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EFFECT OF EMPLOYEES-EMPLOYER RELATIONSHIP ON ORGANIZATIONAL PERFORMANCE IN CET POWER PROJECT LIMITED FCT ABUJA

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Abstract

The study examines the effects of employee-employer relationship on organizational performance at Cet Power Project Limited. The objectives of the study are to determine how employee welfare affects corporate performance in the Federal Capital Territory (FCT), Abuja; to evaluate the effects of career advancement on corporate performance; the impact of employee insurance policies on corporate performance; and to evaluate the impact of the retirement/pension plan on corporate performance. 139 people were selected for the study's sample size. Simple means and standard deviation are the primary statistical analytical methods. Data were gathered using a questionnaire, and the study revealed that in genuine employee-employer relationships, higher productivity leads to greater output, higher fertility motivates an increase in the number of workers both inside and outside the organization, and higher productivity keeps the employee-employer relationship intact. The study recommends that Employee-employer relations should be marked by a concern for fairness and justice, which necessitates the communication of sufficient information about changes and developments. Additionally, the employer should recognize and value the contributions of the employees.

Keywords: Performance, Welfare, Corporate Planning, Career, Development.

1. Introduction

For organisational productivity, employer-employee connection is essential and may contribute to better organisational performance. A trust and understanding connection may make companies and workers more productive. A bad cohesive connection will depress productivity and lead to a high incidence of staff turnover and job loss. In order to make the connection successful and efficient, there are many aspects of an employer-employee relationship that both sides must

understand. These include collaboration, organisational standards or regulations or corporate policies, mentorship and co-operation. Both the employer and the employee must engage in the idea of collaboration if they are to operate successfully together. Each party's responsibilities must be well defined and understood. The employee must follow the instructions, provide input as necessary and exceed performance measurement standards. The employer should give the employee with the resources and training required to

carry out the work. The employer is the one who is responsible for team administrative tasks and who provides leadership in order to achieve organisation.

An employer may become a mentor for the employee and assist both the individual and the company. When an employer supervises an employee, everyday advice and training are transferred to the employee without payment from the company. This helps businesses stick to their mission and retain the same existing organisational culture. On the other side, employees gain from customised management training and career advice (Bookseller, 2015).

The employer-employee relationship may be unstable. The employee may have pressure to retain his job while at the same time harboring unfavourable views on his boss. The employer wonders whether the employee works best for him. Employers are likewise worried about employees' morale, since if moral standards are poor they may lead to labour turnover and low productivity (Morgan 2012). Since workers react to their treatment, a cordial connection with their employees is essential for employers. The connection between employer and employee that is defined by support, tolerance, feeling of direction or purpose for their work and feedback will have a beneficial impact on the performance of the business. Conversely, the non-communication of modifications and or additions to organisational norms and processes may have an adverse impact on the overall perception of workers in the organisation. Liaisons between employers and employees should be free of romantic affairs and favouritism that can lead to absenteeism, non-compliance with organisational rules or regulations and conflict which have the potential to poison corporate performance but rather to an appropriate power distance, conflict resolution and preference avoidance (Powers, 1999). Although workers are regarded as the largest asset in a company, the contribution of these assets is not recognised by many employers since they think that the employee is compensated to the services provided. Sometimes those that appreciate their workers are discriminated against. Some staff members of teams cannot utilise their initiative to assist the company. (Gupta, 2013) Gupta: It should be

mentioned, that the management support, the sense of membership, tolerance, etc. may inspire and retain workers and enable the employee to stay physically and mentally connected in the company (Rasmussen, 2019). The issue that the study aims to examine is thus the impact of employer-employee relation on corporate performance at the headquarters of Cet Power Abuja Project Limited in Abuja.

Objectives of the Study

The general objective of this study is to investigate the effect employer-employee relationship on organizational performance. The specific objectives are as follows;

- i. To identify how employee welfare scheme has affected organizational performance in FCT, Abuja.
- ii. To determine the effect of employee career development on organizational performance.

Hypotheses

H₀₁: There is no significant relationship between employee welfare scheme and organizational performance.

H₀₁: There is no significant relationship between employee Career Development and organizational performance.

