

Employee Relations Practices and Organisational Performance of Hospitality Firms in Cross River State, Nigeria

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Abstract

The purpose of the study was to examine employee relations practices and organizational performance of hospitality firms of Cross River State, Nigeria. The study sought to achieve the following specific objectives: to examine the effect of collective bargaining on patronage the selected hospitality firms in Cross River State, to investigate the effect of training and development on profitability of the selected hospitality firms in Cross River State, to investigate the effect of salaries structure on job satisfaction of the selected hospitality firms in Cross River State, to evaluate the effect of communication on employee retention of the selected hospitality firms in Cross River State. Data for this study were gathered from primary sources using structured questionnaire instrument. The study employed multiple regression analysis to test the hypotheses formulated. Based on the analysis of the results, the following findings were made: there was a positive significant effect of collective bargaining on performance in the selected hospitality firms in Cross River State, there was a positive significant effect of training and development on performance of the selected hospitality firms in Cross River State, there was a positive significant effect of salaries structure on performance of the selected hospitality firms in Cross River State, and there was a positive significant effect of communication on performance of the selected hospitality firms in Cross River State. The study recommended that organizations should focus more on implementing fair labor practices and building effective and sustainable employee relations that will ensure their growth and survival.

Keywords: employee relations practices, collective bargaining, training and development, profitability, salaries structure, job satisfaction, communication, employee retention

1. Introduction

Employee relations practices are one of the key fundamental elements of organizational performance, prosperity and sustainability. Good employee relations result in highly committed, motivated and loyal employees in the organizations. Employee relations refer to the relationship between employer and employee. It involves taking into account all potential interactions within an organization and implementing policies so that the relationship between an organization, and its people is managed through fair and transparent practices (Al-khozondar, 2015). For the success of any organization, there must be a strong relationship between the employee and employer. This would bring about organizational development and high organizational performance.

There are a number of employee relations best practices, which include: hiring and selection process, supervision, communication, union avoidance training, salaries and benefit structure, retention, policies and

procedures, employee involvement, management visibility/accessibility, positive employee relations strategy, learning and development, and technology friendly (Kaliski, 2017). For the purpose of this study, four employee relation practices only shall be considered which include: hiring and selection process, communication, training and development, salaries and benefit structure. These practices, when applied are important to polish skills of employees, help in maintaining a motivated workforce that sees work as creative and fulfilling. They also provide effective and consistent procedures for rules and decision making, consistencies in dealing with employees relations issues, fairness, processes that can affect and improve employee behavior or mechanism to resolve different disputes. A breakdown in employee relations can lead to industrial dispute which can result in industrial action, if not properly managed (Kaliski, 2017). Employee relations practices such as collective bargaining, training, and development salaries and benefit structure and communication. Collective bargaining is the process in which employees, through their unions negotiate contracts with their employers to determine their terms of employment.

According to Kuzu and Derya (2014), organization performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). This shows whether organization is making profit or making loss. It is a broad construct which captures what organizations do, produce, and accomplish for the various constituencies with which they interact. (A high organizational performance is a result on good employee relations practices). The organizational performance is measured in terms of patronage, profitability, job satisfaction and employee retention. Hospitality is the relationship between a guest and a host, where in the host receives the guest with some amount of goodwill, including the reception and entertainment of guest, visitor or strangers (Keith & Newstrom, 2019).

Hospitality plays a fundamental role to augment or decrease the volume of sales of the organization. Hospitality is also the way people treat others, that is, the service of welcoming, receiving guest for example in hotels. According to Kuzu and Derya (2014) described hospitality in the encyclopedia as the virtue of a great soul that cares for the whole universe through the ties of humanity. Hence, the study therefore intends to examine the relationship between employee relations and organizational performance in hospitality firms in Cross River State.

According to Al-khozondar (2015), some of the challenges of employee relations are the issues of poor collective bargaining, poor communication, poor training and development, poor salaries/benefits structure. In addition, if the organization is faced with poor collective bargaining, poor training and development system, poor salaries structure as well as communication system management, this in turn dampens the performance of hospitality firms in Cross River State. It is against this backdrop that this study investigated employee relations practices on organizational performance of hospitality firms in Cross River State, Nigeria. It seeks to achieve the following specific objectives.

