

## **Effective Relationship Management and Employee Productivity in Niger Delta University**

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### ***Abstract***

*The study examined relationship management and employee productivity in Niger Delta University. The study proposed two research questions as well as two hypotheses to guide the study. The survey research design was used in the study. The study adopted the judgmental non-probability sampling technique in the study. Data analysis was committed to percentages and correlation analysis. The findings showed that relationship management has a significant relationship with employee quality of production as well as quantity of production. Based on that, the study recommends that the relationship between management and employee should be characterized by a concern for equity and justice and this will require the communication of sufficient information about changes and developments. Also, employees' input should be recognized and valued by the employer.*

***Keywords:*** Management, Niger.

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### **1.1 I. Background of the Study**

Any institution that desires to enhance its growth indicators may no doubt become very committed to the use of relationship management to achieve its goal. Olotu, Maclayton, and Opara (2010) are of the view that relationship management focuses on building a solid rapport between an institution and its employee. The communication will involve significant data and analysis and seeks to maintain the employee interest in the institution. This management can happen between an institution and its employee or between an institution and other institutions. Relationship management aims to create a partnership between institution and its employees.

Employees are among an organization's most important resources and coined as most valuable assets. The nature and amount of work performed by them have a direct impact on the productivity of an organization. So maintaining healthy employee relations in an organization is a pre-requisite for any organization in order to achieve growth and success (Abushawish, 2013). Relationship management is a broad term that incorporates many issues from collective bargaining, negotiations, employment, legislation to more recent considerations such as work-life balance, equal opportunities and managing diversity (Armstrong & Stephens, 2016). It comprises the practice or initiatives for ensuring that Employees are happy and are productive. Relationship management offers assistance in a variety of ways including employee recognition, policy development and interpretation, and all types of problem solving and dispute resolution. It involves handling the pay-work bargain, dealing with employment practices, terms and conditions of employment, issues arising from employment, providing employees with a voice and communicating with employees (Frank & Jeffrey, 2010).

Effective relationship management is concerned with maintaining employee-employer relation, which contributes to satisfactory productivity, increase in employee morale and motivation (Ahmad & Shahzad, 2011). According to Onyango (2014), employee relations can be seen primarily as a skill-set or a philosophy, rather than as a management function or well-defined area of activity. Despite well-publicized instances of industrial action, the emphasis of employee relations continues to shift from 'collective' institutions, such as trade unions and collective bargaining, to the relationship with individual employees. The ideas of 'employee voice' and the 'psychological contract' have been accepted by employers and reflected in their employee relations policies and aspirations.

Relationship management skills and competencies are still seen by employers as critical to achieving performance benefits through a focus on employee involvement, commitment and engagement (Tepper, Moss, Lockhart, & Carr, 2017). Employee relations is seen as strategic in terms of managing business risk: both the downside risk of non-compliance with an expanded body of employment law, and the upside risk of failing to deliver maximum business performance (Ahmad & Schroeder, 2013; Tepper *et al*, 2017).

### **1.2 Statement of the Problem**

Poor relationship management hinders the overall workflow of an organisation and damage organisation's reputation. Most workers in some organisations in Nigeria do not produce more simply because of the poor relationship between the employers and employees. Employees cannot put up their best performances at workplace when they are not happy with the employer or even with their colleague. Poor employee relations will affect employees' performance and organisation's productivity. Poor employer-employee relationship results in strike action and lockout. Employees display their grievances through strike action and lockout. Strike action and

lockout reduces productivity drastically. Relationship management is basically relationship between employees and employer collectively.

### 1.3 Objectives of the Study

The major objective of this study is to investigate the effectiveness of relationship management and employee productivity in Niger Delta University. The specific objectives include to:

- i. Determine the relationship between relationship management and employee quality of production.
- ii. Assess the relationship between relationship management and employee quantity of production.

### 1.4 Research Questions

Based on the objectives of the study, the researchers posed the following research questions:

- i. To what extent is the relationship between relationship management and employee quality of production?
- ii. What is the relationship between relationship management and employee quantity of production?

### 1.5 Hypotheses

Based on the research questions, the researchers posed the following set of null hypotheses:

**H<sub>01</sub>:** Relationship management does not significantly relate to employee quality of production.

**H<sub>02</sub>:** There is no significant relationship between relationship management and employee quantity of production.

### 1.6 Scope of the Study

The content scope of this study examined the relationship between effective relationship management and employee productivity. The area of productivity the study examined includes quality and quantity of production.

The geographic scope centered on the Niger delta university while the unit scope is the staff and management of the same university.

