CATHOLIC UNIVERSITY COLLEGE OF GHANA

EMPLOYEE RELATIONS MANAGEMENT AND ORGANISATIONAL

PERFORMANCE: A CASE STUDY OF SELECTED TERTIARY

INSTITUTIONS IN THE SUNYANI MUNICIPALTY

BIYOGO AYO TANGUY ROCK

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BY

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the requirements for the award of Master of Business Administration degree in

Human Resource Management

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research
and that no part of it has been presented for another degree in this university or
elsewhere.

Candidate's Signature:……………………………Date: ………………………

Name: Tanguy Rock Biyogo Ayo

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were
supervised in accordance with the guidelines on supervision of dissertation laid
down by the Catholic University College of Ghana.

Supervisor's Signature:…………………………. Date: ……………………

Name: Dr. Kwamena Sackey- Akomeah

ABSTRACT

This study investigated the effect of employee relations on performance of selected tertiary institutions in the Sunyani Municipality. Using quantitative research design, questionnaires were administered to 264 regular staffs of three selected tertiary institutions. Descriptive statistical tools (Frequency, percentage) as well as inferential statistics (Simple regression, Pearson's correlation coefficient and Cronbach alpha) were used with the help of Stata version 13. Furthermore, the study revealed a positive and significant relationship between respectively, conflict resolution and organizational performance (r =.656, n=183, sig value < .000); employee empowerment and organizational performance (r = .727, n = 183, sig value < .000); employee compensation and organizational performance (r = .416, n = 183, sig value < .000); and employee voice and organizational performance (r = .440, n = 183, sig value < .000) in tertiary institutions. More importantly, employee relations management had a strong and positive correlation with organizational performance. The study concluded that employee relations management is vital to the success of any company or organization. It is recommended that future research extends the population to cover tertiary institutions across all the 16 regions so as to establish the general situation of employee relations in tertiary institutions in Ghana. Also, mixed-method approach is recommended for future research in order to better explain the entire phenomenon in details.

ACKNOWLEDGEMENTS

DEDICATION

To my family.

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LIST OF ACRONYMS

CUCG	Catholic University College of Ghana
UENR	University of Energy and Natural Resources
STU	Sunyani Technical University
HRM	Human Resources Management
ERM	Employee Relations Management
IR	Industrial Relations
ER	Employee Relations
STATA	Statistics Data

CHAPTER ONE

INTRODUCTION

Employee relations management comes with the assumption that motivated employees are productive ones. Employee relations deals with the efforts made by organizations to build trustful and harmonious relationships between employers and employees. An effective employee relations program makes sure business function smoothly, avoid problems, and makes sure employees are giving their best to enhance company's performance. Therefore, it becomes obvious that employee's performance is critical for the organization overall performance. Unfortunately, today, some managers are still making the mistake to believe that financial reward is sufficient to make employee productive. An employee needs a pleasant and favorable environment to perform well and it is the duty of the management of the company to provide them with such environment. Like our body, an organization needs its organs to function effectively to continue leaving. All its subsystems are interdependent, and critical for its well-functioning. The starting point for that symbiosis should be between the employer and the employee who are the key elements of the system. No effective continuous system interdependent can be improved, until we progressively improve interpersonal relationships. The focus of our study will be to see how the managements in the tertiary institutions in the Sunyani municipality operate to improve employee relations and subsequent performance.

Background to the Study

Managing the relationships that exists between the employers and employees is a need that has been at the forefront of industrial relations ever

since the beginning of industrial revolution. To that end, (Rose, 2008) declares that effective employee relationship management is vital to the workplace, whether at the time of recruitment, during an employee's tenure or at the time of separation. Employee relations is about the relationship between employees and employer as a framework of organizational justice comprising the culture of the organization and management style as well as rules and procedural sequence for grievances and conflict management indeed, the objective of employee relations is to achieve harmonious employee relations and minimize conflict practices in employment relations (Torrington and Hall, 1998). However, the pluralists' scholars admit that when there is interaction between individuals, there will also be conflicts since not everybody enter in such relationship with same expectations. The employer always wants the performance to go high with less cost, while employees want better and increase salaries. Therefore, it is a prerequisite for a human resource professional in an organization to maintain a strong and effective employee relations management for view to create trustful but win-win atmosphere at work.

According to (Armstrong, 2003) employee relations management consists in all those areas of human resource management that deals with employee directly and through collective agreements where trade union are recognized. The union practices for welfare and good working conditions for employees. Employee relations are concerned with generally the relationship between employer and employees at the workplace that can be formal like contract of employment or procedural agreement. Maintaining healthy employee relationship through effective management is therefore, a pre-

requisite for organizational success. High job satisfaction is achievable with great working relationships between labour and management (Boyle, 2006).

Employee relationship management is an art which effectively monitors and manages the relationship between individuals either of the same team or from different teams. Employee relationship management activities helps in strengthening the bonds among the employees and ensures that everybody is contented and enjoys a healthy relation with each other in the organization. The improvement in management of employee relations in organizations brings more positive aspects to the company than just increased employee motivation (Grant, 2007) and promises employees greatest possible satisfaction of their individual needs; while to the employers, it promises increased attraction, retention, motivation and performance of employees (Wargborn, 2009) and improves employee morale (Harrison et al. 2001). However, the effectiveness of such relations management practices depends on organizations overall policy and culture. Organizations that neglect employee relations generally may be less competitive than organizations that put employee relations in the centre of their overall business strategy.

Statement of the Problem

The National Education Week (NEW) that took place in Accra, Ghana on august 2019 was the occasion for the Government to engage stakeholders in reviewing the performance of the sector of education, and to collectively revise strategies toward achieving future goals. According to (Opuku, 2019), the government intends to build on progress made over the year under review and to improve the delivery of education service in years ahead. The implementations of these government recommendations at tertiary institutions'

levels requires two main actors to play their part, namely employers and employees. Employers set goals or targets for the employees to achieve using available resources. It is imperative, therefore, that co-operation exist between employers and employees so that employees will apply the available resources effectively in order to achieve the set targets or goals (Onwu, 2012).

A study conducted by Blyton (2008), revealed that employees do not put up their best performances at workplaces when they are unhappy with management, government or even their fellow colleagues. All these actions taken by employees to display their grievances only do the organization more harm than good as productivity will be reduced drastically (Sequeira & Dhriti, 2015). Furthermore, within business industries in Ghana, with education being no exception, employers are grappling with high employee turnover, brain drain and industrial action as a result of tension and loss of trust between employees and management; and perceived poor reward systems instituted by employers (Osei, 2014). Employees, more often do not give their best efforts at the workplace when unhealthy relationships exist between them and their employers (Tamen, 2013). From one point of view, human resources are the most important assets in the organization. Another school of thought is of the view that management is responsible for organizing, coordinating, planning staff (or employees) and other organizational resources to achieve stated goals and objectives (Sequeira & Dhriti, 2015).

From the foregoing, one can state that, no organization can survive without giving prominence to healthy employee relations. If employees are not happy, then it is likely that they will make the customers unhappy. Organizations which achieve high performance levels are those which motivate

or make their employees happy (Kar, Sharma, & Borah, 2011). The organization is therefore throwing its profits and its business away by not ensuring that its employees are happy. Employees are the first customers and their requirements should be identified and satisfied (Okafor, 2013). An extensive literature review on the most recent studies from 2013 to date on employee relations and performance nexus revealed that indeed employee relations affect organizational performance (Okafor, 2013 in Nigeria; Tamen, 2013 in South Africa; Odhong & Omolo, 2014 in Kenya; Al-Khozondar, 2015 in Palestine; Sequeira & Dhriti, 2015 in Bangalore). Since little literature exists in Ghana, this study intends to test whether similar findings can be recorded for employees working in Ghana with emphasis on Tertiary institutions in the Sunyani Municipality. The study therefore seeks to establish effect of employee relations practices on organizational performance of selected tertiary institutions in the Sunyani municipality.

Purpose of the Study

The purpose of this study was to demonstrate that there is a positive relationship existing between employee relations management and the actual organizational performance in Sunyani tertiary institutions. That is to say, poor performance in some of these organizations are to some extend related to poor employee relations management practices.

Research Objectives

The main objective of the study was to examine employee relations management and its effect on the performance of the selected tertiary institutions. Other objectives of the study included:

1. To determine the conflict resolution practice in the selected tertiary institutions and the effect of conflict resolution on organizational performance.

2. To determine the employee empowerment practice in the selected Tertiary Institutions and the effect of employee empowerment on organizational performance.

3. To establish the employee compensation practice in the selected tertiary institutions and the effect of employee compensation on organizational performance.

4. To determine the employee voice mechanism in the selected tertiary institutions and the effect of employee voice on organizational performance.

Study Hypotheses

H01 Conflict resolution has no effect on organizational performance of the selected tertiary institutions in the Sunyani Municipality.

H02 Employee empowerment has no effect on organizational performance of the selected tertiary institutions in the Sunyani Municipality.

H03 Employee compensation has no effect on organizational performance of the selected tertiary institutions in the Sunyani Municipality.

H04 Employee voice has no effect on organizational performance of the selected tertiary institutions in the Sunyani Municipality.

Significance of Study

The research will not only add to works that have been done in this area, but also provoke further research into employee relations management and organizational performance of tertiary institutions. The researcher is motivated

by the idea that Sunyani tertiary institution should be able to ensure that the employee relations management's ingredients used gears toward achieving their stated missions and visions. Therefore, there is a need to reveal whether there is a room for conflict resolution, employee empowerment, a fair and just compensation policy, and an effective employee voice mechanism in these institutions.

The study will benefit the managements of Sunyani tertiary institutions by helping them formulate employee relations policies that will contribute in making them more efficient and effective in their business through motivated and committed workforce. Sunyani tertiary institutions will also be able to plan and design a strategy to attract and maintain qualified employees in order to be able to achieve their goals and meet their objectives. Finally, the study also gives appropriate tools for employee empowerment.

The need for the improvement in employee relations quality by management in other Universities, makes the findings of this study a reference for many tertiary institutions in Ghana. The recommendations will also provide solution to ensure that employee relations practices in tertiary institutions are improved.

Delimitation of the Study

The study focused on investigating the effect of employee relations management on performance in the selected tertiary institutions in the Sunyani Municipality, namely, Catholic University College of Ghana, Fiapre; University of Energy and Natural Resource, and Sunyani Technical University are the tertiary institutions in that Municipality. The study therefore, targeted every workforce in the selected tertiary institutions mentioned above for that matter.

Limitations

In the process of the study the researcher encountered some challenges which were likely to influence the outcome of the study. Notable among these was the English language barrier. The researcher is from a French-speaking country and speaks average English. This often proved very challenging in the field regarding data collection in interacting with respondents.

Another challenge was financial constraints. The process of tracking and meeting with respondents was a big challenge as the researcher had to incur a lot of expenditure in this regard. At a stage the situation was worsened by the COVID19 protocols as these targeted had adopted different work arrangements for their staff, thereby reaching them became was very difficult in the bid to get them to complete the questionnaires. The process became very expensive and inadequate financial resources hindered the desire of the researcher to seek more information where necessary.

Furthermore, the spreading of the COVID19 global pandemic and the 'Social distancing', 'stay at home' and related government protocols and or restrictions, in general, made effective research really difficult. Therefore, it was very difficult to interview respondents for in-depth information employee relations practices in these institutions.

Related to those outlined above was the challenge of getting access to information from some Human Resources and related departments in these institutions. Consequently, the researcher had to rely on the scanty primary information and data for the study, and relied on existing secondary data to some extent.

Definition of the Terms

Employee relations: Employee relations is a new term, which comes as improvement of industrial relations. Employee relations covers much more than the collective relationships between employers and employees. It includes the condition of employment, pay and benefits, which are core issues associated with unionism and collective working environment; and work-life balance, rewards and recognition, which more culture oriented and leadership dependent.

Performance: Performance should be seen as the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In the case of business organizations, performance is more about employees' behavior than results or outcomes. However, results and outcomes are as proxies for behavioral measure.

Organizational performance: Organizational performance refers to a judgment reached through the interaction of stakeholders on the overall and specific qualities that characterize the relative worth of an organization. In other words, the concept of organizational performance is connected to the ideas of effectiveness and efficiency. A business organization must produce the right things and it must produce them using the fewest possible inputs if it is to have a strong organizational performance.

Industrial relations: It refers to a field of study that works in improving condition of employment. Industrial relations make sure employers and their workers perform in harmonious working environment through unionism relationships. Management represents the employers and employees by unions, the government can come as third party, which acts in the interests of the employees by enacting various legislative documents.

Industrial democracy: In human Resource management, we refer to industrial democracy as means by which management of an organization used democratic principles in managing their workers. In that particular system, workers are treated as responsible partners of an organization and their different opinions are taken into consideration in the decision making process.

Pluralism: Pluralism is a social philosophy that let doors for contradictory viewpoints to coexist within a larger structure. Pluralism states that having different viewpoints in and subsystems in organization strengthens its overall system, enriching the culture with a wider spectrum of ideas and building a deeper and more principled consensus in the political system.

Motivation: Motivation is why an individual acts or behaves in a particular way. It also refers to as individuals' psychological enthusiasm for doing something. In other words, motivation is that inner force that draw people to volunteer giving their best into achieving a set of goals. In the world of business and management, motivation has a specific meaning. It is about the factors that encourage individuals to be continually committed and interested in their jobs.

