

UNIVERSITY OF CAPE COAST

EMPLOYEE RELATIONS AND PRODUCTIVITY: A STUDY OF  
SELECTED PUBLISHING FIRMS IN THE ACCRA METROPOLIS

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SELECTED PUBLISHING FIRMS IN THE ACCRA METROPOLIS

BY

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## DECLARATION

### Candidate's Declaration

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

Candidate's Signature ..... Date: .....

Name: Abigail Adwoa Ackon

### Supervisors' Declaration

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

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

Name: Mr. Kwabena Nkansah Darfor

## ABSTRACT

This study investigated the influence of employee relations on productivity of selected publishing firms in Accra Metropolis. Using the non-interventional quantitative research design, correlational study design, and multi-stage sampling method (lottery techniques, census method); structured questionnaires were administered to 135 regular staffs of six selected publishing firms in the Accra Metropolis. However, 125 questionnaires were valid and usable for the purposes of data analysis hence a response rate of 92.59%. Preceding the main survey collection, a pre-test on 30 staffs was conducted in a similar setup. All 30 questionnaires administered to the respondents were recovered. A self-administered questionnaire process was used to collect primary data for the main survey. The data collected were analysed using descriptive statistical tools (median, mean) as well as inferential statistics (Pearson's correlation coefficient) with the help of SPSS for windows version 21. The findings revealed that there is good employee-employer relations in the selected publishing firms in Accra Metropolis. In ranking, shared goals and values had the highest degree of consent from employees, then human resource practices, followed by communication and then leadership styles and lastly, trust. Further analysis showed that, there is high level of productivity among the selected publishing firms in the Accra Metropolis over the past two years. More importantly, employee-employer relations had a positive and significant relationship with the productivity of the selected publishing firms in the Accra Metropolis ( $r = .608$ ,  $n = 125$ , sig value  $< 0.01$ ). The study concluded that employee-employer relationship is vital to the success of any company or business. It is recommended that future research extends the population to cover publishing firms across all the 10 regions in Ghana so as to establish the general situation of employee relations in publishing firms in Ghana. Also, mixed-method approach is recommended for future research in order to better explain the entire phenomenon in details.

**KEY WORDS**

Accra Metropolis

Employee relationship management

Employer-employee relations

Productivity

Publishing firms

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**DEDICATION**

To my brother, Nahum Awotwe Ackon

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**LIST OF ACRONYMS**

BoP	Bank of Palestine
CRM	Customer Relationship Management
ERM	Employee Relationship Management
HR	Human Resource
PHCN	Power Holding Company of Nigerian
SAQ	Self-Administered Questionnaire
SPSS	Statistical Package for Social Sciences

## CHAPTER ONE

### INTRODUCTION

To improve employee-employer relations, there has to be a certain degree of compatibility between employee and employers. An employee will be highly dedicated, productive and also co-operative if he\she believes that by such co-operation his\her interest would be protected. This topic cannot be over emphasised because employee-employer relationship is vital to the success of any company or business (Kar, Sharma, & Borah, 2011). In as much as employee relation is very essential to the performance of any organisation, it could be taken for granted. As Lewis Platt, CEO of Hewlett-Packard asserts, “Successful companies of the twenty-first century will be those who do the best jobs of capturing, storing and leveraging what their employees know” (Mensah, 2013, p. 3). This study therefore concentrates on the influence of employee-employer relations on productivity among some selected publishing firms in the Accra Metropolis.

#### **Background to the Study**

Since employees are the pillars for companies when building long term relationship with customers, a deliberate and well-thought-out initiative is required by companies to build a foundation for a strong relationship with employees in their respective organisations (Rai, 2013). In other words, employers should take care of the needs of the employees because satisfied employees can contribute more towards good employee relations (Odhong & Omolo, 2014; Sinha & Bajaj, 2013).

Building a good relationship with an employee is the best way to close the employee's productivity gap (Okafor, 2013). It also promotes the employee's personal effectiveness and productivity because when the manager takes the time to develop these relationships and guide employees in their work, it produces more quality work. Only through good relationships combined with strong, sensitive leadership can a cohesive department be built (Al-Khozondar, 2015; Chapman & Goodwin, 2001).

According to McGregor (1960), a high degree of employee participation in the management of a company will not only develop the hidden talents but also have a positive effect on the productivity level of such a company. Similarly, Kaplan and Norton (1996, p. 130) said that "satisfied employees are a precondition for increasing productivity. Even skilled employees, provided with superb access to information, will not contribute to organisational success if they are not motivated to act in the best interest of an organisation or if they are not given freedom to make decisions and take actions. Hence, the purpose of this study is to investigate the influence of employee relations on productivity of selected publishing firms in the Accra metropolis in order to make recommendations to improve the existing situation.

The concept of employee relationship management (ERM) has been developed on the patterns of customer relationship management (CRM). While CRM is the external response to 'why' an organisation does business, ERM is the internal response to 'how' an organisation does business. ERM is a wider set of functions that encompasses learning performance and incentive guidance, workforce analysis, and a host of other operational issues related to

managing human resources (Swarnalatha & Prasanna, 2013). The need for an ERM within the enterprise is sine quo non for every enterprise operating in a competitive environment. ERM aims to produce a successful, world class organisation through relationship building with and among its employees (Kumar, Singh, & Kumar, 2017).

Indeed, in large companies, “keeping in touch” with tens or hundreds of thousands of employees can be a daunting task. Though employees have personal contact with their immediate supervisors, that do not always give the employee a warm feeling that the company cares about them as an individual, and having a loyal workforce can be as important to a company as having a loyal customer base (Gillenson & Sanders, 2005). ERM strives to build long-term relationships with valued employees. In ERM, the two main internal user groups are employees and managers.

Managers can use ERM to help them with a number of people management tasks: recruitment, training, performance management and remuneration. ERM enables managers to communicate with their teams, align employees with the overall goals of the business, share information and build a common understanding. ERM also offers support to employees through workflow modelling that depicts how tasks should be performed, provision of job-related information and collaboration with colleagues (Buttle, 2009). ERM provides employees with support, such as information about the organisation’s products, technologies and processes. ERM assists the employees in their daily work towards the customer (Thorzen, 2011). It also increases employee satisfaction, commitment and retention due to better alignment of employees to individual career goals and aspirations (Prouse, 2004).



The hard and soft cost of losing a key employee is expensive, in some cases, devastating. So, retention of employees is extremely important especially when competitors are on the lookout. ERM focuses on building relationship and trust that leads to happy employees. Happy employees work better together, have greater trust, and are a great recruiting vehicle because they tell others they love where they work. Much more importantly, they are willing to commit to extraordinary results. ERM touches every function within an organisation (Krill, 2008).

### **Statement of the Problem**

In every organisation, production activities revolve around two major groups, the employer and the employee. The employers set goals or targets for the employees to achieve using available resources. It is imperative, therefore, that co-operation exist between employers and employees in order that, whilst the employer sets goals or targets, the employee applies the available resources to achieve the set targets or goals (Onwu, 2012).

According to Ongori (2011), it has become sort of a ritual to hear of workers of various organizations and institutions laying down their tools to demand increment in salaries, allowances and other better conditions of service. A study conducted by Blyton (2008), revealed that employees do not put up their best performances at workplaces when they are unhappy with management, government or even their fellow colleagues. All these actions taken by employees to display their grievances only do the organization more harm than good as productivity will be reduced drastically (Sequeira & Dhriti, 2015).

Moreover, within the industrial sub-sectors in Ghana, with the publishing hub being no exception, employers are grappling with high labour turnover, brain drain and industrial action as a result of tension and breakdown of trust between employees and perceived poor reward systems instituted by employers (Osei, 2014). Employees, more often do not give their best efforts at the workplace when unhealthy relationships exist between them and their employers (Tamen, 2013). From one standpoint, human resources are the most important assets in the organization. Another school of thought is of the view that management is responsible for organizing, coordinating, planning staff (or employees) and other organizational resources to achieve stated goals and objectives (Sequeira & Dhriti, 2015).

From the foregoing, one can state that, no organization can survive without giving prominence to healthy employer-employee relations. If employees are not happy, then it is unlikely that they will make the customers happy. Organisations which achieve high productivity levels are those which motivate or make their employees happy (Kar, Sharma, & Borah, 2011). The organisation is therefore throwing its profits and its business away by not ensuring that its employees are happy. Employees are the first customers and their requirements should be identified and fulfilled (Okafor, 2013).

An extensive literature review on the most recent studies from 2012 to date on employee relations and productivity nexus revealed that indeed employee-employer relations has a positive influence on productivity in organisations (Al-Khozondar, 2015 in Palestine; Odhong & Omolo, 2014 in Kenya; Okafor, 2013 in Nigeria; Onwu, 2012 in Nigeria; Sequeira & Dhriti, 2015 in Bangalore; Tamen, 2013 in South Africa). Since little literature exists

in Ghana, this study intends to test whether similar findings can be recorded for employees working in Ghana with emphasis on publishing firms. Looking at the Ghanaian context, employee-employer relations is such that it makes one to wonder whether the much talked about increase in productivity resulting in firm joint decision process between employers and employee really exist.

### **Purpose of the Study**

The purpose of the study is to investigate the influence of employee relations on productivity of selected publishing firms in Accra Metropolis.

### **Research Objectives**

Specifically, the study seeks to:

1. examine the employee-employer relations among selected publishing firms in the Accra Metropolis;
2. assess the level of productivity in selected publishing firms in the Accra Metropolis, over the last two years;
3. test the relationship between employee-employer relations and productivity of selected publishing firms in the Accra Metropolis.

### **Research Questions**

Based on the stated objectives, the following research questions are formulated to give the study direction:

1. How do employers relate to their employees in the selected publishing firms in the Accra Metropolis?

2. What is the level of productivity in the selected publishing firms in the Accra Metropolis, over the last two years?

3. Is there a relationship between employee-employer relations and productivity of the selected publishing firms in the Accra Metropolis?

### **Significance of the Study**

The overriding purpose of this study is to investigate the influence of employee relations on productivity of selected publishing firms in the Accra Metropolis. Studying the influence of employee relations on the productivity of selected publishing firms in the Accra Metropolis is essential, since it would unveil: the employee-employer relations among selected publishing firms in the Accra Metropolis; the level of productivity in the selected publishing firms in the Accra Metropolis; and most importantly, the relationship between employee-employer relations and productivity of the selected publishing firms in the Accra Metropolis.

Therefore, the result of this research project will provide relevant information to policy makers and local development planners working on the development of publishing firms. Furthermore, the study will provide additional information on the importance strengthening employee-employer relations among publishing firms in the Accra Metropolis for interested researchers, prospective entrepreneurs, and business consulting firms.

### **Limitations of the Study**

The confinement of the population to publishing companies within the Accra Metropolis rendered the result of the study applicable mainly to such

jurisdiction. Furthermore, the use of close-ended Likert-type scale statements limited the amount of information respondents may provide with respects to the main variables of the study. Finally, the study may not be well appreciated by the interpretivist since the study was carried in the positivist's sense.