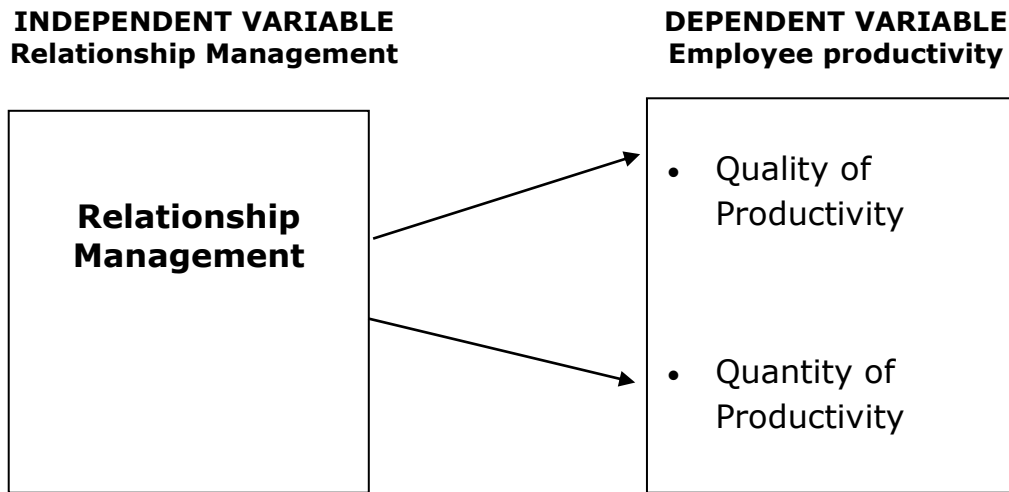
### 1.7 Significance of the Study

The intention of this study is to investigate the relationship management and employee productivity. The study will benefit both employees and employers. It will benefit the employees in the sense that each employee will be given an opportunity to state their individual perceptions toward employee relations and its effect on employee productivity, and make recommendations as to what they feel the firms should do to improve on relationship management. The management will benefit from the study too, as the findings will be presented to them with recommendations from the respondents. It will also serve to make them understand the benefits of good employee relations and its influence on employee productivity.

It will enlighten management of various institutions on the effects of relationship practices between employers and employees. It will also bring out specifically, the employee relations practices which the companies have been able to make available to their employees.

It will enable students and academicians to understand the causes, consequences and solution to poor relationship management.

**FIG 1.1: CONCEPTUAL MODEL**



Source: From the Researcher’s Desk (2021).

The above model shows relationship management and the indices of employee productivity.

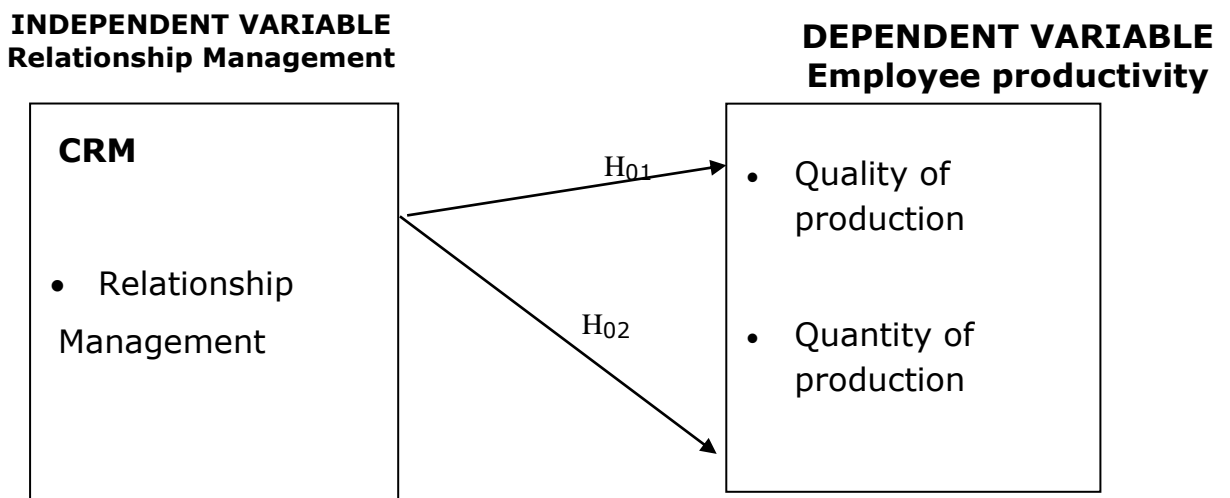
**REVIEW OF RELATED LITERATURE**

In this second section, the researchers reviewed related literatures on effective relationship management and employee productivity in Niger Delta University. The section comprises of conceptual, theoretical and empirical reviews.

**2.1 Conceptual Review**

The researcher used the following conceptual model to show the variables and measures covered in the study:

**FIG 2.1: OPERATIONAL/CONCEPTUAL FRAMEWORK**



Source: From the Researcher’s Desk (2021).

The above model shows that relationship management may influence employee quality of production as well as quantity of production.