- 1) To examine the effect of collective bargaining on organizational performance of the selected hospitality firms in Cross River State.
- 2) To investigate the effect of training and development on organizational performance of the selected hospitality firms in Cross River State
- 3) To investigate the effect of salaries structure on organizational performance of the selected hospitality firms in Cross River State.
- 4) To evaluate the effect of communication on organizational performance of the selected hospitality firms in Cross River State.

2. Theoretical Framework

This study anchored on Unitarist approach.

The Unitarist Approach

This theory was propounded by Taylor in 1974. The theory postulated that scientific management theory (Unitaristic school of thought) played a significant role in three schools of theoretical and practical thought. The first Taylor (1974) theory of particular theory holds that the employment relations choice of management must start from the assumption that employees are immature in the ways of work are prone to avoid it whenever possible and have limited self-centered aspiration and time horizons. In so far as this conflict with the aspirations and time horizons of organizations efforts to reduce the outward manifestation of internal tension are to be undertaken by direct and highly rigid control of the workplace activities of employees' leadership when recruiting and directing workers, the workers need to have a clear understanding of the task they are expected to perform, and not be restricted from their right to control the pace and processes under which they work. Therefore, companies subscribing to this form of management practices should reduce work to its basics elements, such as the skills of minimum (Ngari & Agusioma, 2023).

3. Literature Review

Concept of Employee Relations

According to Purcell and Ahstrand (2016) employee relationship is a kind of special interpersonal relationship, which was put forward by the western scholars in the 20th century in order to replace industrial relations. Employee-employer and or employee-organization relationships are part of a business's internal relationship management. Much research regarding this internal relationship management has focused on organizational behavior/theory and human resource management. Thus, employee relations can be considered to be a study of the relationship between employers or the representative managers and employees aimed at resolving conflicts and to help in improving productivity of the organization by increasing motivation and morale of the workers (Bach & Della Rocca, 2020; Rai, 2023).

Sinha and Bajaj (2023) states that employers should take care of the needs of the employees and this can be under human resource management practices like training, (job satisfaction, job rotation, participative management, performance appraisal and career planning for their employees). However, employee relations are the ways in which the company is interacting with the employees to deliver important information and to give information about company policies and works to create a more productive work place. By not creating good policies for the employees, it will affect the growth of company and affect the company success (Ackon, 2018).

According to Torrington and Hall (2018), the relationship between employees and management is a framework of organizational justice consisting of organizational culture and management styles as well as rules and procedural sequence for grievance and conflict management. Gennard and Judge (2022) stated that employee relations is a study of the rules, regulations and agreements by which employees are managed both as individuals and as a collective group. Lewis (2023) explained that employee relations suggest wider employment.

Armstrong (2015) observed that employee relations is 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. Walton (2015) narrated that the unitary viewpoint of employee relations is the belief that management and employees share the same concerns and it is therefore in both their interests to cooperate. Perkins and Shortland (2016) advocated that employee relations is concerned with the social economic relationship that forms and revolves around a contract between the parties to perform work in return for employment benefits such as remuneration.

Clarke (2021) commented that effective employee relationship management requires cooperation between manager representatives and employees, that good relationships between employer and employee do not just happen but they are the result of a strategy and activities that employee relations managers design to improve communication between employees and management. George and Jones (2018) said that employee relations involve the communication and relationships that in the end contribute to satisfactory productivity, job satisfaction, motivation and morale of the employees. Consequently, Foot and Hook (2018) highlighted that the right of employer on employer and employee relationship is to control work performance, integrate employee in the organization's structure and management system and create a mutual trust environment, confidence and supply of enough and reasonable work while employees obey lawful and reasonable orders, maintain fidelity and work with due diligence and care (Gennard & Judge, 2022; Xesha, Iwu, Slabbert, & Nduna, 2014).

Gomez-Mejia et al (2021) argued that for organizational members to perceive employee relations management practices positively, the organizational leadership needs to put emphasis on gaining support from employees, having mutual trust and confidence building, allowing freedom of association, improving career and salary tracks, retirement benefits, and retaining measures. Pearce and Robinson (2019) observed that organizations should strive to satisfy their employees with good pay, good supervision and good stimulating work. Mayhew (2015) inferred that best employee relationship management practices incorporate labor and employment laws, resourcefulness and human resource expertise in developing practices that improve working relationships.