### **Delimitations of the Study**

The present study seeks to investigate the influence of employee relations on the productivity of selected publishing firms in the Accra Metropolis. In terms of study organisations, the study concentrates on six publishing firms in Accra Metropolis namely Asempa Publishers, Step Publishers, Afram Publications, Adwinsa Publications, Sedco Publications, and Aki Ola Publications.

Variables included in the study include employee relations (measured by human resource practices, communication, trust, shared goals and values, and leadership styles) and employee productivity. Employee relations serve as the independent variable, whereas employee productivity serves as the dependent variable.

### **Organisation of the Study**

This study is organised into five main chapters. Chapter One presents the introduction which comprise background to the study, statement of the problem, research objectives, research questions, significance of the study, delimitations of the study and organisation of the study. Chapter Two reviews various literature relevant to this research project and Chapter Three describes the research methods adopted for the study. Chapter Four captures the results

and discussion, whiles Chapter Five finalises the report with the summary, conclusions and recommendations.

## CHAPTER TWO

### LITERATURE REVIEW

#### **Introduction**

The literature review is composed of three components namely theoretical review, empirical review, and conceptual framework. The theoretical review explains the theories that underpin the study, employee relationship management models, and employee relationship management components used in the study. Further, the empirical review documents the results of the most recent closely related studies that relate to the research topic, as well as identifying the similarities, gaps, and contradictions in such studies. Last, but not least, the conceptual framework shows how employee relations and productivity in the selected publishing firms in the Accra Metropolis is explored.

#### **Theoretical Review**

The theoretical review explains Herzberg's two-factor theory and Locke's theory of goal-setting and how these theories relate to the study. It also describes the employee relationship management models as well as the employee relationship management components used in the study.

#### **Herzberg's two-factor theory**

The two-factor theory also known as Herzberg's (1965) motivation-hygiene theory states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. It was developed by Frederick Herzberg, a psychologist, who theorized that job

satisfaction and job dissatisfaction act independently of each other. According to Herzberg, individuals are not content with the satisfaction of lower-order needs at work, for example, those associated with minimum salary levels or safe and pleasant working conditions. Rather, individuals look for the gratification of higher-level psychological needs having to do with achievement, recognition, responsibility, advancement, and the nature of the work itself. So far, this appears to parallel Maslow's theory of a need hierarchy (Armstrong, 2008).

This theory underpins this study and information from respondents will be analysed to show how relevant this theory is within the publishing industry. This proceeds from the assertion that it is only when employees are satisfied, through how employers relate to them, that they can make customers of the publishing industry happy. This is considered a critical factor to improving productivity, which eventually leads to greater organisational outcomes for publishers.

### **Locke's theory of goal-setting**

The concept of productivity is theoretically based on the theory of motivation. There are several motivational theories: Maslow's needs hierarchy theory, Herzberg's two-factor theory, expectancy theory, goal-setting theory, McClelland's needs achievement theory among others (Bateman & Zeithaml, 1993; Esu & Inyang, 2009; Kreitner, 1998). Of all these theories, the goal-setting theory fits the productivity concept best. The study will consider its influence in setting the framework for good employee-employer relations within the selected publishing firms. The reason being that, performance



standards are antecedent situations in an employee's work environment. Goals are performance levels which the management and staffs of publishing firms have agreed upon as performance standards. Philosophically, the goal-setting theory is based on the assumption that people have conscious goals that energised them and direct their thought and behaviour toward one end (Bateman & Zeithaml, 1993). The study will consider the role that shared goals play in bolstering employee-employer relations.

Renowned publishing firms in Ghana for example, Sam-Woode Limited and Camelot Ghana Limited obtained the position they are today because they were goal-oriented. Many of these businesses have been turned into empires and conglomerates because they are/or were goal-oriented. Lessons from researchers in goal-setting theory show that properly conceived goals trigger a motivational process that improves productivity and business performance (Locke, 1981). A general goal-setting model has four components: goal, motivation, improved performance and feedback on performance as shown in Figure 1. Goals motivate by directing employee's attention, encouraging effort, encouraging persistence and fostering goal attainment strategies and action plan. For there to be a performance, there must first be goal-setting in organisations (Esu & Inyang, 2009).

The combination of goal difficulty and the extent of the person's commitment to achieving the goal regulate the level of effort expended. People with specific quantitative goals, such as a defined level of performance or a given deadline for completion of a task, will perform better than people with no set goal or only a vague goal such as 'do the best you can'. People

who have difficult goals will perform better than people with easier goals (Mullins, 2010).

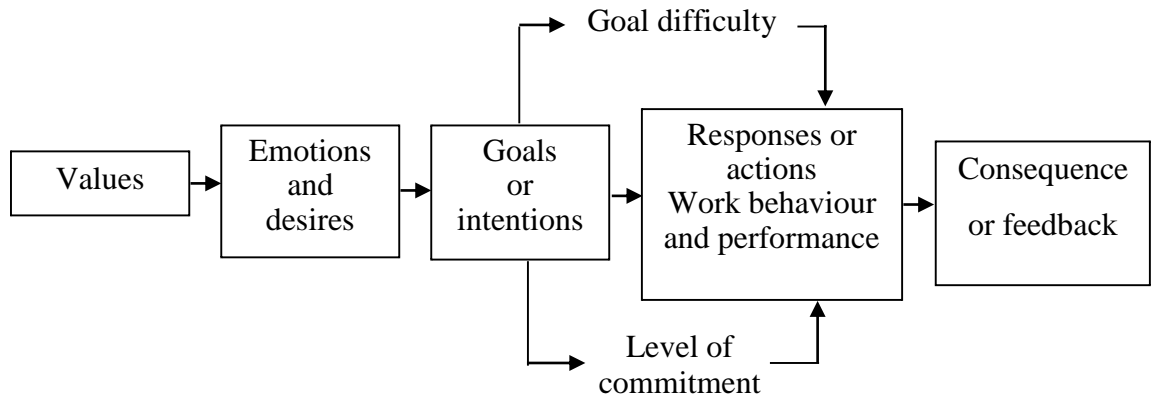


Figure 1: Locke's theory of goal-setting

Source: Mullins (2010, p. 277)

The selected publishing firms will be assessed to see the extent to which this holds true and its impact on employer-employee relations, as well as how it affects productivity. For instance, do employees share in the values of the firms they work in? How do they apply these values to themselves in order to exhibit appropriate workplace behaviour and help achieve high performance levels? Are there avenues for feedback within the selected publishing organisations? Do the underpinnings of Locke's theory hold in these organisations?

### Employee relationship management models

There are many models that are related to employee relationship management and its components. This study focuses on variables which relate to employee productivity as postulated by Wargborn (2008) as shown in the

Figure 2. From the Figure 2, Wargborn (2008) states that there are various factors which either increase or decrease employee motivation. These components are Corporate Communication, Teamwork and Human Resource (HR) Practices such as Training, Compensation, Performance appraisal, Career development, Safety and health, Job design, Coaching and Labour relations. His view is that when these components or factors exist in great measure, employee motivation will be high and vice versa.

According to Wargborn (2008), the existence of these components prove that employee relation management is evident within the organisation as some kind of “invisible umbrella” on top of everyday processes and practices which are known to employees and managers (Wargborn, 2008). This study will consider how factors such as compensation, training and corporate communications among others, influence employee motivation, as well as the extent to which this takes place. The underlying assumption of the study is that good employer-employee relations make employees satisfied, which in turn makes them treat their customers well and eventually lead to higher productivity.

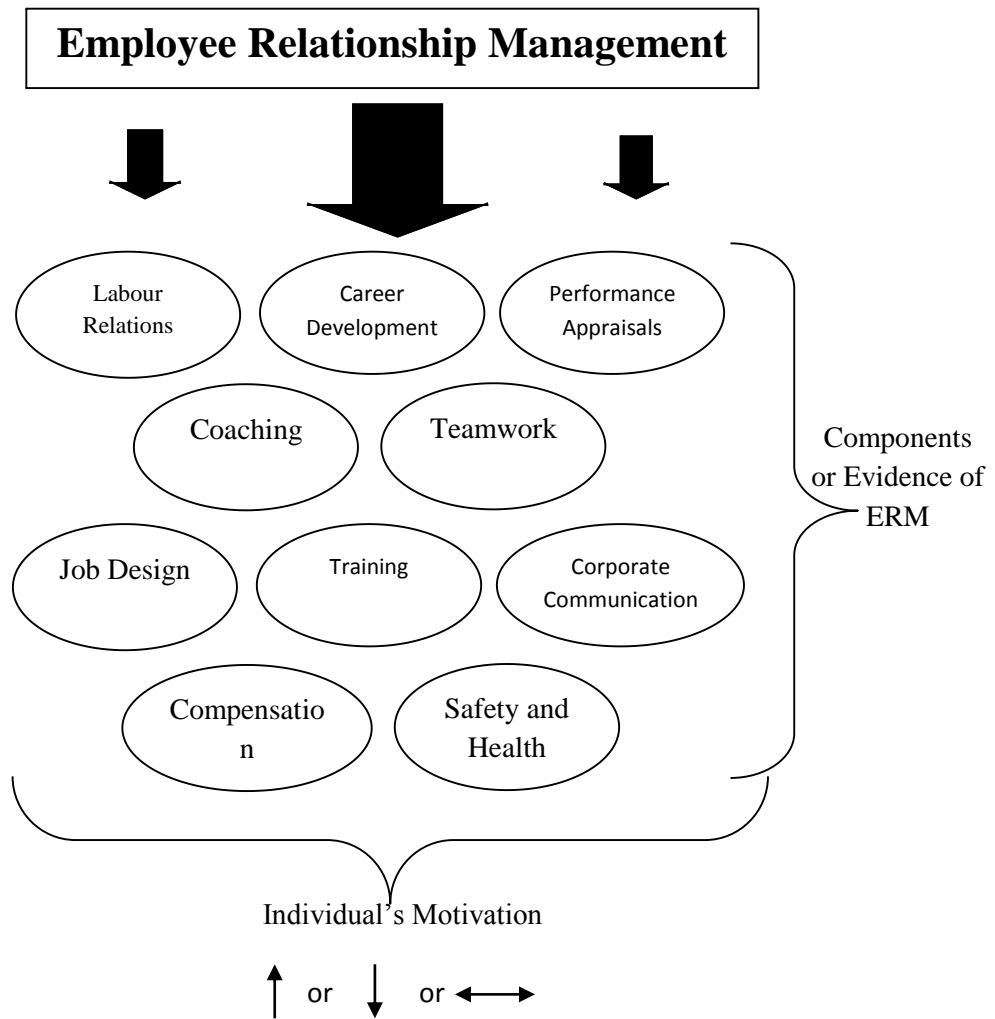


Figure 2: Employee relationship management model

Source: Adopted from Wargborn (2008, p. 102)

Another model used in this study is the model of firm-employee relationship strength by Herington, Johnson and Scott (2009). The model of firm-employee relationship strength contains seven key elements which indicate the depth and magnitude of a relationship; these are cooperation, balanced power, communication, attachment, shared goals and values, trust and absence of damaging conflict as shown in Figure 3. Affective commitment is the desired outcome of firm-employee relationship

strength, representing the ultimate goal of relationship building between a firm and the employees (Herington *et al.*, 2009).

