

**ASSESSING THE INFLUENCE OF EMPLOYEE RELATIONS STRATEGIES ON  
ORGANIZATIONAL PERFORMANCE:  
(A CASE STUDY OF GTBANK, ILORIN)**

**BY**

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**HND/23/BAM/FT/0371**

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DEPARTMENT OF BUSINESS ADMINISTRATION AND MANAGEMENT,  
INSTITUTE OF FINANCE AND MANAGEMENT STUDIES (IFMS),**

**KWARA POLYTECHNIC, ILORIN**

**IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE  
AWARD OF HIGHER NATIONAL DIPLOMA (HND) IN BUSINESS  
ADMINISTRATION AND MANAGEMENT**

**MAY, 2025**

## CERTIFICATION

This is certify that this project work has been read, supervised and approved by the undersign as meeting the requirement for award of Higher National Diploma (HND) in the department of Business Administration and Management Studies, Institute of Finance and Management Studies (IFMS), Kwara State Polytechnic, Ilorin.

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## DEDICATION

This project is dedicated to **Almighty God**. The giver of life and wisdom for his grace, blessings and mercies throughout my course of study.

And to my precious and loving parent **Mr. and Mrs. Jimoh Salaudeen** and also to Lateefat Horlamide, May Almighty God reward you with blessings and crown your efforts. May you reap the fruit of your labour and also to my siblings and families at large.

May **Almighty God** fulfill your heart desires. **(Ameen)**

## ACKNOWLEDGEMENT

All praise and glory be to Almighty God for giving me the opportunity and seeing me through this stage of leaving.

I acknowledge Almighty God, the beginning and end of everything, the source of my strength for ordering my step alright and for guiding me so far, for giving me the strength, knowledge and understanding to complete this project. **His** love has more than sufficient to keep and sustain me. From the button of my soul, I give praise to the holy name.

My profound gratitude goes to my **Project Supervisor Dr. Popoola T.A** for his invaluable support, patience, time and guidance in seeing me to the completion of this research work.

I also extend my gratitude and appreciation to my **Lecturers in Business Administration Department** from the **H.O.D Mr. Alakoso I.K** to others who have taught me at one point or the other. May **God** Continue to bless, protect and guide you all.

# ASSESSING THE INFLUENCE OF EMPLOYEE RELATIONS STRATEGIES ON ORGANIZATIONAL PERFORMANCE

## (A CASE STUDY OF GTBANK, ILORIN)

### ABSTRACT

*This research work explores the impact of employee relations practices on organizational performance, focusing specifically on GTB Bank in Ilorin. Employee relations are vital for shaping an organization's overall success and performance. The aim of this study is to analyze the various employee relations strategies employed by GTB Bank, Ilorin and their effects on organizational outcomes. The research employs a mixed-method approach, integrating both qualitative and quantitative data collection techniques. Primary data were gathered through structured interviews and surveys conducted with employees and managers at GTB Bank Ilorin. Additionally, secondary data were collected from relevant literature, company reports, and industry publications. The study's findings indicate that effective employee relations practices positively affect organizational performance in multiple ways. Firstly, creating a positive work environment through open communication, mutual respect, and employee engagement enhances job satisfaction and motivation, which in turn boosts productivity and performance. Secondly, well-structured performance management systems, including fair and transparent appraisal processes, lead to improved employee performance, goal alignment, and overall organizational effectiveness. Furthermore, effective conflict resolution and grievance handling procedures help maintain harmonious employee relations, reducing turnover rates and enhancing retention. The research reveals that GTB Bank Ilorin has implemented several employee relations practices to cultivate a positive work culture. These initiatives include regular employee feedback mechanisms, performance-based rewards and recognition programs, comprehensive training and development opportunities, and a strong emphasis on work-life balance. Based on these findings, it is recommended that organizations, including GTB Bank Ilorin, continue to prioritize and invest in effective employee relations practices. This involves establishing robust communication channels, fostering employee empowerment and involvement, and ensuring fair and transparent policies and procedures. Such practices can significantly enhance employee satisfaction, productivity, and overall organizational performance.*

# **CHAPTER ONE**

## **1.1 Background to the Study**

The concept of "employee relations" pertains to a company's initiatives to manage the interactions between employers and employees. A robust employee relations program ensures equitable and consistent treatment for all staff, fostering commitment to their roles and loyalty to the organization. The origins of employee relations practices date back to the beginning of modern business (Katou, 2010). It is widely acknowledged that an organization's success in achieving its goals is closely tied to the relationship between employees and management, with practices designed to cultivate a harmonious environment that enhances organizational performance.

In today's dynamic and challenging business landscape, organizations require skilled and adaptable personnel to deliver quality services and ensure customer retention (Hagos & Shimels, 2018). Meeting these demands necessitates the implementation of effective practices, including staffing, promotions, compensation plans, training and development, and equitable performance evaluations. The backbone of an organization is its employees; thus, enhancing their skills, knowledge, and motivation is essential for improving organizational performance. These factors are integral to employee relations practices, which are vital for good governance and economic growth, enhancing working conditions,

safety, health, employee retention, and overall organizational performance (Armstrong, 2009).

The primary objective of employee relations practices is to boost employee satisfaction and maintain positive morale, acknowledging that motivated employees are more productive, which translates into improved business performance (Heathfield, 2010). Employees are the most valuable assets of any organization, and creating a conducive work environment that promotes a harmonious relationship between staff and management is crucial for productivity and the achievement of organizational goals.

Employee relations practices encompass a variety of organizational functions, including staffing, compensation and benefits, performance management, organizational development, health and safety, communication, administration, training, and other initiatives that strengthen employee-employer relations (Chaudhry, 2013). Given the constantly evolving nature of the business environment, these practices must be regularly reviewed and refined. Management should not only adhere to standard employee relations practices but also engage in research to discover improvement methods that align with current organizational needs, thereby enhancing overall performance (Datta, Guthrie, Wright, 2003).

In conclusion, employee relations practices serve as a bridge between the strategies and policies of employee relations and the outcomes stemming from their implementation. Key practices include job analysis, orientation, performance appraisal, human resource planning, labor relations, selection, recruitment, compensation, and training and development (Dessler, 2007). This study aims to investigate the impact of employee relations practices on organizational performance.

## **1.2 Statement of the Problem**

Recently, many employees lack the enthusiasm to perform effectively and efficiently while on the job. This issue often stems from inconsistent practices that fail to foster commitment and loyalty among employees.

Training and development programs can significantly enhance organizational performance when they align with the needs of employees (Montgomery, 2006). However, implementing these programs can be costly and challenging, especially in large organizations. As a result, some companies may not consistently conduct training and development initiatives, which can negatively impact employee performance and attitudes. Employees may feel that their employer is indifferent to their skill enhancement and professional growth, leading to dissatisfaction in the workplace.

Furthermore, inflexible reward systems within organizations, due to the nature of their managerial practices, can strain the employee-employer relationship and subsequently affect organizational performance. In a competitive job market, employees who feel undercompensated may be tempted to accept offers from competitors that provide more attractive and flexible reward schemes (Chonko, 2009).

### **1.3 Research Questions**

- i. How do staffing and promotion affect organizational performance?
- ii. To what extent does training and development impact organizational performance?
- iii. In what ways does reward systems influence organizational performance?

### **Objectives of the study**

The primary aim of this study is to evaluate the influence of employee relations practices on organizational performance. The specific objectives are:

- i. To investigate the impact of staffing and promotion on organizational performance;
- ii. To assess the influence of training and development on organizational performance; and

- iii. To evaluate the effects of rewards on organizational performance.

## **Research Assumptions**

- i. H01: Staffing and promotion do not significantly affect organizational performance.
- ii. H02: Training and development do not impact organizational performance.
- iii. H03: Rewards do not have a significant effect on organizational performance.

## **1.6 Significance of the Study**

This study demonstrates how staffing and promotion, training and development, and rewards can enhance employee relations with management and improve organizational performance, contributing to the economic development of both the local environment and the country as a whole. Employee relations have been shown to play a vital role in fostering positive workplace relationships, thereby ensuring the success of organizations that adopt these practices. Consequently, this study will be valuable for organizations aiming to enhance their performance through the implementation of these employee relations strategies. Additionally, it will serve as a resource for those interested in researching this area.

## **1.7 Scope of the Study**

The research focused on assessing the impact of employee relations practices on organizational performance within the banking sector, using Guaranty Trust Bank PLC in Ilorin as the specific case study for this investigation.

## 1.8 Definition of Terms

**i. An employee:** is an individual who agrees to perform a specified service for an employer in exchange for monetary compensation, such as wages, incentives, or salary. There are different categories of employees, including permanent or fixed-term employees, casual employees, employment agency staff, hired staff (contractors and subcontractors), and apprentices or trainees.

**ii. An employer:** refers to an individual, government body, entity, or company that employs or hires workers (employees) and provides them with compensation as stated in the employment contract.

**iii. Employee relations:** is an interdisciplinary field of management that encompasses the processes of control, ethics, and regulation in workplace relationships. It involves the organization of tasks, interactions between employers and employee representatives, and the overall social, economic, and personal dynamics within a workplace.

**vi. Employee relation practices:** encompass all management decisions and actions that influence the relationship between an organization and its employees. These practices are adopted to enable employees to adapt to the changing business

environment and motivate them effectively, ultimately contributing to the organization's overall performance.

v.     **Organizational performance:** refers to the actual output or results achieved by an organization in comparison to its intended goals and objectives. It measures the effectiveness and efficiency of an organization in achieving its desired outcomes.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter discusses the conceptual clarification, the theoretical review and the empirical review.