Purcell and Ahlstrand (2014) insisted on the need of the existence of a distinctive set of written guiding principles which set parameters to and signposts for management action regarding the way employees are treated and how particular events are handled.

Lewis et al. (2023) contended that it is good to involve employees in decisions that go beyond their immediate work tasks and give opportunity to control their work situation in a manner that benefits the organization also to have a managerial policy where employees and employers share goals and agree on the means to achieve them, their involvement is very important because participation in goal setting has been found relating to acceptance and subsequent commitment to the established goals which leads to favorable outcomes in terms of performance and attitudes (Harzing & Ruyssveldt, 2014).

According to Schweitzer and Lyons (2018) factors that lead to good employee relations in the organization

include employee empowerment and involvement, initiating employee suggestions, conflict management and grievance redress measures, facilitating collective bargaining, expertise training and development, encouraging teamwork and transparency in communicating. Ivancevich (2021) supported that employee empowerment improves employee relations because it contributes directly to organizational objectives by increasing skill sets and granting authority to the employees to make a decision that would traditionally be made by managers. Kovach (2015) focused on the need of effective communication that it is one of the most important factors which either improves or spoils the relationship among employees, employees with open lines of communication with managers are more likely to build effective work relationships with those managers, increase their organizational identification and enhance their performance which at last contributes to organization productivity (Tsai et al., 2019).

Collective Bargaining and Patronage of Hospitality Firms in Cross River State

Purcell and Ahlstrand (2014) described it as a social procedure that constantly turns disagreements into agreements in an orderly fashion. Agreed regulations and selections on topics of mutual hobby to organisation and union in addition to the techniques of regulating the situations and phrases of employment are via way of means of negotiation and discussions. It is a shape of people participation due to the fact bargaining allows personnel through their union to persuade the wages and situations and phrases of employment. Collective settlement is the result of this method. It is the essential precept on which the exchange union device rests. It does now no longer require both facets to comply with thought to make concessions, however does create procedural suggestions on correct religion bargaining (Lewis et al, 2023).

According to Lewis et al (2023), once collective bargaining was introduced by Webb and Webb, the time span for collective bargaining was describe the mechanism by which employers' representatives (and presumably their associations) and workers' representatives (and potentially their unions) negotiate on terms and conditions of work. Similarly, Lewis et al. (2023) claims that collective bargaining is the mechanism by which employer and employee members collectively decide and modify agreements within the working arrangement relating to both essential and formal items.

Training and Development and Profitability

According to Purcell and Ahstrand (2016), training and development is the continuous process of improving skills, gaining knowledge, clarifying concepts and changing attitude through structured and planned education by which the productivity and performance of the employees can be enhanced. Training and development emphasize on the improvement of the performance of individuals as well as groups through a proper system within the organization which focuses on the skills, methodology and content required to achieve the objective. Good and efficient training of employees helps in their skills and knowledge development, which eventually helps a company improve its productivity, leading to overall growth. Training is about knowing where you are in the present and after some times where will you reach with your abilities. By training, people can learn new information, new methodology and refresh their existing knowledge and skills. Organizational Development is a process that "strives to build the capacity to achieve and sustain a new desired state that benefits the organization community and the world around them" (Nzuve, 2017).

Training and development is a continuous process as the skills, knowledge and quality of work needs constants improvement, since businesses are changing rapidly, it is critical that companies focus on training their employees after constantly monitoring them and developing their overall personality (Oluchi, 2023; Noe *et al.*, 2014).

Salaries Structure and Job Satisfaction

According to Team (2022), compensation and benefits refer to the compensation/salary and other monetary and non-monetary benefits passed on by a firm to its employees in return for their services. Compensation and benefits is an important aspect of Human Resource Management (HRM) as it helps to keep the work force motivated and are the most important hygiene factors. It helps to give benefits to employees based on their performance and actions and brings the best out of the employees at workplace. Salaries of employees are defined by several parameters like experience education background etc.

Job satisfaction is an extremely complex concept, influenced by various factors and their groups and is a key factor in the context of the efficient functioning of contemporary organizations. Satisfaction can be considered at both organizational and individual level (Eagly & Karau, 2022). The organizational factors include remuneration, promotion opportunities, communication with superiors and benefits offered to employees. Individual factors influencing job satisfaction are primarily personal values, but age and education. Satisfaction with work is one of the main indicators of the quality of working life, taking into account its impact on the attitude of employees to work, satisfaction of specific needs of employees.