This theory is very similar to that of Locke (1981) and Wargborn (2008), with its emphasis on communications, shared goals/values and trust. As explained in the diagram in Figure 3, where there is cooperation, balanced power, communications, shared goals, among other factors, there is strong employee affiliation to the firm.

If the publishing firms selected for this study exhibit these traits, it is expected that employees of these firms will show great commitment to their employers by working hard to achieve the organisations' targets. These traits will enhance the relationship between employees and employers, by making employees feel a part of the organisation and cause productivity to be high. Such employees do not depend on money as a factor to motivate them. Their sense of belonging, created by balanced power, cooperation between employers and employees and sharing in the values of the organisation is strong motivation to them and enables them perform at their best to meet the needs or desires of clients to the organisations they work for. The degree to which this holds for the selected firms in this study will be analysed from information collected through questionnaires.

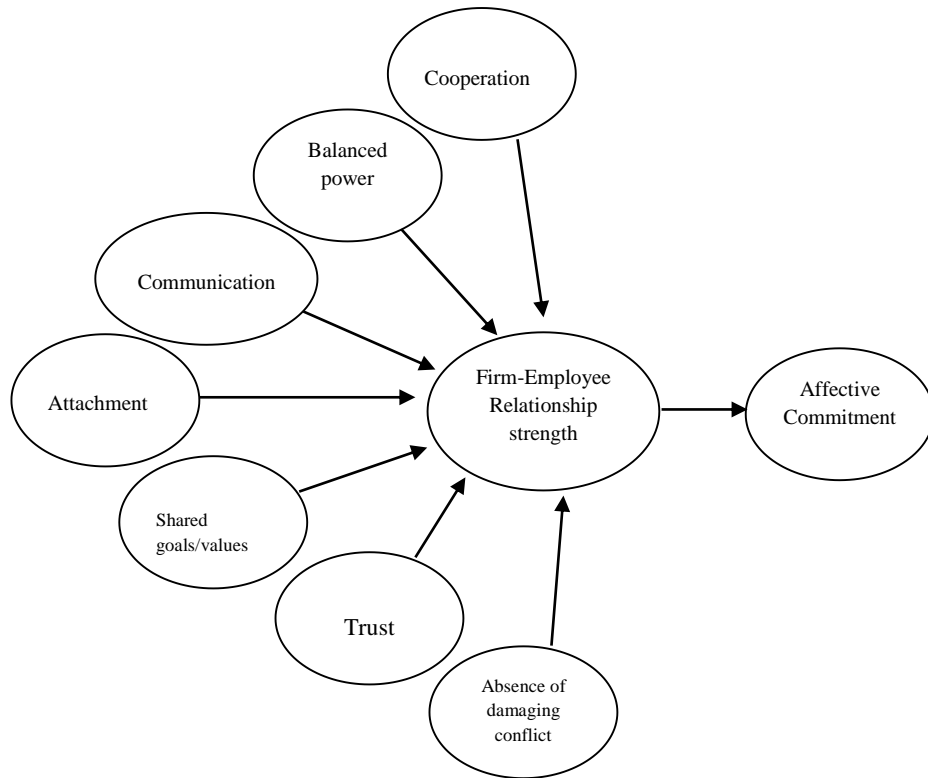


Figure 3: Model of firm-employee relationship strength

Source: Adopted from Herington *et al.* (2009)

Finally, Carstens and Barnes (2006) propose another model to show the link between employer-employee relations which impact productivity. This theory, shown in Figure 4, is similar to those propounded by Locke (1981), Herington *et al.* (2009), and Herzberg (1965) in that, it focuses on other factors apart from money, salary or remuneration to improve productivity in organisations. Carstens and Barnes (2006) hold the view that a shared vision, development of employees, trust and willingness to help others are critical elements in enhancing employee-employer relations. From Figure 4, Carsten and Barnes (2006) hold that these critical elements, produces

synergies, teamwork, accountability and enhances performance of individual employees. This in turn leads to higher business growth or performance.

The important elements of shared vision, employee development, collaboration and trust among others, improves employer-employee relations greatly by creating inter-dependence within the organisation and make employees feel empowered and motivated to give their best to the customers of the organisation. Employees do not see themselves as simply “there to work”, but see themselves as partners in achieving the targets and goals of the organisation. According to Carsten and Barnes (2006), participatory leadership improves the relationship between employer and employee and yields increased business performance.

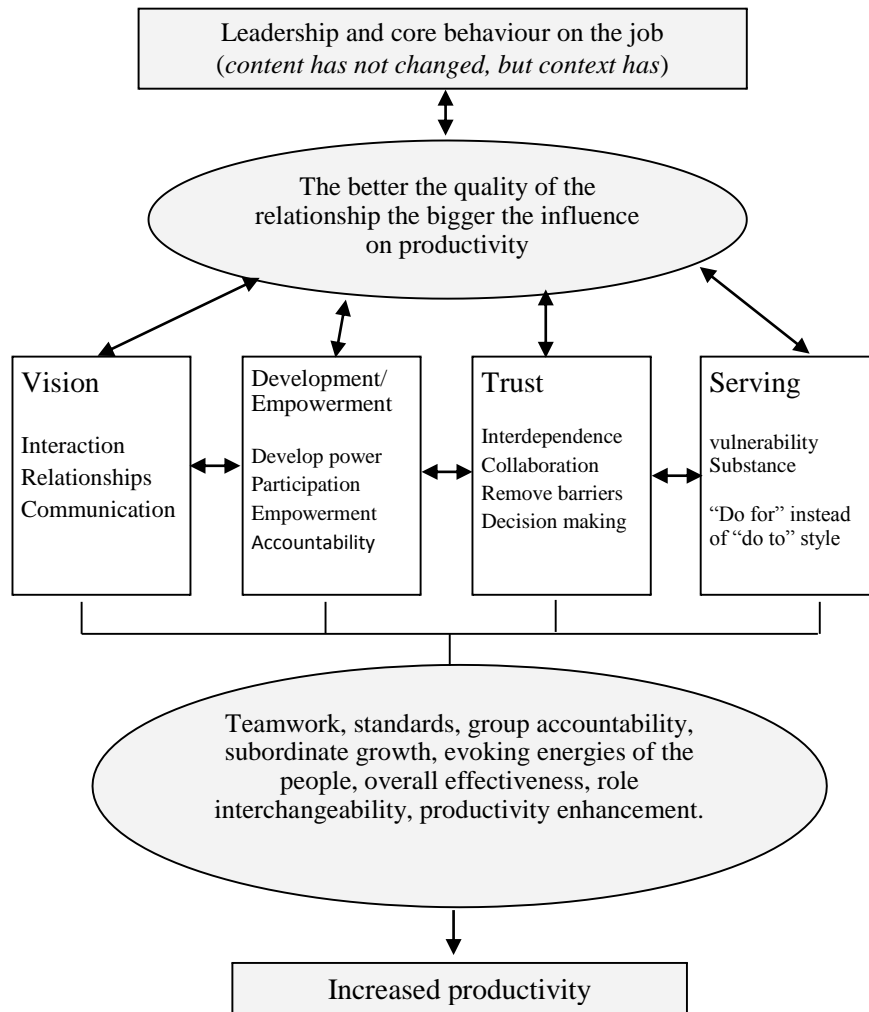


Figure 4: Employee relationship model

Source: Adopted from Carstens and Barnes (2006, p. 12)

### Employee relationship management components

From the models above, the researcher took the research variables (ERM components) which relate to the employees' productivity in an organisation. These include HR practices, trust, communication, leadership styles, and shared goals and values.

HR Practices is a crucial function of Human Resource Management which can bring change to the status of employee-employer relations in the



organisation as this function could be quantified and result in statistical data to prove its importance in enhancing employee relations status in the organisation. Therefore, improved quality and productivity linked to motivation can be achieved through Training, Job rotation, Job Satisfaction, Participative Management, Performance Appraisal, Career planning and development. Better training policies and assessment can improve satisfaction of employees in the organisation hence improving employee relations status in the organisation (Sinha & Bajaj, 2013).

For Job satisfaction, the result concluded is that if the employees are satisfied through different determinants, it increases their levels of satisfaction. This will definitely improve employee relations in the organisation. The results on Participative Management suggest that organisation do not take much interest in knowing the problems and suggestions of employees hence their levels of satisfaction is not very high. Thus, ERM status gets affected in such cases. The results on Performance Appraisal imply that for better satisfaction of employees, employers need to have variable pay performance systems to judge the performance of their employees. Consequently, they need to have proper performance appraisal systems for better ERM status in the organisation. This makes employees more satisfied and can improve employees' productivity in the organisation (Sinha & Bajaj, 2013).

Trust is another critical variable influencing the productivity, effectiveness, and efficiency of any organisation (Dirks & Ferrin, 2002). Trust is considered one of the most influential variables on organisational productivity. Trust may grow, decline, or even re-emerge over the course of a relationship. As the length of a relationship increases, people have more

opportunities to observe and learn about each other and the judgment about a given actor can be concluded as either trustworthy or untrustworthy (Huang & Guo, 2009). Majority of researchers posit trust as consisting of two elements; integrity and reliability (Ngari & Agusioma, 2013; Oluchi, 2013; Pareek & Rai, 2012).

In employee-employer relationship, trust is the level of reliance one can place upon the information received from another person and confidence in the relationship partner. As such, trust is a key relationship element (Herington *et al.*, 2009). If employees do not trust their managers, the flow of upward communication will be compromised (or simply will not happen); likewise, if managers do not trust the employees who work for them, the downward flow of communication will be negatively affected (Daniel, 2003).

Another important component of ERM is communication. Communication serves as the coordination link between people and organisational functions. On-going, frequent two-way communication is one of the most important components of a comprehensive employee relations strategy. Interactive communication of both giving a message and actively listening to what is being said in response builds trust between employees and their managers (Daniel, 2003). Communication in the institution refers to the extent to which the institution informs employees about important issues in the organisation. Such important issues include business policies, values, mission, strategies, competitive performance, events, and changes that affect the institution and employees.

Institutional communication can be done either formally through formal structures or informally by means of unstructured procedures.

However, informal communication is more credible than the formal one as it allows team flexibility, open discussion, better flow of ideas and greater efficiency and productivity. Communication with employees strengthens their identification with the institution and creates institutional solidarity due to trust among employees or between different departments (Chinomona & Sandada, 2013). Communication allows interaction among team members and this can happen in various ways that consist of face-to-face meetings, telephone, e-mails and others. Communication in the organisation is important because employees are well informed in order to perform well and share ideas with their colleagues (Noordin, Omar, Sehan, & Idrus, 2010).

Leadership is considered a factor that has a major influence on the productivity of organisations, managers and employees (Wang, Law, Hackett, Chen, & Wang, 2005). Leadership style, often called 'management style', describes the approach managers use to deal with people in their teams. There are many styles of leadership. Leaders can be classified in extremes as follows (Armstrong, 2009):

a. Charismatic/non-charismatic. Charismatic leaders rely on their personality, their inspirational qualities and their 'aura'. They are visionary leaders who are achievement-oriented, calculated risk takers and good communicators. Non-charismatic leaders rely mainly on their know-how (authority goes to the person who knows), their quiet confidence and their cool, analytical approach to dealing with problems;

- b. Autocratic/democratic. Autocratic leaders impose their decisions, using their position to force people to do as they are told. Democratic leaders encourage people to participate and involve themselves in decision taking;
- c. Enabler/controller. Enablers inspire people with their vision of the future and empower them to accomplish team goals. Controllers manipulate people to obtain their compliance; and
- d. Transactional/transformational. Transactional leaders trade money, jobs and security for compliance. Transformational leaders motivate people to strive for higher-level goals.

