

Employer-Employee Relationship and Job Performance in Bingham University, Karu.

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ABSTRACT

This paper aims to examine the connection between employer and employee relationship and to highlight the benefits of positive employer-employee relations in Bingham University. Anchored on the Relational Dialectics Theory of Public Relations and adopting the survey research design, the study finds out that no institution of learning can exist without a cordial relationship with its employees and that communication is a vital tool for creating and sustaining employer-employee relations. Findings also reveal that the relationship between employers and employees is both complex and essential. The paper further discovered that there is a significant relationship between employer-employee relations and job performance of Bingham University employees; while a poorly managed employer-employee relations negatively affects job performance of employees; a well-managed employer-employee relationship positively enhances the job performance of employees. The research also discovered that there can be no lasting good corporate image or corporate communication and relations with external public without a cordial and mutually beneficial relationship with employees. The study further found that happy employees are satisfied and productive leading to job satisfaction and performance. The study concluded and recommended that no university can run effectively without people and that employees do not work in a vacuum; they need to communicate and work with others to achieve organizational goals or objectives. Need to create and sustain a positive relationship with both the internal publics in order to keep the institution running profitably, avoid image problems and ensure that employees perform at their best.

Keywords: employee relations, employer relations, job performance, communication & job satisfaction

INTRODUCTION

According to [1] employee relations and employer relations are subsets of public relations and that organizations and institutions can only survive and grow in the 21st century if appropriate skills are used to motivate and inspire primary stakeholders. It is also noteworthy that no organization can survive in isolation and that communication is the bed-rock of every successful employer and employee relations. Therefore, by extension, communication is the engine-room which drives effective and efficient corporate relations as well as employee relations. Successful relationships, be it at personal level or corporate level is essentially a product of combined efforts of both parties involved. Thus, [2] define employee relations as the policies and practices which are concerned with the

management and regulation of relationship between an organization, the individual staff members, and groups of staff within the working environment. Corporate relations on the other hand is any potentially sustainable relationship between an organization and other organizations and or the community and the employees. Corporate relations facilitate mutually beneficial relationships with companies to achieve business objectives through research, recruiting, or employee development [3] [4].

Scholars such as [5] as well as [6] have argued that an organization cannot consistently improve interdependent systems and processes until such an organization progressively perfects "interdependent and interpersonal relationships". It is the quality of the

employee workplace relationship that in most cases impacts on the level of employee motivation and subsequent performance. According to [7], how well employees engage with the organization, especially with their immediate environment which in most cases are their colleagues, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and, ultimately, how long they stay on the job (rate of labour turnover). Harmonious relationship between each organization (employer) and its employees is essential to job performance. Corporate relations between each employer and its employees may assure that the responsibilities and authorities granted to and by statute are carried out in an atmosphere which permits the fullest participation by employees in the determination of conditions of employment that affect them [8]. These are the perspectives on which this study is based.

Statement of the Research Problem

[9] [10] have affirmed that employee relationship is one of the vital determinants of work place performance. However, they [11] [12] assert that many organizations do not give employee relations the needed priority attention it deserves. This vital aspect of organizational image building and success being neglected forms the basis for this study. Another aspect of concern in this study is the inter-connectedness or the nexus between employer-employee relations, otherwise called corporate relations and job performance in Bingham University. [2] [3] further reveal that many organizations hasten to portray their corporate image without properly and adequately establishing a cordial relationship with their most important publics - their employees. [5] carried out a research on "The Influence of Employee Relations on Organization Performance of Private Universities in Kenya". Using the employee organization relationship theory, the findings indicate that the quality of the employees' workplace relationship impacts greatly on the level of employee's motivation and subsequent

performance. The study further shows that how well the employees engage with the organization, especially with their immediate environment which are in most cases their colleagues, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and, ultimately, how long they stay in the job. The extent to which this relationship exists in Bingham University is not clear and the fact that these studies were not focused on Bingham University and therefore did not address the issue of employer-employee relations and job performance in the study area. It is in view of the foregoing that this paper is undertaken to examine the connection between corporate relations and employee relations and job performance in relation to Bingham University.

Objectives of the Study

This research is designed with the intention to:

- 1) Examine the nature of relationship existing between Bingham University and its employees.
- 2) Identify the specific role employer-employee relationship plays towards job performance in Bingham University.
- 3) Find out the extent to which job performance influence error rate, absenteeism, collaboration, innovation and labour turn-over in Bingham University.
- 4) Highlight the interpersonal skills needed to establish and maintain positive relationship between employers and employees.