Organizational communication: Organizational communication is the mechanism by which, interrelated individuals within a particular environment or setting send and receive messages to each other in order to achieve personal or common goals. Organizational communication is contextual and culturally dependent. Organizational communication helps to assign task; acclimate changes; plan, coordinate, and control operations; and above all, organizational communication can develop human relations within the organization.

Organization of Study

      The study is structured into five chapters. Chapter one covers the introduction, entailing; the background of the study, statement of the problem, research objectives, research questions, and significance of the study, delimitation, limitations, definition of terms, and the organization of the study. Chapter two deals with literature review, including, a theoretical framework, empirical review, and a conceptual base of the study on the topic or related works. Chapter three focuses on research method used to conduct our study. Chapter four looks at the data presentation and results discussion. Chapter five deals with the summary, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter reviews conceptual base of the study, empirical framework and theoretical foundations of employee relations practices and the postulated variables. It presents a review of the literature related to the purpose of the study. The chapter aims at the critical points of current knowledge to convey the knowledge and ideas that have been established, and how they can support the study. The literature review is based on authoritative and original sources such as journals, articles, books, thesis and dissertations.

Theoretical Framework

A theory is a set of preliminary coherent assumptions put forth to explain a given phenomenon; a theory is an abstraction of reality and synonymous with viewpoint, perception, assumption, frame of reference or a perspective. It attempts to observe, understand, explain, predict and control events or phenomena. Theories help understanding events and problems in the practical world (Fajana, 2000).

This section briefly discusses some theories and models about, conflict resolution, employee empowerment, employee compensation, being some of the selected employee relations management practices leading to the conceptual framework on which this study will be anchored.

Thomas-Kilmann Model of Conflict Resolution

The Thomas-Kilmann model was designed by Kenneth Thomas and Ralph Kilmann, to illustrate the possible options one can use when resolving conflicts. The model has two dimensions, the vertical axis, concerned with

conflict responses based on the attempt to get what we want. This is the assertiveness options; the horizontal axis, is concerned with responses based on helping others get what they want, the Cooperativeness options. According to Thomas & Kilmann, (1974) conflict can be managed using five management practices. These are accommodating, avoiding, competing, collaborating or compromising.

Accommodating requires cooperation to a high-degree and at self-expense, and actually work against personal goals, objectives, and desired outcomes. This behavior is appropriate when people realize that they are in the wrong or when an issue is more important to one side than the other. A manager using this style subjugates his/her own goals, objectives, and desired outcomes to allow other individuals to achieve their goals and outcomes. This conflict resolution style is important for preserving future relations between the parties. Avoiding means does not help the other party reach their goals, and assertively not pursuing manager's personal goals. This works when the issue is trivial or when you have no chance of winning, the issue would be very costly or when the atmosphere is emotionally charged and you need to create some space. It takes the form of diplomatically sidestepping an issue, postponing an issue until a better time or simply withdrawing from a threatening situation.

Collaborating is where employer partners or pairs up with the other party to achieve the goals of both parties. This is how you break free of the "win-lose" and seek the "win-win." This conflict resolution option means to be willing to believe that when two parties are at head-on dispute, it is possible for both sides to come out with what they want and develop conflict resolution skills based on mutual respect, willingness to listen to others, and creativity in finding solutions

to conflicts. This practice of conflict resolution is appropriate when the concerns are complex and a creative or novel synthesis of ideas is required.

Competing is the "win-lose" approach where you stand up for your rights, defending a position which you believe is correct, or simply trying to beat the other side This approach is appropriate for emergencies when time is of the essence, or when you need quick decisive or action, and people are aware of and support the approach (Kilmann, 1974).

Compromising is the "lose-lose" scenario where neither party really achieves what they want and is appropriate for scenarios where you need a temporary solution, or where both sides have equally important goals. The trap is to fall into compromising as an easy way out, when collaborating would produce a better solution. Both sides get something but not everything. It might mean splitting the difference between the two positions, some give and take, or seeking a quick solution in the middle ground. Compromise can also be referred to as bargaining or trading.

It generally produces suboptimal results. This behavior is used when the goals of both sides are of equal importance, when both sides have equal power, or when it is necessary to find a temporary, timely solution. It should not be used when there is a complex problem requiring a problem-solving approach. In the majority of conflict cases, the outcomes are unsatisfactory and lead to fall-outs, disharmony, and distractions from the real purposes of work. The cost in lost productivity and human pain is considerable (Thomas & Schummahut, 2007).
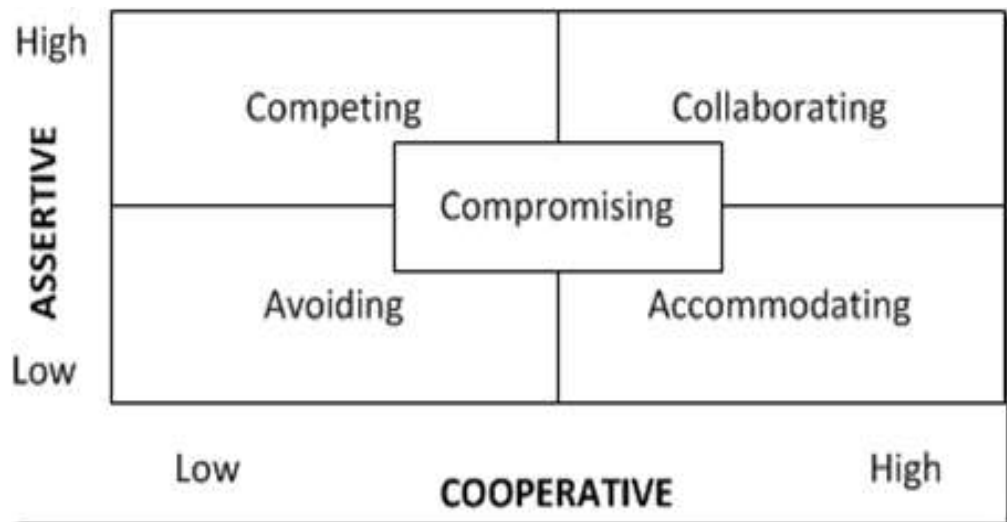
Figure 1: Conflict Resolution Model

Source: Adapted from Thomas Kilmann (1974)

The selected tertiary institutions will be assessed to see the extent to which this holds true and its effect on employee relations management, as well as how it affects organizational performance. For instance, do the tertiary institutions have conflict resolution practices? How do they use these practices in order to achieve a peaceful work environment and help achieve high performance? Do the underpinnings of Thomas-Kilmann Model hold in these organizations?

Conger and Kanungo model of Employee Empowerment

Conger and Kanungo (1988) define empowerment as a process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness and through their removal by both formal organizational practices and informal techniques of providing self-efficacy. Conger and Kanungo (1988) argued that relational elements, such as delegation of authority, engaging employees in decision making and sharing information and resources, are conditions that may support and enable the empowerment process. In the process, they include diagnosis of organizational

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conditions that are responsible for feelings of powerlessness, techniques to remove some of the conditions leading to powerlessness, providing subordinates with self-efficacy information, subordinates' feeling of being empowered, and behavioral effects of empowerment (Conger & Kanungo, 1988).

Situational approach concerns passing authority from higher level management to employees by engaging them in decision making. The psychological approach put less emphasis on delegation of decision making. This approach analysis empowerment as different psychological cognitions that contribute to improved intrinsic motivation. Spritzer's (1995) psychological empowerment consists of four cognitions that are individual's orientation towards his or her work role, aptitude, impact, significance and autonomy. Liden, Wayne, and Sparrowe, (2000) presented two main viewpoints that empowerment can be derived from literature as micro view point that is empowerment as a specific form of intrinsic motivation of employees and macro point of view is considering the various organizational empowering structures and polices.

Joyce et al. (2007) illustrious four dimensions of empowerment are significance considered as the importance of work, objective or task relative to an employee's own ideals and values; aptitudes considered as the individuals' capability to perform task activities skillfully; autonomy that is perception of self-determination of work, behaviors and processes and impact considered the employee perceives being able to influence strategic administrative or operating outcomes at work. The model emphasizes that when the right behaviors are instilled in individuals, it leads to right organizational behaviors which

eventually impacts on organizational performance. The behavioral outcomes are of special significance to organizational performance (Kay et al., 2008).

Empowerment processes may allow leaders to lessen the emotional impact of demoralizing organizational changes or to mobilize organizational members in the face of difficult competitive challenges. These processes may enable leaders to set higher performance goals, and they may help employees to accept these goals.

According to Block (1987) when organizations engage in participation programs, they establish formal systems that empower organizational members through the sharing of information, formal power and authority.

This Model underpins this study and information from respondents will be analysed to show how relevant this Model is within tertiary institutions. This proceeds from the assertion that empowered employees are likely to go the extra mile, follow best practices, embrace change and provide better customer service. These are considered critical factors to improving productivity, which eventually lead to greater organizational outcomes for tertiary institutions.

STAGE 1	STAGE 2	STAGE 3	STAGE 4	STAGE 5
Conditions leading to a psychological state of powerlessness	The use of managerial strategies & techniques	To provide self-efficacy information to subordinates using four sources	Results in empowering experience of subordinate	Leading to behavioral effects
Organizational factors Supervision Reward system Nature of job	Participative management Goal setting Feedback system Modeling Contingent/ competence-based reward Job enrichment	Enactive attainment Vicarious experience Verbal persuasion Emotional arousal and Remove conditions listed under Stage 1	Strengthening of effort—performance expectancy or belief in personal efficacy	Initiation/ persistence of behavior to accomplish task objectives

Figure 2: Five stages in the empowerment process

Source: Adopted from Conger and Kanungo (1988)

Human Capital Theory

According to the human capital theory people possess skills, knowledge, and abilities that provide economic value to firms (Youndt *et al.,* 1996). The theory argues that organizations with valuable knowledge, skills and abilities will present better performance levels, and therefore it has also fostered many universalistic conclusions. An alignment of organizational strategy and employee relations strategy will improve organizational performance and competitiveness. The more likely it is that the firm will invest in human capital and that these investments will lead to higher individual productivity and firm performance (Youndt *et al.,* 1996). People have a crucial value for

organizational strategies and certain practices can foster and develop this value, leading to superior performance (Gonzalo & Romero, 2005).

The "universalistic" perspective alleges that certain practices are always better than others and organizations should adopt such practices on every occasion (Daud, 2006). According to that theory employee relations practices contribute to employee motivation (and thereby increased productivity) as well as increased efficiency (Ichniowski, Shaw, & Prennushi, 1992). Firms should however create a higher degree of internal consistency, or fit, among their ER practices. The universalistic perspective has been criticised for failing to consider the context in which these practices are used. It does not study either the synergic interdependence or the integration of practices, and the contribution of these practices to performance is analyzed only from an additive point of view (Becker & Gerhart, 1996). Thus this view denies that the different elements that build the system could be combined in different patterns of practices that could be equally efficient for the organization (Gonzalo Sanchez-Gardey & Romero- Fernandez, 2005).

This theory is important for this study and information from respondents will be analysed to show how relevant this theory is within tertiary institutions. This proceeds from the assertion that it is only when the organization invest in human capital, that these investments will lead to higher individual productivity and organizational performance. Therefore, the research analyse data to assess the extent to which employee compensation practices affect organizational in the selected tertiary institutions.

Expectancy Theory

The concept of performance is theoretically based on the theory of motivation. There are several motivational theories: Maslow's needs hierarchy theory, Herzberg's two-factor theory, expectancy theory, goal-setting theory, McClelland's needs achievement theory among others (Esu & Inyang, 2009). Of all these theories, the research will concentrate on Expectancy Theory. The expectancy theory was proposed by Victor Vroom of Yale School of Management in 1964. The theory stresses and focuses on outcomes and states that the intensity of a tendency to perform in a particular manner is dependent on the intensity of an expectation that the performance will be followed by a definite outcome and on the appeal of the outcome to the individual. The Expectancy theory states that employee's motivation is an outcome of how much an individual wants a reward (Valence), the assessment that the likelihood that the effort will lead to expected performance (Expectancy) and the belief that the performance will lead to reward (Instrumentality). Expectancy is influenced by factors such as possession of appropriate skills for performing the job, availability of right resources, availability of crucial information and getting the required support for completing the job (Wright & Niishi, 2007). Instrumentality is affected by factors such as believe in people, who receives what outcome and clarity of relationship between performance and outcomes.

Implication of the Expectancy Theory in this study is that managers can correlate the preferred outcomes to the aimed performance levels and that employees must be compensated according to their exceptional performance.

Social Exchange Theory

Social exchange theory (SET) posits that all human relationships are formed by the use of a subjective cost-benefit analysis and the comparison of alternatives. The theory has roots in economics, psychology and sociology. Social exchange theory is reliant on voluntary actions rather than formal contracts (Zhang, *et al.,* 2008). According to this theory, individuals regulate their interactions with other individuals based on a self-interest analysis of the costs and benefits of such an interaction. SET argues that when workplace relationships are effective, then the organization benefits. Thus people calculate the overall worth of a particular relationship by subtracting its costs from the rewards it provides. Outcome is defined to be the difference between the benefits and the costs: Worth = Rewards – Costs.