#### **2.1. Conceptual Review**

##### **2.1.0 Concept of Employee Relation**

The foundational structure of any organization is built upon its employees, making it essential to create a work environment that meets the needs of both employees and management. Effective employee relations practices are vital for fostering a motivated and productive workforce (Blyton, 2008). According to the Chartered Institute of Personnel and Development (CIPD), employee relations encompass various elements such as negotiations, work-life balance, reward systems, training, equal opportunities, staffing, and managing diversity. These practices ensure that employees are productive, satisfied, and engaged in their roles

Maintaining a positive employee-employer relationship is key to enhancing productivity and morale. Human resources professionals negotiate collective bargaining agreements, which define interactions between management, unions,

and workers (Sanchez, 2007). Modern employee relations extend beyond traditional negotiations; they involve creating an environment that fulfills the needs of both employees and employers. This includes fostering effective communication, encouraging employee participation in decision-making, and addressing grievances.

Healthy human relations are crucial for organizational success, as they lead to higher employee satisfaction and productivity. Effective employee relations focus on preventing and resolving workplace issues, creating a safe and motivating environment, and establishing clear communication channels

### **.2.1.1 Concept of Employee Relation Practices**

Employee relations practices encompass all management decisions and actions that impact the relationship between an organization and its employees. These practices focus on fostering a positive relationship between top-level management and employees at all levels. The policies developed and implemented aim to support employee growth and adapt to the rapidly changing business environment. These policies include specific strategies adopted by management to cultivate strong relationships with employees and enhance their skills. This study will specifically examine staffing and promotion, training and development, and reward practices, each of which will be discussed in detail.

### **2.1.2 Staffing and Promotion**

Staffing is a key management function that involves recruiting, selecting, training, developing, promoting, and rewarding employees. It can be defined as the process of employing, training, and developing the necessary personnel to fill vacant positions within an organization. It is crucial to assess the number and types of employees required, recruit and develop them, and maintain and enhance their attitudes toward work and performance. Staffing encompasses the identification, assessment, placement, development, and evaluation of employees in the workplace.

Koontz and O'Donnell year describe staffing as “the managerial function of staffing involves managing the organizational structure through proper and effective selection, appraisal, and development of personnel to fill the roles designed to fit into the structure.” This includes identifying workforce requirements, inventorying available personnel, recruiting, selecting, placing, promoting, appraising, planning careers, compensating, and training both new and existing employees to ensure their effectiveness and efficiency in performing tasks.

### **2.1.3 Importance of Staffing**

The importance of staffing to an organization includes:

- i. Recruitment of Competent Employees: Staffing helps identify and recruit qualified individuals for various job positions.
- ii. Improved Output: By employing the right person for the right job, staffing enhances both the quality and quantity of output.
- iii. Job Satisfaction: Effective staffing contributes to higher job satisfaction among employees.
- iv. Increased Productivity: Hiring suitable candidates boosts overall productivity.
- v. Cost and Time Savings: Accurate forecasting in staffing saves both time and costs for employers.

#### **2.1.4 Promotion**

Promotion represents an advancement in an employee's work, rank, or position within an organization. Each organization has its own job structure or hierarchy that outlines how employees can progress in their careers. Promotion serves not only as a motivational tool for employees based on their performance but also as recognition from employers of their increased responsibilities. There are different forms of promotion, some leading to higher job positions while others result in salary increases. In many organizations, promotions may also involve changes in job responsibilities. Recognizing and promoting employees for their excellence is crucial for maintaining motivation and ensuring continued high performance.

### **2.1.5 Importance and Benefits of Employee Promotion.**

- i. Recognizes Employee Performance: Promotions acknowledge and reward employees' hard work, making them feel valued. When employees feel appreciated, they are motivated to enhance their performance, benefiting the organization.
- ii. Boosts Motivation and Loyalty: Employees who receive promotions are often inspired to maintain high performance levels, fostering loyalty to the organization. This sense of belonging can lead to better overall performance.
- iii. Encourages Retention: Timely promotions of skilled employees help retain top talent and reduce turnover. By keeping experienced staff, organizations save time and resources that would otherwise be spent on recruitment and training.
- iv. Develops a Competitive Spirit: Promotions can motivate other team members to improve their performance, fostering a healthy competitive atmosphere that positively impacts organizational success.
- vi. Grooms Future Leaders: Recognizing and promoting talent helps identify future leaders, allowing organizations to develop their skills for future roles.
- vii. Reduces Discontent: Without recognition or promotions, employees may feel unappreciated, leading to discontent and decreased performance.

Considerations for Promotion: Deciding on promotions involves evaluating several factors, including:

- i. Performance Records: Assessing past performance is crucial for promotion decisions.
- ii. Length of Service: The duration of employment can indicate readiness for promotion.
- iii. Merit and Ability: Evaluating an employee's skills and capabilities is essential.
- iv. Qualifications: Relevant educational and technical qualifications must be considered.
- v. Potential Assessment: Future performance potential in a new role should be evaluated.
- vi. Promotion Spacing: Time since the last promotion is a critical factor.

### **Role of Staffing in Management**

Staffing involves acquiring and allocating employees within an organization (Butler, Ferris, & Napier, 2011). It includes practices aimed at matching human resources to job roles and ensuring employee efficacy (Fombrun, Tichy, & Devanna, 2014). The staffing process focuses on human resource planning, recruiting suitable candidates, and selecting the right individuals for specific roles. It also includes onboarding new hires and decisions regarding promotions, transfers, and dismissals (Lundy & Cowling, 2016). Effective staffing practices

identify individuals whose skills align with organizational goals (Rees & Doran, 2011).

### **Group-Based Organization**

Modern organizations increasingly emphasize team-based structures, assigning broad responsibilities to teams instead of individuals (Murphy, 2009). This approach allows for greater flexibility and adaptability in managing duties.

### **Changing Workforce Dynamics**

Today's workforce is characterized by frequent job changes and a reliance on contingent employees, such as temporary or part-time staff (Murphy, 2009). While contingent workers provide flexibility to navigate business cycles, they can also pose challenges related to workforce commitment and communication inefficiencies (Hulin and Glomb, 2009). In Nigeria, for instance, the banking sector has seen a rise in temporary contracts among sales staff over the past five years.

#### **2.1.6 Training and Development**

Training is essential for every employee at all stages of their career, particularly in adapting to rapidly changing technologies, business concepts, ethical values, and work environments. Training programs are necessary in organizations to improve the quality of work at all levels and are especially important when employees transition between positions. This research aims to

provide an in-depth examination of the conceptual meaning, necessity, and methods of training available.

Organizations must stay aligned with their established visions, missions, goals, and objectives, and one effective way to achieve this is by properly motivating employees. Training is a formal process that broadens employee skills, updates knowledge, changes attitudes, and enhances performance. Efficient and effective training sharpens skills and fosters personal development, ultimately boosting organizational performance over time. According to Armstrong (2009), training is defined as a systematic and planned instructional activity designed to promote learning. Dale S. Beach describes training as "the organized procedure by which people learn knowledge and improve skills for a definite purpose."

On the other hand, development is the process of building the knowledge and skills of organizational members, preparing them for new responsibilities and challenges. Employee development activities should be clearly defined, taking into account both the current and desired stages of employees. This understanding helps management identify skill gaps that need to be addressed. Human resource practitioners should encourage employees to participate in training programs, whether on-the-job or off-the-job, to foster both personal and organizational development. Development can be seen as a structured program allowing employees to enhance their knowledge, supported by their employers. It helps employees prepare for future responsibilities, often with less focus on their current

duties. Development aims to shape future leaders who will effectively contribute to the organization.

Training and development, as components of employee relations practices, emphasize improving the performance of individuals and groups. They focus on optimizing employee skills and ensuring that employees are well-equipped to perform their duties efficiently, thereby boosting overall organizational performance. Training is an educational process that enhances skills, fosters attitude changes, and enriches knowledge to improve employee performance. Effective training enables employees to learn valuable information relevant to their jobs, discover methodologies to solve work-related problems, and refresh their existing skills and knowledge. This leads to significant improvements in effectiveness and efficiency. The ultimate goal of training is to create lasting impacts that keep employees updated with new trends and practices in their fields.

### **2.1.8 Classification of Training**

Training is classified into two: namely on the job and off the job training.

1. On-the-job training, also known as job instruction training, is the most widely used training method. In this approach, employees are placed in regular jobs where they learn the necessary skills under the supervision of a qualified trainer. This method provides firsthand experience of actual working conditions, allowing trainees to perform their jobs while receiving

training, thereby earning a salary. One key advantage is that it minimizes the issues related to transferring trainees, as they learn directly on the job. The focus is on delivering effective and efficient services rather than just learning the job.

- a. Job Rotation is a training method that involves moving trainees from one job to another. While commonly used in general management training, it can also apply in workshop settings. This technique allows trainees to understand and appreciate the challenges faced by employees in different roles.
- b. **Coaching:** In this training method, the trainee is assigned to a specific manager who acts as a coach. The supervisor offers feedback and suggestions for improvement based on the trainee's performance. Additionally, the trainee may take on some of the coach's responsibilities, easing their workload. However, a limitation of this approach is that the trainee may have little opportunity to express their own ideas or thoughts.
- c. **Job Instruction:** This technique, known as step-by-step practice, involves the trainer explaining to the trainee how to perform the job, including the necessary work knowledge and skills. The trainer evaluates the trainee's performance, provides feedback, and makes corrections as needed..

**d. Committee Assignments:** A group of trainees under committee assignment are asked to solve an actual organizational problem. The trainees work together to fix the issue. It creates teamwork.

**e. Apprenticeship:** Apprenticeship is a formalized training curriculum technique which combines teaching and on-the-job with close monitoring. The curriculum of training is scheduled in advance and performed from day to day in cautious steps. Most commercial apprenticeship programs have a length of three to four years before an apprentice in that trade or profession is deemed to be fully trained. This technique is suitable for training in crafts, trades and technical fields, particularly when skill in a job is the consequence of a comparatively lengthy period of training or apprenticeship, such as a craftsman, an engineer, a graphics designer, a pattern designer, etc.

