 2016). Poor performance has led to financial losses for banks. This

has resulted from decreased profitability, inefficient operations, or inadequate risk management practices. Financial losses have weakened the financial position of banks, impair their ability to meet regulatory requirements and erode investor confidence (Kataria et al., 2020; Onkila, & Sarna, 2022; Poon, 2019; Sawithri et al., 2017). Hence, this study examined employee relation practices and organisational performance in selected deposit money banks in Lagos State, Nigeria.

1.2 Hypotheses Development

An organisation with a good employee relation program provides fair and consistent treatment to all employees so they will be committed to their jobs and loyal to the company (Andrea & Joseph, 2021). Yinusa and Salman (2021) found that employee relation practices had significant effect on organisational performance in Nigeria. The results from the study of Kasi et al. (2020) demonstrated that despotic leadership hurts employee voice behaviour and creativity and has a positive impact on turnover intention. Further, the results also revealed that the voice behaviour of employees has no mediation effect in the relationship between despotic leadership and employee outcomes (creativity and turnover intention). Men et al. (2020) found that charismatic executive leadership communication during change positively influenced employee organizational trust, openness to change, and behavioural support for change. Employee trust toward the organization during change positively influenced employee openness to change, which in turn, contributed to employee behavioural support for change. Employee trust was revealed as a partial mediator for the positive impact of charismatic executive leadership communication during change on employee openness to change and behavioural support for change. Conversely, Andreoni and Chang (2019) found that hospital managers reported high levels of role conflict, which negatively affects expected outcomes. Likewise, the study of Pordea et al. (2020) on operating cash flow on the profitability of the construction company revealed no statistical significance for employee empowerment and profitability. Hence, this study hypothesized that;

H₀: Employee relation practices have no significant effect on employee satisfaction.

2.0. Literature Review

2.1. Employee Relation Practices

According to Mutsiya (2016), employee relation practices refer to an organisation's efforts to manage individual and group relationships between itself and its employees. Samwel (2018) opined that employee relation practices are the terms that defines the relationship between employers and employees. Employee relation practices focuses both on individual and collective relationships in the workplace with an increasing emphasis on the relationship between managers and their team members. Muthoka (2017) stated that employee relation practices are a study of the rules, regulations, and agreements by which employees are managed both as individuals and as a collective group. Maheshwari et al. (2020) observed that employee relation are to manage the

relationship between employer and employees with the ultimate objectivity of achieving the optimum level of productivity in terms of goods and services, employee motivation taking preventive measures to resolve problems that adversely affect the working environment.

Employee relation is a term used to describe relation between employers and employees. Today's organizations are striving to become more agile, faster, and transparent. For that reason, the focus on employee communications is bigger than ever before (Ali et al., 2018; Wang, & Seifert, 2017). On the possible disadvantages, employee relation can make or break the workplace climate (Lee & Kim, 2020). An employee relation practices aids in achieving balance between employers and employees by establishing an atmosphere that meets both of their demands (Das et al., 2019). A solid employee relation plan will assist both parties in achieving their objectives (John, 2020). Employees who have positive working relationships are more likely to offer their all and work harder. Maintaining good relation with your staff entails more than just effective communication. It also entails appreciating your employees' efforts at work (Babalola, 2016).

2.2. Leadership Style

According to Sougui et al. (2016), leadership style is defined as the persistent patterns of behaviour that a person exhibits when attempting to influence others. Leadership style is also defined as a technique that the leader uses to achieve the goal of an organisation (Asrar-ul-Haq, & Kuchinke, 2016). Dastane (2020) sees leadership style as a pattern of emphases, indexed by frequency or intensity of specific leadership behaviour or attitudes, which a leader places on the different leadership functions. In summary, leadership style is a technique that leaders use to achieve the goals of an organisation. Visionary leaders are very important in any organisation or society. In every sector of society, including business, government, social change movements, religious organisations, community groups, and sports teams, there are visionary leaders (Angka & Darma, 2016). The choice of leadership style within an organization can have a profound impact on its overall success. Nwachukwu et al. (2017) contend that a well-chosen and effective leadership style brings numerous benefits. Firstly, a strong leadership style sets a clear direction and vision for the organization, providing guidance and motivation for employees to work towards common goals. It fosters a sense of unity and purpose, resulting in improved coordination and collaboration among team members (Kalogiannidis, 2020). Secondly, effective leadership cultivates a positive work culture by fostering open communication, trust, and transparency. This creates a supportive environment where employees feel valued, empowered, and motivated to contribute their best efforts (Hajiali et al., 2022).