People seek to maximize their benefits and minimize their costs when exchanging resources with others (Molm, 2001). Individuals engage in an interaction with other people with the expectation of reciprocity. These benefits need not be tangible and include things such as material or financial gains, social status, and emotional comforts. Costs generally consist of sacrifices of time, money, or lost opportunities. This theory recognizes that the basis reason for an individual to enter into a relationship is the compensation he expects to gain. It also involves a host of unspecified and unvoiced expectations and obligations thus if costs rise, workers tend to have expectations that the benefits will increase accordingly. Similarly, if conditions in the environment force a change in the organization, the employer expects employees are obliged to accommodate themselves to this. Should either party feel that the other is failing to owner his part of the implied bargain, this will lead predictably to similar

behaviour in return (Dundon & Rollinson, 2004). Social exchange theory is used as a framework for predicting the effects of management practice on worker attitudes and performance (Stafford, 2008). Positive social exchanges can result in mutual benefits to both the employing organization and the workforce (Allen, Dawson, Wheatley, & White, 2008). An organization can utilize high-commitment HRM strategy to make employees perceive organizational support and commit to their organization. According to empirical findings, the practices of high-commitment HRM can affect employee motivation and a positive relationship exists between supportive Employee Relations Practices and organizational performance (Yi, Lawler, & Zhang, 2011).

The study will assess tertiary institutions to see the extent to which management practice such as employee voice can affect employee relations management, as well as how they affect performance. The study will consider the role that employee voice play in bolstering employee relations in the selected tertiary institutions.

Empirical Study

As mentioned earlier, empirical review documents the results of the most recent studies that are closely related to employee relations and organizational performance nexus, as well as identifying the similarities, gaps, and contradictions in such studies.

In Nigeria, Okafor (2013) carried out a research on the effect of the management and employee relationship on productivity in an organization. The researcher used Mobil producing Nigeria Unlimited, a subsidiary of ExxonMobil as a case study. The primary focus of his work was on the factors

that can improve the relationship in the work place to enhance productivity. The research was completed by reviewing theories on human resource management. According to him, employee relations management is a necessary ingredient to accomplishing organizational goals in any organization. Because workers feel reluctant to put in much effort to accomplish and reach a set of organizational objectives, when they feel uncomfortable at work. This demoralises them and they resort to negative approaches to the working environment. If such relationships are not cordial, the workforce at the floor level might try to derail the organization leading to low productivity (Okafor, 2013). Moreover, it came to light that management does not practice performance appraisal as a form of motivational tool. In this event, if the employees are not appraised or not given feedback on progress of work done, it makes the employee not see whether they are on track or not to accomplishing organizational objectives. Performance appraisal helps most organizations to realise their weaknesses and improve upon their strengths as a company strategy. Moreover, the majority of employees in the labour market see financial incentives as the more motivating factor to encourage workers than non-financial incentives. From the situation of the case company, it was realised that a financial incentives strategy was preferred to non-financial incentives by most employees, but a few of workers preferred non-financial incentives strategies to motivate job performance (Okafor, 2013). In addition, the researcher discovered that labour unionism is not permitted in the organization which depicts that management prefers direct dealings with employees which is not a good sign for the company. Rather, there should be a mouthpiece for employees in a form of labour union to negotiate with management on issues related to employee relations management. Finally, the

study revealed that the organization adopts participative management and this has contributed immensely to the achievement of the organizational goals (Okafor, 2013). Nonetheless, the study was flawed by the fact that it was limited to telecommunication firms, therefore, it may not apply to tertiary institutions.

In a similar study in South Africa, Tamen (2013) investigated the impact of employee participation in decision making on a Faculty's productivity. A qualitative method was employed, and face-to-face semi-structured interviews were used to collect data for this study. The data that was collected for this study was analysed qualitatively by using themes. The overall finding shows that employee participation has a positive impact on the Faculty's effectiveness, efficiency and productivity. This is because the respondents stated that they render effective and efficient services to the students because there are more than enough opportunities or platforms where they can contribute to the Faculty's decisions and management. However, the respondents also indicated that they would be more effective, efficient and productive if the management of the Faculty should translate their inputs into practice. The study also found that employee participation is still in its infancy in the institution and Faculty owing to three main factors: Lack of management commitment in the process. This is as a result of fear on the part of management to lose its managerial prerogatives and control over the Faculty; Lack of trade union support. This is because there is an adversarial relationship between the unions in the institution for this study; Lack of employees' commitment. This is due to the fact that employees see no commitment on the part of the unions in the institution and management of the Faculty. In order to have any meaningful or effective employee participation in decision making in the institution and Faculty, the

above obstacles should be addressed (Tamen, 2013). Despite the contribution of this study in the body of knowledge on the effect of employee relations on organizational performance, it neglected to employee compensation, employee empowerment. Nonetheless, the study was conducted outside Ghana hence findings may not apply to tertiary institutions in Ghana due to cultural differences.

In Kenya, Odhong and Omolo (2014) analysed the factors affecting employee relations in organizations, using Waridi Ltd as case study. The variables adopted included working conditions, communication, collective bargaining issues, recruitment and remuneration. The study adopted a descriptive research design and a target population of 420. Stratified random sampling was done. Questionnaires were used to collect primary data. Qualitative and quantitative techniques of data analysis were employed. Based on the study findings, the researchers concluded that free communication and information flow are important in promoting employee relations. To add, collective bargaining provides the structure with clear job description and work performance. Overall, employee relations concepts such as employee trust, the manner in which employee complaints are dealt with, commitment to the organization, genuine social dialogue and existence of team spirit are critical in promoting healthy employee relations (Odhong & Omolo, 2014). However, being conducted outside neither in Ghana, nor in a tertiary institution, the results of the study are unlikely to apply to context due to cultural considerations.

In Palestine, Al-Khozondar (2015) examined employee relationship management and its effect on employees' performance at the telecommunication and banking sectors in Gaza Strip where Palestine

Telecommunication Company (Paltel) company represented the telecommunication sector, and Bank of Palestine (BoP) and Palestine Islamic Bank represented the banking sector. ERM main variables were Human Resource Practices, Communication, Trust, Shared Goals and Values, and Leadership Styles. The study also aimed to identify differences with statistical coefficients in the employees' attitudes towards employees' performance. The data of the research was collected using a questionnaire which was distributed to 200 employees (males, females) in the telecommunication and banking sectors. A number of 168 questionnaires were valid for analysis.

The study concluded that ERM components have positive effect on the employees' performance at telecommunication and banking sectors; ERM builds and enhances relationships, reinforces commitment and improves the employees' performance; and there is a positive strong relationship between employee relationship management components and the employee's performance. It was noticed that shared goals and values had the highest degree of approval from the viewpoint of employees than HR Practices, followed by communication and then leadership styles and finally, trust (Al-Khozondar, 2015). The researcher recommended that, organizations in the telecommunication and banking sectors should pay special attention to ERM. Organizations in both sectors should focus on training as a very helpful strategy to develop employees' skills and abilities to enable them carry out tasks the right way. Also, organizations should apply HR practices to achieve improved results in their employees' performance. Organizations should provide inspiring and effective leadership, open and transparent communication, which will lead to motivated employees and good performance. Organizations should improve

communication with the employees through exchanging ideas, feelings and opinions with management; and finally, organizations should involve their employees in decision making which will improve trust between them (Al-Khozondar, 2015). Nevertheless, this study was conducted outside the shores of Ghana. Additionally, the study did not consider tertiary institutions.

In a similar study, Sequeira and Dhriti (2015) looked at employee relations and its impact on employee performance. The study emphasizes on understanding employee relations practices, its underlying factors, issues and its impact on employee performance in Kavya Systems, Bangalore. A descriptive approach was adopted at the beginning to describe the existing employee relations practices at Kavya Systems while at the later stage of study, a causal approach was applied in order to link the employee relation factors to performance of employees. The study used a questionnaire-based survey design to find out employee relations practices, its underlying factors, issues and its impact on employee performance in Kavya Systems, Bangalore. The ground aspect of this study was to analyse the effect of Employee Relations on the performance of an employee. Primary data collection was conducted by undertaking convenient sampling which may have affected the accuracy of results. Relationship between employee relations factors and employee performance were found by statistical testing of formulated hypothesis. Results showed that employee relations practices followed in the organization had a direct impact on the performance of employees in the organization. Employees with higher level of satisfaction with the existing organization practices were more productive and resistive towards changing the current organization. The study further revealed that improving the employee relations practices in

organization can improve the performance of employees and thereby the overall productivity of the organization (Sequeira & Dhriti, 2015). In spite of the study's contribution to the body of knowledge, it was conducted outside the shores of Ghana. Additionally, the dusty did not consider tertiary institutions, therefore, the results may not apply to tertiary institutions.

Conceptual Framework of the Study

Healthy employee relations are key to a business' success. It has been shown that the most successful and productive organizations are those that have effective employee relations management. In such organizations, employees are motivated to contribute in goals achievement.

With the four variables which are conflict resolution, employee empowerment, employee compensation and employee voice, it is possible to develop a basic concept for the study that summarizes the effect of employee relations practices adopted on the employee relations at workplace and their subsequent effect on organizational performance.

In this framework performance variables are classified as, quality of service, productivity and staff retention. The process of determining and controlling employee relations practices adopted in an organization for a peaceful and trustful relationship amongst workforces can be classified as employee relations management. Through the impact of these practices, employee relations then influence organizational performance. This conceptual framework thus produces a basis for focusing a specific employee relations and performance variables for this study.

Independents variables   Dependent variable

Employee Relations Practices

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┌─────────────────────────────┐
│  Employee Compensation      │
│    -  Allowances            │
│    -  Fringe benefits       │
│    -  Flexible work plans   │
└─────────────────────────────┘

┌─────────────────────────────┐
│  Employee Empowerment       │
│    -  Quality Circles       │                    ┌──────────────────────────────┐
│    -  Information sharing   │    influence       │  Organizational Performance  │
│    -  Resource              │                    │    -  Quality of service     │
└─────────────────────────────┘                    │    -  Productivity           │
┌─────────────────────────────┐                    │    -  Staff retention        │
│  Employee Voice             │                    └──────────────────────────────┘
│    -  Work councils         │
│    -  Suggestions schemes   │
│    -  Unions as collective  │
│       voice                 │
└─────────────────────────────┘
┌─────────────────────────────┐
│  Conflict Resolution        │
│    -  Negotiation           │
│    -  Mediation             │
│    -  Arbitration           │
└─────────────────────────────┘
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Figure 3: Conceptual relationships of variables

Source: Author's construct (2020)

Employee Relations and Employee Relations Management practices

      Employee Relations Management, in some organizations is labeled Employee Relationships Management, meaning the same thing, is a device and a strategic process to manage and increase motivation in the workforce by increased focus on nonstop excellence of the individual relationships between the employer and each employee (Wargborn, 2008). Human Resource professionals try to set up good relationship amongst employees and maintain high confidence and provide good working conditions in an organization. It helps and acts as a change agent while controlling various activities of the organization (Bajaj et al., 2013). According to Thompson Robert (2007), employee relations have evolved from a recognition of "thinking" jobs and

"doing" jobs into the realization that all employees have a stake in the outcome of an enterprise. Certainly the transition has not been smooth employee relations. Employee relations is neither technology, nor software product, but a notion that focuses on new forms of communication within a company (Aedem.nl, 2008). There are many similarities to customer relationship management (CRM), which is understandable since the notion of ERM has been derived from that concept (Lagergren & Andersson, 2013). Employee Relationship is defined as a relationship between employers or the representative managers and employees, aimed towards maintaining commitment, morale and trust so as to create productive and secure workplace environment (Bajaj et al., 2013). ERM can be defined as a specific field of human resource management (Yongcai, 2010). It is the process of adopting various controlling methods and practices to regulate the relations between company and staff, and between employees and their colleagues, and enables the organization to achieve its goals (Jing, 2013). ERM is a process that companies use to effectively manage all interactions with employees, ultimately to achieve the goals of the organization (Oluchi, 2013). ERM is a dynamic process of managing the relationship between knowledge worker and corporation such that knowledge workers elect to continue a mutually beneficial exchange of intellectual assets for compensation in a way that provides value to the corporation (Bergeron, 2003). ERM is all about effective organizational communications, which can build employee confidence, trust and loyalty, enabling managements to realize the potential of the skills and knowledge within the organization. (Rai & Pareek, 2012). According to (Purcell & Ahlstrand, 1994), there is a need distinctive set of written guiding principles,

which determine parameters, and signposts for management action regarding the way employees are treated and how particular work events are handled. Employee relations management refers to the process of adopting various controlling methods and practices to regulate the relationship between company and the staff, and employee versus employee, and enables the company to achieve its goals (Jing, 2013). If these relationships are strong, then employees are more likely to be satisfied with their jobs and more productive as a result (Daniel, 2003). However, most of the factors that determine the quality of a relationship is beneath the water. All these are done with the aim of improving productivity rather than interacting with employees (Debaawy, 2011).

Conflicts Resolution

Conflict resolution refers to one of the employee relations practices used to help organization workforces to communicate more clearly, negotiate effectively, develop and evaluate solutions, or resolve disputes. Olakunle (2008) identified six different levels of conflict: interpersonal, intragroup, intergroup, intrapersonal, intra-organizational and inter-organizational levels. The effective management of these conflicts will go a long way to enhance the performance of the organization in meeting to its overall mandate (Njau, 2012). Conflict resolution offers a private and voluntary option beyond the industrial courts Where there is employment relationship one inevitably finds labour conflicts and the need to resolve them efficiently, effectively and equitably for the benefit of all the parties involved and the economy at large (Olakunle, 2008).