### **2.1.1 Concept of Relationship Management**

Relationship management is a strategy in which an institution maintains a continuous level of engagement with its audience. This management can happen between an institution and its customers or between an institution and other institutions. Relationship management aims to create a partnership between institution and its employee, either customer or institution rather, than consider the relationship merely transactional (Ogbadu and Usman, 2012).

Michael (2005) quoted in Som (2015), noted that relationship management is to manage relationship between employer and employees with ultimate objectivity of achieving optimum level of productivity in terms of goods and services, employee motivation taking preventive measures to resolve problems that affect adversely the working environment. Relationship management Managers exercise their expertise to provide guidelines to the line managers on how to improve performance and behavior of the employees. Relationship management managers provide assistance to the business managers in resolving employee grievances, disputes and legal matters. This is one of the basic responsibilities of relationship management department to provide information to internal customers about rules, regulations, policies, goals and targets of the organizations to communicate vision and mission of the Management.

Companies provide best quality services, enjoy high level of customer retention and comparatively good rate of employee retention. Customers Retention leads to good business and ultimately increases employee retention level. Retention of employees refers to satisfied employees that results in loyal customers. Employees are considered as internal customer as they require the same level of satisfaction against their services rendered for the company as the customer of corporate services or corporate products require.

Relationship management deals with employees as its customer because relationship management managers run their day to day business with the help of its employees and for these employees. Satisfied customers exhibit revenue growth and firm's level of performance. Progressive relationship management practices are found behind success of leading organizations. Relationship management practices are commonly known by the traditional titles but it is up to the management that chooses the best fit practices to fulfill the requirements matching to the culture of the organization. Organizations implement relationship management practices to polish skills of its employees which ultimately lead to better organizational performance (Rawashdeh& Al-Adwan, 2012).

Relationship management practices play a significant role to enhance performance of organizations indirectly. Performance of employees depends on job satisfaction, compensation and benefits structure, reward plans, promotions, motivation, environment, training and succession planning. Along with this, modern tools, techniques and sophisticated technology used by organizations for relationship management create competitive advantage over competitors (Michael, 2005). Performance Management of Employees is a complex and integrated process of setting up a common employees understanding about targets to be achieved in an organization and aligning the corporate objectives with the measures like skills, competencies required for a job, employee development plans and the ultimate results delivered by them. The main focus of performance management is on continuous improvement, learning advancement and new technologies and skill development to achieve set targets through overall

corporate strategy and to construct a workforce that can perform with the highest standards (Rawashdeh & Al-Adwan, 2012).

According to Qureshi, Akbar, A.Khan, Sheikh, & Hijazi (2010), the responsibilities of Relationship Management Department have been viewed as ambiguous over the past years. By the evolving Information Technology and arising need for new management techniques relationship management professionals were given importance. Relationship management department enriches organization from Job Identification to Exit Interviews. It was not clear to intellectuals whether to assign manpower handling duty to Accounts or to Admin Managers.

### **2.1.2 Importance of Employee Relations**

The term relationship management has been used synonymously with industrial relations and employment relations. According to Lewis et al (2003) Industrial Relations is associated with the declining "Smokestack industries and blue collar workers and the accompanying emphasis upon Collective Bargaining Agreements between employers and Trade Unions. Relationship management suggests a wider employment canvas being covered with equal importance attached to non-union employment arrangements and white collar jobs. It 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 (Perkins & Shortland, 2006 cited in Khan, 2012, p.60). The emphasis on both employee relations and industrial relations is on participation, process and practices (Baker, 2012).

The employment relationship is an economic, social and political relationship in which employees provide manual and mental labour in exchange for rewards by employers (Lewis, Thornhill & Suanders, 2003 cited in Khan, 2012). Due to increased global competition over the last three decades, organizations have emphasised on labour efficiency and cost control (Perkins & Shortland, 2006). This has called for effective employee relations strategies that enable the employees to dedicate their energy to the achievement of organizational goals. Employee relations show the existence of psychological contracts that is different from any other relationships (Lewis et al, 2003 cited in Fuller, Brown, Katou & Dealny, 2016)).

There is a non-formalized kind of psychological contract which is based on what each party expects from the other and is different from the normal written and legal expectations of the parties from each other. Perkins and Shortland (2006) cited in Khan (2012) argue that the socio political relations around employment are not static hence it is important to consider the future of the bipartite and/or tripartite employment systems context for determining the employment relations outcomes. According to Pearce and Robinson (2009), firms actively seek good employee relations whether or not they are bound by union contacts.