Men (2015) defined job satisfaction as individuals' subjective valuation of different aspects of their job. Higher

job satisfaction may be due to improvements in the objective aspects of the job either because of reduced expectations or because dissatisfying aspects of the job are downplayed while pleasing aspects are given greater weight. The relationship of job satisfaction to productivity, quitting and absenteeism in the work place is emphasized by a number of authors. Job satisfaction, productivity and job performance. Yongcai (2020) indicates that job satisfaction is as good a predictor of quits and absenteeism as wages are. They point out that individuals leave low- satisfaction jobs for high-satisfaction-jobs.

Communication and Employee Retention

Communication is a process that contains expressing, listening and understanding (Tasi *et al.*, 2019). Communication is the exchange of messages between people for the purpose of achieving common meanings. Unless common meanings are shared, managers find it extremely difficult to influence others. The two communication skills of prime importance to managerial effectiveness are listening skills and feedback skills. These two skills are particularly critical because such a large proportion of employer's time is spent in communicating. Feedback is a continuous part of managing. Although, managers may give feedback to a variety of individuals with whom they interact.

Generally, people are more positive when receiving positive feedback while receiving negative feedback is generally more difficult (Kathryn & Martin, 2021). Modern management techniques to a large extent aim to raise organizational performance by using the power of communication (Erogluer, 2021). Study done by Shonubi, and Akintaro, (2016) on the impact of effective communication on organizational performance, concluded that for an effective and efficient organizational performance, management must embrace; more clarity of ideas before communicating; better understanding of the physical and human environment when communicating; purpose of communication must be thoroughly analyzed; when planning communication, consultation should both be top down and bottom up, and all facts must be implicit and explicit; consideration should be given to the content and tone of the messages; the languages must be messages the receiver would find valuable; communication with precise messages and are short run often possess long run importance; all interested parties in communication should be encouraged to be good listeners; immediate actions must be accompanied and accomplished with communication; and lastly effective feedback and follow up mechanism process must succeed effective communication.

Otieno et al (2015) explored the effect of employee communication on Organization performance in Kenya's horticultural sector. The study found that communication facilitates exchange of information and opinion with the organization, and that communication helps in improving operational efficiency thus improving organization performance. It concluded that communication is a major determinant of organization performance. Ngui (2016) research results on the relationship between Employee Relations Strategies and Performance of Commercial Banks in Kenya with reference to communication established a positive effect of quality of communication between managers and staff and between employees among themselves on performance. When there was proper, continuous and efficient communication between employees and management and also with the unions it was found that the levels of trust increased and this in turn led the employees to be ready and willing to undertake their duties responsibly.

Another study carried by Odhong and Omolo (2014) to determine the role of communication in employee relation at Waridi Ltd. This variable was measured using different concepts. The aspect of communication was gauged through source of information, whether or not workers communicate freely with the employers and the extent to which the mode of communication affects employee relations. The study established that majority of the workers interviewed get their information through the union with a few getting information from the management. The study also established that employees communicate freely with their employer and that the mode of communication does not affect the employment relations, which implies that it was positive.

According to Koontz and Weillrich (2021), communication is the transfer of information from a sender to a receiver with the information being understood by the receiver. Communication is the way of sending information. It is the process of exchanging information between two or more people to achieve mutual understanding with each other. The basic steps of communication are message composition, message encoding, transmission of a signal, to people by using technology. Finally, the message decodes and interpretation of the message by the recipient. A healthy employee relationship ensures a positive environment at work and also helps the employees to achieve their targets at a much faster rate (Karanja, 2021; Arimie & Oronsaye, 2020).

People are more focused, concentrate better in their assignments and hence the output increases. According to Xesha *et al.*, (2014) employees are not engaged in constant fights, are eager to help each other and do not take work as a burden. They enjoy each and every moment at work and do not take leaves often. Communication is not only important in our daily lives but also plays a crucial role at workplace. It is one of the most important factors which either improves or spoils the relationship among employees (Ganker *et al.*, 2020; Howes, 2022). Scientific research on stress combined with best practices of high performance companies offers clear clues

about the key factors that determine whether employees will be stressed out or energized by workplace demand (Samuel, 2018).