Conflict among the professionals can also create negative interpersonal relationships that reduce the quality of service and hinder the ability to obtain meaningful outcomes (Miles, 2002). A key objective of every organization is to

avoid and manage these conflicts. Effective resolution of employment conflicts is an integral component of a successful employee relations system which effectively contributes to organizational performance (Buchele & Christiansen, 1999).

According to Robinson & Judge (2009) conflict may have both positive as well as negative consequences within the organization, the submission above blend with the fact that, conflict can never be totally eliminated within organizations but can be efficiently managed in order to move organizations to greater height and performance level. Darling & Walker (2007) stated that, even if conflict is a natural phenomenon in social relations, it can nevertheless be managed within organizations. Negotiation mechanism is the most informal employee relations practice of conflict resolution where parties to the contract and their designated negotiators resolve the dispute on the best terms for the party that he or she represents. In a successful negotiation, the parties and their negotiators reach a resolution of the dispute based on the parties' interests creating high level of motivation among the parties and impacting on productivity. Mediation is a collaboration problem solving process that assists in managing workplace conflict through a structured process such as a disciplinary process or grievance procedure and results to a win-win outcome (Slaikeu, 1996).

In this process, the parties select a neutral person, the mediator, to help them arrive at a settlement of the conflict. The mediator spends a majority of the time meeting privately with each party and does not have authority to bind the parties, but can only help the parties resolve their conflict by agreement (Beer & Steif, 1997). Settlement in both negotiation and mediation practices

may be based upon compromises, promises of performance, and agreements to continue to do business in the future (Christopher, Nita & Yawanarajah, 2005). Arbitration is an employee relation practices where the parties select a neutral person, the arbitrator, who acts as a private judge, conducts a hearing, similar to a trial in court, and issues a decision, known as an "award," that binds the parties. Though arbitration is similar to litigation in court, it is private, the parties can choose an arbitrator that has particular expertise in the subject matter of the dispute, and the scheduling of the arbitration proceeding is not dependent on delays usually associated with a court's docket (Njau, 2012). Organizational conflicts not only affect productivity through labor loss alone but when there are incessant work stoppages, machines and other fixed and variable capitals are not fully utilized it reduces the level of output and increasing average cost (Humphrey, 1991). According to Rivers (2005), the hidden costs of unresolved conflicts in organizations are enormous and finding effective ways to manage and resolve organizational conflicts can have a significant impact on productivity and therefore, may enhance performance. Effective conflict resolution systems can contribute to an effective high-performance workplace by improving employee motivation, morale, and productivity (Milkovich & Newman, 2008). When managed correctly, conflict produces the following results: new ideas for changing organizations, solving of continuous problems, chance for workers to expand their capabilities and increase productivity, and the introduction of creativity into thoughts about organizational problems (Bowditch & Buono, 2007). Negative conflict can lead to decreased productivity, increased stress among employees, hampered organizational

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performance, high staff turnover rates, absenteeism at its worst, violence, and death (Fiore, 2007).

Employee Compensation

Employee compensation is defined as a systematic approach to providing monetary and non-monetary value to employees in exchange for work performed (Cole, 2004). It is a critical tool used by management for variety of purposes to maintain the existence of the company such as recruiting and retaining qualified staff, boosting and maintaining the morale of staff, rewarding and encouraging peak performance, achieving internal and external equity, reducing turnover and encouraging company loyalty, modify through negotiations practices of unions (Graham & Bennett, 1998). Armstrong (2005) stated that compensation management is an integral part of human resource management approach to productivity improvement in the organization, it deals with the design, implementation and maintenance of compensation systems that are oriented to the improvement of individuals, teams, and organizational performance. Armstrong (2005) maintained that compensation management is concerned with the formulation and implementation of strategies and policies that aim to compensate people fairly, equitably and consistently in accordance with their values to the organization. According to Hewitt (2009), Compensation management, as the name suggests, implies having a compensation structure in which the employees who perform better are paid more than the average performing employees, that is to encourage employees to work harder in order to regain more salaries or recognitions. Hewitt (2009) declared that compensations practices in organizations include fixed pay, monthly rate of pay irrespective of number of hours worked and are subject to

annual increment; Allowances, which include house allowance, dearness allowance, house allowance, risk allowance, hardship allowance, non-practice allowance, transport allowance; Incentives, performance based pay including bonuses, commission, profit sharing; and fridge benefits which are provident funds, health insurance, pension scheme, canteen, medical care, group insurance, entertainment allowance and paid holiday (Gerhart, Minkoff & Olsen, 1994). An organization employee compensation policy and practice is important in implementing organizational strategy (Barney and Hesterly, 2008). A company adopting a compensation policy that is consistent and reinforces its strategies is more likely to implement those strategies than an organization that adopts compensation policies that are inconsistent with its strategies (Armstrong, 2006). According to Rudman (2003), performance based pay is a big issue in contemporary human resources management; organizations have long believed that productivity improve when pay is linked to performance and payment by results systems and allowances are developed to support this belief. Studies have found a positive relationship between performance-related pay and performance (Goel, 2008). Horton (2007) declared that organizations having effective reward systems like transactional and relational rewards improves the level of employee motivation and this supports realization of increased organizational performance. Harris (2009) noted that best Practices for improving Employee performance for high organizational performance requires meaningful, rewards, fridge Benefits, Good working conditions, and Quality of Life. Frye (2004) argued that for human capital intensive institutions, compensation plays a crucial role in attracting and retaining highly skilled employees. Lectures in tertiary institutions are delivered by highly skilled

workforce, and as tertiary institutions are human capital institutions, compensation practices can be of great help in retaining highly skilled and competent employees.

Employee Empowerment

Employee empowerment can be defined as the focus of organizations on delegation of authority, encouraging workers to participate in decision making, share resources, share information, enabling them to control processes as required (Pfeffer, Hatano, & Santalainen, 1995). According to Dobre (2013), employee empowerment is about giving employees a certain degree of autonomy and responsibility for decision-making about their specific organizational tasks. Furthermore, employee empowerment can be described as the breaking down of traditional hierarchical structures (Blanchard 1997). There are two main dimensions in defining empowerment: psychological dimension and structural dimension. Psychological empowerment dimension definitions fall into intrinsic motivation that creates discretion and self-efficiency (Patah *et al.,* 2009). Instances for the psychological approaches definitions, Conger & Kanungo (1988) define empowerment as a procedure of improving self-efficiency perception among the employees through problem solving groups (Quality circle) and information sharing. As for Brymer (1991), he defines psychological empowerment as a process of decentralizing decision making in an organization, whereby managers give more discretion and autonomy to the employees directly or through their teams. Structural dimension of empowerment explains empowerment as management action from perspective of organization's policies resources and structures (Kanter, 1993). He claimed that empowerment is a state in the organization that influence employee's work

related behavior and presented structural factors that influence empowerment in organization thus involving empowerment activities in information accessibility for the employees; supporting employee job responsibility and availability and accessibility of needed resources to perform a job (Kanter, 1993). Boon, Arumugam, Safa, and Bakar (2007) argue that employee empowerment is the most important employee relations practice that significantly influences the organization overall performance. Jung and Hong (2008) found out that employee empowerment plays a significant role on organizational performance. Zhang *et al.* (2008) reported that employee empowerment has a significant role in achieving and enhancing quality of service in organizations. Howes (2010), stated that best employee relations practices for improving organizational performance and having motivated employees include among others conflict resolution, commensurate compensation, and structural empowerment. Seibert, Silver and Randolph (2004) found significant and positive relationships between empowerment climate and work-unit performance, but not individual performance. They also found psychological empowerment positively and significantly related to individual performance. In a similar study, Chen *et al.* (2007) found that, while individual psychological empowerment significantly predicted individual performance, neither empowering leadership climate nor team empowerment were significantly related to team performance. According to Ivancevich (2001), empowerment is a new and advanced manifestation of employee involvement, which improves employee relations and contributes directly to organizational objectives by increasing skill sets and granting authority to the employees to make decisions that would traditionally be made by managers. Employee empowerment stimulates employees' creativity and

risks taking that are key elements, which can give an organization a competitive edge in a fast-changing environment (Hymowitz, 2000).

Hence, organizations, with tertiary institutions being no exception, are putting in efforts of involving employees to different degrees by which staffs are encouraged, enabled and empowered to contribute towards goals achievement (Shapiro, 2000). In addition, according to Jarrar and Zairi (2002) employee empowerment is more relevant in today's competitive environment where there are more knowledge employees. Taken together, there appears to be a strong theoretical support for the role of employee empowerment in engendering performance in the work place.

Employee Voice

One of the major employee relations practices in education sector is Employee voice. This is any formal mechanism for two-way communication between management and workers either through the union or non-union forms and combinations thereof. Employee Relations management literature conceives voice as a wide range of formal mechanisms for individual and collective employee input, such as grievance procedures, suggestion systems, ombudsman services, employee-management meetings, non-management task forces, quality circles, work councils, and participative management (Morrison, 2011). Employee Relations considers employee voice as a basic democratic act for employees to have a right to comment on decision making at work in their organizations (Wilkinson et al., 2018). According to Morrison (2014), employees share their ideas, suggestions, information or apprehensions in an informal, innovative and intentional way about new projects, procedures, unfairness, misconduct or work issues to the persons who can make proper and

necessary moves for the purpose of improving the conditions or functions by doing constructive changes or developments to recover and alter the existing status quo, even if the others do not agree with them in the organizations. Encouraging suggestions on day-to-day basis is a useful way to obtain and utilize employees' creative ideas especially when operating where innovation and constant improvement are critical weapons to get competitive advantage.

Union voice is always a representative collective type, while non-union voice can take on both, representative such as independent works councils, joint consultative committees and direct forms such as team briefings and suggestion schemes (Metcalf, 2003).

It is commonly agreed amongst researchers that for a business to be successful, the importance of employee voice cannot be neglected; as argued by Dundon *et al*. (2004), employee voice recognition could positively affect the quality of service and productivity of an organization, and on the other hand it could help to deflect the problems, which otherwise might explode. Employee turnover rate is believed to be directly related to the opportunities they have to voice their issues. The more opportunities employees have to voice their dissatisfaction and changing the disgruntling work situations, the more they will be interested in staying with the organization (Boxall & Purcell, 2003). Voicing employee issues is more effective in some situations as they help strengthen worker communities and provide a direct means of communication between them and management. The centrality of voice in employee relations practices has drawn management and behavioral scholars into the research domain on voice, and has elevated the importance of understanding voice-performance linkages for individuals and organizations (Boxall & Purcell, 2003). (Befort &

Budd, 2009), the rise of non-union voice mechanisms has sparked debates over the functioning and legitimacy of alternative forms of voice (Gollan, 2006). There are two widely known forms of voice; Joint Consultative Committees (JCC) and Works Councils (WC). JCCs are considered as the mean of providing formal information sharing mechanisms among management and employee tiers through their representatives (Pettinger, 1999). Pettinger (1999) argued that in presence of joint consultative committees, ideas are exchanged, viewed and implemented according to their practicality and benefits to both business and workers simultaneously. Hence, it can be rightly said that joint consultation not only takes employer's perspective into account but also works for the employee's welfare through proper representation of their views (Brewster, Wood, Croucher & Brookes, 2007). Works Councils on the other hand are formally constituted by the organizations and representatives are chosen from all the business departments for representing employee's views and concerns in the same way as shareholders' interests, financial and operational management issues are addressed; they are constituted for representing employee's interests in an effective manner as the need arises (Pettinger, 1999). Brewster et al. (2007) defined works councils as collective representative bodies for employee participation at organizational levels with specific informational, consultative and codetermination rights. Works councils provide a wide range of benefits to both employees and employers through creating improved systems for information flow, working for increasing trust and cooperation, spreading the use of best practices and promoting industrial up-gradation (Brewster *et al.*, 2007). Croucher &Brewster (1998) added that due to the support of legal bodies WCs are more effective than trade unions in dealing with issues related to

flexible work practices. There is no doubt about the importance of WCs and JCCs in the current business environment, but there are few potential problems which need to be taken care of in order to maintain the integrity of WCs and JCCs. Critics of works councils argued that they are the employers-initiated structures, based on their own terms so they cannot be effective in voicing employee's concerns and issues, and are most likely to secure management position on certain issues (Gollan, 2001).

Jaja & Okpu (2013) defined suggestion scheme as formalized mechanism which encourages employees to contribute constructive ideas for improving the organization in which they work. Employee suggestion schemes are employee relation practices used to capture employee ideas on areas that are often not within their control (Milner, Kinnell & Usherwood, 1995). Lloyd (1996) was able to demonstrate through his research of British Gas how the use of suggestion schemes can encourage employees not only to think more creatively, but also to share their ideas for the benefit of the organization as it makes them more committed and motivated, especially if they receive the appropriate reward and recognition for their ideas, and see them implemented and actually improving the organization. Landau (2009) claims that employees will be more committed if their suggestions facilitate improvement or change in the organization. Similarly, Lloyd (1996) believe that when organizations encourage employees to think more creatively and share their ideas for the benefit of the firm by the use of employee suggestion scheme, it will make employees more committed and involved in the organization and less will think of leaving the organization. According to Martin (2008) when management encourages employees to participate in organization processes and changes

through the use of suggestion schemes, it will increase employee productivity to the organization and the urge to stay and see through their ideas implementation. Armstrong (2006) states that there are four specific purposes for employee voice these are to articulate individual dissatisfaction with management or the organization; serves as an expression of collective organization to management; contributes to management decision making, particularly regarding work organization, quality of service and productivity; and last, employee voice demonstrates the mutuality of the employer-employee relationship.