2.3. Employee Trust

Employee trust in its general sense is the believe of employees on the personality of the management not to engage in any action or hold any opinion that may be harmful to the

employees (Mo & Shi, 2017). Trust is one of the most needed feelings in interpersonal relation. A person develops a sense of trust based on many events and situations. It takes time to build trust while it is too easy to lose trust (Jabeen & Rahim, 2021). Employee trust benefits both the employee and the organisation because it is the reason for employees to be engaged, productive, and happy (Gillespie et al., 2020). What your employees give back helps business executives make the decision to prioritise employee trust. Or, as many organisations that recognise the value do, it prioritises employee trust. Employee trust is the key to unlocking organisational effectiveness and productivity. Strong working connections allow everyone to freely share ideas, ask questions, and perform their best work (Xiong et al., 2016). Trust has been connected to higher degrees of organisational commitment, intention to stay with the organisation, and an active interest in the company's well-being. Individuals that have higher levels of trust are more loyal to their organisation, interact more openly, share more knowledge, solve more problems, and put more inventive and aggressive ideas into action (Shah, 2019).

2.4. Communication

According to Petrou et al. (2018), communication is the interaction two or more employees share among themselves for the purpose of achieving a group success in an organization. Berezan et al. (2016) defined communication as the process of exchanging of information by speaking, writing, or using some other medium. Berlacher et al. (2017), looks at communication as the process of sending and receiving messages through verbal or nonverbal means, or oral communication. The benefits of communication include the development of clarity and understanding, assurance of productivity and results, the formation of strong bonds, the ability for team members to comprehend their own roles as well as the roles of everyone else on the team, and the ability for the team to comprehend what needs to be done (Okundaye et al., 2019). Interoffice and geographic distance, team disagreements, time and resource allocations, and a lack of clear leadership are all disadvantages of communication (Kalogiannidis, 2020).

2.5. Collective Bargaining

Collective bargaining can be defined as the process of consultation, deliberation, and negotiation of terms and conditions of employment between employers and works usually done through their representatives (Doellgast & Benassi, 2020). According to Addison et al. (2017), collective bargaining is the process in which employees negotiate contracts with their employers to determine their terms of employment, including pay, benefits, hours, leave, job health and safety policies, ways to balance work, and family, and more. Looking at the benefits, collective bargaining fosters a pleasant and cordial relationship between employer and employees (Doellgast & Benassi, 2020). It equally safeguards the interests of both employer and employees and ensure that the organisational intervention is maintained at a minimum level (Kuruville & Zhang, 2016). According to Devicienti et al. (2019), the benefits, in the modern world, collective

bargaining reduces power abuses. It is no secret that corporations play a significant role. As a result of the rapid privatisation of almost all industries and their encroachment on our lives and the direction of our livelihood, it is necessary to take certain measures to ensure employee safety. Members also receive other benefits like higher wages, shorter working hours, safer workplaces, and better health care., Security and stability Although contracts are entered into between trade union officials and businesses, they are intended to safeguard and advance the interests of all workers (Hsu et al., 2017).