Proactive steps in anticipation of employee needs and expectations are therefore characteristic of strategic managers. Organizations should strive to satisfy their employees with good pay, good supervision and good stimulating work (Pearce & Robison, 2009). Employee satisfaction is related to customer satisfaction. Managers believe that productivity is linked to loyalty and to appreciation of manager's interests in employee welfare. According to Harzing and Ruysseveldt (2004) cited in Khan (2012), there are many national characteristics that influence the way in which firms are organized and managed, for example, as put forward by Porter; attitudes towards authority, norms of interpersonal relationships, social norms of individual or group behavior, and professional standards. Porter places special emphasis on labour management relationships because he believes they are central to the ability of the firm to improve and innovate. Employee

participation involves direct participation of employees and also trade union representation.

The direct part personally involves employees directly in decisions that go beyond their immediate work tasks. Employee involvement is based on the fact that participation in goal setting has been found to be related to the acceptance and subsequent commitment to the established goals, leading to favourable outcomes in terms of performance and attitudes (Harzing & Ruysseveldt, 2004 cited in Fuller, Brown, Katou, & Dealny, 2016, p. 755). Lewis et al(2003) cited in Fuller, Brown, Katou, & Dealny, 2016, p.770), see a managerial policy as where employees and employers share goals and agree on the means to achieve them. This he believes will elicit employee's commitment which in turn will yield both better economic performance and greater human development.

Managers should give employees responsible autonomy (Lewis et al, 2003 cited in Fuller, Brown, Katou & Dealny, 2016, p.770). This involves giving employees the opportunity to have control over their own work situations in a manner that benefits the organization (Lewis et al, 2003 cited in Fuller, Brown, Katou & Dealny, 2016, p. 760). Managers give employees status, authority and responsibility. This is based on McGregor theory Y which assumes that employees are responsible people who seek responsibility and are creative. This helps to win employees loyalty and attempts to get employees to adopt the organizational goals (Gould-Williams, 2017).

Direct control has declined with the realization by employers that greater productivity can be achieved using a strategy of responsible autonomy (Lewis et al, 2003 cited in Fuller, Brown, Katou & Dealny, 2016). Related to employee relations is employee communication which helps in communicating the strategies of the organization to all the employees. In the era of increasing public accountability, it is imperative that organizations can communicate vision and strategy and demonstrate progress and outcomes in achieving that vision. According to Ivancevich et al(1997) cited in Gould-Williams (2017), top management should play a role in communicating the strategy to the organizations employees and other stakeholders. Effective communication makes sure people have the information they need and is the foundation for any good relationship. Being honest and open with employees is especially important at a time when they may be dealing with serious concerns outside of the office.

According to Harzing and Ruysseveldt (2004) cited in Hsu-Hsin, Tzu-Shian, and Ju-Sung, (2011) and Gould-Williams (2017), communication of tasks to be performed should occur with extensive employee involvement and in the context of both immediate positions and the whole organization. As their leader, you have the responsibility to lessen any stress they might be feeling by communicating openly. Effective communication is absolutely critical to successful integration of employee. Performance expectations, if not properly communicated, are far more difficult to re-work after the fact. Management's openness to staff members' input, feedback, ideas and suggestions is the cornerstone of good communications and strong employee relationships. Everybody wins when they are all part of a supportive team.

### **2.1.3 Employee Productivity**

According to Pearce and Robinson (2007), productivity is a measure of the quantity and quality of work done, considering the cost of the resources used. The more productive an organization, the better its competitive advantage, because the costs to produce its goods and services are lower. Better productivity does not necessarily mean more is produced; perhaps fewer people (or less money or time) was used to produce the same amount.

McNamara (2003) cited in Pradeep and Prabhu, (2011), further states that, results are usually the

final and specific outputs desired from the employee. Results are often expressed as products or services for an internal or external customer, but not always. They may be in terms of financial accomplishments, impact on a community; and so whose results are expressed in terms of cost, quality, quantity or time. McNamara (2003) cited in (Pradeep&Prabhu, (2011) further notes that measuring productivity involves determining the length of time that an average worker needs to generate a given level of production. It can also observe the amount of time that a group of employees spend on certain activities such as production, travel, or idle time spent waiting for materials or replacing broken equipment. The method can determine whether the employees are spending too much time away from production on other aspects of the job that can be controlled by the business.

Employee productivity may be hard to measure, but it has a direct bearing on a company's profits. An employer fills his staff with productivity in mind and can get a handle on a worker's capabilities during the initial job interview. However, there are several factors on the job that help maximize what an employee does on the job (Lake, 2000). Brady (2000) stated that, perhaps none of the resources used for productivity in organizations are so closely scrutinized as the human resources. Many of the activities undertaken in an HR System are designed to affect individual or organizational productivity. Pay, appraisal systems, training, selection, job design and compensation are HR activities directly concerned with productivity. Bernardin (2007) cited in Pradeep and Prabhu (2011) continues to state that controlling labour costs and increasing productivity through the establishment of clearer linkages between pay and performance are considered to be key human resource management (HRM) component of competitive advantage.

In addition, increased concerns over productivity and meeting customer's requirements have prompted renewed interest in methods designed to motivate employees to be more focused on meeting (or exceeding) customer requirements and increasing productivity. The best way to improve production is by establishing a closer connection between employee and management.