Retention is a voluntary move by an organization to create an environment which engages employees for a long term (Charlen, 2022). According to Boyle (2016), the main purpose of retention is to prevent the loss of competent employees from leaving the organization as this could have adverse effect on productivity and profitability. However, retention practices have become a daunting and highly challenging task for managers and Human Resources (HR) practitioners in a hostile economic environment like the one being witnessed in Zimbabwe. One of the traditional ways of managing employee retention and turnover is through organizational reward system.

Werbler and Harris (2019) explain reward as what employees receive in exchange for their contributions to the organization. This reward could come in form of salary, promotion, bonuses and other incentives. When the reward system is effectively managed, it helps in achieving organization's corporate objectives, and maintains and retains a productive workforce. If employees perceived they are inadequately rewarded, it is often likely that they will leave; and replacement can be costly and in most cases not readily available. A number of factors have been articulated in order to explain the reason employees leave one organisation for another, or in some cases, leave the country.

Muhammed *et al.* (2023) highlights some of these reasons as hiring practices, management style, lack of recognition, lack of competitive compensation system, toxic workplace environment. Others include lack of interesting work, lack of job security, lack of promotion and inadequate training and development opportunities. These variables can be broadly classified into intrinsic and extrinsic motivational factors. Herzberg (1959) two factor theory as cited in Boyle (2015) argued that employees are motivated by internal values rather than values that are external to the work. In other words, motivation is internally generated and is propelled by variables that are intrinsic to the work which Herzberg called "motivators". These intrinsic variables include achievement, recognition, the work itself, responsibility, advancement and growth. Conversely, certain factors cause dissatisfying experiences to employees; these factors largely result from non-job related variables (extrinsic). These variables were referred to by Herzberg as "hygiene" factors which, although does not motivate employees; nevertheless, they must be present in the workplace to make employees happy.

The dissatisfiers are company policies, salary, co-worker relationships and supervisory styles. Herzberg argued further that eliminating the causes of dissatisfaction (through hygiene factors) would not result in a state of satisfaction; instead, it would result in a neutral state. Motivation would only occur as a result of the use of intrinsic factors. Empirical studies have, however revealed that extrinsic factors such as competitive salary, good interpersonal relationships, friendly working environment, and job security were cited by employees as key motivational variables that influenced their retention in the organizations. The implication of this therefore is that management should not rely only on intrinsic variables to influence employee retention; rather, a combination of both intrinsic and extrinsic variables should be considered as an effective retention strategy (Okeke, 2020; James & Nickson, 2016; Muruu *et al.*, 2016).

Organizational Performance

Organizational performance is a subjective perception of reality, which explains the multitude of critical reflection on the concept and its measuring instruments (Labas, 2015; Whley, 2016). At present, there are varieties of definition attributed to the concept of organizational performance due to its subjective nature. Thus, the concept of organizational performance has gained increasing attention in recent decades, is pervasive in almost all sphere of human activity. Organizational perform various activities to achieve their organizational objectives. Quantified repeatable activities help to utilize process for the organization to be successful in order to ascertain the level of performance (Mayhew, 2015; Sweney *et al.*, 2015). Therefore, it is possible to claim that there is a close relationship between the organizational objective and the concept of organizational performance. Nevertheless, organizational performance is one of the most argued concept about which there has never been an agreement among various researchers and theorists (Selden & Sowa, 2014).

Performance refers to the act of doing something with a view to achieve the anticipated aim through the adoption of the gained experience rather than merely having it. As defined by Rai (2023), performance is the identification, measurement and then management of what matters, all with the aim of improving the effectiveness, efficiency of the organization. This is more or less a behaviour or what an employee does, and not what has been produced by him (Sinah & Bajaj, 2023). Arimie and Oronsaya (2020) therefore considers employee's performance as the ability of a worker to undertake his or her job, which is assessable in qualitative or quantitative term as this is equally appraisable from the behaviour of the employee, and which is in conformity with the organization's norms and values (Ibeme & Obioji, 2019; Mano, 2019; Clarke, 2021; Said & Samwel, 2018; Melville *et al.*, 2014; Tasi & Tang, 2022; Bridges & Freytag, 2019).