The final component of ERM considered in this study is Shared Goals and Values. In the business context, a goal is most commonly viewed as something that a firm “values” and the extent to which employees value the same goal provides a sharing of something of value between employees and the firm. Shared values is defined as the extent to which partners have beliefs in common about what behaviours, goals, and policies are important or unimportant, appropriate or inappropriate, and right or wrong (Herington *et al.*, 2009). The essence of a shared goal is that it is a reflection of connection among employees and management towards an important undertaking (Kantabutra & Avery, 2009).

The coherence helps employees understand how work is related across all the departments, levels and units in the institution as well as aligning the work of employees with the institution’s strategic direction and priorities (Pulakos & O’leary, 2011). Sharing common goals enables employees to direct their efforts to the achievement of that particular goal, but for that to happen there should be interdependence and collaboration among

employees. Sharing common goals can positively impact on employee productivity and organisational outcomes (Chinomona & Sandada, 2013).

### **Empirical Review**

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

In Kenya, Odhong and Omolo (2014) analysed the factors affecting employee relations in organisations in Kenya, using Waridi Ltd as case study. Study variables adopted included working conditions, communication, collective bargaining issues, recruitment and remuneration. The study adopted a descriptive research design and a target population of 420. Stratified random sampling was done. Questionnaires were used to collect primary data. Qualitative and quantitative techniques of data analysis were employed. Based on the study findings, the researchers concluded that free communication and information flow are important in promoting employee relations.

To add, collective bargaining provides the structure for clear job description and work performance. Overall, employee relation concepts such as employee trust, the manner in which employee complaints are dealt with, commitment to the organisation, genuine social dialogue and existence of team spirit are fundamental in promoting good employee relations (Odhong & Omolo, 2014). However, this study was conducted outside the shores of Ghana. Additionally, the study did not consider publishing firms.

In Palestine, Al-Khozondar (2015) examined employee relationship management and its effect on employees' performance at the telecommunication and banking sectors in Gaza Strip where Palestine Telecommunication Company (Paltel) company represented the telecommunication sector, and Bank of Palestine (BoP) and Palestine Islamic Bank represented the banking sector. ERM main components were Human Resource Practices, Communication, Trust, Shared Goals and Values, and Leadership Styles. The study also aimed to identify differences with statistical coefficients in the employees' attitudes towards employees' performance. The data of the research was collected using a questionnaire which was distributed to 200 employees (males, females) in the telecommunication and banking sectors. A number of 168 questionnaires were valid for analysis.

The study concluded that ERM components have positive effect on the employees' performance at telecommunication and banking sectors; ERM builds and enhances relationships, reinforces commitment and improves the employees' performance; and there is a positive strong relationship between employee relationship management components and the employee's performance. It was noticed that shared goals and values had the highest degree of approval from the viewpoint of employees than HR Practices, followed by communication and then leadership styles and finally, trust (Al-Khozondar, 2015).

The researcher recommended that, organisations in the telecommunication and banking sectors should pay special attention to ERM. Organizations in both sectors should focus on training as a very helpful strategy to develop employees' skills and abilities to enable them carry out

tasks the right way. Also, organisations should apply HR practices to achieve improved results in their employees' performance. Organizations should provide inspiring and effective leadership, open and transparent communication, which will lead to motivated employees and good performance. Organisations should improve communication with the employees through exchanging ideas, feelings and opinions with management; and finally, organisations should involve their employees in decision making which will improve trust between them (Al-Khozondar, 2015). Nevertheless, this study was conducted outside the shores of Ghana. Additionally, the study did not consider publishing firms.

In a related study, Sequeira and Dhriti (2015) looked at employee relations and its impact on employee performance. Their study emphasises on understanding employee relations practices, its underlying factors, issues and its impact on employee performance in Kavya Systems, Bangalore. A descriptive approach was adopted at the beginning to describe the existing employee relations practices at Kavya Systems while at the later stage of study, a causal approach was applied in order to link the employee relation factors to performance of employees. The study used a questionnaire-based survey design to find out employee relations practices, its underlying factors, issues and its impact on employee performance in Kavya Systems, Bangalore. The ground aspect of this study was to analyse the effect of Employee Relations on the performance of an employee.

Primary data collection was conducted by undertaking convenient sampling which may have affected the accuracy of results. Relationship between employee relations factors and employee performance were found by

statistical testing of formulated hypothesis. Results showed that employee relations practices followed in the organisation had a direct impact on the performance of employees in the organisation. Employees with higher level of satisfaction with the existing organisation practices were more productive and resistive towards changing the current organisation. The study further revealed that improving the employee relations practices in organisation can improve the performance of employees and thereby the overall productivity of the organisation (Sequeira & Dhriti, 2015). In spite of the study's contribution to the body of knowledge, it was conducted outside the shores of Ghana. Additionally, the study neglected publishing firms.

In Nigeria, Okafor (2013) carried out research on the effect of the management and employee relationship on productivity in an organisation. The researcher used Mobil producing Nigeria Unlimited, a subsidiary of ExxonMobil as a case study. The primary focus of his work was on the factors that can improve the relationship in the work place to enhance productivity. The research was completed by reviewing theories on human resource management. Interviews were conducted by phone and email to obtain direct information needed for the study. The researcher has also made use of EBooks forms to further shed light to the topic of this study. Data were collected and analysed using a quantitative research method. Open-ended questions were provided in a questionnaire and responses analysed in order to facilitate evaluation of the effect of management and employee relations in the organisation.

The findings revealed that, lack of appropriate employee management relationship affects productivity. According to him, employee-management



relationship is a necessary ingredient to accomplishing organizational goals in any organisation. Workers feel reluctant to put in much effort to accomplish and reach a set of organisational objectives. When workers feel uncomfortable at work, it demoralises them and they resort to negative approaches to the working environment. If such relationships are not cordial, the workforce at the floor level might try to derail the organisation leading to low productivity (Okafor, 2013).

Furthermore, it came to light that management does not practice performance appraisal as a form of motivational tool. In this event, if the employees are not appraised or not given feedback on progress of work done, it makes the employee not see whether they are on track or not to accomplishing organisational objectives. Performance appraisal helps most organisations to realise their weaknesses and improve upon their strengths as a company strategy. Moreover, the majority of employees in the labour market see financial incentives as the more motivating factor to encourage workers than non-financial incentives. From the situation of the case company, it was realised that a financial incentives strategy was preferred to non-financial incentives by most employees, but a few of workers preferred non-financial incentives strategies to motivate job performance (Okafor, 2013).

In addition, the researcher discovered that labour unionism is not permitted in the organisation which depicts that management prefers direct dealings with employees which is not a good sign for the company. Rather there should be a mouthpiece for employees in a form of labour union to negotiate with management on issues related to employee-management. It was also confirmed that there exists some form of job security since very few of

the workers complained of no job security in the company or organisation. This is likely to create problems in productivity in the organisation. This is because most employees like to have sense of belonging. Finally, the study revealed that the organisation adopts participative management and this has contributed immensely to the achievement of the organisational goals (Okafor, 2013). Nonetheless, the study was flawed by the fact that it was limited to telecommunication firms, therefore, it may not apply to publishing firms.

In a similar study in South Africa, Tamen (2013) investigated the impact of employee participation in decision making on a Faculty's productivity. A qualitative method was employed, and face-to-face semi-structured interviews were used to collect data for this study. The data that was collected for this study was analysed qualitatively by using themes. The overall finding shows that employee participation has a positive impact on the Faculty's effectiveness, efficiency and productivity. This is because the respondents stated that they render effective and efficient services to the students because there are more than enough opportunities or platforms where they can contribute to the Faculty's decisions and management. However, the respondents also indicated that they would be more effective, efficient and productive if the management of the Faculty should translate their inputs into practice.

The study also found that employee participation is still in its infancy in the institution and Faculty owing to three main factors: Lack of management commitment in the process. This is as a result of fear on the part of management to lose its managerial prerogatives and control over the Faculty; Lack of trade union support. This is because there is an adversarial

relationship between the unions in the institution for this study; Lack of employees' commitment. This is due to the fact that employees see no commitment on the part of the unions in the institution and management of the Faculty. In order for there to be any meaningful or effective employee participation in decision making in the institution and Faculty, the above obstacles should be addressed (Tamen, 2013). Despite the contribution of this study, it neglected to consider publishing firms. Nonetheless, the study was conducted outside the jurisdiction of Ghana hence findings may not apply to firms in Ghana due to geographical differences.

In Nigeria again, Onwu (2012) conducted a study which aimed at analysing the effect of labour management relations on workers' performance in an organisation using power holding company of Nigerian (PHCN) as the case study. Specifically, the study looked at the effect of mutual relations between labour and management, effect of motivation, effective communication, and workers participation in decision making, effect of strikes and how leadership style affects labour management relations. The data collection was from both primary and secondary sources. Analysis of the data was done using tables, percentages and statistical distribution.

Findings showed that a greater percentage of the respondents agreed to the fact that labour management relations have an effect on workers' performance in an organisation. Some people disagreed with this opinion, while others, obviously, agreed with it. With these findings, it was obvious that a cordial relationship can be achieved between labour and management if there is good communication between them, timely payment of salaries, proper motivational techniques, good leadership and creating room for

workers to participate in decision making. Also, there is a need for workers to participate in decision making because it will give them a sense of belonging. The researcher further discovered that, motivation is a necessary inducement for workers to work hard and the motivational package preferred was good working condition, followed by money, participation in decision making and lastly, praise (Onwu, 2012).

Further analysis revealed that, the communication gap between workers and management of PHCN is wide and it has a negative effect on workers' performance. Additionally, the success of a cordial relationship depends on a good and smooth communication between labour and management. The researcher therefore recommended that, for an effective relation to be maintained between labour and management, the employees must be properly motivated, the communication gap should be bridged, workers should participate in decision making and salaries must be paid as and when due (Onwu, 2012). Again, this study neglected to consider publishing firms. Consequently, the current study sought to bridge the gap in literature by investigating the influence of employee relations on productivity of selected publishing firms in the Accra Metropolis.

### **Conceptual Framework**

The conceptual framework for this study is that enhanced employee motivation, which leads to increased productivity or improved business performance, is based on other factors besides salary or remuneration employees receive for actual work done. Based on the three employee relationship models explained above, the researcher seeks to that there exist

causal linkages between employee relations and productivity, where employee relations is seen as the independent variable and productivity of employees is the dependent variable. Employee relations shall be measured by HR practices, communication, trust, shared goals and values, and leadership styles as shown in Figure.

