

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The term "employee relations" refers to the management of relationships between employers and employees within a company. Organizations that prioritize employee relations strive to provide fair and consistent treatment to all employees, aiming to foster commitment and loyalty towards the company. The concept of employee relations practices has been integral to modern business since its inception (Katou, 2010). It is widely accepted that an organization's success is measured by the quality of its relationship with employees and the practices implemented to cultivate a harmonious working environment, ultimately improving performance.

In today's dynamic and turbulent business environment, organizations require highly skilled and flexible manpower to deliver high-quality services and ensure customer retention (Hagos & Shimels, 2018). To meet these standards, effective and efficient practices need to be adopted. These practices encompass various aspects, such as staffing and promotion, compensation plans, training and development programs, as well as regular and fair performance appraisals, among others.

Employees form the backbone of an organization. Therefore, enhancing their skills, knowledge, and motivation is crucial for improving organizational performance. Employee relation practices play a vital role in promoting good governance and economic progress by improving working conditions, safety and health measures, employee retention, employment conditions, employee performance, and overall organizational performance (Armstrong, 2009).

It is important to recognize that the goal of employee relation practices is to increase employee satisfaction and maintain high morale among workers. Motivated employees are more productive, which directly impacts the organization's performance and bottom line (Heathfield, 2010). Employees are the most valuable assets of an organization, and without them, it would be challenging for the organization to excel and achieve its objectives. Creating a conducive

working environment that fosters a harmonious relationship between employees and management is essential for maximizing employee potential and productivity.

Employee relation practices encompass a range of organizational functions and practices, including staffing, compensation and benefits, performance management, organization development, health and safety, communication, administration, training, and development, all aimed at enhancing the employee-employer relationship (Chaudhry, 2013).

Given the dynamic nature of the business environment, it is crucial for organizations to continuously review and improve their adopted practices. Management should not rely solely on routine employee relation practices but should also conduct research to discover better ways to meet current organizational needs and enhance performance. Effective employee relation practices have a positive impact on organizational performance and lead to higher profits (Datta, Guthrie, Wright, 2003).

In conclusion, employee relation practices serve as a mediator between the strategy and policies of employee relations and the outcomes generated when these practices are implemented. These practices encompass various aspects, including job analysis, orientation, performance appraisal, human resource planning, labor relations, selection, recruitment, compensation, and training and development (Dessler, 2007). This study aims to examine the effect of employee relation practices on organizational performance.

1.2 Statement of the Problem

In recent times, many workers lack the motivation to perform effectively and efficiently while on the job. This can be attributed to the absence or inconsistency of practices that foster employee commitment and loyalty to the company.

Training and development programs have the potential to improve organizational performance when they align with the needs of employees (Montgomery, 2006). However, implementing such programs can be costly and burdensome, especially considering the total number of employees within an organization. Consequently, some businesses may not consistently conduct training and development programs for their employees. This inconsistency can negatively impact employee performance and attitude towards work, as it creates the

perception that the employer does not prioritize the improvement of their skills and abilities to meet current global business demands.

Furthermore, the rigid reward systems implemented by certain business organizations, due to the nature of their managerial activities, can strain the employee-employer relationship and subsequently affect overall organizational performance. In an increasingly competitive landscape, employees may be enticed by better offers from competitors that provide a more flexible reward scheme based on individual output (Chonko, 2009).

1.3 Research Question

- i. What is the impact of staffing and promotion on organizational performance?
- ii. How does training and development influence organizational performance?
- iii. What is the relationship between rewards and organizational performance?

1.4 Objective of the Study

The main objective of this study is to investigate the impact of employee relation practices on organizational performance. The specific objectives of the study are as follows:

- i. To assess the effect of staffing and promotion on organizational performance.
- ii. To determine the influence of training and development on organizational performance.
- iii. To examine the impact of rewards on organizational performance.

1.5 Research Hypotheses:

H01: There is no significant effect of staffing and promotion on organizational performance.

H02: Training and development have no significant impact on organizational performance.

H03: Rewards do not significantly impact organizational performance.

1.6 Significance of the Study

This study explores the impact of staffing & promotion, training & development, and rewards on strengthening employee relations with management and enhancing organizational performance. The aim is to contribute to the economic development of the specific environment

and the country as a whole. Employee relations have been found to be crucial in fostering positive workplace relationships and ensuring the success of organizations that adopt effective employee relation practices. This study is particularly relevant for organizations seeking to improve their performance by implementing these practices. It can also serve as a reference for future research in this area.

1.7 Scope of the Study

The study focuses on examining the effect of employee relation practices on organizational performance within the banking industry. Guaranty Trust Bank PLC, Ilorin, is used as a case study to provide specific insights and analysis.

1.8 Definition of Terms

Employee: A person who agrees to a contract that stipulates performing a specified service for another (employer), in exchange for money in terms of wages, incentives and salary. Employees can be distinguished into five independent categories. Permanent or fixed term employees, casual employees, employment agency staff (labour hire), the hired staff (contractors & sub-contractors) and apprentices or trainees

Employer: An employer is an individual, a government body, entity, company, who employs or puts a worker (employee) to work in exchange for pay as stipulated in the contract of employment.

Employee relations: An interdisciplinary field of management that entails the processes of control, ethics and regulation over workplace relations, the organisation of tasks (general or specific), and the relations between employers and the employees representatives, and is the sum of social, economic, and personal interactions in workplaces where employees provide labour (manual and mental) in exchange for salaries and wages, rewards as well as the institutions established for the purpose of governing workplace relations (Gospel & Palmer, 2004)

Employee relation practices: Employee relations practices involve all management decisions and actions that affect the nature of the relationship between organisation and its employees.

These practices are adopted so that their employees can adapt to the dynamism of the business environment and motivate them properly so that their effectiveness and efficiency in performing task is evident in the overall organisational performance. (Jaja, 2013)

Organisational performance: Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives (Harney & Jordan, 2008).

Training and development: Training and Development is a subsystem of an organization which emphasize on the improvement of the performance of individuals and groups. Training is an educational procedure that entails the improvement of skills, ideal concepts, change of attitude and accessing knowledge to enhance employee performance. Efficient training of worker goes a long way in broadening skills & knowledge, which eventually helps in improving the performance of an organisation.