2. Literature Review

2.1 Conceptual Issues

Employer-Employee Relationship

The employer-employee connection is the result of an organization's employment arrangement. Without employers and workers, this relationship cannot exist. It is the organisation that provides the employer-employee environment. The connection includes personal and communal relationships. Employer-employee interactions include individual connections, whereas collective ties include employer organisations and trade unions and the role of the State in regulating such relations. The connection between employer and employee is not static. The organisational environment undergoes adjustments. It flourishes, stagnates or

declines in an organisation's environment (Chand, 2016).

If the employer creates an environment that leads to a sense of empowerment in terms of significance, skills and self-determination, the employee may have greater confidence in the employer, which will have an impact on organisational performance. (France et al. 2012).

In (Bashir, 2012: 262), Moye, Henkin and Egley (2004) said that trust helps create a good working atmosphere which facilitates honest and helpful interactions. This promotes the exchange of information and may affect the quality and amount of shared knowledge.

Confidence helps to maintain a good organisational performance which leads to honest and helpful interactions. It serves as a key element for good collaboration and communication that is the basis of dynamic relationships. It acts as a vital factor in terms of the readiness of workers to cooperate and enables them to deal with emergencies. In the absence of confidence, workers are less motivated to take risks, want more security to prevent possibilities of treason, and are concerned solely with the privileges. They are less concerned about gossip and the pace at which traitor information may spread in the working environment (Bashir 2012). This indicates that the connection between the employer and the workers should be one built on confidence. This may have a good impact on their emotions and views on the working environment, which can in turn affect the organisation positively free of gossip, misunderstandings and conflict.

The connection is also seen as a social relationship by Singh (2018), quoted in (Chand, 2016: 2). He emphasised that the employer-employee relationship is the consequence of employers' attitude and approaches to each other. It is also conditioned by economic and institutional variables, including economic organisations (capitalist, socialist, individual ownership, corporate ownership and government ownership), capital structure and technology, type and composition of labour, demand and supply of labour. Institutional elements include governmental policies,

labour laws, employer organisations, trade unions, social institutions (community, caste, common family and religion), and attitudes to employment, power and status systems, incentives and influence.

The aim of employer-employee interactions (Chand 2016) is to maintain good ties between management and work. The employer has the right to recruit, choose and dismiss workers in order to achieve an economic goal. There is a strong signal from above that the employer's relationship should be harmonious, irrespective of the degree of authority and influence over the employee.

Happy staff are productive staff. Successful companies know how to manage relationships in order to achieve sustainable employee happiness. An organisation that has a successful relationship programme offers all its workers with fair and uniform treatment so that they are dedicated to their employment and loyal to the business. These initiatives concentrate on problems that impact workers, such as salaries and benefits, work-life balance and safe working environments. A company's best approach to guarantee excellent employee relations is to implement a human resource strategy which values workers as stakeholders in the organisation. Stakeholders are those who are financially or otherwise engaged to a business and who are impacted by its success or failure. When employees are treated as not just paid workers, but real stakeholders with the ability to influence their results, they feel more appreciated for their job (Rea, 2019)

The employer begins a fresh connection when an employer employs a new employee. It is the same connection between the employer and all other staff members of the organisation and influences the strength and duration of stay in the organisation.

The employers' relationship with workers had to be fostered to benefit the subordinates and the organisation as a whole. It was shown that strong employer-employee relationships often contribute to employee satisfaction and productivity improvements (Rea, 2019).

Organizational Performance

The performance of the organisation depends on employee performance. The success of organisations

relies on the continuous improvement of organisational members' performance and the development and maintenance of their human potential Jaeger and Kerning (2021). The performance of the organisation refers to the performance of an organisation. Good performance is an indication of every company's success and growth. Best practises today assess organisational success in terms of financial outcomes, product innovation, customer loyalty and performance, ensuring that organisational objectives are fulfilled Armstrong (2018)

(a) Performance

This is the capacity to more effectively and efficiently accomplish organisational objectives. In order to achieve its objectives efficiently and effectively, methods of correctly evaluating management performance in order to achieve successful employers must be adopted, and must acknowledge workers' genuine wants and requirements for development in their field. Harold Koontz (2020) provides appropriate incentive systems, including financial incentives and non-financial incentives, for the purpose of improving employee performance to accomplish corporate objectives. The performance of all organisations is a significant issue. It is the level at which a company has different measurements of gross sales, profit, market share, competitive advantages and customer ratings in a specific sector. An industry's economic performance may best be evaluated in terms of time to completion and expenses for the initial intended project length and financial budget Ubeku Ubeku (2013). The word performance is used to describe the outcomes of organisation's operations as a global notion. Effectiveness and efficiency will be assessed as performance components.