Research Questions

- 1 What nature of relationship exists between Bingham University and its employees?
- 2 What role does employer-employee relationship play towards job performance in Bingham University?
- 3 To what extent does job performance influence error rate, absenteeism, collaboration, innovation and labour turn-over in Bingham University?

4 What are the interpersonal skills needed to establish and maintain positive relationship

between employers and employees in Bingham University?

REVIEW OF CONCEPTS

Employee Relations

Employee relations can be described as the policies and practices which are concerned with the management and regulation of relationships between an organization, the individual staff members, and groups of staff within the working environment (University of Cape Town, 2018). According to [5], "employee relations is part of an organization's public relations plan which aims at creating mutual understanding and support between management and employees leading to efficient and effective operation of the organization". The ultimate aim of every organization or institution is to increase efficiency and productivity. In other words, employee relations need a serious plan and attention because it is the basis of production. The bedrock of employee relations is employee communication.

[7] states that "employee communication is a very difficult task because employee public is not homogenous". That is, the employees are varied as they include management employees, supervisory employees, clerical employees, casual workers, professional employees, older employees and the younger and more mobile employees. [9] further asserts that employee communication is quite difficult and complicated. This is because so many groups exist in every company or organization due to differences in attitude, beliefs, expectations and within some groups can exist other groups.

Benefits of successful Employer-employee Relations

[11] confirmed that maintaining cordial employee relations in an organization has amazing benefits to both employer and the employees. According to [10], the benefits or advantages of employee relations include, but not limited to the following:

- a) Reduced rate of lateness and absenteeism;
- b) Increased productivity;
- c) Low labor turnover;

- d) Low industrial conflict;
- e) Overall company/organization growth;
- f) Reduced cost and increased productivity.

Corporate Relations

Corporate relations are any potentially sustainable relationship between an organization and other organizations, the host community and the employees. Corporate relations facilitate mutually beneficial relationships with companies to achieve business objective through research, recruiting, or employee development [2].

[2] carried out a research on "The Influence of Employee Relations on Organization Performance of Private Universities in Kenya". Using the employee organization relationship theory, the findings indicate that the quality of the employees' workplace relationship impacts greatly on the level of employee's motivation and subsequent performance. The study further shows that how well the employees engage with the organization, especially with their immediate environment which are in most cases their colleagues, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and, ultimately, how long they stay in the job. This implies that although the study was confined within the private universities in Nairobi Central Business District, the findings are proof that employee relation, when properly created and maintained impacts positively on the corporate image and the general organizational performance. In addition, findings reveal that middle and lower levels of management are in a position to give reliable information on the influence of employee relations on organization performance. The study also shows that industrial relations, employment practices and employee communication affect organization performance. The study concludes that, HR (Human

Resources) department is a key department of any high-profile institution or organizations and that organizations

need to involve their staff in decision making.

LITERATURE REVIEW

Reasons for Employee Relations

The importance of employer-employee relations cannot be overemphasized, because of the role it plays in organizational and employee growth. [3] [4] have identified inspiration, competence and customer service as the major reasons why employer-employee relation is essential. The argument is that employees who are encouraged to work become more productive than those who are not inspired. Scholars also hold the view that the competence of a worker also increases because of a drive to become better and improve service delivery [8]. [9]; [10] also hold the same view that employees' motivation and encouragement help to bring about improved performance and productivity. These scholars are also of the opinion that the following reasons account for employee relations.

Reasons for Employee Relations

1. Company policy, management style and performance
2. Employee need to be informed
3. The need for employee safety at work
4. Work continuity/feedback processes
5. Explaining new developments
6. International relations
7. Good industrial relations
8. New worker induction

Causes of ineffectiveness in Employer-Employee Relationship

In spite of the benefits of positive employer-employee relationship, studies have revealed that the relationship can suffer serious setback as a result of lack of trust and respect for employees, unfair treatment of employees by employers, lack of keeping up to date with the global trends (globalization and technology) in relationship management among others [4] [5] [6].

Relationship Strategies

Team building, delegating important responsibilities, being transparent and open, provision of incentives and

motivation among others are strategies required to maintain a positive relationship [8]; [9].