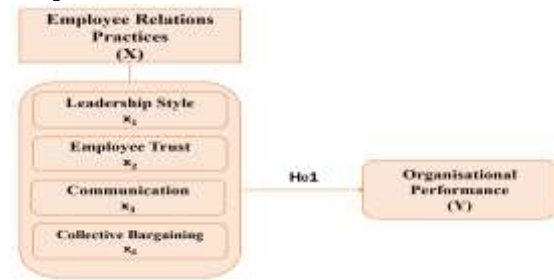
2.6. Organisational Performance

Organisational performance refers to a concept that measures a firm’s position in the marketplace and its ability to meet its stakeholders’ needs (Moneva et al., 2020). Shafiq et al. (2019) state that organisational performance is a subjective measure of how well an organisational can use assets from its primary mode of business and generate revenues. The term is also used as a general measure of an organisational’s overall financial health over a given period. Organisational performance implies performance, including manufacturing of products and services, functioning of different organisational units, the performance of its employees, and outcomes of their work in total (Bakotić, 2016). Performance is perceived to be the attainment of a firm’s economic goals. It is the extent to which a company financial or non-financial health over a while is measured (De Guimarães et al., 2016). According to Moneva et al. (2020), one advantages of organisational performance is that it demonstrates how far an organisation can achieve its objectives without being forced to stifle its resources or put undue burden on its employees. Additionally, it involves evaluating the factors that determine whether a company has what it takes to meet its constituents' high criteria for effectiveness, efficiency, or social relevance (Maletić et al., 2016).

2.6. Theoretical Framework

This study adopted the human relation theory as the underpinning theory. The theory of human relation, provides predominance to the human aspect over the elements of institutions, as propagated by the customary public administration schools (Arpankumar, 2013). In human relation theory, the employees are seen as human beings, instead of a meagre human supplement of machinery or hands for work. It is mainly established on a humble principle that the ‘human problem requires a human solution’, subsequently, better-off workers are the secret to a prosperous organisation (Mayhew, 2017). The human relations theory underscores the significance of understanding and nurturing employee relations in order to achieve optimal organizational performance. By focusing on effective communication, creating a supportive work culture, practicing participative leadership, and investing in employee development, organizations can leverage the principles of this theory to foster positive employee relations and enhance overall performance (Collings et al. (2018).

Conceptual Model



Source: Researcher’s Conceptual Model (2023)

3.0. Methodology

The study adopted survey research design. The population of study consist of 3,098 top, middle, and low-level management of the five selected deposit money banks in Lagos State, Nigeria. The quantitative research approach was adopted in this study. A sample size of 450 was determined using researcher’s advisors sampling table, and data was collected using a valid and reliable questionnaire with a Cronbach alpha value raged from 0.706 to 0.813. The data were analysed using both descriptive and inferential tools. Multiple regression analysis was used to determine the effect of the variables.

Model Specification

The variables of this study are specified as shown below:

X = Employee Relation Practices (ERP)

Y = Organisational Performance (OP)

X = (x₁, x₂, x₃, x₄)

Where

x₁ = Leadership Style (LS)

x₂ = Employee Trust (ET)

x₃ = Communication (Com)

x₄ = Collective Bargaining (CB)

Y = Organisational Performance (OP)

Functional Relationship

$$Y = \alpha_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \mu_1 \dots \dots \dots (1)$$

Where:

α_0 = Constant of the equation or constant term

$\beta_1 - \beta_6$ = Parameters to be estimated

μ_1 = Stochastic Error Term

4.0 Data Analysis and Discussion of Findings

The researcher distributed 450 copies of questionnaire to employees in the selected deposit money banks in Lagos State. Out of the total sample of four hundred and fifty, four hundred and twenty-five responded, hence giving the response rate of 94.4%. The responses obtained from the data collected were adequate enough to fulfill the research objective of the study.

4.2.2.5 Restatement of Research Hypothesis Five

H₀₅: Employee relation practices have no significant effect on organisational performance.