**f. Internship**

Internship is one of the techniques of on - the-job practice. Thorough theoretical and practical training is given to individuals entering the sector in qualified trades such as machinist, electrician and laboratory technician.

**a. Classroom Lectures:** The training of white collar or managerial level staff in the organization is well known under off-work training techniques, classroom techniques or lecture techniques. Under this technique, staffs are called to the classroom-like space to teach trainers in the form of lessons. This technique is efficiently used to teach administrative elements or the

subject of leadership to raise awareness of processes and to offer directions on specific topics.

- b. **Audio-Visual:** Training through the use of films, television, video, and presentations, etc. In educational organisations, this technique of teaching was effectively used to train their learners in topics in order to readily comprehend and assimilate and assist them to remember forever. New businesses have come up to provide learners with audio visual content in their topics of interest. In the commercial industry, employers primarily provide instruction to their staff in customer care facilities through the use of audio visual material to teach the client how to obtain, speak and behave.
- c. **Simulation:** Simulation Training method is the most well-known and core of all techniques of work training. Trainees will be trained on the specially constructed equipment or machine that is used in the sector or job in the simulation training method. However, those appliances or machines are specifically intended to prepare them for practice in the actual sector or job. This scheduling technique is mostly used where very costly machinery or equipment is used to perform the job.
- d. **Vestibule Training:** Mostly this training method will be used to train technical staff, office staff and staff dealing with machinery and instruments. Employees learn their employment on the equipment they are going to use, but training is carried out away from the real job floor by taking equipment

or instruments to some location where training is given, but not workplace. Training in the vestibule enables staff to have a complete sense of assignment without any actual world pressure. In addition, the issue of transferring learning to the workplace is minimized. Vestibule training is given to staff when they are using fresh or advanced devices or instruments introduced into the organization to do a specific task. Such equipment is carried to a distinct location for this purpose in order to demonstrate and train how to use it and that staff manage it securely.

- e. **Case Studies:** It is a written description of an actual situation in the past in the same or another organization and trainees are supposed to analyze and give their conclusions in writing. This is another great way of ensuring complete and whole-hearted employee involvement and generating good interest among them. The case is discussed with all the pros and cons of each choice by the teacher later. It is an optimal technique for promoting decision-making skills within restricted information limitations.
- f. **Role Playing:** The trainees assume roles during a role play and perform scenarios related to the learning ideas. It's great for coaching and customer service. Also called this technique is 'role-reversal,' 'socio-drama' or 'psycho-drama.' Here trainees behave as if they were playing a part in a stage play. In a given situation, two or more trainees are assigned roles that are explained to the group. There are no written lines to say and no rehearsals, of course.

The role players must respond quickly to the ever-changing situation and react to it as they would in the real situation. It is a technique of human interaction in an imaginary or hypothetical scenario involving realistic behaviour. Playing roles mainly includes interactions between employee and employer, hiring, firing, debating a grievance issue, conducting a post-appraisal interview, disciplining a subordinate, or presenting a salesman to a client.

#### Off - the-job training advantages

- Trainers are generally sufficiently experienced to train• It is structured systematically
- Efficiently generated programs can add a lot of value

#### Off - the-job training disadvantages:

- It is not directly related to work
- It is often formal
- It may not be based on experience.
- It's costly.
- Trainees may not be highly driven
- Naturally it is artificial.

### **2.1.9 Importance of Training and Development**

Organizations must implement ongoing training and development programs for their staff to sustain continuous improvement. As competition and the business environment evolve, it is crucial for employees to engage in lifelong learning and acquire new skills. The significance of training and development includes:

i. Optimal Use of Human Resources ii. Skill Development iii. Increased Productivity iv. Enhanced Team Spirit v. Improved Organizational Culture vi. Better Quality and Safety vii. Increased Profitability viii. Enhanced Morale and Corporate Image

### **2.1.10 Need for Training and Development**

Employee training and growth is an expensive activity as it needs a great deal of quality input from both trainers and staff. But with the evolving environment, it is vital that the business revise its objectives and efficiencies. Here are some critical reasons why training and growth sessions are endorsed by the organization.

- When managers believe that employee performance needs to be improved
- Setting the performance development benchmark so far
- Training on particular work responsibilities
- Testing the new methodology to increase efficiency

## **Advantages of training and development**

There is a value linked to training and growth. However, as it is useful in the long run for businesses, they guarantee that staff are frequently trained. Some benefits are:

1. Helps staff to create current abilities and enhance their experience.
2. Improves individuals and teams ' effectiveness and productivity.
3. Adequate training and growth in activities can remove bottle-necks.
4. It is possible to create new and enriched work roles to make the organization leaner.
5. Maintains motivated staff and refreshes their objectives, aspirations and levels of contribution.

## **Disadvantages of training and development**

Although there are several benefits, the following are some of the disadvantages of training and development:

1. It is a costly method involving arranging the right trainers and hiring non-revenue staff.
2. There is a danger that the worker may leave the job after the training and development session.

### **2.1.11 Training and Development Process**

Training and development is a constant method since continual improvement is needed in the skills, understanding and quality of job. Since businesses are changing quickly, after constantly tracking them and developing their general character, it is critical that companies concentrate on training their staff.

Training and growth steps are as follows:

1. Determine the need for people or teams to train and develop
2. Set particular goals and objectives which need to be accomplished
3. Select the training techniques
4. Conducting and implementing employee programs
5. Evaluate the post-training and development sessions efficiency and performance.

Training and development are crucial for addressing staff skill deficiencies and enhancing the organization's human capital (Snell and Dean, 2014). Development focuses on long-term efficiency, while training is short-term and aimed at helping employees master specific tasks and standards (Harrison, 2009). Effective training and development improve individual efficiency and overall organizational performance.

Many organizations do not fully utilize employee potential, which can be enhanced through appropriate training. Organizations with strong employee relations practices prioritize skill development (Gallie, 2011). Achieving a higher level of human capital can involve either selecting the right workforce (buy orientation) or developing current employees (make orientation).

The quality of new hires can be improved through comprehensive staffing processes, which are critical for shaping the future workforce. A thorough selection process is often defined by considering a large number of candidates for each vacancy (Whitener, 2011), while others link it to detailed planning of human resource needs and evaluation of selection results (McGrath, 2016). Regardless of the method, finding the right candidate for each position is essential.

Organizations can enhance the quality of their employees through ongoing developmental activities post-selection, often linked to training programs. Research suggests that extensive training efforts, including cross-functional programs and the development of generic skills like problem-solving and teamwork, are necessary (McDuffie, 2005).

With changing external conditions and technology, continuous learning has become vital for job performance and organizational success. In today's dynamic and competitive environment, organizations must foster a culture of continuous learning and adapt to skill gaps. Employees' initiatives to improve their skills are

increasingly valued, and job performance now includes the ability to keep pace with evolving skill requirements (London & Mone, 2009).

### **2.1.12 Reward**

Rewards refer to offerings given to individuals in recognition of their contributions to an organization. They play a crucial role in influencing employee behavior and executing organizational policies. For any company with staff, a well-structured reward program is essential, typically managed by human resources. An effective reward system aligns with the organization's objectives, vision, mission, and job performance.

The most common form of reward is salary, but reward strategies encompass various motivational practices to acknowledge employees' achievements. In managerial terms, a reward is defined as the total compensation provided to an employee for their services towards organizational goals. Organizations establish guidelines and objectives that employees are expected to meet, and rewards serve as incentives to motivate them.

Essentially, rewards attract employees' attention and inspire them to perform well. They represent a performance payoff closely linked to motivation and job satisfaction, reinforcing the connection between employee efforts and organizational success.

## **Reward management is important for the following reasons:**

### **Key Benefits of Reward Management**

**Retains Staff:** Effective reward systems help keep existing employees.

**Attracts New Workers:** A strong rewards program can draw in potential employees.

**Reduces Hiring and Training Costs:** Retaining staff minimizes the expenses associated with recruiting and training new employees.

**Builds Loyalty and Commitment:** Rewards foster a sense of loyalty among employees.

**Creates a Positive Work Environment:** A well-structured rewards program contributes to a healthy workplace atmosphere.

**Encourages Positive Attitudes and Behaviors:** Rewards motivate desirable behaviors in the workforce.

**Promotes Career Advancement:** Employees are more likely to seek growth opportunities when they feel valued.

Managing rewards is crucial for motivating and retaining staff, making it a vital component of human resource management (HRM). A well-designed reward

system drives organizational productivity and employee satisfaction. Reward management involves developing and implementing effective compensation schemes that align with strategic goals related to employee attraction, motivation, and retention.

## **Types of Rewards**

Rewards can be classified into two main categories:

**Extrinsic Rewards:** Tangible benefits provided by the employer, such as pay and bonuses, in exchange for employee contributions.

**Intrinsic Rewards:** Intangible benefits, including recognition, appreciation, and opportunities for career growth (Lundy & Cowling, 2016).

## **Importance of Motivation**

Motivation in the workplace is essential for achieving organizational goals. Employees require both financial and non-monetary incentives to perform efficiently (Takeuchi, 2004). Fair employee relations practices contribute to perceptions of organizational justice, with merit-based compensation fostering a sense of fairness in performance evaluations.

A suitable organizational reward system significantly impacts job satisfaction and employee motivation. It should be designed with an understanding of what

motivates individuals at work. By enhancing comfort and contentment through rewards, organizations can improve job satisfaction and drive greater productivity in a competitive environment.