Performance

Performance is a major concern to all organizations. A general understanding among researcher's views performance as an important variable in work organization (Suliman, 2001). In addition, (Wall & al., 2004) emphasize that performance is a significant indicator in measuring organizational performance in many studies. performance is the level at which an organization is placed in a particular industry various measures are used to measure it, ranging from gross sales, profit, market share, competitive advantage and customer rating. However, Motowidlo (2003) suggested measuring employee performance through the combination of expected behavior and task-related aspects, even though performance is often determined by financial figures. This statement of Motowidlo leads the researcher to think of output or results as proxies for employee behavioral measure.

Performance plays an undeniable role in the survival of an organization; and the above-cited authors clearly demonstrate how much performance totally

depends on the collaboration between organizational actors, which are employees, and the management.

Organizational Performance

The 80s and 90s were marked by the realization that the identification of organizational objectives is more complex than initially considered. Thus, organizational theories that followed supported the idea of an organization that achieves its performance objectives based on the constraints imposed by the limited resources (Lusthaus & Adrien, 1998). In this context, productivity became one of the many indicators of performance. Lebans and Euske (2006) defined performance as a set of financial and nonfinancial indicators which offer information on the degree of achievement of objectives and results. Performance is dynamic, requiring judgment and interpretation. Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). According to Richard *et al.* (2009) organizational performance encompasses three specific areas of firm outcomes, namely financial performance, including profits, return on assets, return on investment and productivity; product market performance, comprising sales, market share, etc.; and shareholder return (total shareholder return, economic value added; employee retention).

Organizational performance has its basic source from the theory resource based view, according to this theory the organization is taken as an entity which is having resources and competences. A firm can achieve its competitive benefit by using its resources effectively and then can boost its performance (Jung, 2010). Organizational performance positively correlates to employee relations practices (Armstrong, 2011). Guest and King (2004)

identify three propositions on the linkage between ER and organizational performance, that are ER practices can make a direct impact on employee characteristics such as engagement, commitment, motivation and skill; if employees have these characteristics it is probable that organizational performance in terms of productivity, intention to stay and the delivery of high quality customer service will improve; and if such aspects of organizational performance improve, the financial results achieved by the organization will improve.

According to Cole (2005), managers are judged on their performance in one of the three principal ways: in terms of business outcomes (turnover, profits, return on investment, productivity, customer care, ability to retain staff, absenteeism and so forth) an approach especially favored for middle management levels; in terms of how they have performed generally in carrying out their responsibilities, as stated or implied in their job descriptions, and where performance is assessed as much on the individual managers input into the job as on any outcomes he or she has achieved (Cole, 2005). As for Grant (1998), he defines organizational performance as the capability of an organization of undertaking a particular productive activity. Timely and accurate funding data will always be a priority. This perspective takes a view on how the organization must and should appear to shareholders. Performance has been used synonymously with profitability, productivity, efficiency, effectiveness, quality and competitiveness (Bohlander & Snell, 2007) organizational performance comprises the actual output or results of an organization measured against its intended outputs (organizational goals and objectives). Armstrong (2006) defines performance management as a systematic process for improving

organizational performance by developing the performance of individuals and teams. Armstrong and Baron (2004) view performance management as a discipline of acting upon intelligence and reported information in planning ahead and in managing service operations both directly and through partnerships with other service delivery agents. They describe it as a process which contributes to the effective management of individuals and teams in order to achieve high levels of organizational performance (Armstrong, 2009).

According to Richard *et al*. (2009) organizational performance encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment); product market performance (sales, market share) and shareholder return (total shareholder return, economic value added). Organization performance has been the most important issues for every organization be it profit or non-profit one (Ojo, 2009). It has been very important for mangers to know what practices influence organizational performance in order for them to take appropriate steps to initiate them (Barney, 2008). According to Javier (2007), performance is equivalent to the famous 3Es (economy, efficiency and effectiveness) of a certain programme or activity. However, according to Daft (2009), organizational performance is the organization's ability to attain its goals by using resources in an efficient and effective manner. Richardo and Wade (2010) defined organizational performance as the ability of the organization to achieve its goals and objectives. Organization performance is determined by a broad range of factors, some can be evaluated quantitatively, while others require a qualitative analytical approach (Saari, 2006). A number of factors affect performance major, amongst these are the complementary factors of production as well as technology or

innovations, institutional back-up, workers' motivation, the quality of labour, and environment (Anyawu, 2003).

Researchers among themselves have different opinions and definitions of performance, which remains to be a contentious issue among organizational researchers (Barney& Hestler, 2008). According to Javier (2007), performance is equivalent to economy, efficiency and effectiveness of a certain programme or activity. However, according to Daft (2009), organizational performance is the ability to attain its goals by using resources in an efficient and effective manner. Richardo and Wade (2010) defined organizational performance as the ability of the organization to achieve its goals and objectives. In result oriented evaluation, productivity measures were typically considered. Richardo and Wade (2010) argued that performance measures could include result-oriented behavior (criterion-based) and relative (normative) measures, education and training, concepts and instruments, including management development and leadership training which were the necessary building skills and attitudes of performance management. Hence, from the above, the term performance should be broader based on which include effectiveness, efficiency, economy, consistency behavior and normative measurement (Richardo & Wade, 2010).

Chapter Summary

The research has reviewed four variables including conflict resolution, employee empowerment, employee compensation, and employee voice practices. Viewed in different dimensions, findings show that these variables influence organizational performance in different ways. The research has proposed to adopt various theories and models including Thomas Kilmann model to analyze conflict resolution practices; Conger & Kanungo Model to

analyse employee empowerment; Human Capital Theory and Expectancy Theory to analyze employee compensation; and Social Exchange Theory to analyze employee voice practice. Negotiation, mediation and arbitration practices are identified as conflict resolution practices; quality circles, information sharing and resources as employee empowerment practices; allowances, fridge benefits and flexible work plans as employee compensation practices and works council, suggestion schemes, and union as collective voice practices, as forms of employee voice.

CHAPTER THREE

RESEARCH METHODS

This chapter is about the methodology adopted in conducting the study. The organization of the chapter goes as followed: Research Design, Study Area, Population, Sampling Procedure, Data Collection Instruments, Data collection procedures, Data processing and Analysis, Chapter summary.

Research Design

Research design is the structuring of investigation aimed at identifying variables and their relationship to one another. It is the overall plan for obtaining answers to the research questions and provides a framework for the collection and analysis of data.

For this study, quantitative research design is adopted. The quantitative research approach presents some advantages, amongst which its ability to enhance speed of conducting a research and to broader coverage of a series of events where statistics are combined from a larger sample (Amarantunga & Baldry, 2002). In addition, the use of statistical data analysis methods makes it easier to generalise the findings from the study. Furthermore, quantitative approach takes the guesswork to a more concrete conclusion. This is because most results are usually based on quantitative measures rather than mere interpretation and therefore enables future application and comparison with other works. Quantitative approach provides data that is descriptive and reliable.

However, one should note that, quantitative approach to research lacks flexibility which makes it very challenging to apply same in assessing or gauging human behaviour (Crotty, 1998). The choice of research approach should be based on the researcher's discretion, depending on the nature of a

particular study (Boohene, 2006). Therefore, given the purpose and nature of this research where most of the analyses are quantitative, it is most appropriate to adopt quantitative research approach.

As far as the study design is concerned, the correlational study design was found appropriate for this study. The correlational study design was selected mainly because it comprises a cross-sectional design in relation to which data is collected predominantly by questionnaire or by structured interview (Bryman & Bell, 2007). correlational also provides evidence concerning an existing situation or current conditions; hence surveys provide a more accurate picture of events and seek to explain people's perception and behaviour on the basis of data gathered at a point in time. Furthermore, it has the advantage of producing good responses from a wide range of people in a highly economically way and also it involves accurate and objective collection of data to describe an existing phenomenon (Nwandinigwe, 2005).

Moreover, this study design was selected because of it suitability helps to establish the relationship and the strength of relationship between variables. By using this approach, the researcher to test the research hypothesises, which are, to test the effects of conflict resolution, employee empowerment, employee compensation and employee voice on organizational performance of the selected tertiary institutions. This makes the choice of the correlational study design the most appropriate.

Study Area

The Sunyani Municipal is one of the 260 Metropolitan, Municipal and District Assemblies in Ghana, and forms part of the 12 of Municipalities and Districts in the Bono Region with Sunyani as capital. Bono region was carved

out of the former of Brong Ahafo. The Brong Ahafo region was a region located in southern Ghana. Bordered to the North by the Black Volta River, to the East by the Lake Volta and South by Ashanti, Eastern region. Brong Ahafo was one of the biggest region in Ghana with Sunyani as capital. The region was created on 14th, April 1959 from western Ashanti named after the dominant and native Inhabitants, namely Akans, Brong and Ahafo. After the new Ghanaian referendum of 2019, the region was divided into three Bono, Bono East and Ahafo regions and ceased to exist. Sunyani Municipality is home to five tertiary institutions in the country, including the Sunyani Technical University then, Sunyani polytechnic (STU), the University of Energy formally Kwame Nkrumah University of Science and Technology, an Agric-school and Natural Resources (UNER) and Catholic University College of Ghana, Fiapre (CUCG), the Sunyani Nursing and Midwifery Training College and the College of Science, Arts and Education. Amongst these five tertiary institutions, only three were selected for the purpose of the Study, namely Sunyani Technical University then, Sunyani polytechnic, the University of Energy and Natural Resources and Catholic University College of Ghana. Sunyani Technical University is the older as it was established in 1967 then as Sunyani polytechnic and upgraded in 1997. Followed by Catholic University College of Ghana, Fiapre, which officially started programs on December 2002. Finally, comes the University of Energy and Natural Resources that was established on December 2011.

These three tertiary institutions are development prayers for the Municipality itself, Ghana and even Africa as they train students who contribute not only in the development of Ghana, but also many other African countries.

In 2019, for instance about 3,843, both graduate and undergraduate students from more than seven different African countries graduated. The population in Sunyani Municipality is very friendly, which makes it an attractive place to be and good destination for studies.

Study Population

A population is made up of all the units of the group that the study emphasises on. Malhotra (1996) declares that the members or units of the group should possess material facts relevant to the study and the researcher. Rubin and Babbie (2001) define target population as the theoretically specified aggregation of study elements. Therefore, all the five tertiary institutions (both private and public) located in the Sunyani Municipality constitute the population of the study. However, for the purpose of this study only three of them were selected. The research will focus on staffs of the selected tertiary institutions in the Sunyani Municipality including Academic and non- academic staffs. They assume roles of lecturers, heads of department and supervisors, cleaner, gardeners, etc. in the day to day activities of their organizations, implementing the policies of management and ensuring that work in the organization progresses smoothly.

Table 1: Distribution of the Respondents

	Total population	Teaching staff	Non-teaching	Percentage%
STU	450	200	250	58
UENR	218	90	128	28
CUCG	110	60	50	14
Total	778	350	428	100

Source: Field survey (2020*)*

Sampling Procedure

For the purpose of the study, simple random sampling was used. Simple random sampling is considered the easiest method of probability sampling. To perform simple random sampling, all the researcher had to do is ensure that all members of the targeted population in Sunyani tertiary institutions are included in a master list, and that subjects are then selected randomly from this master list. While simple random sampling creates samples that are highly representative of the population, it can be time consuming and tedious when creating large samples.

To collect the data for this research, the researcher had to walk around these different tertiary institutions within Sunyani Municipality. Any employee and manager the researcher came across with and was willing to answer the questionnaire became part of the sample. To get the sample size for the study, the Taro YAMENE's formula was used.

$$n = \frac{N}{1 + N(e)2}$$

$$\frac{778}{1 + 778(0.05)2}$$

$$\approx 264.17657$$

n =sample size, N= population size N= 778, e= margin error, e=0.05 Margin of Error is about the degree of uncertainty in statistics. How much error will you allow?

Confidence interval (CI) is usually set at 90%, 95% or 99%. It is how confident we are that if the study were repeated several times, we would get to the same results. If confidence level were 95%, we would get the same results in 95% of the cases. The sample size was 264 respondents.

Data Collection Instruments

For collecting reliable primary data, the researcher used both quantitative and qualitative data collection methods. The researcher prepared a questionnaire to be responded by the sampled population in tertiary institutions in the Sunyani Municipality. As for the qualitative method, it was mainly about interviews between the researcher and the respondents. The questionnaire and interviews were designed to cater for all areas and aspects of the study, and they gave the researcher expected information about the employee relations management practices in tertiary institutions and their effect on organization overall performance.