[10] carried out a research on "The Influence of Employee Relations on Organization Performance of Private Universities in Kenya". Using the employee organization relationship theory, the findings indicate that the quality of the employee's workplace relationship impacts greatly on the level of employee's motivation and subsequent performance. The study further shows that how well the employees engage with the organization (employer), especially with their immediate environment and colleagues, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and, ultimately, determines how long employees stay in the job. This infers that the importance of a positive employer-employee relation cannot be over stressed. Every organization that aims to reduce error rate, reduce rate of labour turn-over, truancy, lethargy and other negative tendencies and subsequently improve job performance.

This implies that although the study was confined within the private universities in Nairobi Central Business District, the findings are proof that employee relations, when properly created and maintained impacts positively on the corporate image and the general organizational performance. In addition, findings reveal that middle and lower levels of management are in a position to give reliable information on influence of employee relations on organization performance. The reviewed study also indicates that industrial relations, employment practices and employee communication affect organization performance. The study concludes that, HR (Human Resources) department is a key department of any high-profile institution or organizations and that organization need to involve their staff in

decision making which is part of employee relations.

According to [11], the human relations theory on which this paper is anchored holds that workers are regarded as qualitatively different from other resources used in production. Therefore, it is assumed that if workers are denied autonomy on the job and or are reduced to acting as mere extensions of the machinery they operate or are given work that inhibits their capacity to create and think, it is argued that they will invariably find ways to subvert the methods of control that enforce these conditions. It implies that the principal task of management in this regard is to create and maintain workplace relations in ways that enable employees to feel personal satisfaction with being involved with the

organization. In other words, institutions operating on this basis are expected to recognize the right of employees to have a say in how they are governed [6].

It is also expected that the organization should take an active interest in developing the skills of employees as a means of demonstrating a commitment to their personal well-being. The aim of managerial approach to employee relations is to seek to reduce internal tensions by developing the sense of workplace satisfaction for employees through techniques that involve them in the organization and regulation of work [2]. This infers that workplace satisfaction through employee relations reduces tensions among workers and the organization.

THEORETICAL FRAMEWORK

This study is anchored on the Relational Dialectics Theory and organization relationship theory. Propounded by Leslie Baxter and Barbara Montgomery in 1988, the major assumption of Relational Dialectics Theory is that the closer individuals become to one another, "the more likely conflict will arise to pull them apart". The proponents of this theory argue that there are no scientific laws that neatly order the experiences of friends and lovers (relationship). Hence, [3] as cited in [11], note that people scuffle to respond to contradictory pulls or things they feel within their relationships. In other words, the forces that strain romantic relationships are also at work among close friends, family members as well as employer-employee relationships. The view of these scholars is that communication parties experience internal conflicting pulls which trigger relationships to be in constant state of change, which is known as dialectical tension. Deductively, therefore, the

Relational Dialectics Theory introduces the concept that the closer individuals become to one another, the more likely conflict will arise to pull them apart [7]. This implies that in employee relations, there is bound to be conflict and therefore, arises also the need to plan to prevent such from happening and to resolve such conflict when it arises, without being accused of unfairness in the treatment of staff. This implies that communication is central to organizing and negotiating relational contradictions. From the perspective of relational dialectics theory, public relations practitioners give life to an organization through their communicative skills and practices [3] cited in [4]. The Relational Dialectics Theory are relevant to this study because both the theory and the model of public relations are concerned with all forms of public relations and advertising communication that concern relationship building and maintenance.

RESEARCH METHODOLOGY

This paper employed survey research method for the study. Standardized questionnaire was used to elicit data from respondents.

Research Population

The targeted population for this research consists of Management Staff, Academic

and Non-Academic Staff of the University. According to Bingham University Annual Report (2018), the total number staff members are 714.

Sampling Procedure

33% of the total population of the staff of Bingham University was used as sample

size for the study. This is in line with [8] assertion that “generally, the acceptable sample size drawn from the targeted population must be 33% and in some cases 25% is acceptable”. Therefore, 33% of 714 which is equal to 235.62; approximately 235 staff members formed the same size for the study.

Systematic sampling was used to determine the participants for the study. [9] states that with systematic sampling, the researcher decides on a system to qualify the participants for the study. The staff members who qualified to participate in the survey are those who have worked in the organization for a

minimum of five (5) years. This criterion was used because it is expected that within the period of 5 years, a staff member would have understood the organizational culture of the institution. Employees from teaching and non-teaching units were selected and requested to complete the questionnaire. They were also selected based on their willingness and availability.