#### **2.1.4 Relationship Management and Employee Productivity**

##### **(a) Industrial Relations Unions**

Both positive and negative effects by unions on performance have been identified. Unions can cause a "shock effect, whereby they induce managers to alter methods of production and adopt more efficient personnel policies (Kathryn, 2008 cited in Som, 2015). The benefits of this are offset, at least in part, when unions favor restrictive work practices, such as clauses that hamper the introduction of new technology and cause firms to pay more for labor than necessary. Unions can reduce staff turnover and this may be of benefit to a business, because high turnover can reduce productivity in a workplace through a direct loss of firm-specifics. Unions stress seniority rules and these can be a positive factor as there is a positive relationship between productivity and experience, and a seniority system may emphasize ability and merit (Rawashdeh & Al-Adwan, 2012).

Seniority rules can also reduce conflict between seniority and efficiency Unions can improve worker morale and motivation. The potentially arbitrary nature of decisions such as promotions or layoffs can be reduced by the presence of unions. For example, the employee is more likely to see his employer as fair. Leibenstein (1966) emphasized that one of the major areas for improving what he calls "X-efficiency in the firm is worker morale and motivation. Unions improve communications between workers and management. The opening of communication channels between management and workers can result in integrative rather than distributive



bargaining (Dworkin & Ahlburg, 1985). A number of negative factors have also been identified. One of the most well established effects of unionism is the raising of wages, and the associated impact on labor allocation, firm profitability and impact on employment (Kathryn, 2008).

Strike activity is of concern as workdays lost directly affect productivity, as does non-cooperative behavior that precedes or follows strikes. Importantly, unions may repress R&D spending and investments when union rent-seeking acts as a tax on the return on investment and limits innovative and investment activities. Further, unions may force firms into inefficient personnel hiring and firing practices.

#### **(b) Employment Practices:**

For many years, the management of employment relations in public sector organizations was characterized by the dominance of centralized, highly bureaucratic procedures, which were determined from above, and national collective bargaining machinery. Consequently, the role of the personnel management function was largely restricted to the implementation of standardized procedures and national agreements, with very little scope for discretion (Beaumont, 1992). During the 1980s, however, Conservative governments enacted policies that stimulated the role and authority of managers in the public sector: the emphasis on better value for money and customer service; the devolution of decision-making to smaller business units; and the encouragement of a greater strategic awareness in a context of rigorous financial targets (Winchester & Bach, 1999). Such was the degree of apparent change in the way in which public sector organizations were run, that a new term, the 'new public management (NPM), came to be used to refer to it (Hood, 1991).

#### **(c) Disputes Resolutions**

For most of the twentieth century, disputes over wages and conditions were resolved or prevented by a system of conciliation and arbitration. This system involved an independent arbitrator, formerly the Conciliation and Arbitration Court, which became the Australian Industrial Relations Commission (the AIRC), that used the law to try to find a satisfactory compromise or outcome for the parties to a dispute that usually involved unions in disagreement with employers. Ironically, this system of dispute resolution largely failed to prevent workplace disputes and strikes by workers and unions. Although, there were few lengthy industrial disputes last century, the system of conciliation and arbitration was held responsible for an increase in short and disruptive strikes. Strikes affect the productivity time of employers and business (Parisi, 1999).

#### **(d) Employee Communication:**

A healthy employee relationship ensures a positive environment at work and also helps the employees to achieve their targets at a much faster rate. People are more focused, can concentrate better in their assignments and hence the output increases. 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 leave 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 (Kovach, 1995).

Relationship management depends more on written modes of communication as they are more reliable as compared to verbal communication. An individual might back out if the information

is passed on to him verbally as there are no records, but it never happens in written modes of communication; prefer passing on information through Emails. All the related team members must be marked a carbon copy so that everyone knows what is being communicated to his fellow member. One should master the art of writing emails. Remember an email is nothing but a mirror image of one's thoughts. Make sure that your mail is self-explanatory and everyone is clear about your ideas and opinions (Hood, 1991).

## **2.2 Theoretical Review**

### **2.2.1 Scientific Management Theory**

Unitarist assumptions and values have played a significant role in three schools of theoretical and practical thought. The first is Taylors (1974) theory of scientific management. As a management practice, this particular theory holds that the employment relations choices 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 aspirations 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, to have a clear understanding of the tasks employees are expected to perform, and to have untrammelled prerogatives to control the pace and processes under which they work.

Companies subscribing to this form of management practice should reduce work to its basic elements, such that the skills of workers necessary to undertake tasks are kept to a minimum. Employees should be treated impersonally and collectively, with any workplace issues being referred to management. Under these conditions, the management approach to employee relations is one that seeks to suppress internal tension over the distribution of organisational power by ensuring that management retains superior knowledge about the structure and organisation of work, and has the authority to direct workers as it sees fit (Cropanzano & Mitchell, 2005).