## **2.2 Theoretical Review**

When implementing employee relations practices, it is crucial to understand Elton Mayo's Human Relations Theory, Douglas McGregor's Theory X and Theory Y, and the Expectancy Theory. These concepts highlight the importance of establishing an organizational system where employee relationship practices are deeply integrated, benefiting both employees and the organization as a whole.

### **2.2.1 Human Relations Theory**

Elton Mayo introduced the Human Relations Theory in 1933 and is often regarded as the founder of the Human Relations School and industrial sociology. His research, particularly at the Hawthorne Works and a Philadelphia spinning mill, revealed significant insights into employee behavior and organizational management.

Mayo's studies initially focused on the high labor turnover in a spinning mill, which reached 250% compared to an industry average of 6%. He found that implementing rest breaks and involving employees in problem-solving improved morale and reduced turnover to 6% within a year.

The Hawthorne experiments (1927-1932) further transformed understanding of workplace dynamics. Mayo and his team observed that changes in working conditions, such as lighting and rest periods, consistently improved productivity, regardless of the specific alterations. A key finding was that employees felt valued and empowered when consulted about changes, leading to increased output

Mayo identified a disconnect between management's focus on costs and efficiency and the workers' emotional responses to management practices. He termed this the "logic of sentiment," emphasizing that workers' satisfaction stemmed from informal social interactions rather than just material conditions

In another study, the Bank Wiring Observation Room, workers collectively resisted financial incentives, demonstrating that informal social groups could influence production and decision-making. Mayo argued that informal worker organization is essential, transcending individual self-interest and emphasizing the need for cooperative management.

He believed that effective management could foster spontaneous cooperation, reducing societal conflict and competition. Mayo's Human Relations movement critiqued the alienation of modern work, advocating for the importance of informal groups in the workplace and the decentralization of authority. He posited that empowering workers through effective communication and involvement would

enhance productivity, highlighting the significance of employee engagement in achieving organizational goals.

### **2.2.2 Expectancy Theory**

The expectancy theory was proposed by Victor Vroom of Yale School of Management in 1964. Vroom stresses and focuses on outcomes, and not on needs unlike Maslow and Herzberg. The theory 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). In short, Valence is the significance associated by an individual about the expected outcome. It is an expected and not the actual satisfaction that an employee expects to receive after achieving the goals. Expectancy is the faith that better efforts will result in better performance. 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.

Instrumentality is the faith that if you perform well, then a valid outcome will be there. Instrumentality is affected by factors such as believe in the people who decide who receives what outcome, the simplicity of the process deciding who gets what outcome, and clarity of relationship between performance and outcomes. Thus, the expectancy theory concentrates on the following three relationships:

- Effort-performance relationship: What is the likelihood that the individual's effort be recognized in his performance appraisal?
- Performance-reward relationship: It talks about the extent to which the employee believes that getting a good performance appraisal leads to organizational rewards.
- Rewards-personal goals relationship: It is all about the attractiveness or appeal of the potential reward to the individual.

Vroom was of view that employees consciously decide whether to perform or not at the job. This decision solely depended on the employee's motivation level which in turn depends on three factors of expectancy, valence and instrumentality.

This study however will adopt the Elton Mayo's Human Relation theory because this theory believes that employees that are subjected to improved working conditions are more productive. Also, incentives and reward schemes introduced as a part of the Hawthorne Experiment increased the overall employee output and consequentially the organisational performance. Generally Elton mayo believed

that organisational welfarism and improved performance is possible only if the employers (management) would adopt various programs (empowerment, communication, working condition, individual and group development, rewards and compensations, employee involvement in management decisions, effective human resource planning etc.) geared towards improving employee productivity in terms of individual and group output; a happy employee would be loyal to his organisation and work towards improving its performance.

### **2.3.0 Empirical Review**

A study by Ott & Dijk (2005) examined the effects of employee relations (ER) on productivity, focusing on training, development, and rewards. The findings indicated that regular departmental meetings and supportive leadership positively influence job performance; however, other variables showed generally insignificant correlations with employee productivity. Similarly, Riaz (2013) found a significant relationship between employee relations practices and labor outcomes in the manufacturing industry, particularly highlighting the impact of compensation practices, shared decision-making, and conflict resolution.

Harris (2007) conducted a study titled "Human Resource Management and Performance in Business Organizations," which reviewed various studies linking human resource management (HRM) practices to performance. The study concluded that trust and power-sharing facilitate the customization of HR practices

to align with organizational needs and goals. It also noted that practices such as rewards and training are often associated with positive worker-oriented performance outcomes, emphasizing the need for further research on staffing shortages.

Hussain (2011) explored factors such as prestige, learning environment, promotions, career growth, decision-making authority, communication ease, retirement plans, and compensation in the business industry. The study concluded that significant correlations exist between these factors and employee performance. Smith (2010) noted that Nigerian service organizations are shifting toward a more competitive and productive workforce by investing in employee skill development, which has positively impacted their economic performance.

Rees & Johari (2010) highlighted the connections between HR practices—such as training, recruitment, and industrial relations—and employee performance, which in turn affects organizational performance. Njau (2012) investigated HR challenges in Nigeria's banking sector, finding that employee recognition, involvement, dispute arbitration, and benefits significantly influence the quality of service delivery.

Frye (2004) examined the relationship between rewards and firm performance, finding a positive correlation. He argued that in human capital-intensive organizations, effective reward practices are crucial for attracting and retaining

skilled employees. This suggests that reward practices significantly impact employee performance, warranting further investigation into their relationship with organizational performance.

Pearson (2007) conducted a survey with HR directors, focusing on ten key HRM areas, including trust, recruitment, training, compensation, and empowerment. The analysis revealed strong links between these practices and organizational objectives, with rewards showing the strongest correlation.

Ngui (2014) studied the effects of HRM strategies on commercial banks in Nigeria, focusing on recruitment, training, rewards, and employee relations practices. He found a positive correlation between these practices and organizational performance, particularly in terms of profitability and market share. The study also noted that demographic factors such as age, gender, and academic qualifications significantly affected performance, suggesting the need for further research across different economic sectors.

### **2.3.1 Research Gap**

The existing literature reveals a significant lack of empirical studies specifically addressing the effects of employee relations practices on organizational performance. There is a pressing need for more evidence to strengthen the understanding of the employee-employer performance relationship. Ngui (2014) suggested that similar research should be conducted across various

sectors, including manufacturing, banking, transport, and services, to compare findings.

This study is focused on the banking sector of the Nigerian economy, differentiating it from previous research that primarily analyzed training, development, employee empowerment, compensation, and promotion in relation to customer satisfaction, profitability, and financial performance. Unlike earlier studies, which have not thoroughly examined staffing, promotion, training, development, and rewards in relation to organizational performance, this research aims to address these gaps, particularly within the context of Nigeria, where most related studies were not conducted.

## **CHAPTER THREE**

### **METHODOLOGY**

### **3.1 Introduction**

This chapter presented the technique chosen for the conduct of this study. It specifically presents the brief history of the organisation of study, research design, population of study, sample size and sampling technique, sources and method of data collection, instrument of data collection, method of data analyses and model specification.

### **3.2 Research design**

The study employed a survey research design, which is defined as "the collection of information from a sample of individuals through their responses to questions" (Check & Schutt, 2012). This design was chosen because surveys facilitate accurate descriptions of the characteristics of large populations. Additionally, survey sampling is advantageous as it allows respondents to answer questions anonymously, promoting more candid and honest responses (Murphy, 2000).

### **3.3 Population of the study**

The population of study consists of the staff of Guaranty Trust Bank in the Unilorin, and Tanke . The total number of staff from these branches is 97. Therefore, the total population of the study was 97.

### **3.4 Sample size and sampling techniques**

Conducting research on the complete information about the population is not possible. Thus there is need for an appropriate sample size so that inference about the population can be made based on that sample. A sample was obtained for this study since it would not be possible to study all the population due to time limit, non-availability of the entire population and resource constraint.

### **3.5 Method of Data Collection**

Primary data was used in this study. According to Ochola, (2007), primary data refers to what is collected directly by the researcher for the purpose of the study. The data was collected by the use of questionnaires. Research questionnaires with structured questions was designed and administered. This enabled the researcher to get vital data directly from the respondents. The questionnaires was dropped by the researcher and picked at a later date when they were filled.

### **3.6 Instrument of Data collection**

During the research, primary data was gathered from the structured questionnaires that will be administered. According to Nachmias & Nachmias, (2008), questionnaires consist of a series of specific short questions which are usually asked either verbally or self-administered. Questionnaire was administered personally by the researcher to the population of study to minimize variation in data collection procedure and ensure consistency (Mugenda, 2008; Kumar, 2005). Questionnaire was chosen since it is low in cost, free from bias of the interviewer and respondents have adequate time to give well thought out answers (Cooper & Schinder, 2008).

The questionnaire consists of close-ended questions. Close-ended questions lays out the possible answers and the respondent or investigator ticks the category that best describes the respondents' answer. The questionnaire is divided into two sections, namely; section A and section B. the section A comprises of demographic information of the target respondents. Section B is measured on a 5 point Likert-type scale and also contains specific research variables. Questionnaire used in for this research is constructed by adopting and then modifying the questionnaire of several related research journals.

### **3.7 Method of data analysis**

Data generated from the questionnaire was presented in frequency distribution tables, pie charts and bar charts for a clearer and reader friendly

decision. Meanwhile, the hypotheses would be tested using simple linear regression analysis using the Statistical package for social science (SPSS)

## **CHAPTER FOUR**

## **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

### **4.0 Introduction**

This chapter presented the information that has been carefully analysed. This is made possible from the responses gathered from the respondents. Information gathered from the result are collected from the questionnaire, which is shown in the tables of the data presentation and analysis of statistical results obtained to answer various research questions, and to test the formulated hypotheses for the study. However, regression analysis was used to achieve all three objectives of the study. It is pertinent to note that all the ninety one (91) questionnaires were carefully filled and returned. The results were processed in three sections; A, B and C The Section A focus on the demographic information of the respondents, section B deals with relevant questions on the research while section C shows the analysis of the respondents' opinion on the variable selected for this study.