Staffing and promotion: Staffing is the process of hiring eligible candidates in the organization or company for specific positions. In every organisational setting, the meaning of staffing is an operation of recruiting employees through thorough evaluation of both skills and knowledge to offer them positions specific to them While the advancement of an employee from one job position to another job position that has a higher salary range, a higher level job title, and, often, more and higher level job responsibilities in an organization, is called a promotion (Hash, 2012).

Reward: Reward is an incentive plan to reinforce the desirable behavior of workers or employers and in return for their service to the organization. Rewards can be monetary and non-monetary. The former may be in the form of wages, incentives, salary e.t.c and the latter may be in form of presentation of awards to outstanding employees and employer commendations and praise. The primary objective of organizations in giving rewards is to attract, maintain and retain efficient, high performing and motivated employees (Cole 2004).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

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

2.1. Conceptual Review

2.1.0 Concept of Employee Relation

The structure of every organization is built upon its employees, with the goal of creating a job environment that meets the needs of both employees and management. Effective employee relation practices play a crucial role in improving employee morale, fostering company culture, and conveying expectations (Blyton, 2008). Employee relations encompasses a wide range of variables, including negotiations, employment voice, legislation, work-life balance, reward systems, training and self-development, equal opportunities, effective staffing and promotion, and managing diversity (CIPD, 2001). It involves initiatives and practices that ensure employees are productive, satisfied, and happy in their jobs. Employee relations assist in recognizing employees, developing policies, interpreting them accurately, and resolving disputes. It also involves negotiating payment agreements, employment practices, contract terms and conditions, employee voice, and facilitating communication between employees and management (CIPD, 2001).

Maintaining a positive employee-employer relationship is essential for productivity and high employee morale. In the past, HR professionals played a role in negotiating collective bargaining agreements that defined the relationship between management, unions, and workers (Sanchez, 2007). However, employee relations has evolved into a broader concept that focuses on creating a job environment that satisfies the needs of all employees and the employer. It involves cultivating a motivated and productive workforce, while also considering the dynamic nature of the employer-employee relationship (Wall, Michie, Patterson, 2004). Employee relations also encompasses employee participation in management decisions, effective

communication, policies that promote cooperation and coordination, and addressing grievances and conflicts (Wall, Michie, Patterson, 2004).

Maintaining healthy human relations in an organization is crucial for achieving organizational success. Strong employee relations contribute to high employee satisfaction and productivity. Employee relations aims to prevent and resolve issues that may positively influence the work environment. It relies on a conducive and safe workplace, motivational incentives, and an effective communication protocol or system within the organization.

2.1.1 Concept of Employee Relation Practices

Employee relations practices involve all management decisions and actions that affect the nature of the relationship between organisation and its employees. These actions and decisions taken by the management at the top level is aimed at maintaining a cordial relationship with the middle and lower level of management. The policies formulated and adopted are streamlined to develop the employees to keep up with the rapidly changing business economies. Embedded in the policies are those practices that the management adopt in their organisations to primarily maintain a cordial relationship with them and consequentially improve their skills. The practices adopted by this study for research are staffing and promotion, training and development and reward. The practices selected for this study will be extensively discussed.

2.1.2 ‘ Staffing & Promotion

Staffing encompasses various management functions such as recruiting, selecting, training, developing, promoting, and rewarding employees. It involves the procedures and processes of employing, training, and developing the necessary workforce to fill vacant positions within the organization. The key aspects of staffing include estimating the number and types of employees needed, recruiting and developing them, and maintaining and improving their attitude and performance in the workplace. Staffing occurs when employees are identified, assessed, placed, developed, and evaluated in their roles.

According to Koontz and O'Donnell, staffing is defined as the managerial function that involves structuring the organization by selecting, appraising, and developing personnel to fill the designated roles within the organizational structure. This process includes identifying workforce

requirements, taking stock of available personnel, recruiting, selecting, placing, promoting, appraising, planning careers, compensating, training, and developing both current and new employees to ensure their effectiveness and efficiency in task performance.

The importance of staffing to an organization can be summarized as follows:

- i. Staffing helps in the discovery and recruitment of competent employees for various job positions.
- ii. By employing the right person for the right job at the right time, staffing enhances output in terms of both quality and quantity.
- iii. Staffing contributes to job satisfaction among employees.
- iv. It facilitates productivity by ensuring that the right individuals are employed for specific job roles.
- v. Staffing saves cost and time through effective forecasting by employers.

2.1.4 Promotion

Promotion in an organization involves advancing an employee's work, rank, or position. It serves as a means to recognize exceptional performance and accomplishments, motivating employees and indicating the addition of new responsibilities. Promotions can take different forms, including job position or rank advancement and salary increases. Some promotions may also entail changes in responsibilities. Recognizing and promoting employees for their excellence and performance is crucial for motivation and sustaining productivity.

2.1.5 Training & Development

Training is crucial for every stage of work and for every employee in a job. It helps individuals stay updated with evolving technologies, business concepts, ethical values, and the work environment. Training programs are essential for improving the quality of work at all levels within an organization. It is particularly necessary when an employee transitions to a new job position. This research aims to provide an in-depth understanding of the meaning, necessity, and methods of training. To achieve their visions, missions, goals, and objectives, organizations must motivate their employees effectively. Training is a formal process that expands employee

skills, updates concepts, changes attitudes, and enhances knowledge to improve performance. Efficient and effective employee training sharpens their skills and facilitates personal development, ultimately benefiting the organization in the long run. Training is defined as a systematic and planned instructional activity to promote learning, according to Armstrong (2009). Dale S. Beach defines training as an organized procedure for people to acquire knowledge and improve skills for a specific purpose. On the other hand, development refers to building the knowledge and skills of organization members to prepare them for new responsibilities and challenges. Employee development activities should be clearly defined, taking into account the employee's current and desired stages. This helps management identify gaps and areas where training is needed. Human resource practitioners should encourage employees to participate in training programs that contribute to their personal and organizational development, whether on or off the job. Development can be seen as a process where employees undergo a series of training programs to enhance their knowledge, and employers should support such employees. Organizations follow processes that not only aid professional development but also contribute to the personal development of employees. Development involves preparing workers for future responsibilities without neglecting current duties. It can be a deliberate program to shape future leaders who will efficiently and effectively contribute to the organization's business. Training and development, as part of employee relations practices, is a subsystem of an organization that focuses on improving individual and group performance. Its goal is to optimize employee skills and expertise to enhance their effectiveness and efficiency in performing duties, ultimately improving organizational performance. Training involves the acquisition of skills, concepts, attitude changes, and knowledge enhancement to improve employee performance. Effective training leads to skills and knowledge development, benefiting the company. It helps employees understand their current position and how their abilities can progress over time. Through training, employees acquire new and relevant information, problem-solving methodologies, and refresh existing knowledge and skills. This leads to improved effectiveness and efficiency at work. The purpose of training is to create a lasting impact and



Fig 2.1:

keep employees updated with emerging trends.