### **2.2.2 Human Relations Theory**

The second theory comes from the so-called human relations school. In this case, the reduction of organizational tension is held to rest on the ability of individuals to achieve self-fulfilment in the workplace. Workers are regarded as qualitatively different to other resources used in production. Thus, if workers are denied autonomy on the job, or are reduced to acting as mere extensions of the machinery they operate, or are given work that inhibits their capacity to create and think, it is argued that they will invariably find ways to subvert the methods of control that enforce these conditions. The principal task of management on this conception is to manipulate workplace relations in ways that enable employees to feel personal satisfaction with being involved with the organization.

### **2.2.3 Human Resource Management Practices**

The third theory refers to human resource management practices (Stone, 1995). This form of management practice differs from the previous two in that it starts from the belief that organizational tensions can be completely resolved by nurturing a psychological contract based on cooperation. The employee relations choices in this instance are predicated on the belief that the forces uniting managers and employees are far stronger than the forces dividing them. It is

the task of management to facilitate these unifying forces by establishing workplace conditions that encourage autonomous individuals, whether employees or management, to work collaboratively for the common good (Kathryn, 2008).

Companies taking this approach are expected to regard workplace relations holistically, whereby collaboration between management and employees is encouraged through the development of a unifying culture, strong and pervasive leadership, and a clear vision of organizational goals. The employee relations aim of these techniques is to resolve internal tensions by breaking down workplace social classes, developing open lines of communication lines different stake-holders, and promoting a collective understanding that the interests of all are better served by working together and avoiding conflict. Collaborative management practices in the form of workplace teams, as well as performance appraisals, performance related pay and individual contracts of employment are activities that are thought to give content to this approach.

## **2.3 Empirical Review**

### **2.3.1 Employee Relations**

According to empirical findings, the practices of high-commitment HRM can affect employee motivation (Whitener, 2001), and a positive relationship exists between supportive HRM and POS (Allen & Meyer 2013; Hsu-Hsin Chiang, Tzu-Shian Han & Ju-Sung Chuang, 2011). There is also emerging evidence that trust affects the relationship between HRM practice and employee commitment (Gould-Williams, 2017), with a lack of trust identified as the ‘primary culprit in the failures of management activities and human resource activities’. Trust is regarded as a critical factor underpinning social exchanges in that the act of initiating social exchange relationships requires the originator to trust that the recipient will respond in kind (Aryeet *et al.*, 2012).

Lack of trust also leads to dysfunctional outcomes, such as low commitment, low motivation and a lack of confidence between parties. According to Flynn (2005), employees with relational identity orientation prefer reciprocal exchange, i.e. these employees may reciprocate an organization when they are in an interdependent task environment. Organizations adopt high-commitment HR practices making employees perceive organizational support and feel that they are important in the interdependent organization. Based on social identity theory, employees who feel they are appreciated by their organization may perceive high status in the organization (Fuller, Brown, Katou, & Dealny, 2016). Employees who experience mutual reciprocity of resources, information, respect and power with management experience high perceptions of autonomy hence, they would be satisfied with the resources, information and support offered by the supervisor, as well as the job generally – hence, they would be committed to staying in the organization and also perform well.

### **2.3.2 Employee productivity**

Millea (2012) reports empirical evidence about the bi-directional relationship between employee’s benefits and productivity, in particular considering the nature of the benefits setting process in different countries. The empirical evidence of this paper as well as that of a more in-depth study for Germany (Millea, 2012) can be interpreted in the light of efficiency wages, i.e. explaining productivity as resulting from particular wage levels, for given characteristics of the labour market e.g. the total level of unemployment. Leaders should try to increase the belief that good performance will result in valued rewards. Ways of doing so include: measure job performance accurately; describe clearly the rewards that will result from successful performance; describe how the employee’s rewards were based on past performance; provide

examples of other employees whose good performance has resulted in higher rewards. In essence, leaders should link directly the specific performance they desire to the rewards desired by employees. It is important for employees to see clearly the reward process at work. Concrete acts must accompany statements of intent.

Compensation mechanisms can be a powerful incentive in linking performance to rewards. Compensation systems that reward people directly based on how well they perform their jobs are known as pay-for-performance plans (Berger, 2009). These may take such forms as “commission plans used for sales personnel, “piece-rate systems used for factory workers and field hands, and “incentive stock option (ISO) plans for executives (Dunn, Mercer, Carpenter, & Wyman, 2010) and other employees (Baker, 2012). However, rewards linked to performance need not be monetary. Symbolic and verbal forms of recognition for good performance can be very effective as well (Markham, Dow, & McKee, 2012).