#### **4.1 Section A: Analysis of respondent's Bio Data**

This section shows the demographic data which include the respondents' Gender, age marital status, and educational qualification.

##### **Table 4.1.1: Gender**

		Freque ncy	Perce nt	Valid Percent	Cumulative Percent
Valid	Male	53	58.2	58.2	58.2
	Fem ale	38	41.8	41.8	100.0
	Tota l	91	100.0	100.0	

**Source: Field Survey, 2025**

The table presented indicates that 58.2% of the respondents are male, while 41.8% are female. This suggests that Guarantee Trust Bank, Ilorin has a higher proportion of male employees compared to female employees. These findings imply that the organization may have a preference for hiring physically fit and vibrant male workers who can handle the demanding nature of the job.

**Table 4.1.2: Age**

		Freque ncy	Perce nt	Valid Percent	Cumulative Percent
Valid	15 – 25	33	36.3	36.3	36.3
	25 – 35	46	50.5	50.5	86.8
	35 – 45	8	8.8	8.8	95.6
	45 and above	4	4.4	4.4	100.0
	Total	91	100.0	100.0	

**Source: Field Survey, 2025**

The table provided displays the age distribution of the respondents. Among the respondents, 33 individuals, accounting for 36.3%, fall within the 15-25 age range. Additionally, 46 respondents, representing 50.5% of the sample, are between the ages of 25-35. Furthermore, 8 respondents, equivalent to 8.8%, fall

within the 35-45 age range, while 4 respondents, making up 4.4%, are 45 years old or above. This table reveals that a majority of the employees are between the ages of 25 and 35. These findings suggest that the management actively seeks young and energetic individuals from the labor market who can bring fresh ideas and specialized skills to drive the organization forward. Furthermore, this approach enables the organization to leverage the vitality and enthusiasm of the younger workforce.

**Table 4.1.3: Educational Qualification**

	Freque ncy	Perce nt	Valid Percent	Cumulative Percent
WASSC E	12	13.2	13.2	13.2
NCE/O ND	9	9.9	9.9	23.1
HND/B. sc	61	67.0	67.0	90.1
Ph.D	9	9.9	9.9	100.0
Total	91	100.0	100.0	

**Source: Field Survey, 2025**

According to the table provided, the distribution of educational qualifications among the respondents is as follows: 12 individuals, accounting for 13.2% of the respondents, hold WASSCE certificates, 9 individuals (9%) have NCE/OND degrees, 61 individuals (67%) possess HND/B.Sc degrees, and 9 individuals (9.9%) hold Ph.D. degrees. The table clearly indicates that the majority

of the staff members are HND/B.Sc holders. This analysis reinforces the notion that the management actively seeks individuals with a higher level of education, such as HND/B.Sc holders, in order to leverage their fresh ideas and specialized knowledge, ultimately contributing to the bank's performance improvement.

**Table 4.1.4: Marital Status**

	Freque ncy	Percent	Valid Percent	Cumulative Percent
Single	36	39.6	39.6	39.6
Married	49	53.8	53.8	93.4
Divorced	6	6.6	6.6	100.0
Total	91	100.0	100.0	

**Source: Field Survey, 2025**

Based on the table presented, it can be observed that 36 respondents, comprising 39.6% of the total, are single, while 49 respondents, representing 53.8%, are married. Additionally, 6 respondents, accounting for 6.6%, have divorced. This table indicates that the majority of the bank's staff members are happily married. The implication of this demographic distribution is that the employees' work-life balance is not significantly affected. This, in turn, is likely to have a positive impact on their attitude and dedication towards achieving the organization's goals and objectives.

**Table 4.1.5: How long have you been working in this organisation?**

		Freque ncy	Perce nt	Valid Percent	Cumulative Percent
Valid	Below 2 years	24	26.4	26.4	26.4
	3 - 5 years	42	46.2	46.2	72.5
	6 - 10 years	19	20.9	20.9	93.4
	11 years and above	6	6.6	6.6	100.0
	Total	91	100.0	100.0	

**Source: Field Survey, 2025**

According to the table provided, the distribution of respondents based on their length of employment is as follows: 24 individuals, accounting for 26.4% of the respondents, have been employed for less than two years, 42 individuals (46.2%) have been working for 3-5 years, 19 individuals (20.9%) have been employed for 6-10 years, and 6 individuals (6.6%) have been working in the bank for 11 years and above. This indicates that a majority of the employees have been working in the bank for a period ranging from 3 to 5 years. The implication of this demographic pattern suggests that the bank carries out recruitment and selection processes periodically, with a significant number of successful candidates being relatively new employees.

**Table 4.1.6: What department are you Working?**

		Frequen cy	Perce nt	Valid Percent	Cumulative Percent
Valid	Operation	20	22.0	22.0	22.0
	Marketing	20	22.0	22.0	44.0

Administra tive	5	5.5	5.5	49.5
Personnel	19	20.9	20.9	70.4
Others	27	29.7	29.6	100.0
Total	91	100.0	100.0	

**Source: Field Survey, 2025**

The table above shows the respective departments of the respondents. 20 representing 22% of the respondents work in the operation unit of the bank, another 20 representing 22% of the respondents work in the marketing unit of the bank, 5 representing 5.5% of the respondents work in the administrative unit of the bank, 19 representing 20.9% of the respondents work in the personnel unit of the bank, and 27 representing 29.7% work in other departments in the bank. The implication of this table is that operation and marketing department are the departments in the organisation with more employees. This goes further to ensure that the management is concerned with its internal development in terms of its operations and the external projection through the marketing strategies used.

## **4.2 SECTION B: Analysis of Relevant Questions on the Research**

**Table 4.2.7: Staffing structure ensures employee loyalty to organization**

	Freque ncy	Percen t	Valid Percen t	Cumulative Percent
Strongly Agree	29	31.9	31.9	31.9
Agree	39	42.9	42.9	74.7

Undecided	12	13.2	13.2	87.9
Strongly Disagree	8	8.8	8.8	96.7
Disagree	3	3.3	3.3	100.0
Total	91	100.0	100.0	

**Source: Field Survey, 2025**

From the table above, 68 of the respondents representing 74.7% strongly agreed that the staffing structure ensures employee loyalty to organization, 12 of the respondents representing 13.2% are undecided whether the staffing structure ensures employee loyalty to organization, 11 of the respondents representing 12.1% strongly disagreed that the staffing structure ensures employee loyalty to organization. The implication of these table is that majority of the employees are okay with the staffing structure thereby making them loyal to the bank. This action results in the drastic reduction of employee turnover at the bank.

**Table 4.2.8: Staffing practices that improve organisational performance are adopted**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	21	23.1	23.1	23.1
Agree	39	42.9	42.9	65.9
Undecided	7	7.7	7.7	73.6
Strongly Disagree	16	17.6	17.6	91.2
Disagree	8	8.8	8.8	100.0
Total	91	100.0	100.0	

**Source:** Field Survey, 2025

From the table above, 60 of the respondents representing 65.9% strongly agreed that staffing practices that improve organizational performance are adopted, 7 of the respondents representing 7.7% are undecided whether the staffing practices that improve organizational performance are adopted, 24 respondent representing 26.4% strongly disagreed that staffing practices that improve organizational performance are adopted. The implication of this table shows that majority of the employees approve of the staffing practices adopted by the management and also agree that it improves the performance of the organization as a system.

**Table 4.2.9: Staffing policies are streamlined to employee development**

		Freque ncy	Perc ent	Valid Percent	Cumulative Percent
Va lid	Strongly Agree	18	19.8	19.8	19.8
	Agree	34	37.4	37.4	57.1
	Undecided	12	13.2	13.2	70.3
	Strongly Disagree	18	19.8	19.8	90.1
	Disagree	9	9.9	9.9	100.0
	Total	91	100. 0	100.0	

**Source:** Field Survey, 2025

From the table above, 52 of the respondents representing 57.1% strongly agreed that the staffing policies are streamlined to employee development, 12 of

the respondents representing 13.2% are undecided whether the staffing policies are streamlined to employee development, 27 respondents representing 19.8% strongly disagreed that staffing policies are streamlined to employee development. The table shows that majority of the workers (57.1%) approve of the staffing policies used by the management. The implication of this demography is that staffing policies in the bank are formulated in such a way that it affects the development of employees positively. Furthermore, employees that consider the staffing policies to be formulated in their best interests tend to maintain a cordial relationship with their employers.

**Table 4.2.10: Promotion recognizes & Improves employee performance, ambition, and hard work**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	35	38.5	38.5	38.5
	Agree	37	40.7	40.7	79.1
	Undecided	2	2.2	2.2	81.3
	Strongly Disagree	5	5.5	5.5	86.8
	Disagree	12	13.2	13.2	100.0
	Total	91	100.0	100.0	

**Source: Field Survey, 2025**

The table above shows the distribution of responses regarding the relationship between promotion and employee performance, ambition, and hard

work. Among the respondents, 72 individuals (79.1%) strongly agreed that promotion recognizes and improves employee performance, ambition, and hard work. Only 2 respondents (2.2%) are undecided on this matter, while 17 respondents (18.7%) strongly disagreed with the notion that promotion recognizes and improves employee performance, ambition, and hard work. Overall, the table indicates that the majority of employees believe that their performance, ambition, and hard work are recognized and improved through promotion. This demographic pattern implies that promotions are not merely formalities, but rather serve as a motivating factor for employees. Employees perceive promotion as a validation of their efforts in achieving organizational objectives, which further enhances their motivation.