(b) Performance measures

Leistung relates to how well a piece of labour or activity is done, and the capacity to achieve acceptable outcomes. Good performance is an indication of success and growth. The organisational performance viewpoint is seen as a result of the capacity of the organisation to achieve and maintain a balance with its environment. The dimension of performance should be limited to a defined set of

objectives. Measurable in both amount and time and may be recorded in an efficient information system.

According to Sultan (2017), various indicators, for example asset basis, market share, Quality, customer happiness and profitability, may be used to assess company success. He argues, however, that some academics have expressed satisfaction with the use of financial metrics to evaluate company success on the basis of the strength and character of the criticism of conventional accounting systems, frequently damaging to the assessment process. The organisational performance is assessed using profit numbers for the objectives of this research.

Management-Employee Relationship

In order to participate in the operations of the organisation, workers must be informed of what happens to the business, including management plans, and how these plans may impact their work. Instead, if management withholds facts, leadership distrust may develop and staff morality might be damaged. Management may keep employees informed by any variety of methods about current developments, including e-mail messages, newsletters, employee portals, regular meetings and special events. Effective communication occurs in both directions; managerial staff should feel that their views, emotions and concerns are heard. Open communication channels may be informal, for example day-to-day exchanges between staff and managers, or formal feedback systems such as workplace satisfaction surveys or complaints and appeal processes. Complaints and appeals are procedures that enable workers to question management decisions or work problems by means of a formal dispute resolution process (Rea, 2015).

Management and workers are the human resources of a company. When management enables workers to participate in conversations on issues that affect them and the company, their level of commitment rises. Management may utilise this technique to engage workers in achieving corporate objectives. Thus, if management gains staff commitment via employee participation in decision-making, it improves job satisfaction, encourages staff to

work hard and admonishes workers to be excellent at work. Employment happiness, excellent attitude to work and hard-working workers will enhance employees' performance. Improved employee performance leads to organisational objectives.

Employees equate management's little attention with unique care that differs from that provided to others. The rationale of the management-employee interaction is based on the fact that managers prefer to create productive or unproductive workplaces. Management should treat workers how they want. If management respects workers, they do not feel vulnerable. He went beyond that and spoke about keeping right borders, and the key to this is good judgement and self-control rather than unwanted ways. He also stressed that workers who have access to appropriate management information are more likely to succeed. Again, workers with strong management relationships will have access to the appropriate information and will more likely thrive in the company. (Christian Democrats, 2005) Bashir (2015) agreed (Kohn, 2005) that the trust between workers and management creates a healthy connection and improves employee performance and the company in its whole. He said that trust is linked to creative actions and excellent management relationships. He said that trust creates the working environment for management and workers and helps employees feel self-esteem and feel self-determined.

Employee Welfare Scheme

The International Labour Organization (ILO) has stated that workers' welfare needs to be understood as a service, facilities and facilities that may be established in or near businesses in order to enable employees to perform their job in a healthy and peaceful environment, and to use health and high moral facilities.

The job of the employer should willingly be for the intellectual, physical, moral and economic improvement of workers, beyond the legal requirements or what is anticipated as part of contractual advantages for which the employee may have negotiated.

This definition includes, therefore, housing, medical and educational facilities, nutrition, recreational facilities, cooperative societies, day nurseries and nurseries, healthcare facilities and accommodation, paid vacations, social insurance measures voluntarily undertaken by employers, including schemes such as the provident fund, free and pension schemes, etc. (English, J., 2015).