Profitability

Profitability is usually defined as the ability of a given investment to earn a return from it use. The term profitability is composed of two words ‘profit’ and ‘ability’. The word “profit” has been defined in a number of ways, is the sum arrived by deducting total costs from sales revenue. The term “ability” reflects the power of an enterprise to earning power earning capacity or operating performance of the concerned investment (Sweney & McFarlin, 2015). The overall objective of a business is to earn at least a satisfactory return on funds invested in it, consistent with maintaining a sound financial position (Smith, 2020; Warbler & Harris, 2019).

Profitability of a business indicates financial ability and tends to enhance the income earning capacity over other aspects which are highlighted in interpretation of financial statements, in developed and developing countries (Mulins, 2020). Financial analysis is more external than internal; profitability analysis is internal as well as external. Profitability analysis helps in critical analysis helps in critical analyzing and interpretation the current and prospective earning capacities of business corporations (Nelson & Quick, 2021; Yongcai, 2020; Jing, 2023).

Empirical Review

Onwu (2022) assessed the effects of labour management relations on workers’ performance with a focus on the Power Holding Company of Nigeria (PHCN). The study made use of both primary and secondary sources of data collection as the obtained data were analyzed utilizing tables, percentages, and correlation. The sample size was 250 using taro Yamane. The findings of the study revealed that variables of labour relations (workers’ motivation, clarity of communication to the employees as at when due together with employees’ participation in organization’ decision-making) have positive and meaningful effect on employees’ work performance in PHCN. The study recommended that effective workers motivation should be used in the organization.

Charlen-Ivy and Hadge (2017) examined the effect of employee’s relations on job performance in an engineering, construction and manufacturing company in Batangas Province, Philippine. The study utilized frequency distribution and percentage to describe the socio-demographic profile of the respondents, while weighted mean was adopted for the determination of the average scores of the respondents. The sample size was 150 based on the adoption of Taro Yamane. The findings of the study established a positive and significant relationship between employee’s relations and performance in the studied establishment as there are friendly interpersonal relationship among the workforces in each department of the organization and also cordial interface between the organization’s management and its workers. The study recommended that effective employee’s relations should be used in the organization.

Bulińska-Stangrecka and Bagińska (2021) examined the role of employee relations in shaping job satisfaction as an element promoting positive mental health at work in the era of COVID-19. The purpose of the study was to examine what factors influence job satisfaction in the context of remote work caused by a pandemic. The study analysed whether employee relations and interpersonal trust are related to the level of perceived job satisfaction. Based on an empirical study, survey design was used in the study and the study carried out on a sample of 220 IT employees during the pandemic, an analysis of the mediating role of trust in links between employee relations and perceived job satisfaction was conducted. Regression analysis was used in the study. The study found that positive employee relations contribute to the level of job satisfaction.

Samuel (2018) examined the effect of employee relations on employee performance and organizational performance in Tanzania. The study adopted a cross sectional survey research design and used a stratified random sampling technique to select a sample size of 387 respondents from selected small organizations in Tanzania. Data was collected using structured questionnaires and interviews and analyzed using descriptive statistics and correlation analysis and the results presented using tables. The findings of the study show that small organizations in Tanzania are aware of the benefits of maintaining good employee relations and correct remedial actions taken to minimize poor employee relations in the organization. The findings further indicate a positive significant relationship between employee relations and employee performance as well as between employee relations and organization performance. Moreover, the findings reveal the use of unfair labor practices in small organizations in Tanzania. The study recommended that management should maintain good employee relations and correct remedial actions taken to minimize poor employee relations in the organization.

Arimie and Oronsaye (2020) examined the impact of employee relations strategy (Organizational policies, Promotion, Equity, Recognition and Mentoring) on job performance in Lagos State University, Southwest, Nigeria. A model was developed and tested using One hundred and thirty-six (136) copies of valid questionnaire, which were completed by staff in the State-owned university, Lagos, Nigeria. Structural Equation Modeling was adopted to test the hypotheses and relationships that might exist among variables. Results of the analysis indicated that equity, promotion, mentoring and recognition have positive influence on employees’ performance. While in the opposite direction, organizational policies have a negative and insignificant effect on job performance which suggest that increase in employees’ performance will require that managers pay more

attention to friendly organizational policies that positively affect job satisfaction. The study recommended that management should have policies that will affect job performance.