Analysis of Data from Employer's Respondents

Out of 35 copies of questionnaire distributed to Management Staff, 30 copies were returned.

DATA ANALYSIS

Table 1 Demography of Employer Respondents

Respondents	Frequency	Percentage
Males	25	83.3%
Female	5	16.7%
Total	30	100%

Source: Field Survey, 2019

From table 1, there are more male, 25 respondents, representing 83.3% than female, 5 respondents which represents 16.7%.

Table 2 Age Distribution of Respondents

Respondents	Frequency	Percentage
0 - 25	0	0%
26 - 49	13	43.3%
50 - 59	7	23.3%
60 - 69	10	33.4%
Total	30	100%

Source: Field Survey, 2019

Management staff members aged from 26 to 49 years have the highest respondents (13) representing 43.3% followed by those between the age of 60 and 69 (10) which is 33.4%. management staff aged 50 to 59 have the least respondents (7) representing 23.3%.

Table 3: Years in Service

Respondents	Frequency	Percentage
5 - 10 years	12	40%
11 yrs and above	18	60%
Total	30	100%

Source: Field Survey, 2019

Most of the respondents in the Management cadre have been in the service of Bingham University for 11 years and above.

Table 4: Bingham University cannot survive without a cordial relationship with her staff

Respondents	Frequency	Percentage
Strongly Agree	25	83.3%
Agree	5	16.7%
Neutral	0	0%
Disagree	0	0%
Total	30	100%

Source: Field Survey, 2019

25 respondents representing 83.3% strongly agreed that Bingham University cannot survive without maintaining cordial relationship with its employees while 5 respondents representing 16.7% agreed that Bingham University cannot survive without a cordial relationship. Other options have no response.

Table 5: Employer-Employee Relationship creates a positive image and profile in the community

Respondents	Frequency	Percentage
Strongly Agree	26	86.7%
Agree	4	13.3%
Neutral	0	0%
Disagree	0	0%
Strongly Disagree	0	0%
Total	30	100%

Source: Field Survey, 2019

26 of the respondents representing 86.7% strongly agree that a good relationship between employer and employee creates a positive corporate image and profile for Bingham University in the community while 4 respondents that is, 13.3% agree.

Table 6: Good Relationship with Employees Increases Productivity

Respondents	Frequency	Percentage
Strongly Agree	24	80%
Agree	6	20%
Neutral	0	0%
Disagree	0	0%
Strongly Disagree	0	0%
Total	30	100%

Source: Field Survey, 2019

On the above position, strongly agree has 26 respondents representing 86.7% while 4 respondents (13.3%) agreed. Other options have nothing.

Table 7: Good Relationship with Employees facilitates job satisfaction

Respondents	Frequency	Percentage
Strongly Agree	16	53.3%
Agree	14	46.7%
Neutral	0	0%
Disagree	0	0%
Strongly Disagree	0	0%
Total	30	100%

Source: Field Survey, 2019

On facilitation of job satisfaction, Strongly Agree has 16(53.3%) while Agree has 14(46.7%). Other options have no response.

Table 8: Good Relationship with Employees makes it possible to attract and retain employees.

Respondents	Frequency	Percentage
Strongly Agree	18	60%
Agree	8	26.7%
Neutral	0	0%
Disagree	4	13.3%
Strongly Disagree	0	0%
Total	30	100%

Source: Field Survey, 2019

60% of the respondents strongly agree. 26.7% agreed. 13.3% disagree that good relationship does not attract and retain employees.

Table 9: Good Relationship with Employees reduce employees' protests

Respondents	Frequency	Percentage
Strongly Agree	14	46.6%
Agree	8	26.7%
Neutral	0	0%
Disagree	8	26.7%
Strongly Disagree	0	0%
Total	30	100%

Source: Field Survey, 2019

Most respondents strongly agree that good relationship with employees reduces protest while 8 (26.7%) respondents agree. 8(26.7%) disagree that good relationship with employees does not reduce protests.