**Table 4.2.11: Promotion boosts motivation and increases loyalty of employees**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	25	27.5	27.5	27.5
Agree	24	26.4	26.4	53.8
Undecided	16	17.6	17.6	71.4
Strongly Disagree	14	15.4	15.4	86.8
Disagree	12	13.2	13.2	100.0
Total	91	100.0	100.0	

**Source: Field Survey, 2025**

From the table above, 49 of the respondents representing 53.8% strongly agreed that promotion boosts motivation and increases loyalty of employees, 16 of the respondents representing 17.6% are undecided whether promotion boosts motivation and increases loyalty of employees, 26 respondents representing 28.6% strongly disagreed that promotion boosts and increases loyalty of employees. The table shows that majority of the employees (53.8%) see promotion as a motivational tool and ensures their loyalty to the bank. The implication of this demography is that the management is unrelenting in areas of employee motivation and loyalty. It is believed that a proper motivation would maximize employee output and also ensure competitive advantage over other banks since the employees are loyal and there is a low labour turn over.

**Table 4.2.12: Promotion develops competitive spirit at the workplace**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	28	30.8	30.8	30.8
Agree	29	31.9	31.9	62.6
Undecided	5	5.5	5.5	68.1
Strongly Disagree	17	18.7	18.7	86.8
Disagree	12	13.2	13.2	100.0
Total	91	100.0	100.0	

**Source: Field Survey, 2025**

From the table above, 57 of the respondents representing 62.6% strongly agreed that promotion develops competitive spirit at the workplace, 5 of the respondents representing 5.5% are undecided whether promotion develops competitive spirit at the workplace, 29 respondents representing 31.9% strongly disagreed that promotion develops competitive spirit at the workplace. The table indicates that majority of the employees (62.9%) believe that competitive spirit is develop at the workplace through promotion. The implication of this demography indicates a healthy relationship between the employees, the avenue for employees to give the best to their job and the role of the management in the process.

**Table 4.2.13: training programs equip employees with new skills**

		Freque ncy	Perc ent	Valid Percent	Cumulative Percent
Va lid	Strongly Agree	31	34.1	34.1	34.1
	Agree	37	40.7	40.7	74.7
	Undecided	9	9.9	9.9	84.6
	Strongly Disagree	8	8.8	8.8	93.4
	Disagree	6	6.6	6.6	100.0
	Total	91	100. 0	100.0	

**Source: Field Survey, 2025**

From the table above, 68 of the respondents representing 74.7% strongly agreed that training programs equip employees with new skills, 9 of the respondents representing 9.9% are undecided whether training programs equip employees with new skills, and 14 respondents representing 15.4% strongly

disagreed that training programs equip employees with new skills. The table indicates that majority of the employees agree that training programs indeed equips them with new set of skills. The implication of this demography shows the management's commitment to ensure that the dynamism of today's business environment does not affect the organization negatively. The management therefore utilizes the positive side of the dynamism by adopting training programs best suited to keep up with the fast changing business trends.

**Table 4.2.14: Group training motivates workers to be productive**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	30	33.0	33.0	33.0
Agree	29	31.9	31.9	64.8
Undecided	10	11.0	11.0	75.8
Strongly Disagree	12	13.2	13.2	89.0
Disagree	10	11.0	11.0	100.0
Total	91	100.0	100.0	

Source: **Field Survey, 2025**

From the table above, 59 of the respondents representing 64.8% strongly agreed that group training motivates workers to be productive, 10 of the respondents representing 11% are undecided whether group training motivates workers to be productive, 22 respondents representing 24.2% strongly disagreed that group training motivates workers to be productive. The table shows that majority of the employees are more interested in the group training programs as they believe that its generally motivates them to be productive. The implication of

this demography indicates that the management encourages cordial relationships between the employees and group training is one of the avenues for such to be done. Also, employees that are trained together may develop new set of ideas that can help boost organizational performance.

**Table 4.2.15: Training programs on the job are relevant to employee productivity**

	Freque ncy	Perc ent	Valid Percent	Cumulative Percent
Strongly Agree	27	29.7	29.7	29.7
Agree	24	26.4	26.4	56.0
Undecided	12	13.2	13.2	69.2
Strongly Disagree	18	19.8	19.8	89.0
Disagree	10	11.0	11.0	100.0
Total	91	100.0	100.0	

**Source: Field Survey, 2025**

From the table above, 51 of the respondents representing 56% strongly agreed that training programs on the job are relevant to employee productivity, 12 of the respondents representing 13.2% are undecided whether training programs on the job are relevant to employee productivity, and 28 respondents representing 30.8% strongly disagreed that training programs on the job are relevant to employee productivity. The table shows that majority of the employees agree that on the job training programs bear relevance to their productivity. The implication

of this demography indicates that the management adopts training programs that are relevant to their job and also increases their productivity.

**Table 4.2.16: Committee assignments helps solve organizational problems**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	29	31.9	31.9	31.9
Agree	42	46.2	46.2	78.0
Undecided	11	12.1	12.1	90.1
Strongly Disagree	5	5.5	5.5	95.6
Disagree	4	4.4	4.4	100.0
Total	91	100.0	100.0	

**Source: Field Survey, 2025**

From the table above, 71 of the respondents representing 78% strongly agreed that committee assignments helps solve organizational problems, 11 of the respondents representing 12.1% are undecided whether committee assignments helps solve organizational problems, and 9 respondents representing 9.9% strongly disagree that committee assignments helps solve organizational problems. The table indicates that majority of the employees agree organizational problems can be solved through committee assignments. The implication of the demography shows that team work is developed through this method of training and also each employee feels a sense of achievement or fulfillment when such a problem is solved. This will show in their performances at their job.

**Table 4.2.17: my employer allows me to build my knowledge and skills**

	Freque ncy	Perce nt	Valid Percent	Cumulative Percent
Strongly Agree	16	17.6	17.6	17.6
Agree	41	45.1	45.1	62.6
Va Undecided	16	17.6	17.6	80.2
lid Strongly Disagree	5	5.5	5.5	85.7
Disagree	13	14.3	14.3	100.0
Total	91	100.0	100.0	

**Source:** Field Survey, 2025

From the table above, 57 of the respondents representing 62.6% strongly agreed that their employer allows them to build their knowledge and skills, 16 of the respondents representing 17.6% are undecided whether their employer allows them to build their knowledge and skills, 18 respondents representing 19.8% strongly disagreed that their employer allows them to build their knowledge and skills. The table clearly shows that majority of the employees can attest to the fact that the management allows them to personal brush up their knowledge and skills. The implication of this demography indicates that there is a cordial relationship between the employer and the employees. This means that the employer will allow for any avenue that such relationship can further be strengthened. One of these avenues is allowing for employees to develop their knowledge and skills.

**Table 4.2.18: I am allowed to enroll for development programs that are relevant to the organisational goals and objectives**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	19	20.9	20.9	20.9
Agree	40	44.0	44.0	64.8
Undecided	20	22.0	22.0	86.8
Strongly Disagree	8	8.8	8.8	95.6
Disagree	4	4.4	4.4	100.0
Total	91	100.0	100.0	

**Source: Field Survey, 2025**

From the table above, 59 of the respondents representing 20.9% strongly agreed that they are allowed to enroll for development programs that are relevant to the organizational goals and objectives, 20 of the respondents representing 22% are undecided whether they are allowed to enroll for development programs that are relevant to the organizational goals and objectives, and 12 of the respondents representing 13.2% strongly disagree that they are allowed to enroll for development programs that are relevant to the organizational goals and objectives. The table shows that majority of the employees are allow to enroll for various development programs that bear relevance to the organizational goals and objectives. The implication of the table indicates that the management in a bid to maximize the output of the employees towards improving the performance of the

organization allows employees to enroll for programs most especially when they bear relevance to the organizational aims and objective.

**Table 4.2.19: My employer sometimes sponsors me to program that would help in my personal development**

	Freque ncy	Perc ent	Valid Percent	Cumulative Percent
Strongly Agree	19	20.9	20.9	20.9
Agree	39	42.9	42.9	63.7
Undecided	15	16.5	16.5	80.2
Strongly Disagree	12	13.2	13.2	93.4
Disagree	6	6.6	6.6	100.0
Total	91	100. 0	100.0	

**Source: Field Survey, 2025**

From the table above, 58 of the respondents representing 63.7% strongly agreed that their employer sometimes sponsors them to programs that would help in their personal development, 15 respondents representing 16.5% are undecided whether their employer sometimes sponsors them to programs that would help in their personal development, and 18 of the respondents representing 19.8% strongly disagreed that their employer sometimes sponsors them to programs that would help in their personal development. The table shows that majority of the employees can attest to their employers interest in participating in programs that help in their personal development. The implication of the table indicates that the management is interested in the personal development of their employees. This is because such

an employee would get more skills and knowledge that are useful in the organization.

**Table 4.2.20: My employer encourages me to develop myself and commends me accordingly**

	Frequency	Perc ent	Valid Percent	Cumulat ive Percent
Strongly Agree	22	24.2	24.2	24.2
Agree	46	50.5	50.5	74.7
Undecided	17	18.7	18.7	93.4
Strongly Disagree	2	2.2	2.2	95.6
Disagree	4	4.4	4.4	100.0
Total	91	100. 0	100.0	

**Source: Field Survey, 2025**

From the table above, 68 of the respondents representing 74.7% strongly agreed that their employer encourages them to develop themselves and commends them accordingly, 17 respondents representing 18.7% are undecided whether their employer encourages them to develop themselves and commends them accordingly, 6 of the respondents representing 6.6% strongly disagreed that their employer encourages them to develop themselves and commends them accordingly. The table shows that majority of the employees are encouraged by their employer to develop themselves and appropriately commends them. The implication of this table indicates that the management will ensure a cordial relationship with the

employees by imploring them with words of commendations while also encouraging the employees to strive to be better at what they do.