Workplace benefit is everything that is done for the comfort and development of workers (intellectual or social), in addition to payments. Simply put, it is trying to make life worthy of workers. It comprises different services, facilities and perks for workers. They facilities may be freely supplied by progressive businesses, or legislative requirements can oblige them to provide such facilities; alternatively, these may be carried out by the government or trade unions if they have the necessary finances.

The aims of employee welfare are to enhance the lives of the working class and to develop the personality of employees holistically. The wellbeing of employees is for the benefit of employees, employers and society as a whole. It allows employees to work in a healthy and beneficial atmosphere. It increases employees' productivity and keeps them happy and therefore contributes to good employee morals. It also creates a feeling of duty and dignity among employees, making them well-established nationals.

Besides salaries and wages, everything the organisation does to enhance and maintain the living standard of workers is part of the workforce. The employee's welfare includes all services, advantages and facilities provided to the workers to make their lives worth living. Employee wellbeing is for employees' improvement. It includes adapting the working life and family life of an employee to the community and to social life. Welfare measures may be both voluntary and legally applicable (prescribed under labour laws).

In the civilised world, the necessity and significance of employee wellbeing is increasingly recognised. The notion of welfare is dynamic and has various meanings, depending to the current value system, social institutions, degree of industrialization

and the overall level of social and economic development, in different nations and at different periods in the same country.

Some explain employee wellbeing, while others just list the programmes and policies that should be included in the welfare of workers. Some stress the voluntary nature of the measures and include steps done by employers beyond what is needed by law. Some consider workers' welfare measures to imply solely legally binding measures.

The need for labour protection in India which undertook an extensive industrialization programme is all the more important because it creates a healthy workplace atmosphere, maintains a stable and contended workforce, and helps to maintain industrial peace, thereby improving the productivity of employees.

Employee Career Development

Employee career development is an effort made by businesses to allow employee training and advancement in the company. This not only enables workers to increase but also businesses to fill the gaps produced by new technologies and a low-speed pool for these jobs. In short, both the employer and the employee benefit. The development of employee careers has emerged as a key motivator of commitment and retention. Employees desire greater chances to improve current skills, study new fields and advance leadership roles.

The L&D solution provider Institute has carried out a comprehensive study on the need for businesses to invest in the career development of employees. The study showed unexpected insights about employer convictions, the expectations of employees and the distance between the two: 98 percent of companies use their workers' career development tools, yet just 26 percent are satisfied with the outcomes. 3 out of four respondents stated they were alone, without sufficient company assistance, in developing their professional path. Despite businesses that currently use career development tools, more than a quarter of employers wish to spend further, which show a large number of tools in the HR-Tech market but still do not achieve the intended results. The status of employee career

development is obviously less than spectacular right now. In 2018, Gartner identified the absence of professional growth chances to be a major reason for 40 percent of workers who willingly quit a job list. Because of the costly attrition (re-embarking, re-training and the loss of domain expertise), you may see career development as a method to preserve top skills.

It is not enough simply to speak with workers about promotions or side movements during your yearly evaluation cycle. Career development should be part of frequent discussions about the workplace, keeping workers aware of what lies ahead in and beyond their present job.

3. Methodology

3.1 Research Design

This study used a descriptive approach for research. This design was deemed acceptable since the collection of qualitative information and the drawing of appropriate conclusions with regard to goals were regarded appropriate (Mugenda & Mugenda, 2003).

The population size of this study was two hundred and thirteen (213) employees according to the survey and head of department report with sample size of 139.

3.2 Method of Data Analysis

Descriptive statistics, such as frequency and standard difference, will be utilised for analysing study issues, while Pearson correlation coefficient version 26.0 of the computer programme SPSS (Statistical Package for Social Sciences) was used for testing hypotheses. The Pearson correlation coefficient is often called test statistics, which assess the connection or link between two continuous variables

4. Results and Discussion

The results of the research are given to assess the impact on organisational performance of employee-employer relationships: The data was just collected via the questionnaire as a research tool. The questionnaire was developed according to the research goals.

4.1 Analysis and Presentation of data According to Research Questions

Table 1: To what extent has employee welfare scheme affected organizational performance?