Training and development process

2.1.7 The Differences between Training & Development

	TRAINING	DEVELOPMENT
1.	Training is designed for employees of lower positions.	Development is designed for the management authorities. i.e from the manager upwards.
2.	Training is a learning process for new employees in which they get to know about the key skills required for the job.	Development is the training process for the existing employees for their all round development.
3.	Training is closely linked to extrinsic rewards such as salary and bonuses.	Development is closely linked to intrinsic rewards such as advancement, achievement and self-actualization.
4.	Training is a short term process.	Development is a continuous and long term process.
5.	To measure the effectiveness of training, indices such as quantity, punctuality, motivation, cooperation etc. are used.	To measure its effectiveness, indices such as initiative, leadership quality, need for achievement etc. are generally used.
6.	Many individuals collectively attend the training program	Development is a self-assessment procedure and hence, one person himself is responsible

		for one's development
7.	Training has a limited scope; it is job oriented.	Development is career oriented and hence its scope is comparatively wider than training.
8.	Training requires a lower level of education.	Development usually requires higher level and formal education
9.	Training is designed to enhance effective and efficient performance.	Development is designed to produce effective organisational leaders.
10	Training enables an employee to acquire new skills.	Development helps in harnessing existing skills

Table 2.1: Differences between Training and Development.

2.1.8 Classification of Training

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

- a. One of the most commonly used training methods is on-the-job training, also known as job instruction training. In this method, the employee is placed in a regular job and taught the necessary skills and knowledge to perform the tasks. Throughout the training, the employee is supervised and guided by a qualified trainer or instructor. On-the-job training offers several advantages as it provides firsthand experience and exposure to real-life working conditions. The trainee not only learns how to perform the job but also actively contributes to the organization by providing services in exchange for pay or salary. This method minimizes the challenges associated with transferring trainees since they learn while performing their regular job duties. The focus is primarily on delivering services in the most effective and efficient manner, rather than solely focusing on learning the job. Below are some examples of on-the-job training methods. **Job Rotation:** This sort of training includes the trainee's motion from one job to another. Although this training method is prevalent in general management positions training executives, it is also possible to rotate trainees from work to work in workshop employment. This technique provides the trainee an chance to recognize and respect the employee's issues with other employment. The benefits of an workers job rotation are

eliminating an staff boredom, encouraging growth, giving employees a break from stringent job responsibilities, helping HR managers identify where employees function best, and providing HR managers with a backup plan when an employee leaves. Disadvantages of an employee's job rotation might be expensive and time-consuming for an organization, might end up with disgruntled employees, it won't solve all of your company issues, an employee's job rotation might not be viable for some sectors, and lastly your company might suffer.

- b. Coaching:** The trainee is put under a specific manager who works as a coach in the individual's training. The supervisor provides feedback and suggestions for enhancement to the trainee on his results. The trainee often shares some of the coach's duties and relieves him from his burden. A restriction of this training method is that there may be no liberty or chance for the trainee to express his own thoughts.
- c. Job Instruction:** This technique is also known as step-by-step practice. The trainer describes to the trainee how go about the employment, work knowledge and abilities under this technique enables him to do the job. The trainer evaluates the trainee's performance, gives feedback and corrects the trainee.
- 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.

Advantages of On-the-Job Training:

- It is entirely in the workplace
- It is often informal
- It is most efficient because it is less costly
- Trainees are incredibly motivated
- It is free of artificial classroom circumstances.

Disadvantages of On-the-Job Training:

- Instructor may not be sufficiently experienced to train or may not be so willing.
- Not organized systematically
- Poorly run programs can generate security risks.

2. Off - the-job training is performed at a specific training place. It can be in or out of the office, in a unique training center or resort. Training away from the workplace minimizes distractions and enables trainees to devote their complete attention to the work being taught. However, off-the-job training programs may not provide as much training transfer to the real job as on - the-job training programs do.

- 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.

2.1.10 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 believes 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

2.1.12 Reward

Reward implies something offered to anyone because of his contribution to the organisation. Rewards and benefits contribute to the execution of the policy by influencing the organization's individual conduct. For any company that has staff, reward is essential. Human resources are generally responsible for a company's reward program. An excellent scheme of reward design is compatible with objectives, visions, tasks and job performance of the organization. The most common reward people receive from the work is in the form of salary. Reward strategy is a motivational practice that organisations use to reward staff for their achievement and achievements. The reward is described in the managerial term as the total return presented to an employee by an employer for rendering his / her services to the organisational goals. To attain these objectives, the business sets objectives and sets guidelines for its staff to follow. This is the work's general return. Each individual asks for the organization's return before engaging in any sort of activity called the reward. It draws the attention of a worker and inspires him / her to do the job. In addition, a reward is a performance pay-off that is directly related to the level of motivation and job satisfaction.

Reward management is important for the following reasons:

- Retains staff
- Attracts new workers
- Avoids hiring and training costs for new staff
- Builds loyalty and sincerity
- Creates a good job atmosphere
- Encourages favorable attitudes and behaviors
- Makes staff more likely to seek progress

Managing reward in an organisation therefore helps motivate and maintain staff in the workplace. It is an essential element of HRM because it will lead to organisational productivity and employee satisfaction through a well-designed reward system. In addition, reward management is the method of generating, applying and managing an efficient scheme of reward in the organisation that helps preserve and enhance the quality of the organisation. It senses the strategic goals of employee attraction, motivation and retention. Reward management focuses primarily on how to retain or motivate staff at job. All staff pursue the same model of rewards, and the structure is just and structured. Using a website to track employee development allows employees and employers to monitor progress and readily recognize when achieving objectives and gained benefits. Reward management is therefore a key element of human resource management, which is about developing and implementing the suitable payment system. This scheme helps enhance the efficiency of the organization and motivates individuals at job.