**Table 4.2.21: The salary structure is fair and paid promptly**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	22	24.2	24.2	24.2
Agree	39	42.9	42.9	67.0
Undecided	10	11.0	11.0	78.0
Strongly Disagree	8	8.8	8.8	86.8
Disagree	12	13.2	13.2	100.0
Total	91	100.0	100.0	

**Source: Field Survey, 2025**

From the table above, 61 of the respondents representing 67% strongly agreed that the salary structure is fair and paid promptly, 10 of the respondents representing 11% are undecided whether the salary structure is fair and paid promptly, and 20 of the respondents representing 22% strongly disagreed that the salary structure is fair and paid promptly. The table shows that majority of the employees agree that the salary structure is fair and paid promptly. The implication of this table shows that the management ensures that salaries and wages are paid promptly and without delay or reduction. By so doing, labour turnover resulting from unpaid salaries is reduced.

**Table 4.2.22: Employees are given cash award, allowances or salary increment as a reward for outstanding performance**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	24	26.4	26.4	26.4
Agree	44	48.4	48.4	74.7
Undecided	15	16.5	16.5	91.2
Strongly Disagree	4	4.4	4.4	95.6
Disagree	4	4.4	4.4	100.0
Total	91	100.0	100.0	

**Source: Field Survey, 2025**

From the table above, 68 of the respondents representing 74.7% strongly agreed that they are given cash award, allowances or salary increment as a reward for outstanding performance, 15 respondents representing 16.5% are undecided whether they are given cash award, allowances or salary increment as a reward for outstanding performance, and 8 of the respondents representing 8.8% strongly disagreed that they are given cash award, allowances or salary increment as a reward for outstanding performance. The table indicates that majority of the employees are rewarded with benefits earlier mentioned as a reward for their performance. The implication of the table indicates that the management does not relent in motivating the employees. Also, employees who are performing below standard will improve their performance because of the benefits attached to an outstanding performance.

**Table 4.2.23: The monetary incentives offered to employees of GT bank motivates me to perform better**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	22	24.2	24.2	24.2
Agree	42	46.2	46.2	70.3
Undecided	23	25.3	25.3	95.6
Strongly Disagree	2	2.2	2.2	97.8
Disagree	2	2.2	2.2	100.0
Total	91	100.0	100.0	

**Source: Field Survey, 2025**

From the table above, 64 of the respondents representing 70.3% strongly agreed that the monetary incentives offered to employees of GT bank motivates them to perform better, 23 respondents representing 25.3% are undecided whether the monetary incentives offered to employees of GT bank motivates them to perform better, 4 of the respondents representing 4.4% strongly disagreed that the monetary incentives offered to employees of GT bank motivates them to perform better. The table shows that majority of the employees are motivated by the monetary incentives thereby ensuring that they perform exceedingly well. The implication of this table indicates that the employees react to incentives given by the management in a positive way. It ensures that they are loyal and motivated to perform better.

**Table 4.2.24: The bank always grants certificates of appreciation and recognition to efficient employees**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	19	20.9	20.9	20.9
Agree	42	46.2	46.2	67.0
Undecided	18	19.8	19.8	86.8
Strongly Disagree	4	4.4	4.4	91.2
Disagree	8	8.8	8.8	100.0
Total	91	100.0	100.0	

**Source: Field Survey, 2025**

From the table above, 61 of the respondents representing 67% strongly agreed that the bank always grants certificates of appreciation and recognition to efficient employees, 18 respondents representing 19.8% are undecided whether the bank always grants certificates of appreciation and recognition to efficient employees and 12 of the respondents representing 13.2% strongly disagreed that the bank always grants certificates of appreciation and recognition to efficient employees. This implies that the management is further strengthening its relationship with the employees. This will stir the employees up and put more efforts in work done.

**Table 4.2.25: The management recognizes employees' efforts towards achieving the bank's objectives**

	Frequency	Perc ent	Valid Percent	Cumulat ive Percent
Strongly Agree	18	19.8	19.8	19.8
Agree	41	45.1	45.1	64.8
Undecided	25	27.5	27.5	92.3
Strongly Disagree	2	2.2	2.2	94.5
Disagree	5	5.5	5.5	100.0
Total	91	100. 0	100.0	

**Source: Field Survey, 2025**

From the table above, 59 of the respondents representing 64.8% strongly agreed that the management recognizes employees' efforts towards achieving the bank's objectives, 25 respondents representing 27.5% are undecided whether the management recognizes employees' efforts towards achieving the bank's objectives, 7 of the respondents representing 7.7% strongly disagreed that the management recognizes employees' efforts towards achieving the bank's objectives. This implies that employees are recognized for a job well done by the management, when an employee is aware his/her employer is happy with him, such employee is motivated to put more effort into the job.

**Table 4.2.26 The management team celebrates milestones together with the employees**

	Frequ ncy	Perc ent	Valid Percent	Cumulative Percent
Strongly Agree	12	13.2	13.2	13.2

Agree	49	53.8	53.8	67.0
Undecided	26	28.6	28.6	95.6
Strongly Disagree	2	2.2	2.2	97.8
Disagree	2	2.2	2.2	100.0
Total	91	100.0	100.0	

**Source:** Field Survey, 2025

From the table above, 61 of the respondents representing 67% strongly agreed that the management team celebrates milestones together with the employees, 26 respondents representing 28.6% are undecided whether the management team celebrates milestones together with the employees, 4 of the respondents representing 4.4% strongly disagreed that the management team celebrates milestones together with the employees. This implies that employees are not subjected to work all the time, the achievements of the bank are celebrated and the zeal to even achieve more feats is born.

**Table 4.2.27: staffing and promotion practices ensure organisational productivity**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	16	17.6	17.6	17.6
Agree	47	51.6	51.6	69.2
Undecided	13	14.3	14.3	83.5
Strongly Disagree	3	3.3	3.3	86.8

Disagree	12	13.2	13.2	100.0
Total	91	100.0	100.0	

**Source: Field Survey, 2025**

From the table above, 63 of the respondents representing 69.2% strongly agreed that staffing & promotion practices ensure organizational productivity, 13 respondents representing 14.3% are undecided whether staffing & promotion practices ensure organizational productivity, and 15 of the respondents representing 16.5% strongly disagree that staffing & promotion practices ensure organizational productivity. This implies that for an organization to be productive one of the things to take note of is the staffing & promotion practices.

**Table 4.2.28: Training & development positively impacts organisational performance**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	5	5.5	5.5	5.5
Agree	42	46.2	46.2	51.6
Undecided	24	26.4	26.4	78.0
Strongly Disagree	3	3.3	3.3	81.3
Disagree	17	18.7	18.7	100.0
Total	91	100.0	100.0	

**Source: Field Survey, 2025**

From the table above, 47 of the respondents representing 51.6% strongly agreed that training & development positively impacts organizational performance,

24 respondents representing 26.4% are undecided whether training & development positively impacts organizational performance, 20 of the respondents representing 22% strongly disagreed that training & development positively impacts organizational performance. This implies that there is need to adequately train and develop employees so that their skills can be maximized and directed solely at their output.

**Table 4.2.29: the reward system is fair and motivates employees**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	36	39.6	39.6	39.6
Agree	38	41.8	41.8	81.3
Undecided	9	9.9	9.9	91.2
Strongly Disagree	5	5.5	5.5	96.7
Disagree	3	3.3	3.3	100.0
Total	91	100.0	100.0	

**Source: Field Survey, 2025**

From the table above, 74 of the respondents representing 81.3% strongly agreed that the reward system is fair and motivates employees, 9 respondents representing 9.9% are undecided whether the reward system is fair and motivates employees, 8 of the respondents representing 8.8% strongly disagreed that the reward system is fair and motivates employees. This implies that a well-structured reward system should be in place that would ensure employee loyalty and at the same time boost employee morale and performance.

**Table 4.2.30: effective employee relation practices ensure the improvement in organisational performance**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	14	15.4	15.4	15.4
Agree	47	51.6	51.6	67.0
Undecided	19	20.9	20.9	87.9
Strongly Disagree	4	4.4	4.4	92.3
Disagree	7	7.7	7.7	100.0
Total	91	100.0	100.0	

**Source: Field Survey, 2025**

From the table above, 61 of the respondents representing 67% strongly agreed that effective employee relation practices ensure the improvement in organizational performance, 19 respondents representing 20.9% are undecided whether effective employee relation practices ensure the improvement in organizational performance and 11 of the respondents representing 12.1% strongly disagree that effective employee relation practices ensure the improvement in organizational performance. This implies that adopting effective employee relations practices goes a long way in improving the organization's performance.

### **4.3 Section C: Test of Hypotheses**

The analysis of result is based on the objectives and hypothesis formulated in chapter one of this research. The output of regression of the data collected from respondents is shown below;

H0<sub>1</sub>: Staffing & promotions does not have an effect on organizational performance.

**Table 4.3.1: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.862 <sup>a</sup>	.743	.738	.28630

a. Predictors: (Constant), Staffing, Promotion

**Source:** SPSS Output, 2025

The model Summary obtained from the regression analysis conducted on the research hypothesis one (1) is shown in the Table 4.3.1. R<sup>2</sup> value of 0.743 was obtained which implies that 74.3% of staffing & promotion (independent variable) is affected by organizational performance (dependent variable). The remaining 25.9% are variations due to other variables not mentioned in the model.

**Table 4.3.2: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	20.897	2	10.448	127.475	.000 <sup>b</sup>
	Residual	7.213	88	.082		
	Total	28.110	90			

a. Dependent Variable: organizational performance

b. Predictors: (Constant), Staffing, Promotion

**Source:** SPSS Output, 2025

The Analysis of Variance (ANOVA) table reveals a p-value 0.000 which is less than the level of significance set at 0.05. Also, a calculated F- value of 127.475 which is higher than the tabulated F-value of 3.10, this indicates that the result is testable.