Statement	N	Mean	Std. Deviation
Strong employee welfare creates a pleasant atmosphere within the work environment.	139	4.1511	.93958
Employee welfare increase the employee motivation.	139	3.9856	.99262
Employer has invested into employee's welfare Programme to experienced increases in the productivity.	139	3.6691	1.10590
Employee welfare encourage a loyal workforce.	139	4.1727	.90832
Creating a sound work environment with management and strong employer-employee relationship can be the vital key to any organization's success.	139	4.1942	.87541

Sources: Field Survey, 2022.

Table 1 indicates that respondents are pleased with the opinion that the employee welfare arrangements influence organisational performance generate a pleasant mood in the working environment, Employee welfare improves employee motivation, the company has engaged in the employee's welfare programme, encourages loyal employees, The creation of a good management and employee

welfare work environment may be essential to the success of a company by means of 4.1511, 3.9856, 3.6691, 4.1727, 4.1942 and the Standard deviation of .93958, .99262, 1.10592, .90832 and .87541 respectively. This means that the employer has a good connection with its workers, since they understand the importance of the employee relationship in the company.

Table 2: To what extent has employee Career Development affected organizational performance?

Statement	N	Mean	Std. Deviation
Performance and productivity increase due to the techniques of the job.	139	3.7626	1.10061
Improves the morale of the workforce and helps the employee identify with organizational goals.	139	3.9640	1.02441
The opportunity for long term success	139	4.1151	.89345
Higher Productivity	139	4.0863	.93624
Job Satisfaction	139	4.0647	.98693
Consumption of time and cost are reduced.	139	4.0863	.98158
Better Motivated Workforce.	139	4.2086	.92058
Higher Performing Organization	139	3.9281	.98275
It lead improved profitability and/or more positive attitude towards profit orientation.	139	3.9353	1.13705
Improves the job knowledge and skills at all levels of the organization.	139	4.0935	.96978

Sources: Field Survey, 2020.

Table 2 shows that participants satisfied that employee career development is performing and productivity increases due to job techniques, improving workforce morale and helping employees to identify organisational targets, reducing opportunities for long-term success, increased productivity, satisfaction with jobs, time & cost consumption, and providing better motivation. This means that employee career development has a positive impact on corporate performance.

Test of Hypotheses

The following hypothesis will be tested;

H₀₁: There is no significant relationship between employee welfare scheme and organizational performance.

H₀₂: There is no significant relationship between employee Career Development and organizational performance.

Employee Welfare Scheme and Organizational Performance

Table 3 reports the correlation result for the relationship between welfare scheme and organisational performance. The reported correlation coefficient is correlation coefficient results between Employee Welfare Scheme and Organizational Performance shows that the p-value of 0.000 ($p < 0.05$) and the coefficient is

0.561. This signifies that the employee welfare scheme has positive influence on organizational performance. Therefore, null hypothesis hereby rejected and alternative accepted. This study therefore reasons that there is significant relationship between employee Welfare scheme and organizational performance which is not too strong and not completely weak. The coefficient indicates a little above average positive relationship between the two variables.

Table 3: Employee Welfare Scheme and Organizational Performance.

		Employee Welfare Scheme	Organizational Performance
Employee Welfare Scheme	Pearson Correlation	1	.561**
	Sig. (2-tailed)		.000
	N	139	139
Organizational Performance.	Pearson Correlation	.561**	1
	Sig. (2-tailed)	.001	
	N	139	139

**, Correlation is significant at the 0.01 level (2-tailed).

Employee Career Development and Organizational Performance

Table 4 reports the correlation result for the relationship between employee career development and organisational performance. The result indicates that there is a positive relationship between employee career development and Organizational Performance which show to be statistically significant at one per cent. The estimated coefficient is 0.663. This signifies that the

employee career development has positive and strong influence on organizational performance. Therefore, null hypothesis; there is no significant relationship between employee Career Development and organizational performance is hereby rejected giving room for the acceptance of alternative hypothesis. This indicates that employee career development is a good motivator of performance in the organisation and is expected to be sustained.