Management of rewards is related to a set of terms such as pay. Wages, earnings, pay or compensation. Its significance stems from the fact that it helps the organization attain its goals and objectives by influencing the motivation and engagement of its employees (Richardson & Thompson, 2000). Rewards can be generally grouped into two classifications: extrinsic and inherent rewards. Extrinsic benefits are concrete expressions of the employer's side of the agreement with staff in exchange for their time, effort and abilities contributions. Intrinsic

benefits are intangible and include, among other things, status, appreciation and career growth (Lundy and Cowling, 2016).

Traditional human resource strategies suppose that staff have a suitable pool of skills and capabilities that they can make full use of at workplace. However, to contribute efficiently to organizational achievement, staff need to be motivated. Employees consider the provision of financial and non-monetary incentives to be reasonable (Takeuchi, 2004). Employee relationship practices include many characteristics that are likely to influence the workforce's perceptions of organizational justice. On the other side, employee relationship practices contribute to a sense of procedural equality by determining benefits based on the outcome of employee performance assessments. When recommendations about bonuses for staff or internal promotions are based on the results of their job, staff interpret the methods used to determine them are fair. Performance valuation systems and merit-based compensation have become almost synonymous with the organization's concept of fairness, which helps motivate staff. On the other side, employee relations strategies promulgates fair benefits (both internally and externally), leading to the perception by staff of a match between the inputs and results they perceive in comparison to the appropriate ones (Lam, Schaubroeck, & Aryee, 2002)

Motivation in the workplace can be defined as the effect that makes staff do tasks to attain organizational objectives: this is the consequence of satisfying (or fulfilling) individual needs of staff so that they are motivated to efficiently perform organizational duties. Because these requirements differ from individual to individual, an organization must be prepared to use various motivational instruments to encourage its staff to put in the necessary effort and boost the company's productivity and enhance general organizational efficiency. Why do we need motivated staff? Survival is the answer. Motivated staff and their contributions are the required currency for the survival and achievement of an organization in our constantly evolving workplace and highly competitive market environments. In an organizational context, motivational variables include working environment, work features, and a suitable system of organizational reward, etc.

One of the greatest motivational variables is the creation of a suitable organizational reward system. This can affect job satisfaction as well as the motivation of employees. By making the worker more comfortable and contented as a result of the benefits received, the reward system impacts job satisfaction. The reward system mainly affects motivation by the perceived value of the rewards and their performance contingency. An organizational reward scheme should be based on a sound comprehension of people's motivation at work.

Gain Sharing Programs

Gain-sharing programs usually refer to incentive plans involving staff in a common attempt to enhance organizational efficiency, based on the notion that staff and the business share the resulting incremental financial benefits. In most instances, employees volunteer to take responsibility for significant changes in leadership. This sort of salary is based on variables that are directly controlled by a employee (i.e. productivity or expenses). Gains are evaluated and a predetermined formula commonly makes distributions. Since this pay is only enforced when profits are made, gain-sharing plans do not adversely impact the cost of the business (Paterson, 2002). To establish a gain-sharing program that meets the minimum criteria for achievement, a manager must guarantee that the individuals involved in the scheme have an important influence on the results measured by the gain-sharing formula through modifications in their daily conduct. The primary concept of gain sharing is to motivate employees by their behavioral modifications and working attitudes to boost productivity. If the performance measurement rise was due to external variables, then the aim of having a gain-sharing program would have been defeated.

Furthermore, an efficient manager has to make sure that the goals of gain-sharing are demanding but legitimate and achievable. Considering the historical performance, business strategy and competitive position, the objectives should be precise and demanding but feasible and justifiable.

In addition, the manager must provide the gain-sharing participants with helpful feedback as guidance on how they need to modify their habits in order to realize gain-sharing payouts. The feedback in relation to the gain-sharing goal should be regular, objective and explicitly based on the performance of the employees. Lastly, the manager must have an efficient system in place to

enable gain-sharing participants to initiate modifications to work processes and techniques and/or to request fresh or additional resources such as new technology to enhance efficiency and make profits. While a director must have strict control over the assets of the company, sensible and justifiable demands from gain-sharing respondents for extra funds and/or modifications in working techniques should be regarded.

2.2 Theoretical Review

It becomes essential, when introducing employee relation practices, to explain Elton Mayo's Human Relations Theory, Douglas McGregor's assumptions of theory X and Y and the Expectancy Theory. All these will emphasize the need for a system of organization where employee relationship practices is deeply rooted to benefit the employees and the organization as a whole.

2.2.1 Human Relations Theory

Elton Mayo is recognized as the founder of the Human Relations Theory, which had a significant impact on organizational management and sociology. Mayo conducted studies, including the Hawthorne experiments, which highlighted the influence of social factors on productivity and morale. His research showed that factors such as rest periods, employee participation, and a sense of freedom and control over their work had a positive effect on productivity. Mayo emphasized the importance of informal social groups within the workplace and advocated for decentralized authority and effective communication between management and workers. He believed that fostering cooperative organizing and valuing work and association could prevent societal breakdown and improve employee satisfaction. Mayo's work emphasized the significance of employee involvement, empowerment, and team working for higher productivity and successful management.

2.2.2 McGregor's theory X and theory Y model

Douglas McGregor's work in motivation theory, influenced by Abraham Maslow's hierarchy of needs, presented two contrasting models of workforce motivation. These models, known as Theory X and Theory Y, have implications for human resource management, organizational behavior, communication, and development

Theory X suggests that employees are inherently lazy and need to be closely supervised, motivated by external rewards and penalties. In contrast, Theory Y proposes that employees are self-motivated, seek job satisfaction, and can perform well without constant supervision.

The application of Theory X or Theory Y by managers can have different effects on employee motivation and productivity. Managers may choose to incorporate strategies from both theories into their practices, depending on the specific circumstances and the nature of the workforce.

Theory X

The traditional view of people, widely held, was labelled “X” and seemed to be based on the following set of assumptions:

(a) The average human being has an inherent dislike for work and will avoid it if he or she can.