Tansel and Gazioglu (2023) investigated the effect of employee relations and firm size on job satisfaction using the linked employer-employee survey results in Britain. They related various measures of job satisfaction to the management-employee relations via maximum likelihood ordered probit estimates. The measures of job satisfaction used are satisfaction with influence over job; satisfaction with the amount of pay; satisfaction with a sense of achievement and satisfaction with respect from supervisors. The study adopted survey design using a sample of one hundred respondents. Regression analysis was used to examine the effect of independent on dependent variables. Main findings indicated that management-employee relationships are less satisfactory in the large firms than in the small firms. Job satisfaction levels are lower in large firms. Less satisfactory management- employee relationships in the large firms were seen to be a major source of the observed lower level of job satisfaction in them. The study recommended that various measures of job satisfaction to the management-employee relations should be utilized.

4. Research Methodology

The study adopted descriptive research design. The population of the study is eight hundred and eighty-six employees. The sample size of the study is two hundred and seventy-four (274). Taro Yamane formula was used to determine the sample size of the study from each of the hotel. Data for this study were gathered from primary sources. The study employed multiple regression statistical tools to analyze the effect of independent variables on dependent variable. Based on the objectives of the study, the model is stated below to show the relationship between independent variable and dependent variable. SPSS (Statistical package for social sciences) was used in this study.

$$y = f(x)$$

Where;

y = dependent variable

x = independent variable

ORG = f (CB, TD, SBS, COMM)

ORG = Organizational performance

CB = Collective bargaining

TD = Training and development

SBS = Salaries structure

COMM = Communication

Test of Hypotheses

H₀₁: Collective bargaining has no significant effect on organizational performance in the selected hospitality firms in Cross River State.

H₀₂: Training and development has no significant effect on organizational performance of the selected hospitality firms in Cross River State.

H₀₃: Salaries structure has no significant effect on organizational performance of the selected hospitality firms in Cross River State.

H₀₄: Communication has no significant effect on organizational performance of the selected hospitality firms in Cross River State.

Model Summary^b

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.545 ^a	.297	.286	1.22517	.297	27.841	4	264	.000	2.017

a. Predictors: (Constant), Communication, Salstruc, CoBargain, TrainDev

b. Dependent Variable: OrgPerfmanace

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	167.160	4	41.790	27.841	.000 ^b
Residual	396.275	264	1.501		
Total	563.435	268			

a. Dependent Variable: OrgPerfmance

b. Predictors: (Constant), Communication, Salstruc, CoBargain, TrainDev

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	1.763	1.609		1.096	.274					
CoBargain	.129	.050	.146	2.564	.011	.329	.156	.132	.817	1.224
TrainDev	.290	.057	.296	5.102	.000	.438	.300	.263	.790	1.266
Salstruc	.144	.045	.170	3.216	.001	.240	.194	.166	.959	1.043
Communication	.244	.054	.241	4.552	.000	.324	.270	.235	.947	1.056