Table 10: Good Relationship with Employees promotes trust/open communication

Respondents	Frequency	Percentage
Strongly Agree	22	73.4%
Agree	4	13.3%
Neutral	4	13.3%
Disagree	0	0%
Strongly Disagree	0	0%
Total	30	100%

Source: Field Survey, 2019

Good relationship promotes trust an open communication 73.4% strongly agree, 4(13.3%) agree and 4(13.3%) are neutral.

Table 11: Good Relationship between employer and Employees creates good working environment

Respondents	Frequency	Percentage
Strongly Agree	21	70%
Agree	5	16.7%
Neutral	4	13.3%
Disagree	0	0%
Strongly Disagree	0	0%
Total	30	100%

Source: Field Survey, 2019

Majority of respondents 21(70%) strongly agree to the above followed by 5(16.7% agree and 4(13.3%) are neutral while disagree and strongly disagree had no responses.

Table 12: Good employee Relationship includes regular payment of salaries and other allowances, conducive working environment, job security, training and proper placement

Respondents	Frequency	Percentage
Strongly Agree	15	50%
Agree	0	0%
Neutral	10	33.3%
Disagree	5	16.7%
Strongly Disagree	0	0%
Total	30	100%

Source: Field Survey, 2019

50% strongly agree 33.3% are neutral and 16.7% disagree.

Table 13: Good employer-employee Relationship in Bingham University is mutually beneficial to both employer and employees.

Respondents	Frequency	Percentage
Strongly Agree	17	57.7%
Agree	8	26.7%
Neutral	5	16.6%
Disagree	0	0%
Strongly Disagree	0	0%
Total	30	100%

Source: Field Survey, 2019

Employer-employee relationship in Bingham University is beneficial to both employer and employees. 56.7% strongly agree that it is so. 26.7% agree that it is so and 16.6% are neutral about this position.

ANALYSIS OF EMPLOYEE RESPONDENTS

218 copies of questionnaire returned while 4 not returned

Table 14: Gender of Respondents

Respondents	Frequency	Percentage
Males	128	58.7%
Female	90	41.3%
Total	218	100%

Source: Field Survey, 2019

More male staff (58.7%) responded.

Table 15: Age of Respondents

Respondents	Frequency	Percentage
18 - 25	8	3.7%
26 - 35	30	13.8%
36 and Above	180	82.5%
Total	218	100%

Source: Field Survey, 2019

Most of the Staff of Bingham University are aged between 36 and above followed by 26 and 35 years and 18 - 25 least 3.7%

Table 16: Category of Respondents

Respondents	Frequency	Percentage
Senior staff	198	90%
Junior Staff	20	9.2%
Total	218	100%

Source: Field Survey, 2019

Senior staff are more by 198(90%) and junior staff 20(9.2%).

Table 17: Years in Service

Respondents	Frequency	Percentage
5 - 10 years	170	78.0%
11 years and above	48	22.0%
Total	218	100%

Source: Field Survey, 2019

Majority of staff 170(78.0%) put in 5-10 years in service and 48(22.0%) put 11 years.

Table 18: I am willing to work in Bingham University for the next 5 years

Respondents	Frequency	Percentage
Strongly Agree	18	8.3%
Agree	102	46.8%
Neutral	98	44.9%
Disagree	0	0%
Strongly Disagree	0	0%
Total	218	100%

Source: Field Survey, 2019.

Most staff 46.8% agreed that they are willing to work for Bingham University for the next 5 years 44.9% are neutral about their willingness to work for BHU for the next 5 years, 8.3% respondents strongly agree that they are willing to stay or work for Bingham University for the next 5 years.

Table 19: I have a cordial or good relationship with my employer

Respondents	Frequency	Percentage
Strongly Agree	90	41.3%
Agree	100	45.9%
Neutral	28	12.8%
Disagree	0	0%
Strongly Disagree	0	0%
Total	218	100%

Source: Field Survey, 2019.

Respondents 100(45.9%) agree to the above, 90(41.3%) strongly agree and 28(12.8%) are neutral. Disagree and Strongly Disagree have no responses.

Table 20: I feel a strong personal attachment to Bingham University

Respondents	Frequency	Percentage
Strongly Agree	10	4.6%
Agree	108	49.5%
Neutral	92	42.2%
Disagree	8	3.7%
Strongly Disagree	0	0%
Total	218	100%

Source: Field Survey, 2019.

Majority of the staff members 108(49.5%) agreed that they feel strong personal attachment to Bingham University.