Table 4: Employee Career Development and Organizational Performance

		Employee Career Development	Organizational Performance
Employee Career Development	Pearson Correlation	1	.663**
	Sig. (2-tailed)		.000
	N	139	139
Organizational Performance.	Pearson Correlation	.663**	1
	Sig. (2-tailed)	.000	
	N	139	139

**, Correlation is significant at the 0.01 level (2-tailed).

4.2 Discussion of Findings

The results show that high employee welfare creates an atmosphere in the workplace, improves motivation for

employees, increases productivity and promotes a loyal workforce. March and Simon (2011) corroborate this result, who see the welfare of employees as one when the company provides incentives for employee

contributions. Employees are pleased if the incentives provided by the company vary more from those made in return. From the viewpoint of the organisation, employee contributions must be adequate to create incentives from the employer, which in turn must be sufficiently appealing to encourage employee contributions. The survey also demonstrates factors related to the relationship between employees such as good communication, motivation, the management of perceptions and beliefs, an ethical approach, clear expectations, conflict resolution, company rules and expectations, work tasks, conflict resolution and self-consciousness and personal impacts.

Although the welfare of workers motivates excellent performance, it should be emphasised that the pension plan of employees has a stronger impact on corporate performance, among other factors included in the study. The pension and pension plan will be an incentive for improving performance, since workers will rely upon retirement. Career development assurance encourages employees to enhance their performance. It is important to remember that ensuring that you get promoted urges you to put more effort into your working environment. This study shows that career development has a very high connection to corporate success. Although the employee insurance coverage seems to have a beneficial effect on the performance of the company, such impact is on average. This requires more knowledge in this area.

5. Conclusion and Recommendations

The organisational performance is important to the company, but the benefit to workers is as decisive. This study has aimed at finding out how the welfare system in FCT, Abuja with reference to CET Power Projects Limited, has impacted organisational performance. It also assesses the impact of employee career development on corporate performance as well as the impact on organisational performance of employee insurance policies. Finally, the study aimed to assess how the pension/pension plan of employees impacted organisational performance.

CET Power Projects Limited, Abuja were used as the case study. The estimated employees in CET Power

Projects Limited were 213 and the selected number of employees for questionnaire administration were 139 employees. To achieve the main objectives of the research, Pearson correlation coefficients were determined and the relationship between the selected variables and organizational performance determined. These selected variables include; employee welfare scheme, employee career development, employee insurance policy and employee retirement benefits. The overall analysis from the data collected from the questionnaires shows that: Many respondents agreed firmly that when employee-employer relationships are genuine or reinforced, productivity increases, thus promoting more production and effective reactions both by employer and employee. It also indicates that many respondents strongly agreed that if relationships between employees and employer are maintained, fertility increases, encouraging higher productivity inside and beyond the company. The results also indicate that many respondents believed that the connection between employees and employers promotes the development of the company. Finally, it indicates that many respondents have agreed that the connection between employees and employers is essential and/or necessary to assist and speed up the aims or goals of the company.

Employees are among the most essential resources and the most valuable assets of a company. The type and the quantity of labour carried out by them directly affect an organization's productivity. To achieve development and success, maintaining a good employee-employer relationship is a must for any organisation. Employee-employer relationships are a wide phrase including many problems, ranging from collective bargaining, negotiations, labour law to contemporary concerns, such as work-life balance, equality of opportunity and the management of diversity. It includes strategies or efforts to ensure workers are happy and productive. Employee-employer relationship provides help in a number of ways including employee recognition, policy and interpretation, and all kinds of conflict settlement and problem-solving. It includes managing wages bargaining, dealing with employment practises, terms

and conditions of employment, job problems, giving staff a voice and interacting with workers. Maintaining the connection between employees, leads to good productivity, and increased morals for employees and motivation.

The research advises that workers be treated fairly and honestly based on summary results. There is a concern for fairness and justice in the relationship between the employer and the employee, which requires the transmission of adequate information about changes and developments. The employer should acknowledge and appreciate the employee's contribution. In order for employees to be aware of work-related duties and

expectations, efficient communication of work-related information should be created successfully.

Motivation should be created for recognition of employment so as to motivate employees to perform consistently and to make their best efforts. The employer of the company should have fair policies and procedures to offer equal opportunities and equal treatment for workers without any prejudice which will encourage a good attitude to the organisation and to the job of its employees. Company pay, development prospects and work environments please and make employees happy and are more productive than other workers who lack pleasure at work.

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