On the other side, employee productivity was measured by the employee's ability to exceed the pre-determined target (output) by management; employee's ability to use minimal resources to execute a job; employee's ability to reduce wastage that occur within the production process; employee's ability to achieve their tasks in the required time; employee ability to demonstrate creativity and innovation in their job; employee's ability to adapt in the event of emergency situations at work; and employee's ability to carry out orders and instructions issued by the manager related to the work (Figure 5).

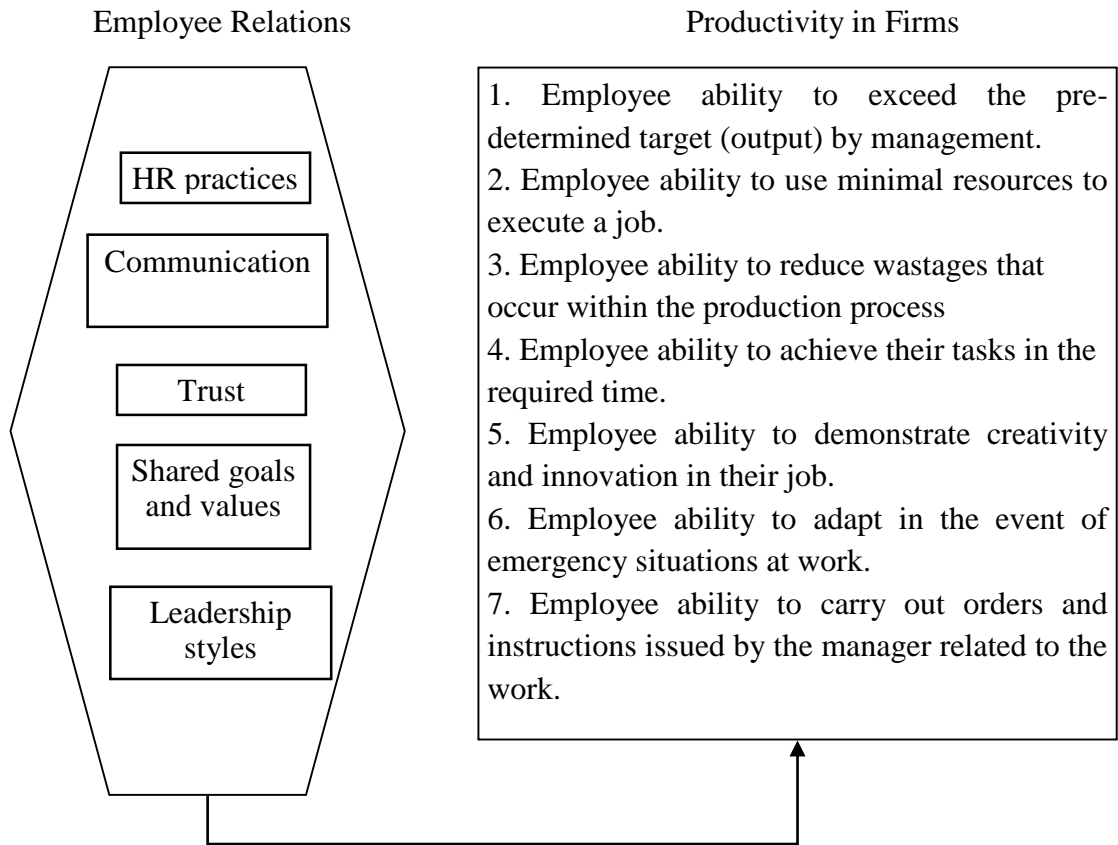


Figure 5: Conceptual framework

Source: Author's construct (2018) based on literature review (Al-Khozondar, 2015; Carstens & Barnes, 2006; Herington *et al.*, 2009; Wargborn, 2008).

### Chapter Summary

This chapter covered theoretical review, empirical review, and conceptual framework. The theoretical review explained the Herzberg's two-factor theory and Lock's theory of goal-setting and how these theories related to the study. Successively, the empirical review documented the results of other studies that were closely related to employee relations and productivity. Finally, the conceptual framework showed the researchers' idea on how employee relation and productivity was explored.

## CHAPTER THREE

### RESEARCH METHODS

#### **Introduction**

This chapter presents the research design, study population, sampling procedure and sample size, data collection instrument, data collection procedure, validity and reliability of research instrument, data analysis, and ethical considerations. It is important to follow these academic research procedures to ensure that it becomes replicable, easy to understand and follow and therefore can be compared to any other research work. According to Pallant (2007), for any academic work to be comparable to any other, it must follow those procedures.

#### **Research Design**

The non-interventional quantitative research design is adopted for the study. Among the many advantages of quantitative research approach is its ability to enhance speed of conducting a research. Further, it offers a broader coverage of a series of events where statistics are combined from a larger sample (Amarantunga & Baldry, 2002). In addition, quantitative approach enhances the use of statistical data analysis methods, thus, making it easier to generalise the findings from the study. In addition, quantitative approaches take the guesswork to a more concrete conclusion. This is because the results are usually based on quantitative measures rather than mere interpretation and therefore enables future application and comparison with other works.

It should however be noted that, this approach to research approach lacks flexibility and, thus, makes it very challenging to apply same in

assessing or gauging human behaviour (Crotty, 1998). According to Boohene (2006), the choice of research approach should be based on the researcher's discretion, depending on the nature of a particular study. Therefore, given the purpose and nature of this study where most of the analyses are quantitative in nature, quantitative research approach is deemed the most appropriate and therefore adopted.

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

Furthermore, the correlational study design was employed because of its suitability in ascertaining relationship and the strength of relationship between variables. This approach again was used to enable the researcher to get detail answers to the research objective three, that is, test the relationship between employee-employer relations and productivity of selected publishing firms in the Accra Metropolis. This makes the choice of the correlational study design the most appropriate.



### **Study Population**

A population is made up of all the units of the group that the research emphasises on. Malhotra (1996) opines that the members or units of the group should possess material facts relevant to the study and the researcher. According to Rubin and Babbie (2001), the target population is “the theoretically specified aggregation of study elements”. Therefore, all the 92 publishing companies (both private and public) registered with the Ghana Book Publishers Association and operating within the Accra Metropolis constituted the population of the study (source: <http://gbdc.gov.gh/ghanaian-book-publishers-list>).

### **Sampling Procedure and Sample Size**

According to Evans, Hastings and Peacock (2000), sample size is the number of observations in a sample. It is commonly denoted by  $n$  or  $N$ . The study used the multi-stage sampling method (sampling at two or more stages) to choose samples for the study. First of all, the lottery technique of the simple random sampling method was used to select six publishing firms (out of the total number of 92 firms) in the Accra Metropolis. These firms included Asempa Publishers, Step Publishers, Afram Publications, Adwinsa Publications, Sedco Publications, and Aki Ola Publications. Afterwards, the census method was used to select all 135 regular staffs of the six selected publishing firms (all put together) in the Accra Metropolis as shown in Table 1.

**Table 1: Sample Size**

SN	Name of publishing firm	Staff strength
1	Asempa Publishers	12
2	Step Publishers	13
3	Afram Publications	20
4	Adwinsa Publications	25
5	Sedco Publications	20
6	Aki Ola Publications	45
Total		135

Source: Field survey (2018)

### Data Collection Instrument

Data was collected from primary sources with the help of a structured questionnaire. The questionnaire was designed based on literature from previous studies (Al-Khozondar, 2015; Odhong & Omolo, 2014; Okafor, 2013; Onwu, 2012; Sequeira & Dhriti, 2015; Tamen, 2013). The questionnaire was structured in a way to provide a specific response to answer the research questions formulated for this study. The questionnaire consisted of 42 items which are divided into four (3) sections: ‘Section A’ collected data on the demographic characteristics of respondents; ‘Section B’ focused on employee relations, and ‘Section C’ captured productivity in selected publishing firms. Statements that make up Sections B and C on the questionnaire were measured on a five-point likert scale with Score ‘1’ indicating ‘*Least Agreement*’ agreement and Score ‘5’ indicating ‘*Strong Agreement*’ as used in prior studies (Ampadu, 2017; Koomson, 2017). Results from the pre-test showed

Cronbach's Alpha of 0.801 and 0.715 for each construct (Section B and C) respectively.

### **Data Collection Procedure**

A self-administered questionnaire process was used to collect primary data. Since the time required for filling the questionnaire was mutually agreed between the respondents and the researcher, questionnaires were left with them and collected later. Completed questionnaires were collected within an agreed period of four weeks after they were administered. A self-administered questionnaire (SAQ) refers to a questionnaire that has been designed specifically to be completed by a respondent without intervention of the researcher(s) collecting the data (Lavrakas, 2008). Questionnaires were completed within 20 to 30 minutes.

### **Validity and Reliability of Research Instruments**

Validity and reliability of a study are two key elements in ensuring that the study is valid and scientific. The strengths of the research instrument were that, first of all, it comprises various sections that answer the research objectives respectively. In addition, the instrument was consistent with the concepts and constructs found in the conceptual framework. Moreover, a pre-test was done to test validity of the instrument so as to ensure the reliability of the results. Results from the pre-test showed Cronbach's Alpha of 0.801 and 0.715 for each construct (Section B and C) respectively.

### **Validity of research instruments**

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

### **Instrument reliability**

In order to validate internal consistency of the research constructs, the researcher used SPSS version 21 to generate Cronbach's alpha co-efficient for the constructs on the pre-test data. The reliability co-efficient for the pre-test data is shown in Table 2. Research has shown that scales with Cronbach's alpha co-efficient of 0.70 or more are considered reliable (Pallant, 2007). Results from the pre-test as indicated in the Table 2 showed Cronbach's Alpha of 0.801 and 0.715 for each construct (Section B and C) respectively. This, therefore, suggests that all the two constructs of the study have good internal consistency reliability.

**Table 2: Computed Reliability Co-efficients for Pre-Test Data Collected**

Questionnaire Sections	No. of Items	Sample Size	Cronbach's Alpha
Section B	30	30	0.801
Section C	7	30	0.715

Source: Field survey (2018)

### Data Analysis

Quantitative techniques were used in analysing and presenting the data. Quantitative data obtained from the questionnaires were coded and analysed with the help of Statistical Package for Service Solution (SPSS) for windows, version 21. Each of the questions was coded in variable view of the SPSS and the responses from the respondents were entered at data view of the SPSS. Data were analysed based on the stated objectives of the study. Descriptive statistics (median, mean) were used to describe objectives one and two, whereas inferential statistics (Pearson's correlation coefficient) was used to analyse objective three. For categorical data, frequency tables and percentages were used.

### Ethical Considerations

In order to ensure strict compliance with ethical standards of research, a clause was stated in the introductory paragraph of the questionnaire assuring respondents of anonymity and confidentiality. Last but not the least, the time required for filling the questionnaire will be mutually agreed between the respondents and the researcher.

## Chapter Summary

The study investigated the influence of employee relations on productivity of selected publishing firms in the Accra Metropolis. The section looked at the research design adopted for the study, study population, sampling procedure and sample size, data collection instrument, data collection procedure, validity and reliability of research instrument, data analysis, and ethical consideration. In terms of the research design, the quantitative research method was adopted for the study. Also, the study adopted the correlation study design.