## **2.4 Gap in Literature**

The study on effective relationship management and employee productivity has received numerous attention as most scholars have written on the relationship between relationship management and employee performance with little or no emphasis on how it affects employee productivity in the area of quantity of production as well as quality of production. Also, majority of the work done on relationship management were targeted on manufacturing organizations targeting towards customers and consumers. This study filled the gap by determining the relationship between relationship management and employee production in an institution which determines the influence relationship management has on the staff and staffers of the Niger Delta university.

## **RESEARCH METHODOLOGY**

This section shows the research design, population of the study, sampling design and procedure, instrument for data collection, validity of research instrument, reliability of research instrument and decision rule.

### **3.1 Research Design**

The researchers used the survey research design in this study. This involves the use of a structured questionnaire and observation in handling the study. Questionnaire permits respondents time to consider their responses carefully without interference from, for example, an interviewer. It is possible to provide questionnaire copies to large numbers of people simultaneously.

### **3.2 Population of the Study**

The population of this study comprises the management and staff of Niger Delta University. According to the Human Resource Units of the institution, Niger Delta University has a total population of 357. This population were divided into Administrative department, Accounts department and security department and works department

### **3.3 Sample Size Determination**

The study employed the Taro Yameni’s formular in the determination of the sample size for this study. The formula is:  $n = \frac{N}{1 + N(e)^2}$ ;  $n$  represents the sample size;  $N$  represents the population and  $e$  represents the level of significance which is 5% in this study. Based on the population of the respective study institutions therefore, the sample size for each of the firms was computed as

follows:

**Administrative department**

$$n_1 = \frac{98}{1+98 (0.05)^2}$$

$$n_1 = \frac{98}{1+98 (0.0025)}$$

$$n_1 = \frac{98}{1+0.245}$$

$$n_1 = \frac{98}{1.245}$$

$$n_1 = \mathbf{79}$$

**Accounts department**

$$n_2 = \frac{117}{1+ 117 (0.05)^2}$$

$$n_2 = \frac{117}{1+ 117 (0.0025)^2}$$

$$n_2 = \frac{117}{1+0.2925}$$

$$n_2 = \frac{117}{1.2925}$$

$$n_2 = \mathbf{91}$$

**Security department**

$$n_3 = \frac{79}{1+ 79 (0.05)^2}$$

$$n_3 = \frac{79}{1+ 79 (0.0025)^2}$$

$$n_3 = \frac{79}{1+0.1975}$$

$$n_3 = \frac{79}{1.1975}$$

$$n_3 = \mathbf{66}$$

**Works department**

$$n_4 = \frac{63}{1 + 63(0.05)^2}$$

$$n_4 = \frac{63}{1 + 63(0.0025)^2}$$

$$n_4 = \frac{63}{1 + 0.1575}$$

$$n_4 = \frac{63}{1.1575}$$

$$n_4 = 54$$

Total sample Size =  $n_1 + n_2 + n_3 + n_4 = 290$ .

**3.4 Sampling Design and Procedure**

This study used judgmental non-probability sampling method. Judgmental or purposive non-probability sampling refers to a sampling method that is based on the idea that the researcher already knows what the required qualities from the respondents are thus making them the proper ones for the study. In this sampling method, sampling is done with an objective or purpose in the researcher's mind.

**3.5 Methods of Data Collection**

The study adopted the use of a structured questionnaire in the study. A questionnaire is a research instrument consisting of a series of questions for the purpose of gathering information from respondents.

**3.6 Sources of Data**

The study used both primary and secondary sources of data.

**3.6.1 Primary Sources:**

The primary sources of data collection include the questionnaire, oral interviews and observations. 290 copies of the questionnaire were taken to the respondents. They were distributed by the researchers with assistance from some of the staff of the institutions. This was for the purpose of removing bias.

**3.7 Validity and Reliability of Research Instrument****3.7.1 Validity of Research Instrument**

Validity is the degree to which a research instrument measures what it is supposed to measure. The researchers did the validity of the study instrument by ensuring that the items in the questionnaire are based on the research questions. The instrument's face validity was also done by showing the instrument to the thesis supervisor and to other resource persons for their inputs, assessments and corrections.

**3.7.2 Reliability of Research Instrument**

The researchers determined the reliability of his study instrument using a pilot test. Responses

from the pilot test were committed to Cronbach Alpha statistic. The reliability ratio was 0.82. The instrument was therefore 82% reliable.

### 3.8 Method for Data Analysis

The researchers committed data analysis to descriptive statistics of percentages and correlation analysis. Percentages were used to analyze the questionnaire while correlation was used to test hypotheses. The correlation formula used is as follows:

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{[n\sum x^2 - (\sum x)^2] [n\sum y^2 - (\sum y)^2]}}$$

### 3.9 Decision Rule

Accept null hypothesis if  $r_{cal} < 0.5$  hence accept alternative hypothesis. Also, accept alternative hypothesis if  $r_{cal} > 0.5$  hence reject null hypothesis.