a. Dependent Variable: OrgPerfmance

Collinearity Diagnostics^a

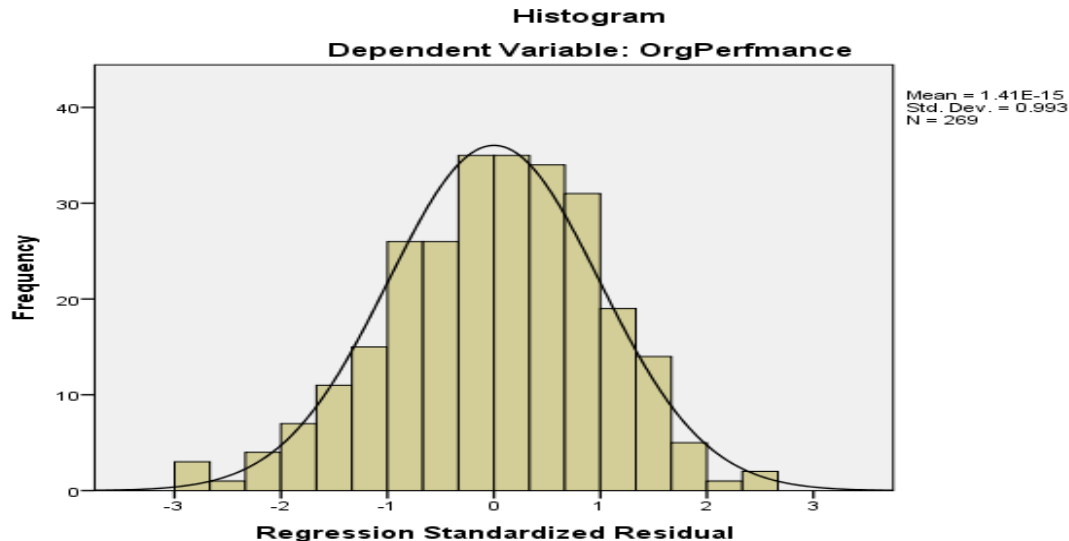
Model Dimension		Eigenvalue	Condition Index	Variance Proportions				
				(Constant)	CoBargain	TrainDev	Salstruc	Communication
1	1	4.984	1.000	.00	.00	.00	.00	.00
	2	.006	28.525	.00	.02	.02	.71	.20
	3	.005	31.472	.01	.44	.08	.05	.39
	4	.003	39.418	.00	.48	.85	.00	.05
	5	.002	54.275	.99	.07	.05	.23	.35

a. Dependent Variable: OrgPerfmance

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	15.8664	19.9488	18.1784	.78977	269
Residual	-3.64519	3.15243	.00000	1.21599	269
Std. Predicted Value	-2.928	2.242	.000	1.000	269
Std. Residual	-2.975	2.573	.000	.993	269

Dependent Variable: OrgPerfmance



5. Interpretation of Result

The multiple regression analysis conducted above was to examine the effect of employee relations practices and organizational performance of hospitality firms in Cross River State. The findings showed that employee relations practices such as collective bargaining, training and development, salaries structure and communication have a positive significant effect on organizational performance of hospitality firms in Cross River State and these remains evident as table above shows the overall model summary which produced an R of .545^a, and an R-square = .297.

This implies that the independent variables (collective bargaining, training and development, salaries structure and communication have a positive significant effect on organizational performance of hospitality firms in Cross River State. The above effect is further explained in the above table as collective bargaining ($B = .129$, $P = .011 < 0.05$), Training and development ($B = .290$, $P = .000 < 0.05$), salaries structure, ($B = .144$, $P = .001 < 0.05$) and communication ($B = .244$, $P = .000 < 0.05$), proved to have significant effect on organizational performance of hospitality firms in Cross River State. Based on the above, it is concluded that employee relations practices have a significant effect on organizational performance of hospitality firms in Cross River State.

6. Summary of Findings

Based on the analysis of the results, the following findings were made:

- 1) There is a positive significant effect of collective bargaining on performance in the selected hospitality firms in Cross River State.
- 2) There is a positive significant effect of training and development on performance of the selected hospitality firms in Cross River State.
- 3) There is a positive significant effect of salaries structure on performance of the selected hospitality firms in Cross River State.
- 4) There is a positive significant effect of communication on performance of the selected hospitality firms in Cross River State.

7. Conclusion

The study empirically examined the effect of employee relations practices on organizational performance of the hospitality firms in Cross River State. The study revealed that there is a positive significant effect of collective bargaining on patronage in the selected hospitality firms in Cross River State, there is a strong positive effect of training and development on profitability of the selected hospitality firms in Cross River State, there is a positive significant effect of salaries structure on job satisfaction of the selected hospitality firms in Cross River State, and there is a positive significant effect of communication on employee retention of the selected hospitality firms in Cross River State.

8. Recommendations

In line with findings of the study, the following recommendations were made thus:

- 1) Organizations should focus more on implementing fair labor practices and building effective and

sustainable employee relations that will ensure their growth and survival.

- 2) Management should devise other measures like training in which the employees could be effective in order to achieve effective performance.
- 3) Government should see increase/prompt payment as a motivation factor that can increase productivity in the organization. Also, the working environment should be conducive so that the workers can see their working environment as their second home. Increase in salary should be a motivation factor that can increase productivity in the organization.

Management should properly connect with their employees and create an enabling environment where employees will feel at home discharging their duties. Furthermore, employers should create an effective system of communication that encourages understanding and learning in the organization.

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