(b) Because of this human characteristic of dislike for work, most people must be coerced, controlled, directed, or threatened with punishment to get them to put forth adequate effort toward the achievement of organisational objectives.

(c) The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition, and wants security above all.

1. Theory Y

Another view of people that is not necessarily the opposite extreme of “X” was called “Y” or theory Y. This set of assumptions about the nature of people, which influenced managerial behaviours, is described below.

(a) The expenditure of physical and mental effort in work is as natural as play or rest.

(b) External control and threat of punishment are not the only means for bringing about effort toward organisational objectives. A person will exercise self-control in the service of objectives to which he or she is committed.

(c) Commitment to objectives is dependent on rewards associated with their achievement. The most important rewards are those that satisfy needs for self-respect and personal improvement.

(d) The average human being learns, under proper conditions, not only to accept, but to seek responsibility.

(e) The capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in the solution of organisational problems is widely, not narrowly, distributed in the population.

(f) Under the conditions of modern industrial life, the intellectual potentialities of the average human being are only partially utilized.

2.2.3 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.

2.3. Empirical Review

A study entitled "Human resource management and performance in business organizations", by Harris (2007) compared the evidence from a range of reviews concerned with the links between human resource management (HRM) and performance. The study found that relationships have been found between a range of HRM practices, policies systems and performance. The study concluded that trust and power sharing may allow for increasing tailoring of HR practices to suit organisational circumstances and goals. In their review of human resource studies, Harris (2007)

concluded that practices such as reward and training and development are often related to worker oriented performance outcomes. They also noted the importance of conducting additional research on the staffing shortage issue.

Hussain (2011) looked at whether prestige, learning environment, promotions at upper levels, career growth, and power to take decisions and ownership, facilities, ease of communication, retirement plans, and compensation enhanced the employee performance in business industry and concluded that significant correlation existed. Smith (2010) said Nigeria service organisations are moving towards a more competitive and productive workforce, concentrating on the growth of the workforce. Successful businesses that invest in employee skills development processes and acknowledge employee efforts have greatly enhanced their earnings and economic figures.

Rees & Johari (2010) shows that human resource practices such as training and development, recruitment and industrial relations are linked to employee performance and by extension, organisational performance. Also, Njau, (2012) researched on human resource challenges facing the Nigerian banking industry with special reference to information sharing, financial resource allocation, diverse work force management, dispute management and understaffing and the relationship with performance level. The study found out that employee recognition, involvement, arbitration of disputes and employee benefits were important factors that affect the delivery of quality service in the Nigerian banking sector.

CHAPTER THREE

METHODOLOGY

3.0 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.

3.1 Research design

The study utilized a survey research design, which involves collecting information from a sample of individuals through their responses to questions. The choice of survey research design was justified by its ability to accurately describe the characteristics of a large population. Additionally, the survey method allows for anonymous responses, enabling respondents to provide more candid and honest answers. This enhances the reliability and validity of the data collected (Check & Schutt, 2012; Murphy, 2000).

3.2 Population of the study

The population of study consists of the staff of Guaranty Trust Bank in the unilorin, tanke and unity branch. The total number of staff from these branches is 97. Therefore, the total population of the study was 97.

3.3 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.

3.4 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.

3.5 Instrument of Data collection

In the research, primary data was collected through structured questionnaires. The questionnaires consisted of specific short questions, either asked verbally or self-administered. The researcher personally administered the questionnaires to ensure consistency and minimize variation in data collection. Questionnaires were chosen due to their cost-effectiveness, lack of interviewer bias, and the ability for respondents to provide well-thought-out answers. The questionnaire primarily consisted of close-ended questions, where respondents selected the category that best described their answer. It was divided into two sections: Section A collected demographic information, while Section B measured research variables using a 5-point Likert-type scale. The questionnaire used in the research was adapted and modified from related research journals.

3.6 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)

3.7 Model specification

The study employed descriptive statistics such as percentages, frequency counts and cross-tabulation in analyzing and interpreting some of the data that was collected. While inferential statistics such as regression for hypothesis one, two and three that seek to look at effect and impact through the use of Statistical package for social science (SPSS).

Hypothesis 1: staffing & promotion does not have an effect on organizational performance.

A regression model was used to link the independent variables to the dependent variable for hypothesis one as follows;

Regression

$$Y = a_1b_1 + a_2b_2$$

Y= Organisational Performance

X1= Staffing

X2= Promotion

Hypotheses 2: training & development does not have an impact on organisational performance.

Regression

$$Y = a_1b_1 + a_2b_2 + a_3b_3$$

Y= Organisational Performance

X1= Training

X2= personal development

Hypotheses 3: reward does not have an impact on organisational performance.

Regression

$$Y = a_1b_1 + a_2b_2 + a_3b_3$$

Y= Organisational Performance

X1= Salary Structure

X2 = Employer Reward

3.8 Historical Background of Guaranty Trust Bank

Guaranty Trust Bank Plc. was incorporated as a limited liability company licensed to provide commercial and other banking services to the Nigerian public in 1990. The Bank commenced operations in February 1991, and has since then grown to become one of the most respected and service focused banks in Nigeria. In September 1996, Guaranty Trust Bank plc. became a publicly quoted company and won the Nigerian Stock Exchange President's Merit award that same year and subsequently in the years 2000, 2003, 2005, 2006, 2007, 2008 and 2009. In February 2002, the Bank was granted a universal banking license and later appointed a settlement bank by the Central Bank of Nigeria (CBN) in 2003.

Guaranty Trust Bank undertook its second share offering in 2004 and successfully raised over N11 billion from Nigerian Investors to expand its operations and favorably compete with other global financial institutions. This development ensured the Bank was satisfactorily poised

to meet the N25 billion minimum capital base for banks introduced by the Central Bank of Nigeria in 2005, as part of the regulating body's efforts to sanitize and strengthen Nigerian banks. Post-consolidation, Guaranty Trust Bank plc. made a strategic decision to actively pursue retail banking. A major rebranding exercise followed in June 2005, which saw the Bank emerge with improved service offerings, an aggressive expansion strategy and its vibrant orange identity.