The study population constituted all 92 publishing companies (both private and public) registered with the Ghana Publishers Association and operating within the Accra Metropolis. The multi-stage sampling method was used to choose samples for the study. Respondents constituted all 135 regular staffs of the six selected publishing firms (all put together) in the Accra Metropolis. A structured questionnaire was used for data collection. The questionnaire was pre-tested to ensure validity of results. Data was analysed using descriptive and inferential statistics of SPSS for windows, version 21. Finally, the researcher ensured strict compliance with ethical standards of research.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

First of all, this chapter looked at the demographic characteristics of the respondents comprising their gender, age, functional level in their respective organisation, highest education qualification achieved, and number of years worked. After that, descriptive statistical tool (median, mean) was used to examine the employee-employer relations among the selected publishing firms in the Accra Metropolis, and to assess the level of productivity in selected publishing firms in the Accra Metropolis, over the last two years. Finally, inferential statistics (Pearson's correlation coefficient) was used to ascertain the relationship between employee-employer relations and productivity of selected publishing firms in the Accra Metropolis.

#### Demographic Characteristics

This section highlights the demographic characteristics of respondents. It describes respondents' gender, age, functional level, highest education qualification achieved, and number of years worked (Table 3). It must be said that, 125 staffs (out the total sample size of 135) responded to the study after several follow-ups made by the researcher hence a return rate of 92.59%.

**Table 3: Demographic Characteristics**

Details	F	%
Gender:		
Female	46	36.80
Male	79	63.20
Age (years):		
18 – 25	18	14.40
26 – 35	56	44.80
36 – 45	39	31.20
Above 45	12	9.60
Functional level:		
Top management	8	6.40
Middle management	35	28.00
Operational management	82	65.60
Highest educational qualification achieved:		
Diploma	65	52.00
Bachelor's degree	48	38.40
Master's degree	12	9.60
Number of years worked:		
Less than five years	56	44.80
More than five years	69	55.20

Source: Field survey (2018)

Regarding the gender of respondents, results showed that 63.20% (n=79) were males while the remaining 36.80% (n=46) were females signifying



that the respondents were male dominated (Table 3). While 18 respondents (representing 14.40%) fell within the “18-25” age category, majority of them (n=107, representing 85.60%) were 26 years and above, signifying that most of the respondents were matured enough to make informed contributions to the study. Further examination revealed that, out of the 85.60%, more than half (n=56, representing 52.34%) fell within the “26-35” age category, followed by “36-45” age category (Table 3).

With respect to the functional level of respondents in their various publishing firms, it came to light that 82 respondents (65.60%) performed operational activities (employees), 35 respondents (28.00%) belonged to the middle management (Deputy Manager, Assistant Manager, Management Trainees, etc.) while the remaining 8 respondents (6.40%) formed part of the top level management. This indicates that majority of the staffs fell under operational management.

In terms of the educational levels of the respondents, results showed that 65 respondents, representing 52.00%, have attained Diploma qualification, 48 respondents (38.40%) possess Bachelor’s Degree and the remaining 12 respondents, representing 9.60%, have attained Master’s Degree qualification (Table 3). This presupposes that all of the respondents have had some form of formal education which facilitated their understanding of the questions upon which they were able to make informed contributions to the study.

Finally, Table 3 reveals that a majority of 69 respondents, representing 55.20% have worked in their firms for more than five years whereas the remaining 44.80% (n=56) have worked in their firms for less than five years.

This suggests that greater number of respondents possess rich experience needed to make significant inputs into this research project.

### **Descriptive Statistics**

The first objective of this research project sought to examine the employee-employer relations among selected publishing firms in the Accra Metropolis. Prior to this examination, the descriptive statistics for each of the study variables were determined. To achieve this, the data for each of the study variables were analysed into median scores on a scale of 1 to 5 with 1 to 2.9 indicating *low level of agreement* and 3 to 5 indicating *high level of agreement* (as adopted Koomson, 2017; Mohammed, 2017). This was done in order to enhance the understanding of the elements that make up employee-employer relations.

Since the employee relations construct is made up of five elements namely; human resource practices, communication, trust, shared goals and values, and leadership, it is proper to examine each element exclusively. Hence, the discussion of the results begin with the human resource practices as a component that influences employee-employer relations among the selected publishing firms in the Accra Metropolis.

### **Human resource practices as an element of employee-employer relations**

In assessing the human resource practices as a component that influences employee-employer relations in the selected publishing firms in the Accra Metropolis, seven indicators were measured on a five-point likert scale (Table 4). Score '5' showed the strongest agreement while score '1' showed

the least agreement. These scores are generalised based on respondents' level of agreement with each the positive statements provided under "Human resource practices" on the questionnaire.

**Table 4: Human Resource Practices**

Indicators	N	Median
My organisation provides training opportunities for me in order to increase my skills and abilities.	125	3.83
Each employee is aware of his/her career path in the organisation.	125	3.77
There is proportionality between the training that I had and the requirements of my work.	125	3.51
Employee training needs are discussed with the manager.	125	3.49
Selection and recruitment processes in my organisation are considered fair.	125	3.42
Performance appraisal systems contain standards to measure the employees' skills and productivity.	125	3.30
Rewards and incentives system in my organisation are characterised by objectivity and transparency.	125	3.28

Scale (Median): Low = 1.00 – 2.90; High = 3.00 – 5.00

Source: Field survey (2018)

From Table 4, the median of "My organisation provides training opportunities for me in order to increase my skills and abilities", as an indicator, from a sample of 125 is 3.83, signifying high level of agreement

from respondents. In like manner, the median of “Each employee is aware of his/her career path in the organisation”, as an indicator, from a sample of 125 is 3.77, indicating high level of agreement from respondents. Similarly, the median value of “There is proportionality between the training that I had and the requirements of my work”, as an indicator, from a sample of 125 is 3.51, suggesting high level of agreement from respondents. Equally, the median of “Employee training needs are discussed with the manager”, as an indicator, from a sample of 125 is 3.49, demonstrating high level of agreement from respondents.

In addition, the median of “Selection and recruitment processes in my organisation are considered fair”, as an indicator, from a sample of 125 is 3.42, signifying high level of agreement from respondents. Likewise, the median of “Performance appraisal systems contain standards to measure the employees’ skills and productivity”, as an indicator, from a sample of 125 is 3.30, suggesting high level of agreement from respondents. Correspondingly, the median of “Rewards and incentives system in my organisation are characterised by objectivity and transparency”, as an indicator, from a sample of 125 is 3.28 indicating high level of agreement from respondents (Table 4).

The results show the existence of good human resource practices among employees and employers, which is key to improving employee-employer relations in the selected publishing firms in Accra Metropolis. This is evident as the median for each of the seven indicators were more than 3.00. This finding is in conformity with the statement made by Sinha and Bajaj (2013) that, human resource practice is a crucial function of human resource

management which can bring change status of employee-employer relations in an organisation.

### **Communication as an element of employee-employer relations**

For the purpose of assessing communication as an element that influences employee–employer relations in the selected publishing firms in the Accra Metropolis, seven indicators were measured on a five-point likert scale (Table 5). Score ‘5’ showed the strongest agreement while score ‘1’ showed the least agreement. These scores are generalised based on respondents’ level of agreement to each of the positive statements provided under “Communication” on the questionnaire.

**Table 5: Communication**

Indicators	N	Median
Written information is provided to employees in an easy manner to understand.	125	3.55
The manager conducts regular meetings to discuss the employees’ achievements.	125	3.41
The manager can deliver clear messages to employees about matters relating to work.	125	3.38
The manager talks continuously with employees about work problems and obstacles.	125	3.32
The organisation asks for feedback from the employees about the quality of information they receive.	125	3.27
The manager uses various communication methods to clarify his ideas.	125	3.12
The manager accepts criticism from the employees.	125	2.98

Scale (Median): Low = 1.00 – 2.90; High = 3.00 – 5.00

Source: Field survey (2018)

From Table 5, the median of “Written information is provided to employees in an easy manner to understand”, as an indicator, from a sample of

125 is 3.55, suggesting high level of agreement from respondents. Likewise, the median of “The manager conducts regular meetings to discuss the employees’ achievements”, as an indicator, from a sample of 125 is 3.41, demonstrating high level of agreement from respondents. Similarly, the median of “The manager can deliver clear messages to employees about matters relating to work”, as an indicator, from a sample of 125 is 3.38, indicating high level of agreement from respondents.

In the same way, the median of “The manager talks continuously with employees about work problems and obstacles”, as an indicator, from a sample of 125 is 3.32, suggesting high level of agreement from respondents. By the same token, the median of “The organisation asks for feedback from the employees about the quality of information they receive”, as an indicator, from a sample of 125 is 3.27, indicating high level of agreement from respondents. Also, the median of “The manager uses various communication methods to clarify his ideas”, as an indicator, from a sample of 125 is 3.12, demonstrating high level of agreement from respondents. On the contrary, the median of “The manager accepts criticism from the employees”, as an indicator, from a sample of 125 is 2.98, suggesting low level of agreement from respondents (Table 5).

The results indicate the existence of good communication flow among employees and employers, which has the tendency of enhancing employee-employer relations in the selected publishing firms in the Accra Metropolis. This is evident as the median of six indicators (out of seven indicators) were above 3.00. This discovery is in line with the statement made by Daniel (2003) that, on-going, frequent two way communication is one of the most important

components of a comprehensive employee relations strategy. In like manner, Odhong and Omolo (2014) in his study, “An analysis of the factors affecting employee relations in the flower industry in Kenya, a case of Waridi Ltd, Athi River” concluded that free communication and information flow is important in promoting employee relations. Onwu (2012) added that, cordial relationship can be achieved between labour and management if there is a good communication between them.

### **Trust as a component of employee-employer relations**

In employee-employer relationship, trust is the level of reliance one can place upon the information received from another person and confidence in the relationship partner (Herington *et al.*, 2009). In assessing the level of trust as a component that influences employee-employer relations in the selected publishing firm in the Accra Metropolis, six indicators were measured on a five-point likert scale (Table 6). Score ‘5’ showed the strongest agreement and score ‘1’ showed the least agreement. These scores are generalised based on respondents’ level of agreement with each of the positive statements provided under “Trust” on the questionnaire.

**Table 6: Trust**

Indicators	N	Median
Managers appreciate employees who perform their tasks properly.	125	3.42
The employees feel very confident about their manager’s skills and abilities.	125	3.33

**Table 6, continued**

The organisation treats employees fairly and without discrimination.	125	3.32
The employees trust the promises provided by managers.	125	3.18
Whenever the manager makes a decision, he considers the decision's impact on employees.	125	2.96
Managers take the opinions of employees into account when making decisions.	125	2.55

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Scale (Median): Low = 1.00 – 2.90; High = 3.00 – 5.00

Source: Field survey (2018)

From Table 6, the median of “Managers appreciate employees who perform their tasks properly”, as an indicator, from a sample of 125 is 3.42, indicating high level of agreement from respondents. In the same way, the median of “The employees feel very confident about their manager’s skills and abilities”, as an indicator, from a sample of 125 is 3.33, suggesting high level of agreement from respondents. Equally, the median of “The organisation treats employees fairly and without discrimination”, as an indicator, from a sample of 125 is 3.32, demonstrating high level of agreement from respondents.