A standardized questionnaire, capturing the variables under study was prepared. Kothari, (2004) defines a questionnaire as a set of questions printed or typed in a definite order or form of or set of forms. They are a list of research questions asked to respondents and they are designed to extract specific information. The questionnaires contained only closed questions. The closed questions were used to limit the respondents to the variables of the study (Kothari, 2008). Using a questionnaire, the researcher gathered significant amount of data at a very low cost (Cooper & Schindler, 2006). The research instrument was divided into III sections. Part A was about respondents' demographic information, section B, covered questions related to employee relations practices and part C focused on organizational performance in Sunyani tertiary institutions.

Data Collection Procedures

A self-administered questionnaire process was used to collect primary data. Copies of the Questionnaire were distributed to respondents at their work

place according to their willingness or availability to take part in the research. After some time, the researcher had to go back and collect the answered questionnaires. Those who were not able to complete the questionnaire but were willing to do so, were given time to go and fill them at their convenience place and return them to the researcher. Before given out any copy of the questionnaire, the researcher had to make sure that the respondents understand not only the questionnaire itself, but the purpose of the research. That was to avoid suspicions, partialities and to be able to provide personal and independent opinion to the questionnaires given to them. For a valid and reliable data, the researcher ensured that the formulation of the question was god. As for interviews they were mostly organized with some workers that were not able to read English and some critical members of the different staffs. These interviews were important tools for the researcher to get better understanding of some aspects of his study.

Reliability and Validity Assessment

Validity and reliability of a study are two key elements in ensuring that the study is valid and scientific. The strengths of the research instrument were that, first of all, it comprises various sections that answer the research objectives respectively. In addition, the instrument was consistent with the concepts and constructs found in the conceptual framework. Moreover, a pre-test was done to test validity of the instrument so as to ensure the reliability of the results. Results from the pre-test showed Cronbach's Alpha of 0.885 and 0.908 for each construct (Section B and C) respectively.

Validity of instruments

A pre-test to assess the validity of instruments was conducted on 30 respondents with an aim to improve the use of the primary data. All 30 questionnaires issued to the respondents were correctly filled and returned. This improved the validity, which made the quality of research trustworthy and scientific. As explained by Mugenda and Mugenda (2003), pre-test study allows errors to be discovered enabling effective revision as it results in determination of participants' interest, discovering if the questions have meaning for the participants, checking for the participants' modification of the questions' intent and whether what the researcher is measuring is what was intended to be measured. It was found the instruments were indeed measuring what the researcher intended to measure and the questions were clear and easily understood by the respondents. The research tool was also verified by a supervisor in the form of expert judgement.

Instruments Reliability

In order to validate internal consistency of the research constructs, the researcher used Stata version 13 to generate Cronbach's alpha co-efficient for the model on the pre-test data. The reliability co-efficient for the pre-test data is shown in Table 2. Research has shown that scales with Cronbach's alpha co-efficient of 0.70 or more are considered reliable (Pallant, 2007). Results from the pre-test as indicated in the Table 2 showed Cronbach's Alpha of 0.801 and 0.908 for each model (Section B and C) respectively. This, therefore, suggests that all the two models of the study have good internal consistency reliability.

Table 2: Computed Reliability Coefficients for Pre-Test Data Collected

Questionnaire Sections	No. of Items	Sample Size	Cronbach's Alpha
Section B	16	30	0.8857
Section C	5	30	0.9082

Source: Field survey (2020)

In order to validate internal consistency of the research constructs, the researcher used Stata version 13 to generate Cronbach's alpha co-efficient for the models on the pre-test data. The reliability co-efficient for the pre-test data is shown in Table 2. Research has shown that scales with Cronbach's alpha co-efficient of 0.70 or more are considered reliable (Pallant, 2007). Results from the pre-test as indicated in the Table 2 showed Cronbach's Alpha of 0.885 and 0.908 for each models (Section B and C) respectively. This, therefore, suggests that all the two models of the study have good internal consistency reliability.

Data Processing and Analysis

Quantitative techniques were used in analysing and presenting the data. Quantitative data obtained from the questionnaires were coded and analysed with the help of the Statistical Package Stata, version 13. Each of the questions was coded in variable view of the Stata and the responses from the respondents were entered at data view of the Stata. Data were analysed based on the stated objectives of the study. The four objectives of the study were analysed using both descriptive Statistics (Frequency and Percentage) and inferential statistics (Simple regression, Cronbach's alpha and Pearson's correlation coefficient).

Chapter Summary

This chapter was essentially about choosing the method by which data will be collected, gathered, and analysed. This part plays a critical role in the researcher study as it deals with the methodology used to conduct the research and the way research questions were answered and analyzed. Our target population were the employees working in the selected Tertiary institutions and the management of these different organizations. For the purpose of that study, accidental sampling method was used. To gather his data, the researcher has used interviews and questionnaire as Data Collection Procedures. As for data, processing and Analysis, the researcher chose to use the statistical package Stata 13. The researcher used descriptive and inferential statistics as statistical tools to analyse data.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The study sought to establish the effect of employee relations management on organizational performance in tertiary institutions in the Sunyani Municipality. The study concentrated on the independent variables: conflict resolution, employee empowerment, employee compensation and employee voice. The analysis was done using statistical package Stata version 13. The tabulation of the results was based on the data collected by use of the questionnaires and interviews. Furthermore, statistical tools, namely descriptive statistics tool and inferential statistics, including simple linear regression, Cronbach's alpha test and Pearson correlation coefficient were used to assess the effect of employee relations practices on organizational performance in the selected tertiary institutions. This chapter presents findings of the study and discussion of the findings. The first section provides the profile of the respondents and descriptive and inferential statics in accordance with the specific objectives of this study, whist the second section of the chapter presents detailed discussion for each finding.

Demographic Characteristics of Respondents

The demographic characteristics of respondents were in relation to gender, age, educational qualification, and length of service.

Table 3: Gender of Respondents

Genre	Frequency	Percentage%
Male	99	54
Female	84	46
Total	183	100

Source: Field survey (2020)

From Table 3, majority of the respondents representing (53%) were males whilst (47%) of the respondents were females. It could, therefore, be said that tertiary institutions staff is male dominant. This finding comes to emphasise on the notion that men are directly engaged in the labour force at significantly higher rate than women, which conversely means that women engage more in non-labour market activity (ILO, 2005). This also asserts to the fact made in the Ghanaian occupational structure that the employment-to-population ratio in the country is relatively higher in males than females (Ghana Statistical Service, 2014).

Table 4: Age Range of Respondents

Age-Group	Frequency	Percentage%
Below 25	33	18
26-35 years	59	32
36-45 years	63	34
46years and above	29	16
Total	183	100

Source: Field survey (2020)

In terms of age, majority of the respondents were from 36 to 45 years old (74.6%). A group of (32%) respondents were from 26 to 35 years of age, a

group of respondents (18%) were below years old. And finally, (16%) respondents were in the age group of 46 years or more. Considering the statutory retirement age of 60 years for workers in Ghana, it could be said that many of the respondents are still young and are having long and fruitful years of service ahead of them; hence, they can contribute tremendously to national development over a long period of time.

Table 5: Educational Qualification of Respondents

Qualification	Frequency	Percentage%
HND	11	6
First Degree	33	18
Postgraduate Degree	139	76
Total	183	100

Source: Field survey (2020)

From Table 5, majority of the respondents representing (76%) hold postgraduate degree, followed by (18%) respondents holding first degree, whilst only 11 respondents representing (6%) hold HND. This entails that majority of the workforce in the selected tertiary institutions in the Sunyani Municipality is highly qualify. They can therefore, contribute in achieving organizational goals.

Table 6: Years of Service

year	Frequency	Percentage%
Less than 2 years	49	27
Between 2 and 3years	77	39
More than 5years	62	34
Total	183	100

Source: Field survey (2020)

From Table 6, majority of the respondents representing (27%) have served tertiary institutions for less than 2 years. Furthermore, (39%) have served tertiary institutions between 2 and 3 years. Moreover, 62 respondents representing (34%) have served tertiary institutions for more than 5 years. These results revealed that the selected tertiary institutions make big effort to maintain their highly qualify workforce, while attracting new employee onboard.

Descriptive Statistics

Conflict Resolution Mechanisms in the Selected Tertiary Institutions

The study sought to establish the practices used mostly to resolve conflicts at the workplace by the selected tertiary institutions by ticking the practices under study.

Table 7: Conflict Resolutions

Practice	Frequency	Percentage%
Arbitration	27	15
Mediation	64	35
Negotiation	92	50
Total	183	100

Source: Field survey (2020)

From findings, majority of respondents (50%) selected negotiation as the most used conflict resolution practice in the tertiary institutions in the Sunyani Municipality, followed by mediation (35%) and finally arbitration (15%). Therefore, one should conclude that negotiation is the most used conflict resolution practice in the selected tertiary institutions.

Employee Empowerment Practice in the Selected Tertiary Institutions

The study sought to establish the practices used mostly to foster employees' self-efficacy at the workplace by management of the selected tertiary institutions by ticking the practices under study.

Table 8: Employee Empowerment Practice

Practice	Frequency	Percentage%
Information sharing	49	27
Quality circle	111	55
Resources	40	22
Total	183	100

Source: Field survey (2020)

From findings, majority of the respondents (55%) selected quality as the most used employee empowerment practices in the selected tertiary institutions in the Sunyani Municipality, followed by mediation (27%) and finally arbitration (22%). Therefore, one should conclude that quality circle is the most used employee empowerment practice in the selected tertiary institutions.

Employee Compensation Practices in Selected Tertiary Institutions

The study sought to establish the mostly used practice to compensate employee at the workplace by the selected tertiary institutions by ticking the practices under study.

Table 9: Employee Compensation Practices

Practice	Frequency	Percentage%
Allowances	68	37
Fridge benefit	59	32
Flexible work	56	31
Total	183	100

Source: Field survey (2020)

Table 9 reveals that majority of the respondents (37%), indicate allowances as the most used employee compensation programme, followed by fridge benefits (32%), finally flexible work (31%). This, therefore indicate that allowances are the most used employee compensation practice in the elected tertiary institutions.

Employee Voice Mechanism in the Selected Tertiary Institutions

The study sought to establish the mostly used Mechanism to raise employee voice at the workplace by the selected tertiary institutions by ticking the practices under study.

Table 10: Employee Voice Mechanisms

Mechanism	Frequency	Percentage%
Work voice	55	30
Suggestion Scheme	49	27
Union as collective voice	79	43
Total	183	100

Source: Field survey (2020)

Table 10 reveals that majority of the respondents (43%), indicate union as collective voice as most used employee voice practices in the selected tertiary

institutions, followed by work voice (30%), finally suggestions scheme (27%). This, therefore, is an indication that collective voice is the most used employee voice mechanism in the elected tertiary institutions.

Effect of Conflict Resolution on Organizational Performance

The study hypothesizes that Conflict resolution has no significant influence on organizational performance in tertiary institutions in the Sunyani Municipality.

A simple regression analysis is run for that matter. A linear regression is a statistical tool used to estimate the value of a variable from the knowledge of the value of one or more other variables. It is the simultaneous combination of multiple factors to assess how and to what extent they affect a certain outcome. Using a regression, theories can be tested (or models) about precisely which set of variables is influencing our behavior; and in this case it is organizational performance. The study used level of significance of 0.05.

The following regression model was adopted.

$$Y = \alpha_i + \beta X_i + e$$

Where;

Y= Organizational Performance

βX_i= Conflict resolution

α_i = constant

α_i (where i =1, 2,3, 4) is the regression coefficients or change induced by conflict resolution. It determines how much conflict resolution contributes to organizational performance.

e= is the error of prediction.

Table 11: Effect of conflict Resolution on performance

```
. reg Orgperformance conflictresolution
```

Source	SS	df	MS		
Model	97.3431465	1	97.3431465		
Residual	142.471061	181	.787132935		
Total	239.814208	182	1.31766048		

Number of obs = 183
F(1, 181) = 123.67
Prob > F = 0.0000
R-squared = 0.4059
Adj R-squared = 0.4026
Root MSE = .88721

Orgperformance	Coef.	Std. Err.	t	P>|t|	[95% Conf. Interval]
conflictresolution	.6568024	.0590617	11.12	0.000	.5402644 .7733405
_cons	.8817262	.137372	6.42	0.000	.6106697 1.152783

Source: Field survey (2020)

The coefficient of determination between conflict resolution and organizational performance is (0.656) indicating a positive effect of conflict resolution on organizational performance. The coefficient of determination (R-squared) of (0.405) indicates that (40.4%) of variation in organizational performance could be explained by conflict resolution. The adjusted R-square of (40.2%) indicates that conflict resolution in exclusion of the constant variable explain the change in organizational performance by (40.2%), the remaining percentage could be explained by other factors excluded from the model. This implies that there exists a positive significant relationship conflict resolution practices and organizational performance. Moreover, the results of Analysis indicate a p value = 0.000. The results indicate that the significance of the P value is (0.000) which is less than (0.05), this, therefore, implies that the regression model statistically and significantly predicts the outcome variable and is, therefore, a good fit for the data. This is an indication that there exists a significant relationship between conflict resolution and organizational

performance in tertiary institutions in the Sunyani Municipality. This, therefore, means that an increase in Conflict resolution will increase organizational performance significantly. Since the p-value was (0.000) which is less than (0.05), the null hypothesis H01: 'Conflict resolution practices has no significant influence on organizational performance of tertiary institutions in the Sunyani Municipality' is rejected and the alternative hypothesis accepted. It is therefore concluded that conflict resolution practices have positive and significant effect on organizational performance of tertiary institutions in the Sunyani Municipality.