Table 21: The University cares about me and contributes to my success

Respondents	Frequency	Percentage
Strongly Agree	10	4.6%
Agree	108	49.5%
Neutral	92	42.2%
Disagree	8	3.7%
Strongly Disagree	0	0%
Total	218	100%

Source: Field Survey, 2019.

Majority of respondents 90(41.3%) agree, 60(27.5%) are neutral, 56(25.7%) disagree, 12(5.5%) strongly agree. Strongly Disagree has no response.

Table 22: I contribute to the success of Bingham University

Respondents	Frequency	Percentage
Strongly Agree	96	90%
Agree	22	10%
Neutral	0	0%
Disagree	0	0%
Strongly Disagree	0	0%
Total	218	100%

Source: Field Survey, 2019.

Great portion of staff (90%) i.e. 196 respondents strongly agree that they contribute to the success to the University.

Table 23: Good relationship with employees reduces employees' protest

Respondents	Frequency	Percentage
Strongly Agree	208	95.4%
Agree	9	4.1%
Neutral	1	0.5%
Disagree	0	0%
Strongly Disagree	0	0%
Total	218	100%

Source: Field Survey, 2019.

95.4% i.e. 208 respondents strongly agree that good or cordial relationship reduces employee protest.

Table 24: Bingham University attracts and retains outstanding employees

Respondents	Frequency	Percentage
Strongly Agree	20	9.2%
Agree	110	50.5%
Neutral	30	13.8%
Disagree	53	24.2%
Strongly Disagree	5	2.3%
Total	218	100%

Source: Field Survey, 2019.

Respondents respond to all the variables here those who agree that the Bingham University attracts and retains outstanding employees have the highest respondents (110) representing 50.5%.

Table 25: The employer communicates openly and honestly with the employees

Respondents	Frequency	Percentage
Strongly Agree	0	0%
Agree	100	45.9%
Neutral	50	22.9%
Disagree	50	25.9%
Strongly Disagree	18	8.3%
Total	218	100%

Source: Field Survey, 2019.

Highest 100 (45.5%) agree to open and honest communication with employee equal (50) respondents are both neutral and disagree 22.9%, 8.3% disagree.

Table 26: I would like to see my relationship with the University in the foreseeable future

Respondents	Frequency	Percentage
Strongly Agree	80	36.7%
Agree	120	55.0%
Neutral	18	8.3%
Disagree	0	0%
Strongly Disagree	0	0%
Total	218	100%

Source: Field Survey, 2019.

55.0% agree to foreseeable future growth and 36.7%strongly agree to foreseeable future in their relationship.

Table 27: I understand the principles and values of Bingham University

Respondents	Frequency	Percentage
Strongly Agree	80	27.5%
Agree	108	49.5%
Neutral	0	0%
Disagree	32	14.7%
Strongly Disagree	18	8.3%
Total	218	100%

Source: Field Survey, 2019.

108 respondents representing 49.5% agree that they understand the principles and values of Bingham University, 14.7% disagree while 8.3% strongly disagree. More work needs to be done on the area of creating awareness perhaps through orientation of staff on the principles and values of the University.

Table 28: Employee is valued and rewarded in Bingham University

Respondents	Frequency	Percentage
Strongly Agree	6	2.8%
Agree	79	36.2%
Neutral	66	30.3%
Disagree	55	25.5%
Strongly Disagree	12	5.5%
Total	218	100%

Source: Field Survey, 2019.

Highest number of respondents 79 (36.2%) agree, 30.3% are neutral while 25.2% disagree and 5.5% strongly disagree. Reward system not strong enough. A lot of work needs to be done.

Table 29: Good or cordial relationship with employer and colleagues provides opportunity to grow.

Respondents	Frequency	Percentage
Strongly Agree	130	59.6%
Agree	88	40.4%
Neutral	0	0%
Disagree	0	0%
Strongly Disagree	0	0%
Total	218	100%

Source: Field Survey, 2019.

No neutrality, no disagreement, no strongly disagree. Strongly agree 59.6% (130) respondents while 88 respondents representing 40.4% agree that cordial relationship with employer and employees provides opportunity for growth.

Table 30: I believe that Bingham University deserves my loyalty

Respondents	Frequency	Percentage
Strongly Agree	65	29.8%
Agree	135	61.9%
Neutral	18	8.3%
Disagree	0	0%
Strongly Disagree	0	0%
Total	218	100%

Source: Field Survey, 2019.