**Table 4.3.3: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.108	.103		1.055	.294
	Staffing	.320	.051	.397	6.283	.000
	Promotion	.567	.061	.587	9.301	.000

a. Dependent Variable: organizational performance

**Source:** SPSS Output, 2025

Based on the table 4.3.3 (coefficient table), the relationship between staffing and organizational performance is significant with (B = 0.397, P-value = 0.000 < 0.05); and the relationship between promotion and organizational performance is also significant with (B = 0.587, P-value = 0.000 < 0.05). The overall analyses suggests

that staffing & promotion has a significant effect on organisational performance of Guaranty Trust Bank Plc.

#### 4.3.2 HYPOTHESIS TWO

H0<sub>2</sub>: Training & development does not have an impact on organizational performance

**Table 4.3.4: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798 <sup>a</sup>	.637	.628	.34064

a. Predictors: (Constant), Personal Development, Training

**Source:** SPSS Output, 2025

The model Summary obtained from the regression analysis conducted on the research hypothesis two (2) is shown in the Table 4.3.4. R<sup>2</sup> value of 0.637 was obtained which implies that 63.7% of training & development (independent variable) is affected by organizational performance (dependent variable). The remaining 36.3% are variations due to other variables not mentioned in the model.

**Table 4.3.5: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	17.898	2	8.949	77.123	.000 <sup>b</sup>
	Residual	10.211	88	.116		

Total	28.110	90			
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- a. Dependent Variable: organizational performance  
b. Predictors: (Constant), Training, Personal Development

**Source:** SPSS Output, 2025

The Analysis of Variance (ANOVA) table reveals a p-value 0.000 which is less than the level of significance set at 0.05. Also, a calculated F- value of 77.123 which is higher than the tabulated F-value of 3.10, this indicates that the result is testable.

**Table 4.3.6 Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.502	.174		2.890	.005
Training	.836	.057	.841	14.668	.000
Personal Development	.757	.062	.784	12.151	.000

- a. Dependent Variable: organizational performance

**Source:** SPSS Output, 2025

Based on the table 4.3.6 (coefficient table), the relationship between training and organizational performance is significant with (B = 0.836, P-value = 0.000 < 0.05); and the relationship between personal development and organizational performance is also significant with (B = 0.757, P-value = 0.000 < 0.05). The

overall analysis suggests that training & development has a significant effect on organizational performance of Guaranty Trust Bank Plc.

### 4.3.3 HYPOTHESIS THREE

H0<sub>3</sub>: Reward does not have an impact on organizational performance

**Table 4.3.7: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.713 <sup>a</sup>	.508	.497	.39639

a. Predictors: (Constant), Employer Reward, Salary Structure

**Source:** SPSS Output, 2025

The model Summary obtained from the regression analysis conducted on the research hypothesis three (3) is shown in the Table 4.3.7. R<sup>2</sup> value of 0.508 was obtained which implies that 50.8% of reward (independent variable) is affected by organizational performance (dependent variable). The remaining 49.2% are variations due to other variables not mentioned in the model.

**Table 4.3.8: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	14.283	2	7.141	45.450	.000 <sup>b</sup>
	Residual	13.827	88	.157		
	Total	28.110	90			

a. Dependent Variable: organisational performance

b. Predictors: (Constant), Employer Reward, Salary Structure

**Source:** SPSS Output, 2025

The Analysis of Variance (ANOVA) table reveals a p-value 0.000 which is less than the level of significance set at 0.05. Also, a calculated F- value of 45.450 which is higher than the tabulated F-value of 3.10, this indicates that the result is testable.

**Table 4.3.9: Coefficients<sup>a</sup>**

Model	Unstandardiz ed Coefficients		Standardize d Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.457	.172		2.658	.009
Salary Structure	.131	.075	.132	1.743	.085
Employer Reward	.584	.061	.724	9.534	.000

a. Dependent Variable: organizational performance

**Source:** SPSS Output, 2025

Based on the table 4.3.9 (coefficient table), the relationship between salary structure and organizational performance is significant with (B = 0.131, P-value =  $0.000 < 0.05$ ); and the relationship between employer reward and organizational performance is also significant with (B = 0.584, P-value =  $0.000 < 0.05$ ). The overall analysis suggests that reward has a significant effect on organizational performance of Guaranty Trust Bank Plc.

#### **4.4 Discussion of findings**

The information given under this sub-heading reflects the researcher's findings and subsequent conclusion regarding effect of employee relation practices on organizational performance as a basis for investigating the methodology adopted in the study. The research hypothesis one (1) was tested using multiple linear regression analysis to find the effect of staffing & promotion on the dependent variable (organizational performance). Analysis of this hypothesis revealed that staffing and promotion have a significant effect on organizational performance. Furthermore, it was found out that 74.3% of the variations in the performance of the organization are predicted by the effectiveness of their staffing & promotion practice.

Hypothesis two (2) was also tested using multiple linear regression analysis to find the effect of training & development on the dependent variable (organizational performance). Analysis of this hypothesis revealed that training & development have a significant impact on organizational performance. Furthermore, it was found out that 63.7% of the variations in the performance of the organization are predicted by how effective and current the training programs are, while also considering the development of the employees.

Lastly, Hypothesis three (3) was also tested using multiple linear regression analysis to find the impact of reward on the dependent variable (organizational

performance). Analysis of this hypothesis revealed that salary structure and employer reward have a significant impact on organizational performance. Furthermore, it was found out that 50.8% of the variations in the performance of the organization are predicted by how effective the salary structure is in terms of motivating employees to perform better while also considering the influence of the reward given by their employer either intrinsic or extrinsic.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter laid out the summary of findings, conclusion and the necessary recommendations made in line with the conclusion of the study.

#### **5.1 Summary of findings**

This study investigated the impact of employee relations practices on organizational performance, focusing specifically on Guaranty Trust Bank in Ilorin. Data were collected through a questionnaire administered to the bank's employees. The study aimed to achieve three specific objectives: to examine the effect of staffing and promotion on organizational performance, to determine how training and development influence organizational performance, and to assess the impact of rewards on organizational performance.

The demographic analysis of respondents indicated that there were more male employees than female employees, likely due to the demand for vibrant and energetic staff capable of handling the job's demands. Most respondents fell within the age group of 25 to 35, suggesting that management actively seeks fresh talent with innovative ideas and specialization to enhance the organization's growth while leveraging the enthusiasm of younger workers. Additionally, the majority of

respondents were married and held at least a B.Sc. or HND qualification, indicating expectations for efficiency and a balanced work-life dynamic. Overall, the selected sample demonstrated the appropriate demographic traits necessary for this study.

To analyze the first research hypothesis, which examined the effects of staffing and promotion on organizational performance, multiple linear regression was employed. The results indicated that 74.3% of the variation in organizational performance could be attributed to effective staffing and promotion practices at Guaranty Trust Bank, Ilorin, confirming a positive relationship between these practices and the bank's performance.

The second hypothesis assessed whether training and development impacted organizational performance. Using the same analytical tool, the findings showed that 63.7% of the variation in organizational performance was explained by regular training and development programs at Guaranty Trust Bank, indicating a positive effect on performance.

Finally, the third hypothesis explored the impact of rewards on organizational performance. Again, multiple linear regression analysis revealed that 50.8% of the variation in organizational performance could be attributed to the reward schemes

implemented by Guaranty Trust Bank, Ilorin, confirming that rewards positively influence the bank's performance.

## **5.2 Conclusion**

Based on the findings discussed, this study concludes that staffing and promotion, training and development, and rewards significantly impact the performance of Guaranty Trust Bank in Ilorin. The data analysis confirmed that employee relations practices influence organizational performance. Specifically, the first hypothesis, which stated that "staffing and promotion do not affect organizational performance," was rejected. Likewise, the second hypothesis, asserting that "training and development do not impact organizational performance," and the third hypothesis, claiming that "rewards do not affect organizational performance," were also rejected.

From the analysis of the first research hypothesis, it is clear that staffing and promotion practices significantly enhance the bank's performance. Emphasis should be placed on adopting staffing strategies that foster employee loyalty and using promotions as motivational tools to boost performance.

The study further concludes that there is a significant positive relationship between training (both on-the-job and off-the-job) and organizational performance. Additionally, a strong positive relationship exists between development initiatives and organizational productivity.

Finally, the study emphasizes that implementing effective reward schemes, particularly concerning salary structures and employer rewards, is crucial for improving organizational performance. Such practices motivate employees to excel in their roles. To achieve this, the organization should establish contemporary reward structures and schemes that positively influence employee attitudes toward their work and enhance overall organizational performance.

### **5.3 Recommendations**

From the foregoing findings and conclusions, the following recommendations have been drawn;

1. Organizations, especially Guaranty Trust Bank Ilorin, should pay more attention to current staffing & promotion practices that will not only foster a cordial relation between the employer and the employee but also ensure employee loyalty in terms of achieving organisational aims and objectives. Organizations should also explore every avenue for reducing employer-employee disharmony by adopting this practice as a motivational tool.
2. On-the-job and off-the-job training programs should be conducted for employees. Specifically, on-the-job training programs should be conducted for new employees to familiarize them with the organizational policies and ethics. Off-the-job training should be conducted for existing employees so they can garner more experience that would help the organization perform better.

Development is guaranteed to both the new and employees when they are trained.

3. The skeletal system of the organization are the employees and for there to be an increase the performance of the organization, there is need also to increase the performance or output of the employees. The salary structure should be tailored to serve as a motivation tool that would aid in performance of employee. On the same note, the management should be aware that reward can be intrinsic and should therefore cultivate the habit of encouraging and commending their employees where due.

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