Effect of Employee Empowerment on Organizational Performance

The study hypothesizes that employee empowerment has no significant influence on organizational performance in tertiary institutions in the Sunyani Municipality.

A simple regression analysis was run for that matter. A linear regression is a statistical tool used to estimate the value of a value from the knowledge of the value of one or more other variables. It is the simultaneous combination of multiple factors to assess how and what extent they affect a certain outcome. Using multiple regression, theories can be tested (or models) about precisely which set of variables is influencing our behavior; and in this case it is organizational performance. The study used level of significance of (0.05).

The following regression model was adopted.

$Y = \alpha\acute{\imath} + \beta X\acute{\imath} + e$

Where;

Y= Organizational Performance

$\beta X\acute{\imath}$= Employee Empowerment

αἰ = constant

αἰ (where i =1, 2,3, 4) is the regression coefficients or change induced by Employee Empowerment. It determines how much conflict employee empowerment contributes to organizational performance.

e is the error of prediction.

Table 12: Effect of Employee Empowerment on performance

```
2 . reg Orgperformance EmployeeEmpowerment

    Source |      SS       df       MS              Number of obs =     183
-----------+------------------------------         F( 1,   181) = 212.60
     Model | 129.532646     1  129.532646          Prob > F      = 0.0000
  Residual | 110.281561   181  .609290395          R-squared     = 0.5401
-----------+------------------------------         Adj R-squared = 0.5376
     Total | 239.814208   182  1.31766048          Root MSE      = .78057

-------------------------------------------------------------------------------
      Orgperformance |   Coef.   Std. Err.     t    P>|t|   [95% Conf. Interval]
---------------------+---------------------------------------------------------
  EmployeeEmpowerment| .7277785  .0499139   14.58   0.000   .6292905    .8262665
                _cons| .7326943  .1174359    6.24   0.000   .5009748    .9644138
-------------------------------------------------------------------------------
```

Source: Field survey (2020)

The coefficient of determination between Employee empowerment and organizational performance is (0.727) indicating a positive and significant influence of Employee empowerment on organizational performance. The coefficient of determination (R-squared) of (0.540) indicates that (54%) of variation of organizational performance could be explained by Employee empowerment practices. The adjusted R-square of (53%) indicates that Employee empowerment in exclusion of the constant variable explained the change in organizational performance by (53%), the remaining percentage

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could be explained by other factors excluded from the model. The result o revealed p value = 0.000. This indicate that the significance of the P value of (0.000) which is less than (0.05), this, therefore, implies that the regression model statistically and significantly predicts the outcome variable and is, therefore, a good fit model for the data analysis. This is an indication that there exists a significant positive relationship between employee empowerment and organizational performance in tertiary institutions. Since the p value is (0.000) which is less than (0.05), the null hypothesis H02: 'Employee empowerment practices has no significant influence on organizational performance of tertiary institutions in the Sunyani Municipality' is rejected and the alternative hypothesis accepted.

Effect Employee Compensation on Organizational Performance

The study hypothesizes that Employee compensation has no significant influence on organizational performance in tertiary institutions in the Sunyani Municipality. A simple regression analysis is run for that matter. A linear regression is a statistical tool used to estimate the value of a value from the knowledge of the value of one or more other variables. It is the simultaneous combination of multiple factors to assess how and what extent they affect a certain outcome. Using multiple regression, theories can be tested (or models) about precisely which set of variables is influencing our behavior; and in this case it is organizational performance. The study used level of significance of (0.05).

The following regression model was adopted.

$Y = \alpha i + \beta X i + e$

Where;

Y= Organizational Performance

ßXí= Employee Compensation

αí = constant

αí (where i =1, 2,3, 4) is the regression coefficients or change induced by Employee Compensation. It determines how much employee compensation contributes to organizational performance.

e is the error of prediction.

Table 13: Effect of Employee Compensation on Organizational Performance

```
. reg Orgperformance Employeecompensation

    Source |       SS       df       MS              Number of obs =     183
-----------+------------------------------           F( 1,   181) =   70.85
     Model | 67.4640323      1  67.4640323           Prob > F      =  0.0000
  Residual | 172.350175    181   .952210914          R-squared     =  0.2813
-----------+------------------------------           Adj R-squared =  0.2773
     Total | 239.814208    182  1.31766048           Root MSE      =  .97581

---------------------------------------------------------------------------------
        Orgperformance |     Coef.   Std. Err.      t    P>|t|   [95% Conf. Interval]
-----------------------+---------------------------------------------------------
  Employeecompensation |   .416206   .0494469     8.42   0.000    .3186396    .5137724
                 _cons |  1.646359   .0995669    16.54   0.000    1.449898    1.84282
---------------------------------------------------------------------------------
```

Source: Field survey (2020)

The coefficient of determination between Employee compensation and organizational performance was (0.416) indicating a positive effect of Employee compensation on organizational performance. The coefficient of determination (R squared) of (0.281) indicates that (28.1%) of variation in organizational performance could be explained by Employee compensation. The adjusted R-square of (27.7%) indicated that Employee compensation in

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exclusion of the constant variable explained the change in organizational performance by (27.7%), the remaining percentage could be explained by other factors excluded from the model. The results reveal a p value = 0.000. The results indicate that the p value is (0.000) which is less than (0.05), this, therefore, implies that the regression model statistically and significantly predicts the outcome variable and is, therefore, a good fit for the data. This is an indication that there exists a significant positive relationship between Employee compensation and organizational performance in tertiary institutions in the Sunyani Municipality. Since the p was (0.000) which is greater than zero, the null hypothesis, H03: 'Employee compensation has no significant influence on organizational performance of tertiary institutions in the Sunyani Municipality' is rejected and the alternative hypothesis accepted.

Effect of Employee Voice on Organizational Performance

The study hypothesizes that Employee voice has no significant influence on organizational performance in tertiary institutions in the Sunyani Municipality.

A simple regression analysis is run for that matter. A linear regression is a statistical tool used to estimate the value of a value from the knowledge of the value of one or more other variables. It is the simultaneous combination of multiple factors to assess how and what extent they affect a certain outcome. Using multiple regression, theories can be tested (or models) about precisely which set of variables is influencing our behavior; and in this case it is organizational performance. The study used level of significance of (0.05). The following regression model was adopted.

$$Y = \alpha_i + \beta X_i + e$$

Where;

Y= Organizational Performance

ßXí= Employee Compensation

αí = constant

αí (where i =1, 2,3, 4) is the regression coefficients or change induced by employee voice. It determines how much employee voice contributes to organizational performance.

e is the error of prediction.

Table 14: **Effect of Employee voice on Organizational Performance**

```
5 . reg Orgperformance Employeevoice

    Source |      SS       df       MS              Number of obs =     183
-----------+------------------------------         F( 1,   181) =   81.43
     Model | 74.4129868     1   74.4129868         Prob > F      =  0.0000
  Residual | 165.401221   181    .9138189          R-squared     =  0.3103
-----------+------------------------------         Adj R-squared =  0.3065
     Total | 239.814208   182  1.31766048          Root MSE      =  .95594

-------------+----------------------------------------------------------------
Orgperforma~e |   Coef.   Std. Err.      t    P>|t|     [95% Conf. Interval]
-------------+----------------------------------------------------------------
Employeevoice |  .4406983  .0488368     9.02   0.000     .3443356    .5370609
        _cons | 1.588282   .0997857    15.92   0.000    1.391389    1.785175
-------------+----------------------------------------------------------------
```

Source: Field survey (2020)

The coefficient of determination between Employee voice and organizational performance is (0.440) indicating a positive effect of Employee voice on organizational performance. The coefficient of determination (R squared) of (0.310) indicates that (31%) of variation of organizational performance can be explained by employee voice. The adjusted R-square of (30%) indicates that Employee voice in exclusion of the constant variable

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explained the change in organizational performance by (30%), the remaining percentage could be explained by other factors excluded from the model. Furthermore, the result of the Analysis revealed p value = 0.000. The results indicate that the significance of the P value was (0.000) which is less than (0.05), this, therefore, implies that the regression model statistically and significantly predicts the outcome variable and is, therefore, a good fit for the data. This is an indication that there exists a significant relationship between employee voice and organizational performance in tertiary institutions in the Sunyani Municipality. Since the p is (0.000) which is less than (0.05), the null hypothesis H04: "Employee voice has no significant influence on organizational performance of tertiary institutions in the Sunyani Municipality' is rejected and the alternative hypothesis accepted.

Effect of Employee Relations Practices on Organizational Performance

The general objective of the study is to determine the effect of employee relations practices on organizational performance, a Cronbach's alpha test and Pearson correlation table are used to enable the researcher to assess respectively the reliability of the model and the correlation between the dependent variable and the predictors variables.

Table 15: Internal consistency- Cronbach's alpha

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent (high stakes testing)
$0.7 \leq \alpha < 0.9$	Good (low stake testing)
$0.6 \leq \alpha < 0.7$	Acceptable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Source: Field survey (2020)

```
Test scale = mean(standardized items)

Average interitem correlation:       0.7555
Number of items in the scale:             5
Scale reliability coefficient:       0.9392
```

Figure 4: Summary Cronbach's Alpha

Source: Field survey (2020)

Findings reveal a scale of reliability coefficient of (0.937). Finchilescu (2002), however, indicated that reliability coefficients of (0.70) is adequate for research instruments. The model alpha result is above (0.7) which is an indication of an excellent internal consistency among the variables. Therefore, one can conclude that all the variables in the model do measure the same thing.

Table 16: Pearson Correlation

```
2 . pwcorr, star(0.05) sig

              | Orgper~e Employ~t Employ~n confli~n Employ~e
--------------+----------------------------------------------
Orgperform~e  |  1.0000

EmployeeEm~t  |  0.7418*  1.0000
              |  0.0000

Employeeco~n  |  0.7097*  0.9260*  1.0000
              |  0.0000   0.0000

conflictre~n  |  0.7031*  0.8676*  0.9002*  1.0000
              |  0.0000   0.0000   0.0000

Employeevo~e  |  0.7190*  0.8634*  0.8941*  0.9088*  1.0000
              |  0.0000   0.0000   0.0000   0.0000
```

Source: Field survey (2020)

As recommended by Pallant (2007), correlation values (r) were interpreted according to Cohen's (1988) guidelines: Very weak (r = .10 to .29 or r = -.10 to -.29); weak (r = .30 to .49 or r = -.30 to -.49); moderate (r = .50 to

.69 or r = -.50 to -.69); and large (r = .70 to .99 or r = -.70 to -.99). These guidelines apply whether or not there is a negative sign in front of the r value. Preliminary analyses were performed to ensure no violation of the assumptions of normality, linearity and homogeneity of variance. Findings reveal a coefficient of correlation value of (0.703) between conflict resolution and organizational performance, which is less than 1, this, therefore indicates that there is a large and positive correlation between conflict resolution and organizational performance of the tertiary institutions in the Sunyani Municipality. As for the p value (0.000) between conflict resolution and organizational performance, which is less than (0.05), this shows there is a statistical and significant correlation between conflict resolution and the organizational performance of the tertiary institutions in the Sunyani Municipality. Therefore, conflict resolution can predict organizational performance. Furthermore, it is noted a correlation coefficient of (0.741) between employee empowerment and organizational performance, which is less than 1, this is an indication of a large and positive correlation between the two variables. Moreover, Table also indicates a p value of (0.000) between employee empowerment and organizational performance, which less than (0.05) this, therefore confirm that there is a statically significant correlation between employee empowerment and organizational performance. Therefore, employee empowerment can predict organizational performance.

The table 14 also reveals a correlation coefficient of (0.709) between employee compensation and organizational performance, which less than 1, and this is an indication that there is a large and positive correlation between employee compensation and organizational performance. In addition, a p value

of (0.000) is found between the two variables, which is less than (0.05), this means that a statistical and significant correlation exists between employee compensation and organizational performance of tertiary institutions in the Sunyani Municipality. Therefore, employee compensation can predict organizational performance.

Findings also indicate a correlation coefficient of (0.719) between employee voice and organizational performance, which is less than 1, this is an indication of a large and positive correlation between the two variables. Moreover, Table 10 also indicates a p value of (0.000) between employee voice and organizational performance, which less than (0.05) this, therefore confirm that there is a statically significant correlation between employee empowerment and organizational performance. Therefore, employee voice can predict organizational performance.

Discussion of Results

Employee relations management is a process that Organizations use to effectively manage all interactions with employees, ultimately to achieve the goals of the organization. The human resources department can play a critical role in this process by measuring and monitoring those relationships to determine whether objectives are being met.

Conflict Resolution and Organizational Performance

Findings reveal that negotiation is the most used conflict resolution practice in the selected tertiary institutions. From the analysis it is clear that most tertiary institutions prefer to negotiate. This is probably because of the high dominance of Trade Union in the Sector. Linking the findings of the study with the Thomas-Kilman conflict resolution model (1974), it is clear that the

selected tertiary institutions prefer collaboration as a conflict resolution mechanism. This finding can be linked to Charles, et al (2013), that one can anticipate that in the near future there could be more wage negotiations and collective bargaining between employees and the employing organizations.