Most respondents 6.9% agree, 29.8% respondents strongly disagree, and 8.3% are neutral.

Table 31: Over the years my loyalty to Bingham University has grown stronger

Respondents	Frequency	Percentage
Strongly Agree	55	25.2%
Agree	111	50.9%
Neutral	32	23.9%
Disagree	0	0%
Strongly Disagree	0	0%
Total	218	100%

Source: Field Survey, 2019.

Most respondents (111) representing 50.9% agree that their loyalty with Bingham University over the years has grown.

Table 32: Employer-Employee relationship in Bingham is mutually beneficial to both employer and employees

Respondents	Frequency	Percentage
Strongly Agree	25	11.5%
Agree	123	56.4%
Neutral	30	13.7%
Disagree	30	13.7%
Strongly Disagree	10	4.7%
Total	218	100%

Source: Field Survey, 2019.

Most respondents 123(56.4%) agree that employer -employee relationship in Bingham University is mutually beneficial to employer employees

Table 33: Cordial employer-employee relationship reduces error rate

Respondents	Frequency	Percentage
Strongly Agree	152	69.7%
Agree	36	16.5%
Neutral	10	4.6%
Disagree	15	6.9%
Strongly Disagree	5	2.3%
Total	218	100%

Source: Field Survey, 2019.

Majority (69.7%) of the respondents strongly agree while 16.5% agree, 4.6% are neutral, 6.9% disagree and 2.3% strongly disagree.

Table 34: Good Employer-Employee relationship in Bingham reduces the rate of absenteeism/truancy

Respondents	Frequency	Percentage
Strongly Agree	125	57.3%
Agree	33	15.1%
Neutral	20	9.2%
Disagree	25	11.5%
Strongly Disagree	15	6.9%
Total	218	100%

Source: Field Survey, 2019.

Strongly agree has the highest respondents of 57.3% followed by 15.1% agree, 11.5% disagree, 9.2% are neutral while 6.9% strongly disagree.

Table 35: Cordial employer-employee relationship increases employee collaboration to work

Respondents	Frequency	Percentage
Strongly Agree	168	77.1%
Agree	20	9.2%
Neutral	16	7.3%
Disagree	14	6.4%
Strongly Disagree	0	0%
Total	218	100%

Source: Field Survey, 2019.

77.1% strongly agree that cordial employer-employee relationship increases employee collaboration to work, 9.2% agree, 7.3% are neutral, 6.4% disagree, strongly disagree has no respondent.

Table 36: Cordial employer-employee relationship causes employees to be innovative

Respondents	Frequency	Percentage
Strongly Agree	170	78.0%
Agree	18	8.3%
Neutral	12	5.5%
Disagree	15	6.9%
Strongly Disagree	3	1.4%
Total	218	100%

Source: Field Survey, 2019.

78.0% strongly agree, 8.3% agree, 5.5% are neutral, 6.9% disagree while 1.4% strongly disagree.

Table 37: Cordial employer-employee relationship reduces rate of labour turnover

Respondents	Frequency	Percentage
Strongly Agree	162	74.3%
Agree	26	11.9%
Neutral	15	6.9%
Disagree	10	4.6%
Strongly Disagree	5	2.3%
Total	218	100%

Source: Field Survey, 2019.

162 respondents representing 74.3% strongly agree that cordial employer-employee relationship reduces labour turnover, 11.9% agree, 6.9% are neutral, 4.6% disagree while 2.3% strongly disagree.

Table 38: My job security in Bingham University is guaranteed

Respondents	Frequency	Percentage
Strongly Agree	20	9.2%
Agree	5	2.3%
Neutral	3	1.4%
Disagree	120	55.0%
Strongly Disagree	70	32.1%
Total	218	100%

Source: Field Survey, 2019.

Majority of respondents (55.5%) disagree that their job security in Bingham University is guaranteed, 32.1% strongly disagree, 9.2% strongly agree, 2.3% agree while 1.4% are neutral.

Table 39: Employer-employee relationship in Bingham University is cordial

Respondents	Frequency	Percentage
Strongly Agree	20	9.2%
Agree	10	4.6%
Neutral	8	3.7%
Disagree	35	16.0%
Strongly Disagree	145	66.5%
Total	218	100%

Source: Field Survey, 2019.