Moreover, the median of “The employees trust the promises provided by managers”, as an indicator, from a sample of 125 is 3.18, indicating high level of agreement from respondents. Contrariwise, the median of “Whenever the manager makes a decision, he considers the decision’s impact on employees” as an indicator, from a sample of 125 is 2.96, suggesting low level



of agreement from respondents. In the same way, the median of “Managers take the opinions of employees into account when making decisions” from a sample of 125 is 2.55, demonstrating low level of agreement from respondents (Table 6).

The results suggest the existence of some good level of trust among employees and employers, which is key to improving employee-employer relations in the selected publishing firms in the Accra Metropolis. This is because, out of the six indicators that measured ‘trust’, a majority of four indicators had median scores which were above 3.00. This finding is in agreement with the statement made by Herington *et al.* (2009) that, trust is a key relationship element in improving employee-employer relations in every organisation. Similar results were recorded by Odhong and Omolo (2014) in Kenya. According to the researchers, employee trust is fundamental in promoting good employee relations.

### **Shared goals and values as a dimension of employee-employer relations**

In the business context, a goal is most commonly viewed as something that a firm “values” and the extent to which employee’s value the same goal provides a sharing of something of value between employees and the firm (Herington *et al.*, 2009).

In examining shared goals and values as a component of employer-employee relations in the selected publishing firms in the Accra Metropolis, six indicators were measured on a five-point likert scale (Table 7). Score ‘5’ showed the strongest agreement while score ‘1’ showed the least agreement. These scores are generalised based on respondents’ level of agreement with

each of the positive statements provided under “Shared goals and values” on the questionnaire.

**Table 7: Shared Goals and Values**

Indicators	N	Median
Employees understand and know the organisation’s goals and values.	125	4.54
Employees achieve goals easily because they know it well.	125	4.41
Shared goals and values lead the employees to become active participants in the organisation.	125	3.83
Questioning and punishment are executed in case any employee violates the organisation’s terms and regulations.	125	3.72
Employees’ participation in setting goals affects their productivity in a positive way.	125	3.57
Employees participate in setting the organisation’s goals and values and work to achieve it.	125	3.49

Scale (Median): Low = 1.00 – 2.90; High = 3.00 – 5.00

Source: Field survey (2018)

From Table 7, the median of “Employees understand and know the organisation’s goals and values”, as an indicator, from a sample of 125 is 4.54, indicating high level of agreement from respondents. The median of “Employees achieve goals easily because they know it well”, as an indicator, from a sample of 125 is 4.41, showing high level of agreement from respondents. The median of “Shared goals and values lead the employees to

become active participants in the organisation”, as an indicator, from a sample of 125 is 3.83, suggesting high level of agreement from respondents.

Besides, the median of “Questioning and punishment are executed in case any employee violates the organisation’s terms and regulations”, as an indicator, from a sample of 125 is 3.72, demonstrating high level of agreement from respondents. The median of “Employees’ participation in setting goals affects their productivity in a positive way”, as an indicator, from a sample of 125 is 3.57, suggesting high level of agreement from respondents. The median of “Employees participate in setting the organisation’s goals and values and work to achieve it”, as an indicator, from a sample of 125 is 3.49, indicating high level of agreement from respondents (Table 7).

The results demonstrate the existence of strong shared goals and values held by employees and employers, which can enhance employee-employer relations in the selected publishing firms in Accra Metropolis. This revelation confirms the findings of Al-Khozondar (2015) in Palestine, where shared goals and values had the highest degree of approval from the view point of the employees as a dimension that can improve employee-employer relations in telecommunication and banking sectors in the Gaza Strip.

### **Leadership style as a component of employee-employer relations**

Leadership style, often called ‘management style’, describes the approach managers use to deal with people in their teams (Armstrong, 2009). For the purposes of examining the leadership styles adopted by managers/employers in the selected publishing firms in the Accra Metropolis, four indicators were measured on a five-point likert scale (Table 8). Score ‘5’

showed the strongest agreement and score '1' showed the least agreement. These scores are generalised based on respondents' level of agreement with each of the positive statements provided under "Leadership style" on the questionnaire.

**Table 8: Leadership Style**

Indicators	N	Median
The Manager delegates some of his power to all employees working with him.	125	3.53
The Manager encourages employees to be creative in their work and bring new ideas.	125	3.13
The Manager encourages employees to express their opinions in planning and implementing the work.	125	3.05
The Manager gives employees freedom to choose tasks because he trusts their opinions and decisions.	125	2.81

Scale (Median): Low = 1.00 – 2.90; High = 3.00 – 5.00

Source: Field survey (2018)

In Table 8, the median of "The Manager delegates some of his power to all employees working with him", as an indicator, from a sample of 125 is 3.53, indicating high level of agreement from respondents. The median of "The Manager encourages employees to be creative in their work and bring new ideas", as an indicator, from a sample of 125 is 3.13, suggesting high level of agreement from respondents. The median of "The Manager encourages employees to express their opinions in planning and implementing

the work”, as an indicator, from a sample of 125 is 3.05, showing high level of agreement from respondents. Inversely, the median of “The Manager gives employees freedom to choose tasks because he trusts their opinions and decisions”, as an indicator, from a sample of 125 is 2.81, demonstrating high level of agreement from respondents.

The results revealed that the leadership style held by managers/employers, to a large extent, enhances employee-employer relations in the selected publishing firms in the Accra Metropolis, because the median for three indicators (out of the four indicators measured) were more than 3.00. This result is in conformity with the statement made by Wang *et al.* (2005) that, leadership is considered a factor that has a major influence on the productivity of organisations, managers and employees.

### **Employee-Employer Relations among some Selected Publishing Firms**

Based on the descriptive statistics above, the study found that there is good employee-employer relations in the selected publishing firms in the Accra Metropolis. This was based on the fact that, majority (if not all) of the indicators that measured each of the study dimensions (human resource practices; communication; trust; shared goals and objectives; and leadership style) were more than 3.00, as shown in Table 9..

**Table 9: Employee-Employer Relations among some Selected Publishing Firms**

Employee-Employer Relation Components	Total Number of Indicators	Indicators with Median above 3.00	Indicators with Median below 3.00
Human resource practices	7	7	-
Communication	7	6	1
Trust	6	4	2
Shared goals and objectives	6	6	-
Leadership style	4	3	1
<b>Total</b>	<b>30</b>	<b>26</b>	<b>4</b>

Source: Field survey (2018)

It was also noticed that shared goals and values had the highest degree of consent from the view point of the employees, then human resource practices, followed by communication, leadership styles and lastly, trust (Table 10). This finding is consistent with that of Al-Khozondar (2015) in Palestine. The author found that, shared goals and values had the highest degree of approval from employees than HR Practices, followed by communication and then leadership and finally, trust.

**Table 10: Mean Ranking**

Employee-Employer Relation Components	Overall Mean Scores	Rank
Human resource practices	3.49	2 <sup>nd</sup>
Communication	3.31	3 <sup>rd</sup>
Trust	3.08	5 <sup>th</sup>
Shared goals and objectives	3.86	1 <sup>st</sup>
Leadership style	3.12	4 <sup>th</sup>

Source: Field survey (2018)

### **The Level of Productivity among some Selected Publishing Firms**

The second objective of this study sought to assess the level of productivity in selected publishing firms in the Accra Metropolis over the last two years. In achieving this objective, seven indicators were measured on a five-point Likert scale (Table 11). Score '5' showed the strongest agreement while score '1' showed the least agreement. These scores are generalised based on respondents' level of agreement with each of the positive statements provided under "Productivity in selected publishing firms" on the questionnaire.

**Table 11: Productivity in some Selected Publishing Firms**

Indicators	N	Median
Employees sometimes exceed the pre-determined target (output) by management.	125	3.91
Employees are able to use minimal resources to execute a job.	125	3.71
Employees make an effort to achieve their tasks in the required time.	125	3.68
Employees demonstrate creativity and innovation in their job.	125	3.57
Employees carry out orders and instructions issued by the manager related to the work.	125	3.54
Employees are able to adapt in the event of emergency situations at work.	125	3.50
Employees do well to reduce wastage that occurs within the production process.	125	3.34

Scale (Median): Low = 1.00 – 2.90; High = 3.00 – 5.00

Source: Field survey (2018)

From Table 11, the median of “Employees sometimes exceed the pre-determined target (output) by management”, as an indicator, from a sample of 125 is 3.91, showing high level of agreement from respondents. In the same vein, the median of “Employees are able to use minimal resources to execute a job”, as an indicator, from a sample of 125 is 3.71, suggesting high level of agreement from respondents. Correspondingly, the median of “Employees make an effort to achieve their tasks in the required time”, as an indicator, from a sample of 125 is 3.68, demonstrating high level of agreement from



respondents. In addition, the median of “Employees demonstrate creativity and innovation in their job”, as an indicator, from a sample of 125 is 3.57, indicating high level of agreement from respondents.

Similarly, the median of “Employees carry out orders and instructions issued by the manager related to the work”, as an indicator, from a sample of 125 is 3.54, showing high level of agreement from respondents. Likewise, the median of “Employees are able to adapt in the event of emergency situations at work”, as an indicator, from a sample of 125 is 3.50, demonstrating high level of agreement from respondents. Equally, the median of “Employees do well to reduce wastage that occur within the production process”, as an indicator, from a sample of 125 is 3.34, showing high level of agreement from respondents (Table 11). The results show high level of productivity among the selected publishing firms in the Accra Metropolis, over the past two years.

### **Employee-Employer Relations and Productivity**

The last and final objective of this research project sought to test the relationship between employee-employer relations and productivity of the selected publishing firms in Accra Metropolis. Inferential statistics specifically Pearson’s correlation was employed for this analysis. Correlation analysis was used to determine the relationships that exist among the two variables of interest (employee-employer relations as well as productivity of selected publishing firms). The simple bivariate correlation (also known as zero-order correlation) of SPSS version 21 was employed to determine the relationships that exist among study variables and it was subject to two-tailed test of

statistical significance. Correlation was considered significant at  $p < 0.01$  probability level.

As recommended by Pallant (2007), correlation values ( $r$ ) were interpreted according to Cohen’s (1988) guidelines: Very weak ( $r = .10$  to  $.29$  or  $r = -.10$  to  $-.29$ ); weak ( $r = .30$  to  $.49$  or  $r = -.30$  to  $-.49$ ); moderate ( $r = .50$  to  $.69$  or  $r = -.50$  to  $-.69$ ); and large ( $r = .70$  to  $.99$  or  $r = -.70$  to  $-.99$ ). These guidelines apply whether or not there is a negative sign in front of the  $r$  value. Preliminary analyses were performed to ensure no violation of the assumptions of normality, linearity and homogeneity of variance.

The result obtained indicated that employee-employer relations have a positive and significant relationship with the productivity of selected publishing firms in Accra Metropolis as evident from Table 12. Specifically, the relationship between employee-employer relations and productivity of selected publishing firms in Accra Metropolis was moderate and positive ( $r = .608$ ,  $n = 125$ , sig value  $< 0.01$ ).