Furthermore, the study also finds out that conflict resolution practices affect the organizational performance in tertiary institutions. In fact, in is shown that a statically significant relationship exists between conflict resolution practices and organizational performance. Meaning any change occurring in organizational performance can explain by conflict resolutions practices adopted.

Moreover, the study reveals a positive coefficient between conflict resolution and organizational performance in tertiary institutions in the Sunyani Municipality, which assume that an increase in conflict resolution will have a positive effect on organizational performance. Therefore, one can suggest that conflict resolution has a positive and significant effect on organizational performance of the selected tertiary institutions in the Sunyani Municipality. These findings are consistent with a research conducted by Miles (2012) that found out that poorly managed conflicts create negative interpersonal relationships that reduce the quality of service, and hinder ability to obtain meaningful outcomes.

Employee Empowerment and Organizational Performance

Findings reveal that quality circle is the most common employee empowerment practice in the selected tertiary institutions to foster employees' empowerment.

The study also finds out that employee empowerment practices affect the organizational performance in tertiary institutions. actually, it is demonstrated that there is statically significant relationship between employee empowerment practices and organizational performance in the tertiary institutions in the Sunyani Municipality. This means that change occurring in organizational performance can be explain by employee empowerment.

Moreover, the study reveals that employee empowerment has positive effect on organizational performance in tertiary institutions in the Sunyani Municipality. These, therefore, suggest that employee empowerment has a positive and significant relationship with organizational performance. Meaning the more employees in the selected tertiary institutions are provided with a certain degree of autonomy and control in their day-to-day activities, including having a voice in process improvement, helping to create and manage new system and tactics, and running smaller departments with less oversight from higher level management, the more they will contribute in improving organizational performance. These findings are in accordance with a study by Werbler and Harris (2009) who stated that some of the best employee relations practices for improving organizational performance and having motivated employees include psychological and structural empowerment practices.

Employee compensation and Organizational Performance

The study finds out that allowances are the mostly used employee compensation practices in the selected tertiary institutions in the Sunyani Municipality.

Findings also reveal that employee compensation practices affect the organizational performance in tertiary institutions. actually, it is demonstrated

that there is statically significant relationship between employee empowerment practices and organizational performance in the tertiary institutions in the Sunyani Municipality. This entails that employee compensation influence change in organizational performance.

Moreover, the research demonstrates that employee compensation has a positive relationship with organizational performance of tertiary institutions in the Sunyani Municipality. Therefore, it can be concluded that there is a positive and significant relationship between employee compensation and organizational performance. This assumes that an increase in employee compensation in tertiary institutions in the Sunyani Municipality will automatically have a positive influence on organizational performance. These findings support a study made by Kalumba and K'Obonyo (2012) which proved that there was a significant relationship between organizational financial performance and recognition, bonuses and incentivized pay.

Employee voice and Organizational Performance

The study proves that Union as a collective voice is the common employee voice practice in the selected tertiary institutions to ensure employees have voice at work. The above finding is similar to sentiments recorded by (Boxall & Purcell, 2003) in their study that linked employee turnover rate to the opportunities they have to voice their issues. According to Boxall & Purcell, (2003), the main focus for representation of employee voice was on the union collective bargaining and joint consultative committees. Findings by (Freeman and Medoff, 1984) argued that union played a vital role in minimizing turnover rate as they provided employees with the voice mechanisms through which they

can rectify the work related problems and can negotiate higher compensation packages.

Findings also revealed that employee voice practices affect the organizational performance in tertiary institutions. actually, the research demonstrates that there is statically significant relationship between employee voice practices and organizational performance in the tertiary institutions in the Sunyani Municipality. The above finding means that any change occurring in organizational performance can be explain by employee voice.

Moreover, the study reveals a positive relationship between employee voice and organizational performance in tertiary institutions in the Sunyani Municipality. In other words, employee compensation has positive and significant influence on organizational performance of tertiary institutions in the Sunyani Municipality. Which assumes that the more employees are given voice, the more they will tend give their best, which will, in turn, have a positive effect on organizational performance. These findings are consistent with a study conducted by (Hellweg & Phillips, 1982) which found that there is a link between employee communication and performance.

Effect of Employee Relations management on Organizational Performance

Findings reveal that there is an excellent internal consistency among conflict resolution, employee empowerment, employee compensation and organizational performance. This, therefore, entails that conflict resolution, employee empowerment, employee compensation and organizational performance do measure the same thing.

The research also reveals a large and positive correlation between, respectively conflict resolution and organizational performance; employee

empowerment and organizational performance; employee compensation and organizational performance; and between employee voice and organizational performance. However, employee empowerment, conflict resolution, employee compensation and employee voice being employee relations practices, therefore, one can say that there is a large and positive linear relationship between employee relations management and organizational performance of tertiary institutions in the Sunyani Municipality. This entails that employee relations management and organizational performance increment in employee relations management, correspond to increment in organizational performance, and vice versa.

Finally, the study found that the correlation between employee relations practices and organizational performance is statistically significant. These findings correspond to findings of a study by (James and Nickson, 2016) on influence of employee relations on organization performance of private universities in Kenya which found that employee relations have a positive and significant influence on organizational performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter summarizes and draws conclusions based on the results of the field findings. Appropriate recommendations are also made based on the conclusions derived from the study. Suggestions are then made for further research on employee relations management.

Summary

The study was conducted to evaluate the effect of Employee Relations Management on Organizational performance in the selected tertiary institutions in the Sunyani Municipal, namely Catholic University College of Ghana, University of Energy and Natural Resources, and Sunyani Polytechnic University.

Specifically, the study sought to assess the effect of conflict resolution, employee empowerment, employee compensation and employee voice practices on organizational performance of the selected tertiary institutions in the Sunyani Municipality. To meet these objectives, the following hypotheses had to be rejected, **H1**. Conflict resolution has no effect on organizational performance; **H2**. Employee empowerment has no effect on organizational performance; **H3.** Employee compensation has no effect on organizational performance; **H4**. Employee voice has no effect on organizational performance.

Literature review was done on Employees Relations and Organizational performance. Quantitative approach was used as research approach and the study population was made up of workforce of the selected tertiary institutions in the Sunyani Municipality. A sample size of (264) was obtained from a total

population of (778). The principal data collection instrument was a questionnaire, 264 were administered only (183) questionnaires were filled correctly and returned making response rate of (70.4%). The data on the various research objectives was analyzed and presented using on the hand descriptive statistics, on the other hand, Simple Regression, Cronbach's alpha test, and Pearson coefficient were used as inferential statistics instruments, through the statistical package Stata version 13.

The questionnaire consists in (20) items divided into three main sections. The first section captured data on demographic characteristic of respondents, the second part collected data on employee relations practices and the third section collected data on performance. It was made up of multiple choice questions where the respondent had to choose between strongly disagree, disagree, neutral, agree and strongly agree, and yes, maybe and no.

The findings were organized in line with the research objectives which were formulated to guide and give the study direction. The findings revealed that:

Negotiation is the most used conflict resolution practice in the selected tertiary institutions in the Sunyani Municipality.

Conflict resolution has positive and significant effect on organizational performance in the selected tertiary institutions in the Sunyani Municipality.

Quality circle is the most used employee empowerment practice in the selected tertiary institutions in the Sunyani Municipality.

Employee empowerment has positive and significant effect on organizational performance in the selected tertiary institutions in the Sunyani Municipality.

Allowances are the most used employee compensation practices in the selected tertiary institutions in the Sunyani Municipality.

Employee compensation has positive and significant effect on organizational performance of tertiary institutions in the Sunyani Municipality.

Union as a collective voice is the most common employee voice practice in the selected tertiary institutions to ensure employees have voice at work.

Employee voice has a positive and significant effect on organizational performance in the selected tertiary institutions in the Sunyani Municipality.

There is an excellent internal consistency among conflict resolution, employee empowerment, employee compensation, and organizational performance.

There is a large and positive linear relationship between employee relations management and organizational performance in the selected tertiary institutions in the Sunyani Municipality.

Conclusion

The study investigated the effect of employee relations management on performance in selected tertiary institutions in the Sunyani Municipality. From the study, it is evident that employee relations management is critical to the success of any organization. Therefore, management should have the interest of employees at heart so as to know their needs and methods of satisfying those needs. Amongst other need, management should find means and ways to handle conflict, enhance employee empowerment, compensate employee and create effective to enable employee to raise their voice so that they could help to achieve organizational performance. Employee relations touch every function within an organization. Satisfy employees work better together, have greater

trust, and help attracting new workforce because they tell others that they love where they work, furthermore, they are willing to commit to extraordinary results. On the contrary, if these basics issues are not managed to employees' satisfaction, then it is unlikely that they will make the customers happy. The organization will therefore be throwing its profits and its organizational performance away.

All things considered, this study has contributed a lot in understanding the research problem identified and has offered new insights for practitioners, namely human resource practitioners, top management teams, and employees, by suggesting that they may improve organizational performance by embracing more effective employee relations management in their organizations.

Recommendations

From the field work, data analysis and findings, the researcher makes the following recommendations:

   i.   The study recommends that tertiary institutions should encourage frank dialogue and two ways communication with employees which will lead to motivated and committed employees and enhanced performance

  ii.   Additionally, tertiary institutions should conduct more effective dispute resolution.

 iii.   The management should focus on employee empowerment as a very helpful strategy to develop employees' confident and trust to enable them carry out their tasks effectively.

 iv.   Finally, study recommends that tertiary institutions should involve their employees in decision making which will help them feel valuable to the organization.

Suggestion for Future Research

It is suggested that future research extends the population to cover tertiary institutions across all other fifteen regions in Ghana so as to establish the general situation of employee relations in tertiary institutions in Ghana. In addition, a mixed method is recommended for future research in order to explain the quantitative figures.

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APPENDIX A

QUESTIONNAIRE

Employee Relations Management and Organiatonal Performance

2019-2020 - Tertiary institutions

This research seeks to study the effect of employee relations practices on organisational performance in selected tertiary institutions in the Sunyani Municipality. To achieve this objective, relevant questions have been provided to gather data for analysis. Kindly spare some time to provide the requested information as accurately as possible. Please note that information given will be used for academic purposes only and will be treated with strict confidence.

SECTION A: DEMOGRAHIC CHARACTERISTICS

Please tick the appropriate response

1. Please indicate your gender
   O 1. male   O 2. female

2. Age group
   O 1. below 25   O 2. 26-35 years   O 3. 36-45years
   O 4. 46 and above

3. Academic qualifications attained
   O 1. Diploma   O 2. HND   O 3. Degree

4. How long have you been working with your company?
   O 1. less than 2 years   O 2. between 2 and 3 years
   O 3. between 3 and 5 years

SECTION B: EMPLOYEE RELATIONS

Each of the following statements relates to employee relations practices in your company. Please tick the appropriate response to indicate your level of agreement to each of the statements:

5. There are conflicts resolution mechanisms in your company
   O 1. No   O 2. Maybe   Yes

6. what is the practice your organization mostly use to resolve workplace conflicts?
   O 1. Negotiation   O 2. Mediation   O 3. Arbitration

7. There is healthy relations between management and employees
   O 1. Strongly disagree   O 2. Disagree   O 3. Neutral
   O 4. Agree   O 5. Strongly agree

8. There are employee empowrment mechanisms
   O 1. No   O 2. Maybe   O 3. Yes

9. What is the employee empowerment practice in your organization?
   O 1. Quality circles   O 2. Information Sharing
   O 3. Resources

10. The Manager delegates some of his power to all employees working with him
    O 1. Strongly disagree   O 2. Disagree
    O 3. Neutral Agree   O 4. Strongly agree

11. The are employee Compensention mechanism in your organization
    O 1. No   O 2. Maybe   O 3. Yes

12. The mostly used employee compensation practice in my organization is:
    O 1. Allowances   O 2. Fridge benefits
    O 3. Flexible work plan

13. Employee compensation influeunces employee years of service
    O 1. Strongly disagree   O 2. Disagree   O 3. Neutral
    O 4. Agree   O 5. strongly agree

14. Employee are given voice in the organization
    O 1. No   O 2. Maybe   O 3. Yes

15. Employee are given voice through:
    O 1. Works Council   O 2. Suggestion Schemes
    O 3. Union as collective voice

16. Employee voice influences employee absenteeism
    O 1. Strongly disagree   O 2. Disagree
    O 3. Neutal   O 4. Agree
    O 5. Strongly disagree

SECTION C: PERFORMANCE IN SELECTED TERTIARY INSTITUTIONS

Please tick the appropriate answer

17. Employees make an effort to achieve their tasks in the required time.
    O 1. Strongly disagree   O 2. Disagree   O 3. Neutral Agree
    O 4. Strongly agree

18. Employees demonstrate creativity and innovation in their job.
    O 1. Strongly disagree   O 2. Disagree   O 3. Neutral
    O 4. Agree   O 5. Strongly agree

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19. Employees do well to reduce wastage that occurs within the production process

O 1. Strongly disagree   O 2. Disagree   O 3. Neutral

O 4. Agree   O 5. Strongly agree

20. The orgainization does well to retain its talented staff

O 1. Strongly disagree   O 2. Disagree   O 3. Neutral

O 4. Agree   O 5. Strongly agree