## DATA PRESENTATION ANALYSIS AND INTERPRETATION

In this section of the work, the researchers presented in tables, the data gathered by way of questionnaire administration, analyzed same using percentages and interpreted the results. The hypotheses for the research were also tested.

### 4.1 Questionnaire Analysis

Out of the 290 copies of the questionnaire distributed, only 240 questionnaire copies were properly filled and returned. This means that 82.8% of the copies distributed were returned after being properly filled.

### 4.2 Testing of Hypotheses

The hypotheses tested in this work are:

**H<sub>01</sub>:** Relationship management does not significantly relate to employee quality of production

X	Y	XY	X <sup>2</sup>	Y <sup>2</sup>
86	78	6708	7396	6084
70	58	4060	4900	3364
65	56	3640	4225	3136
12	20	240	144	400
7	28	196	49	784
<b>240</b>	<b>240</b>	<b>14844</b>	<b>16714</b>	<b>13768</b>

$$\sum X = \sum y = 240; \sum xy = 14,844; \sum x^2 = 167,146; \sum y^2 = 13,768, n=5$$

$$\begin{aligned}
 r &= \frac{n\sum xy - \sum x \sum y}{\sqrt{(n\sum x^2 - (\sum x)^2)(n\sum y^2 - (\sum y)^2)}} \\
 r &= \frac{5(14844) - (240)(240)}{\sqrt{5(16714) - (240)^2 \cdot (5(13768) - (240)^2)}} \\
 r &= \frac{74220 - 57600}{\sqrt{(83570 - 57600)(68840 - 57600)}} \\
 r &= \frac{16620}{\sqrt{(25970)(11240)}} \\
 r &= \frac{16620}{\sqrt{291902800}} \\
 r &= \frac{16620}{17085.2} \\
 r &= 0.97
 \end{aligned}$$

Since the calculated value of  $r$ , 0.97 was more than 0.5, the researchers accepted the alternative hypothesis and rejected the null hypothesis. And so, relationship management significantly relate to employee quality of production.

**H<sub>02</sub>:** There is no significant relationship between relationship management and employee quantity of production.

X	Y	XY	X <sup>2</sup>	Y <sup>2</sup>
88	80	7040	7744	6400
72	60	4320	5184	3600
67	58	3886	4489	3364
9	17	153	81	289
4	25	100	16	625
<b>240</b>	<b>240</b>	<b>15499</b>	<b>17514</b>	<b>14278</b>

Since the calculated value of  $r$ , 0.97 was more than 0.5, the researcher accepted the alternative hypothesis and rejected the null hypothesis. And so, there is a significant relationship between relationship management and employee quantity of production

$$\sum X = \sum y = 240; \sum xy = 15,499; \sum x^2 = 17,514; \sum y^2 = 14,278, n=5$$



$$\begin{aligned}
 r &= \frac{n\sum xy - \sum x \sum y}{\sqrt{(n\sum x^2 - (\sum x)^2)(n\sum y^2 - (\sum y)^2)}} \\
 r &= \frac{5(15499) - (240)(240)}{\sqrt{5(17514) - (240)^2(5(14278) - (240)^2)}} \\
 r &= \frac{77495 - 57600}{\sqrt{(87570 - 57600)(71390 - 57600)}} \\
 r &= \frac{19895}{\sqrt{(29970)(13790)}} \\
 r &= \frac{19895}{\sqrt{413286300}} \\
 r &= \frac{19895}{20,329.4} \\
 r &= 0.97
 \end{aligned}$$

## SUMMARY, CONCLUSION AND RECOMMENDATIONS

### 5.1 Overall Summary

The study evaluated relationship management and employee productivity in Niger Delta University. The problem statement succinctly shows the problem that called for the study and it was on the basis of such that the objectives, research questions and hypotheses were developed.

The research which comprises of conceptual, theoretical and empirical literatures employed the survey research design. After analysis of data with descriptive statistics of percentages and correlation, it was found that relationship management influenced employee productivity. The researchers, based on the findings, drew conclusion, and made recommendations

### 5.2 Conclusion

Based on the analysis, relationship management significantly relate to employee quality of production. Also, the study found that there is a significant relationship between relationship management and employee quantity of production.

### 5.3 Recommendations

Based on the findings made in the study, the researchers recommended that:

- i. Employees should be treated fairly and honestly.
- ii. The relationship between management and employee should be characterized by a concern for equity and justice and this will require the communication of sufficient information about changes and developments.
- iii. Employees' input should be recognized and valued by the employer.

- iv. Effective communication of work related information should be established effectively to ensure that the employee is aware of the work related responsibilities and expectations.
- v. There should be fair policies and practices exhibited by the management of the organization to create equal opportunities and provide equal treatment to employees without any bias which promotes positive attitude towards the organization and work among employees.

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