In 2007, the Bank entered the history books as the first Nigerian financial Institution to undertake a US\$350 million regulation S Eurobond issue and a US\$750 million Global Depositary Receipts (GDR) Offer. The listing of the GDRs on the London Stock Exchange in July that year made the Bank the first Nigerian Company and African Bank to be listed on the main market of the London Stock Exchange. In December 2009, Guaranty Trust Bank plc successfully completed an offering of ₦13.165 Billion Fixed Rate Senior Unsecured Non-Convertible Bonds Due 2014 (Series I), being first tranche under the Bank's ₦200 Billion Debt Issuance Program.

In May 2011, the Bank successfully launched a US\$500 million bond - the first non-sovereign benchmark bond offering from sub-Saharan Africa (outside South Africa), to the international community. The highly successful offering which matures in 2016, went further to show the international finance community's believe in the GT Bank brand. In 2013, the Bank issued a USD 400,000,000 Euro bond at a coupon rate of 6%; the least obtained by a Nigerian company in the international capital market. The Eurobond was issued under the USD 2,000,000 Global Medium Term Note Program, which is registered under both Regulation in the United State of America and Rule 144A in the United Kingdom and sold to investors across Africa, America, Asia and Europe.

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

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	53	58.2	58.2	58.2
Valid Female	38	41.8	41.8	100.0
Total	91	100.0	100.0	

Source: Field Survey, 2025

According to the data presented in the table, 58.2% of the respondents identified as male, while 41.8% identified as female. This suggests that Guarantee Trust Bank in Ilorin has a higher proportion of male staff compared to female staff. These findings imply that the organization

may have a need to hire physically fit, vibrant male employees who can handle the demanding nature of their job.

Table 4.1.2: Age

	Frequency	Percent	Valid Percent	Cumulative Percent
15 – 25	33	36.3	36.3	36.3
25 – 35	46	50.5	50.5	86.8
Valid 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

Based on the table provided, the respondents were categorized by age. Among them, 33 individuals (36.3%) fell within the 15-25 age range, 46 individuals (50.5%) fell within the 25-35 age range, 8 individuals (8.8%) fell within the 35-45 age range, and 4 individuals (4.4%) were 45 years or older. The table indicates that a majority of the employees in the organization are between the ages of 25 and 35. This analysis suggests that the management actively seeks young labor from the job market, as they bring fresh ideas, specialized skills, and a high level of enthusiasm, which can drive the organization forward and maximize productivity.

Table 4.1.3: Educational Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
WASSCE	12	13.2	13.2	13.2
NCE/OND	9	9.9	9.9	23.1
Valid 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

As indicated in table above, the educational qualification distribution of the respondents shows that 12 representing 13.2% of the respondents have their WASSCE certificates, 9 representing 9% of the respondents have their NCE/OND degree, 61 representing 67% of the

respondents have their HND/B.sc degree and 9 representing 9.9% of the respondents have a Ph.D degree. This table indicates that the majority of the staff are HND/B.sc holders. The implication of this analysis further affirms the managements' aggressive demand for fresh set of ideas and specialization that would boost the banks' performance.

Table 4.1.4: Marital Status

	Frequency	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

The table above shows that 36 represent 39.6% of the respondents are single, 49 representing 53.8% of the respondents are married, and 6 representing 6.6% of the respondents have divorced. This table indicates that majority of the staff of the bank are happily married. The implication of this demography is that the work life balance of the employee is not affected in anyway and this will be positively projected in the employee's attitude towards achieving organisation aims and objectives.

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

	Frequency	Percent	Valid Percent	Cumulative Percent
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

Based on the provided table, the distribution of respondents based on their length of employment is as follows: 24 individuals (26.4%) 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 working for 6-10 years, and 6 individuals (6.6%) have been with the bank for 11 years or more. The majority of employees (46.2%) have been working in the bank for 3-5 years. This demographic analysis suggests that the bank conducts periodic recruitment and selection processes, and the majority of successful candidates are newly hired employees or those with relatively short tenures.

Table 4.1.6: What department are you Working?

	Frequency	Percent	Valid Percent	Cumulative Percent
Operation	20	22.0	22.0	22.0
Marketing	20	22.0	22.0	44.0
Administrative	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

Based on the table provided, the respondents were categorized by their respective departments. Among them, 20 individuals (22%) work in the operation unit of the bank, another 20 individuals (22%) work in the marketing unit, 5 individuals (5.5%) work in the administrative unit, 19 individuals (20.9%) work in the personnel unit, and 27 individuals (29.7%) work in other departments within the bank. The table indicates that the operation and marketing departments have a higher number of employees compared to other units. This suggests that the management places importance on internal development through efficient operations and external projection through marketing strategies employed by these departments.

4.2 SECTION B: Analysis of Relevant Questions on the Research

Table 4.2.7: Staffing structure ensures employee loyalty to organisation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 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 agree that the staffing structure ensures employee loyalty to organisation, 12 of the respondents representing 13.2% are undecided whether the staffing structure ensures employee loyalty to organisation, 11 of the respondents representing 12.1% strongly disagree that the staffing structure ensures employee loyalty to organisation. 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
Valid 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

Based on the table provided, 60 respondents (65.9%) strongly agree that the organization adopts staffing practices that enhance organizational performance. 7 respondents (7.7%) are undecided about whether these practices are adopted, while 24 respondents (26.4%) strongly

disagree that such practices are implemented. The implication of this table is that a majority of the employees approve of the staffing practices employed by the management and believe that these practices contribute to the overall performance of the organization. It suggests that the employees perceive the staffing practices as effective in improving the organization's performance as a whole.

Table 4.2.9: Staffing policies are streamlined to employee development

	Frequency	Percent	Valid Percent	Cumulative Percent
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 agree 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 disagree 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

From the table above, 72 of the respondents representing 79.1% strongly agree that promotion recognizes and improves employee performance, ambition and hard work, 2 of the respondents representing 2.2% are undecided whether promotion recognizes and improves employee performance, ambition and hard work, and 17 respondents representing 18.7% strongly disagree that promotion recognizes and improves employee performance, ambition and hard work. The table indicates that majority of the employees' performance, ambition and hard work is recognized & improved through promotion. The implication of this demography is that promotion of employees is not done only as a formality but also serve as a motivation for employees since employees believe that promotion is an indication that the management recognizes their efforts towards achieving organisational objective.

Table 4.2.11: Promotion boosts motivation and increases loyalty of employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 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 agree 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 disagree 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 agree 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 disagree 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

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 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 agree 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 disagree 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 organisation 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
Valid 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 agree 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 disagree 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 organisational performance.