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Table 4.1: Summary of multiple regression of the effect of Employee Relation Practices on Organisational Performance

N	Model	B	T	Sig.	ANOVA (Sig.)	R	Adjusted R ²	F (4, 420)
425	(Constant)	6.973	7.278	.000	0.000 ^b	0.636	0.398	71.141
	Leadership Style	.112	2.991	.003				
	Employee Trust	.197	6.507	.000				
	Communication	.108	3.357	.001				
	Collective Bargaining	.262	7.845	.000				
a. Dependent Variable: Organisational Performance								

Source: Researchers’ Findings 2023

The table presents the results of a multiple regression analysis examining the effect of employee relation practices on organizational performance. The analysis includes 425 observations. The table provides the beta coefficients (B), t-values, and significance levels (Sig.) for each predictor variable, as well as the ANOVA results, correlation coefficient (R), adjusted R-squared value (Adjusted R²), and the F-statistic. According to the interpretation of the table, the results indicate that leadership style, employee trust, communication, and collective bargaining have a positive and significant effect on organizational performance. This is evident from their respective beta coefficients (B), t-values, and significance levels (p<0.05). Specifically, Leadership Style (β = 0.112, t = 2.991, p<0.05), Employee Trust (β = 0.197, t = 6.507, p<0.05), Communication (β = 0.108, t = 3.357, p<0.05), and Collective Bargaining (β = 0.262, t = 7.845, p<0.05) all show positive relationships with organizational performance. The ANOVA results indicate that the overall model is significant in predicting the effect of employee relation practices on organizational performance, as indicated by the F-statistic (F (4, 420) = 71.141, p = 0.000, p<0.05). This implies that employee relation practices, including leadership style, employee trust, communication, and collective bargaining, collectively have a significant impact on organizational performance.

The correlation coefficient (R = 0.636) indicates a strong and positive relationship between Employee Relation Practices and Organizational Performance. The adjusted R-squared value (Adjusted R² = 0.398) suggests that approximately 39.8% of the variation in Organizational Performance can be explained by changes in Employee Relation Practices. The remaining 60.2% of the variation is attributed to other variables not included in the model. The regression model is thus expressed as:

$$OP = 6.973 + 0.112LS + 0.197ET + 0.108CO + 0.262CB + \mu_i$$

-----Eqn 5.1 (Predictive Model)

$$OP = 6.973 + 0.112LS + 0.197ET + 0.108CO + 0.262CB + \mu_i$$

---Eqn 5.2 (Prescriptive Model)

- Where: OP = Organisational Performance
- LS = Leadership Style
- ET= Employee Trust
- CO= Communication
- CB = Collective Bargaining

The predictive model showed that holding employee relation practices to a constant zero, organisational performance would be 6.973 which is positive. From predictive model, it could be seen that of all the employee relation practices are positive and significant, therefore, it they were retained in the prescriptive model. The results of the prescriptive model showed that when leadership, employee trust, communication, and collective bargaining are improved by one unit, organizational performance will increase by 0.112, 0.197, 0.108, and 0.262 units respectively. This implies that an increase in leadership, employee trust, communication, and collective bargaining would lead to an increase in organizational performance of selected deposit money banks in Lagos State, Nigeria. Also, the F-statistics (df = 4, 420) = 71.141 at p = 0.000 (p<0.05) indicated that the overall model is significant in predicting the effect of employee relation practices on organizational performance which implies that employee relation practices are important determinants of organizational performance in selected deposit money banks in Lagos State, Nigeria. The result showed that the banks should pay more attention towards developing employee relation practices especially leadership style, employee trust, communication, and collective bargaining in order to increase organizational performance. Therefore, the null hypothesis (H₀₅) which states that employee relation practices have no significant effect on organizational performance was rejected.