Most of the respondents 66.5% strongly disagree that employer-employee relationship in Bingham University is cordial, 16.0% disagree, 9.2% strongly agree, 4.6% agree while 3.7% are neutral.

Table 40: Employees in Bingham University protest as a result of lack of cordial relationship.

Respondents	Frequency	Percentage
Strongly Agree	0	0%
Agree	0	0%
Neutral	8	3.7%
Disagree	72	33.0%
Strongly Disagree	138	63.3%
Total	218	100%

Source: Field Survey, 2019.

Majority of the respondents 63.3% strongly disagree that employees in Bingham University protest as a result of lack of cordial relationship, 33.0% disagree, 3.7% are neutral while strongly agree and agree has no respondents.

Research Findings

Findings from the two categories of questionnaire indicate that Bingham University cannot survive without cordial relationship as affirmed by 83.3% of employers. 86.7% employers of Bingham University strongly agreed to creation of positive corporate image/profile in the community. On productivity increase via good relationship with employees was strongly affirmed at 80%. Job performance facilitation via good relationship with employees was strongly affirmed by 53.3% and agree 46.7%. Employers strongly affirmed that attracting/retaining employees via good relationship at 60%. Reduction of employee protests via good

relationship with employees was affirmed strongly by 46.6% and agree by 26.7%. Promotion of trust/open communication through good relations with employees was strongly affirmed by 73.4%, neutral 13.3% and agree by 13.3% employers. Good working environment occasioned by good relations between employers and employees was strongly agreed by employers at 70%. Good employee relations features such as payment of salaries, conducive working environment, job security, training, placement etc were strongly agreed at 50%, neutral 33.3% and disagree 16.6%. Mutually beneficial relations existing between employers and

employees was strongly agreed by employers at 57.7%, 26.7% agree and 16.6% neutral.

For employee findings, willingness to work in Bingham University for the next 5 yrs was agreed at 46.8 % &, 44.9% neutral & 8.3% strongly agree. Existence of good/cordial relations with employers was 41.3% SA, 45.9% A & 12.8% N. Care/Contribution of the University to employee success 5.5% SA, 41.3% A, 27.5% N, 25.7% D. Strong personal attachment to Bingham Uni. 4.6% SA, 49.5% A, & 42.2% N. Employee contribution to Bingham success scored 90% SA & 10% A. Protests reduction via good relations 95.4% SA &

4.1% A. Attracting & Retaining outstanding employees 50% A, 9.2% SA, 13.8% N, 13.8% N, 24.2% D & 2.3% SA. On Open/Honest Communication 45.9% A, 22.9% N, 25.9% D & 8.3% SD. Understanding the University's principles/values 49.5% A, 27.5% SA. Growing of relations in future 55.0% A, 36.7% SA. Employer valued/rewarded in Bingham 36.2% A. Opportunity to grow via cordial relations with employer & colleagues SA 59.6% & 40.4% A. Belief of deserving loyalty in Bingham University 61.9% A; Stronger grown loyalty over the years 50.9% A & finally, existence of beneficial relations 56.4% A.

Summary of Findings

Based on the findings, the specific role employer-employee relationship play in job satisfaction and job performance of workers in Bingham University is majorly through cordial relations with each other, conducive working environment and trust.

The role of job satisfaction in employer-employee relationship in Bingham University is increased productivity, willingness to work without pressure, contributions to work success and so on.

The nature of relationship existing between Bingham University and its employees is mutually benefitting while interpersonal skills needed to establish and maintain positive relationship between employers and employees are trust, open/honest communication, according value especially to the employee as the institution cannot exist in isolation. Also, caring/contributing to the success of both stakeholders and so on.

CONCLUSION

The study concludes that Bingham University cannot survive without cordial relationship and since neither of the stakeholders cannot work in isolation, there is a dire need for cultivating

good/cordial relationship and other indices of success as found in the study will manifest from the relationship established and sustained.

RECOMMENDATIONS

The study recommends that good/cordial relations should be created and sustained and should be mutually beneficial.

Trust and open/honest communication should be promoted through good and cordial relations between the employer and the employee.

The employees should be valued, cared for and rewarded for hard work.

The employer should ensure that employee loyalty grows with time while both stakeholders work towards the success of each other.

The employer should endeavor to attract and retain outstanding employees.

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