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

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 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 agree 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 disagree 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 organisational problems

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 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 agree that committee assignments helps solve organisational problems, 11 of the respondents representing 12.1% are undecided whether committee assignments helps solve organisational problems, and 9 respondents representing 9.9% strongly disagree that committee assignments helps solve organisational problems. The table indicates that majority of the employees agree organisational 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

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	16	17.6	17.6	17.6
Agree	41	45.1	45.1	62.6
Undecided	16	17.6	17.6	80.2
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 agree 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 disagree 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
Valid 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 agree that they are allowed to enroll for development programs that are relevant to the organisational 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 organisational 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 organisational goals and objectives. The table shows that majority of the employees are allow to enroll for various development programs that bear relevance to the organisational 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 organisation allows employees to enroll for programs most especially when they bear relevance to the organisational aims and objective.

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

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 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 agree 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 disagree 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 organisation.

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

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 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 agree 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 disagree 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
Valid 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 agree 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 disagree 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
Valid 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 agree 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 disagree 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
Valid 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 agree 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 disagree 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
Valid 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 agree 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 disagree 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	Percent	Valid Percent	Cumulative Percent
Valid 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 agree 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 disagree 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

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 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 agree 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 disagree 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
Valid 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 agree that staffing & promotion practices ensure organisational productivity, 13 respondents representing 14.3% are undecided whether staffing & promotion practices ensure organisational productivity, and 15 of the respondents representing 16.5% strongly disagree that staffing & promotion practices ensure organisational productivity. This implies that for an organisation 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
Valid 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 agree that training & development positively impacts organisational performance, 24 respondents

representing 26.4% are undecided whether training & development positively impacts organisational performance, 20 of the respondents representing 22% strongly disagree that training & development positively impacts organisational 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
Valid 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 agree 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 disagree 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
Valid 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 agree that effective employee relation practices ensure the improvement in organisational performance, 19

respondents representing 20.9% are undecided whether effective employee relation practices ensure the improvement in organisational performance and 11 of the respondents representing 12.1% strongly disagree that effective employee relation practices ensure the improvement in organisational 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; H0₁: 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 ^a	.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. R²-value of 0.743 was obtained which implies that 74.3% of staffing & promotion (independent variable) is affected by organisational performance (dependent variable). The remaining 25.9% are variations due to other variables not mentioned in the model.

Table 4.3.2: ANOVA^a

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

a. Dependent Variable: organisational 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^a

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: organisational performance

Source: SPSS Output, 2025

Based on the table 4.3.3 (coefficient table), the relationship between staffing and organisational performance is significant with (B = 0.397, P-value = 0.000 < 0.05); and the relationship between promotion and organisational 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

H0₂: Training & development does not have an impact on organisational performance

Table 4.3.4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798 ^a	.637	.628	.34064

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

The model Summary obtained from the regression analysis conducted on the research hypothesis two (2) is shown in the Table 4.3.4. R²value of 0.637 was obtained which implies that 63.7% of training & development (independent variable) is affected by organisational performance

(dependent variable). The remaining 36.3% are variations due to other variables not mentioned in the model.

Table 4.3.5: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	17.898	2	8.949	77.123	.000 ^b
	Residual	10.211	88	.116		
	Total	28.110	90			

a. Dependent Variable: organisational performance

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

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^a

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: organisational performance

Based on the table 4.3.6 (coefficient table), the relationship between training and organisational performance is significant with (B = 0.836, P-value = 0.000 < 0.05); and the relationship between personal development and organisational 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 organisational performance of Guaranty Trust Bank Plc.

4.3.3 Hypothesis Three

H0₃: Reward does not have an impact on organisational performance

Table 4.3.7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.713 ^a	.508	.497	.39639

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

The model Summary obtained from the regression analysis conducted on the research hypothesis three (3) is shown in the Table 4.3.7. R² value of 0.508 was obtained which implies that 50.8% of reward (independent variable) is affected by organisational performance (dependent variable). The remaining 49.2% are variations due to other variables not mentioned in the model.

Table 4.3.8: ANOVA^a

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

a. Dependent Variable: organisational performance

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

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^a

Model		Unstandardized Coefficients		Standardized 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: organisational performance

Based on the table 4.3.9 (coefficient table), the relationship between salary structure and organisational performance is significant with ($B = 0.131$, $P\text{-value} = 0.000 < 0.05$); and the relationship between employer reward and organisational performance is also significant with ($B = 0.584$, $P\text{-value} = 0.000 < 0.05$). The overall analysis suggests that reward has a significant effect on organisational 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 organisational 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 (organisational performance). Analysis of this hypothesis revealed that staffing and promotion have a significant effect on organisational performance. Furthermore, it was found out that 74.3% of the variations in the performance of the organisation 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 (organisational performance). Analysis of this hypothesis revealed that training & development have a significant impact on organisational performance. Furthermore, it was found out that 63.7% of the variations in the performance of the organisation 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 (organisational performance). Analysis of this hypothesis revealed that salary structure and employer reward have a significant impact on organisational performance. Furthermore, it was found out that 50.8% of the variations in the performance of the organisation 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, conclusions and the necessary recommendations made in line with the conclusions of the study.

5.1 Summary of findings

This study examined the effect of employee relation practices on organisational performance with a focus on Guaranty Trust Bank, Ilorin. Data for this study were collected by means of a questionnaire administered to employees of the organization. This study had three specific objectives which were: to examine the effect of staffing & promotion on organisational performance; to determine how training & development impact on organisational performance and to determine how reward impact on organisational performance.

Results from the demographic characteristics of the respondents indicated that male employees were more than their female employees, this is because of the need for vibrant and energetic employees that can cope with the hectic nature of the job, and respondents who fall within the age group of 25 – 35 were considered more in this study which means that management is constantly searching the labour market for fresh labour equipped with ideas and specialisation that would propel the organisation forward and in addition maximize the vibrancy of their youth and eagerness to work. The study also indicates that most of the respondents were married and majority of them held highest educational qualification of B.sc/HND which means efficiency is expected on their parts due to their vibrant nature and work-life balance. Overall, it was concluded that the samples selected from the entire population possess the right demographic traits required for this study.