Discussion of Findings

The results of this study revealed that employee relation practices have significant effect on organizational performance in selected deposit money banks in Lagos State, Nigeria (Adj. R² = 0.398; F(4, 420) = 71.141; p < 0.05). The results of this study agree with Muthoka (2017), the study found that employee relation practices (conflict resolution, employee empowerment, employee compensation, and employee voice) all have significant effect on organizational performance of public healthcare sector in Kenya. Similarly, results from the review of Arimie and Oronsaye (2020) disclosed that employee relation have significant influence on the performance of different organisations. Correspondingly, Samwel (2018) found that employee relation has significant effect on employee performance and organizational performance. The findings of the study correspond with the findings of the study by James and Nick son (2016) on influence of employee relation on organization performance of private universities in Kenya which found that employee

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relation have a positive significant influence on organizational performance. Hillary (2018) found that employee relation has a positive and significant effect on employee morale, meaning that the better employee relation in the company will be able to increase employee morale. Rawat (2015) states that transformational leadership is leadership that can inspire positive change to employees with full energy, enthusiasm, and passion to produce good performance for the company. Therefore, transformational leadership needs to be owned by a leader, in order to increase the efforts of subordinates to achieve maximum results. The study of Ratnasari and Sutjahjo (2017) suggested that the better the transformational leadership of a leader, the higher the employee morale, and vice versa the worse the transformational leadership of a leader, the lower the morale of his employees. So, with that, a leader must be able to increase employee morale with a transformational leadership style, so as to be able to achieve the objectives of the company or organization effectively and efficiently.

According to Alexander (2018), employees need a comfortable work environment, no matter how skilled an employee is when placed in a dirty, hot, and low-intensity work environment, it will experience difficulties and reduce work enthusiasm and enthusiasm for finish the job. A good work environment will support employees to be happy with the workplace so that it can lead to a better morale. This is consistent with previous research conducted by Damayanti (2015); Pasaribu (2015); and Alexander (2018) which states that the work environment has a significant effect on employee morale, meaning that the more fulfilled work environment provided to employees in the company will increase employee morale. This can be seen with employee work facilities that are met in accordance with work needs. Then Hillary (2018) suggested another factor that influenced the ape spirit was employee relation, which is one of the activities of the company or organization that focused on the relationship between the leadership of the organization and members of the organization. Besides the work environment is one of the factors that influence employee morale. The work environment is everything that is around the employee and that can affect employees in carrying out the tasks that are charged (Nitisemito, 2018). Conversely, the study of Başoğul and Özgür (2016) conflict management negatively affects the expected outcomes in healthcare facilities.

Conclusion and Recommendation

This study examined the effect of employee relation practices on organisational performance of selected deposit money banks in Lagos State, Nigeria. Based on the results of this study, it can be concluded that employee relation practices have a significant effect on various aspects of organisational performance. Overall, this study underscores the significance of employee relation practices in driving organizational performance. The results provide valuable insights for practitioners, highlighting the need to prioritize employee relation as a strategic element for achieving favourable outcomes in terms in the banking industry.

The results emphasize the holistic impact of employee relation on overall organizational performance. To optimize performance, management of deposit money banks should prioritize and invest in improving employee relations. By doing so, they can positively influence various aspects of their organization, including employee satisfaction, profitability, market share, and competitive advantage. By actively managing employee relation and prioritizing its impact on organizational performance, organizations can achieve higher levels of productivity, innovation, and success.

The conceptual contribution lies in the identification and exploration of the key factors within employee relation practices that impact organizational performance. This study enhances our conceptual understanding of the role of employee relation in shaping various dimensions of organizational performance. The findings of this study validate the theoretical assumptions of the human relation theory, which posits that satisfied and engaged employees contribute to improved performance outcomes. The empirical findings validate and support the existing literature on the subject matter, contributing to the body of empirical research in the field of employee relation and organizational performance. The study's results add credibility to the understanding that effective employee relation practices are essential for achieving positive organizational outcomes.

Suggestion(s) for Further Studies

Future research could explore a broader range of variables to provide a more comprehensive understanding of the impact of employee relation practices. Future study should consider comparing different organizations or industries with varying employee relation practices could shed light on the contextual factors that influence the effectiveness of employee relation in different settings.

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