**Table 12: Employee-Employer Relations and Productivity Nexus**

		Employee- employer relations	Productivity in publishing firms
Employee-employer relations	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	125	
Productivity in selected publishing firms	Pearson Correlation	.608**	1
	Sig. (2-tailed)	.000	
	N	125	125

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

Source: Field survey (2018)

This finding is in line with the result of several researchers (Al-Khozondar, 2015; Kaplan & Norton, 1996; McGregor, 1960; Okafor, 2013; Sequeira & Dhriti, 2015; Tamen, 2013). Sequeira and Dhriti (2015) revealed that improving the employee relations practices an organisation can improve the performance of employees and thereby the overall productivity of the organisation. According to Okafor (2013), when workers feel uncomfortable at work, it demoralises them and they resort to negative approaches to the working environment. If such relationships are not cordial, the workforce at the floor level might try to derail the organisation, leading to low productivity.

Similarly, Tamen (2013) found that employee participation has a positive impact on the Faculty's effectiveness, efficiency and productivity. According to McGregor (1960), a high degree of employee participation in the management of a company will not only develop the hidden talents but also have a positive effect on the productivity level of such a company. Kaplan and Norton (1996, p. 130) put forward that "satisfied employees are a precondition for increasing productivity..."

### **Summary of Key Findings**

The findings showed that:

- ✚ There is good employee-employer relations in the selected publishing firms in Accra Metropolis.
- ✚ Shared goals and values had the highest degree of consent from the view point of the employees, then human resource practices, followed by communication and then leadership styles and lastly, trust.

- ✚ There is high level of productivity among selected publishing firms in the Accra Metropolis over the past two years.
- ✚ Employee-employer relations had a positive and significant relationship with the productivity of the selected publishing firms in the Accra Metropolis ( $r = .608$ ,  $n = 125$ , sig value  $< 0.01$ ).

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

This chapter presents summary of the study and major findings derived from the study. Conclusions arrived and recommendations arising from the findings are provided in this chapter.

#### Summary of the Study

This study investigated the influence of employee relations on productivity in selected publishing firms in the Accra Metropolis. The non-interventional quantitative research design was adopted for the study. Specifically, the study used the correlational study design. The population of the study constituted all the 92 publishing companies (both private and public) registered with the Ghana Book Publishers Association and operating within the Accra Metropolis.

The study used the multi-stage sampling method to choose samples for the study. First of all, the lottery technique of the simple random sampling method was used to select six publishing firms (out of the total number of 92 firms) in the Accra Metropolis. These firms included Asempa Publishers, Step Publishers, Afram Publications, Adwinsa Publications, Sedco Publications, and Aki Ola Publications. Afterwards, the census method was used to select all 135 regular staffs in each of the six selected publishing firms (all put together) in the Accra Metropolis. Data was collected from primary sources with the help of a structured questionnaire which was designed by the researcher based on past studies. The research instrument comprised various

sections that answer the research objectives respectively. To add, the instrument was consistent with the concepts and constructs found in the conceptual framework.

The questionnaire consisted of 42 items which are divided into four (3) sections: 'Section A' collected data on the demographic characteristics of respondents; 'Section B' focused on employee relations, and 'Section C' captured productivity in selected publishing firms. Statements that make up Sections B and C on the questionnaire were measured on a five-point likert scale with Score '1' indicating '*Least Agreement*' agreement and Score '5' indicating '*Strong Agreement*'. First of all, a pre-test on 30 staffs working with the selected publishing firms was conducted. All 30 questionnaires administered to the respondents were recovered. Though some grammatical errors were corrected, no changes were made in the questionnaire with respect to each of the questions in the constructs since all the questions were understood by the respondents.

A self-administered questionnaire process was used to collect primary data. Since the time required for filling the questionnaire was mutually agreed between the respondents and the researcher, questionnaires were left with them and collected later. Completed questionnaires were collected within an agreed period of four weeks after they were administered. Upon several follow-ups made by the researcher, 125 questionnaires (out of the 135 administered) were retrieved hence a return rate of 92.59% ( $125/135 \times 100\%$ ). The data collected were analysed using descriptive statistical tools (median, mean) as well as inferential statistics (Pearson's' correlation coefficient) with the help of SPSS for windows version 21.

## Key Findings

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

- ✚ There is good employee-employer relations in the selected publishing firms in Accra Metropolis.
- ✚ Shared goals and values had the highest degree of consent from the view point of the employees, then human resource practices, followed by communication and then leadership styles and lastly, trust.
- ✚ There is high level of productivity among selected publishing firms in the Accra Metropolis over the past two years.
- ✚ Employee-employer relations had a positive and significant relationship with the productivity of the selected publishing firms in the Accra Metropolis.

## Conclusions

The study investigated the influence of employee relations on productivity in the selected publishing firms in the Accra Metropolis. From the study, it is evident that employee-employer relationship is vital to the success of any company or business. Therefore, employers should have the interest of employees at heart so as to know their needs and methods of satisfying those needs. Happy employees work better together, have greater trust, and are a great recruiting vehicle because they tell others they love where they work, but most importantly they are willing to commit to extraordinary results. Employee relations touch every function within an organisation. On the

contrary, if employees are not happy, then it is unlikely that they will make the customers happy. The organisation will therefore be throwing its profits and its business away.

### **Recommendations**

After investigating the influence of employee relations on productivity in the selected publishing firms in the Accra Metropolis, it is important to make recommendations to help improve the existing situation. The study recommends that, publishing firms should pay special attention to employee relations; publishing firms should focus on training as a very helpful strategy to develop the employees' skills and abilities to enable them carry out their tasks effectively; publishing firms should apply human resource practices to achieve improved results in their employees' performance; publishing firms should provide inspiring and effective leadership, open and transparent communication which will lead to motivated employees and enhanced productivity; publishing firms should improve communication with the employees through exchanging ideas, feelings and opinions with management; and lastly, publishing firms should involve their employees in decision making which will improve trust between them.

### **Suggestion for Future Research**

It is suggested that future research extends the population to cover publishing firms across all other nine regions in Ghana so as to establish the general situation of employee relations in publishing firms in Ghana. Also, a



mixed methodology is recommended for future research in order to explain the quantitative figures.

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APPENDIX

Questionnaire for staffs

**EMPLOYEE RELATIONS AND PRODUCTIVITY: A STUDY OF  
SELECTED PUBLISHING FIRMS IN THE ACCRA METROPOLIS**

This questionnaire is designed to gather information for a research project in partial fulfilment of the requirement for Master of Business Administration (General Management) degree from the University of Cape Coast (UCC). Your participation is necessary and your responses will be treated confidential and for academic purpose only.

**Name of Researcher:** Abigail Adwoa Ackon, **Mobile:** (+233) 0243-084-616

Please tick [] the appropriate response where options are provided and write your response where spaces are provided.

**SECTION A: DEMOGRAPHIC CHARACTERISTICS**

A1. Gender: a. Male [] b. Female []

A2. Age [years]: .....

A3. What is your functional level in your organisation?

a. Top management (manager, assistant managers etc.) []

b. Middle management (Director, Deputy Director, Head of Dept. etc.) []

c. Operational management (Employee) []

A4. What is your highest educational qualification achieved?

a. Diploma and less [] b. Bachelor's Degree [] c. Master's Degree []

d. PhD [] e. Other(s), please specify.....

A5. How long have you worked in your organisation? .....

**SECTION B: EMPLOYEE RELATIONS**

Each of the following statements relates to employee-employer relations in your firm. Please indicate your level of agreement to each of the following statements anchored on the scale:

*“1: Least Agreement to 5: Strong Agreement”*

<b>Human Resource Practices</b>					
B1. Selection and recruitment processes in my organisation are considered fair.	1	2	3	4	5
B2. My organisation provides training opportunities for me in order to increase my skills and abilities.	1	2	3	4	5
B3. Employee training needs are discussed with the manager.	1	2	3	4	5
B4. There is proportionality between the training that I had and the requirements of my work.	1	2	3	4	5
B5. Rewards and incentives system in my organisation are characterised by objectivity and transparency.	1	2	3	4	5
B6. Performance appraisal systems contain standards to measure the employees' skills and productivity.	1	2	3	4	5
B7. Each employee is aware of his/her career path in the organisation.	1	2	3	4	5
<b>Communication</b>					
B8. The manager talks continuously with employees about work problems and obstacles.	1	2	3	4	5
B9. The manager can deliver clear messages to employees about matters relating to work.	1	2	3	4	5
B10. The manager uses various communication methods to clarify his ideas.	1	2	3	4	5
B11. The manager conducts regular meetings to discuss the employees' achievements.	1	2	3	4	5
B12. Written information is provided to employees in an easy manner to understand.	1	2	3	4	5
B13. The organisation asks for feedback from the employees about the quality of information they receive.	1	2	3	4	5
B14. The manager accepts criticism from the employees.	1	2	3	4	5
<b>Trust</b>					
B15. The organisation treats employees fairly and without discrimination.	1	2	3	4	5
B16. The employees trust the promises provided by managers.	1	2	3	4	5

B17. Whenever the manager makes a decision, he considers the decision's impact on employees.	1	2	3	4	5
B18. Managers take the opinions of employees into account when making decisions.	1	2	3	4	5
B19. The employees feel very confident about their managers' skills and abilities.	1	2	3	4	5
B20. Managers appreciate employees who perform their tasks properly.	1	2	3	4	5
<b>Shared Goals and Values</b>					
B21. Employees participate in setting the organisation's goals and values and works to achieve it.	1	2	3	4	5
B22. Employees understand and know the organisation's goals and values.	1	2	3	4	5
B23. Employees achieve goals easily because they know it well.	1	2	3	4	5
B24. Employees' participation in setting goals affects their productivity in a positive way.	1	2	3	4	5
B25. Shared goals and values leads the employees to become active participants in the organisation.	1	2	3	4	5
B26. Questioning and punishment are executed in case any employee violates the organisation terms and regulations.	1	2	3	4	5
<b>Leadership Style</b>					
B27. The Manager encourages employees to express their opinions in planning and implementing the work.	1	2	3	4	5
B28. The Manager encourages employees to be creative in their work and bring new ideas.	1	2	3	4	5
B29. The Manager gives employees freedom to choose tasks because he trusts their opinions and decisions.	1	2	3	4	5
B30. The Manager delegates some of his power to all employees working with him.	1	2	3	4	5

**SECTION C: PRODUCTIVITY IN SELECTED PUBLISHING FIRMS**

Each of the following indicators relate to the productivity of the selected publishing firms in the Accra Metropolis. Please indicate your level of productivity (*over the past two years*) regarding each of the following statements anchored on the scale:

*“1: Least Agreement to 5: Strong Agreement”*

C1. Employees sometimes exceed the pre-determined target (output) by management.	1	2	3	4	5
C2. Employees are able to use minimal resources to execute a job.	1	2	3	4	5
C3. Employees do well to reduce wastage that occurs within the production process.	1	2	3	4	5
C4. Employees make an effort to achieve their tasks in the required time.	1	2	3	4	5
C5. Employees demonstrate creativity and innovation in their job.	1	2	3	4	5
C6. Employees are able to adapt in the event of emergency situations at work.	1	2	3	4	5
C7. Employees carry out orders and instructions issued by the manager related to the work.	1	2	3	4	5