Analysis of research hypothesis one (1) was carried out with an inferential statistical tool of multiple linear regression. The test was conducted to examine the effects of staffing & promotion on organisational performance. Findings from the test revealed that 74.3% of the variation in the level of organisational performance was determined by the effective staffing &

promotion practices of Guaranty Trust Bank Ilorin. Staffing & promotion as an employee relation practices was found to positively affect the bank's performance.

With regards to the second hypothesis which deduced that training & development does not impact on organisational performance. The hypothesis was also tested using analytical tool of multiple linear regression. Findings from the analysis revealed that 63.7% of the variation in the level of organisational performance was explained by the regular conduct of training and development programs in Guaranty Trust Bank, Ilorin. Training and development therefore was found to positively affect the bank's performance.

Lastly, research hypothesis three (3) was deduced to examine how reward impact on organisational performance. The hypothesis was also tested using analytical tool of multiple linear regression. Findings from the analysis revealed that 50.8% of the variation in the level of organisational performance was explained by the reward schemes adopted by Guaranty Trust Bank, Ilorin. Reward therefore was found to positively affect the bank's performance.

5.2 Conclusion

From the findings discussed above, this study concludes that staffing & promotion, Training & development, and reward had significant effect on the performance of Guaranty Trust Bank, Ilorin. After subjecting the data to test, the results indicated that employee relation practices have an effect on organisational performance. It was observed that the first hypothesis was rejected which states that "staffing & promotion does not have an effect on organisational performance", the second hypothesis was also rejected which state that "training & development does not have an impact on organisational performance", and the third hypothesis which stated that "reward does not have an impact on organisational performance." was also rejected.

Conclusions drawn from findings on research hypothesis one includes: staffing and promotion practices significantly affect the performance of the bank, with much emphasis on adoption of staffing practices that ensure loyalty of employee and promotion of employees as a motivational tool to increase performance.

This study also concludes that there is a significant positive relationship training (on-the-job & off-the-job) and organizational performance. Also, there is a significant positive relationship between development and organizational productivity.

Lastly, this study concludes that implementation of reward schemes most especially in the areas of the salary structure and employer reward as considered in this study are important to improve the performance of the organisation, as this practice motivates and encourages worker to be better at what they do. To achieve this, the organization must put in place current reward structures and schemes that have been examined to affect employee attitude towards work and performance of organisation as a whole.

5.3 Recommendations

Based on the findings and conclusions, the following recommendations have been drawn:

Organizations, especially Guaranty Trust Bank Ilorin, should prioritize current staffing and promotion practices that foster a positive employer-employee relationship and ensure employee loyalty in achieving organizational goals. These practices can serve as effective motivational tools and help reduce disharmony between employers and employees.

Implement on-the-job and off-the-job training programs for employees. Provide on-the-job training for new employees to familiarize them with organizational policies and ethics. Conduct off-the-job training for existing employees to enhance their skills and knowledge, contributing to improved organizational performance. Training and development opportunities should be provided to both new and existing employees.

Recognize that employees are a crucial component of the organization's skeletal system, and to enhance organizational performance, it is essential to improve employee performance and output. Design a salary structure that serves as a motivating factor for employees, taking into account fair compensation. Additionally, the management should cultivate a culture of recognizing and commending employees when they perform well, as rewards can be both intrinsic and extrinsic.

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APPENDIX

Department of Business Administration and management
Institute and Finance Management Studies
Kwara State Polytechnic, Ilorin

Dear Respondent,

Letter of Introduction

I am a 4001 student of the above named institution; I am presently carrying out a research work titled ‘**Effect of Employee Relation Practices on Organisational Performance**’. A questionnaire has been developed essentially for research purpose. Hence, your participation and invaluable contribution to the success of this study will be greatly appreciated. Since it is purely for academic purpose, your responses will be treated with strict confidentiality. Please do not write your name anywhere in this questionnaire.

Thanks in anticipation for your kind assistance and cooperation

Yours faithfully

Instructions: Please tick (✓) the correct answers from the options provided below.

SECTION A: BIO DATA

1. Gender: Male[] Female[]
2. Age: 15 - 25 years[] 25 - 35[] 35 - 45[] 45and above[]
3. Educational Qualification: WASSCE[] NCE/OND[] HND/ B.sc[] Ph.D.[]
Others[]
4. Marital status: Single[] Married[] Divorced[]

5. How long have you been working in this organisation? : Below 2 years[] 3 – 5 years[] 6 – 10 years[] 11 years and above[]

6. What department are you working?

Operation [] Marketing [] Administrative [] Personnel [] Others []

SECTION B: Please, kindly tick accordingly

Key: SA - Strongly Agree; A - Agree; UD - Undecided; SD - Strongly Disagree; D – Disagree

S/N	DESCRIPTION	SA	A	UD	SD	D
	Staffing					
7	Staffing structure ensures employee loyalty to organisation					
8	Staffing practices that improve organisational performance are adopted					
9	Staffing policies are streamlined to employee development					
	Promotion					
10	Promotion recognizes & Improves employee performance, ambition, and hard work					
11	Promotion boosts motivation & increases loyalty of employees					
12	Promotion develops competitive spirit at the workplace					
	Training					
13	training programs equip employees with new skills					
14	Group training motivates workers to be productive					

15	Training programs on the job are relevant to employee productivity					
16	Committee assignments helps solve organisational problems					
	Personal Development					
17	my employer allows me to build my knowledge and skills					
18	I am allowed to enroll for development programs that are relevant to the organisational goals and objectives					
19	My employer sometimes sponsors me to program that would help in my personal development					
20	My employer encourages me to develop myself and commends me accordingly					
	Salary Structure					
21	The salary structure is fair and paid promptly					
22	Employees are given cash award, allowances or salary increment as a reward for outstanding performance					
23	The monetary incentives offered to employees of GT bank motivates me to perform better					
	Employer Reward					
24	The bank always grants certificates of appreciation and recognition to efficient employees.					
25	The management recognizes employees'					

	efforts towards achieving the bank's objectives.					
26	The management team celebrates milestones together with the employees					
	Organisational Performance					
27	Staffing & promotion practices ensure organisational productivity					
28	Training & development positively impacts organisational performance					
29	The reward system is fair and motivates employees					
30	Effective employee relation practices ensure the improvement in organisational performance					