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AN ASSESSMENT OF EMPLOYEE RELATIONS PRACTICES AND JOB PERFORMANCE: A STUDY OF WINNEBA MUNICIPAL HOSPITAL

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October, 2021

DECLARATION

Student's Declaration

I, **Theodora Siadeyo Caesar**, declare that this dissertation, with the exception of quotations and references contained in published works which all have been identified and duly acknowledged, is entirely my own original work, and it has not been submitted, either in part or whole, for another degree elsewhere.

Signature: …………………...…….…….

Date: …………………..….….…………..

Supervisor's Declaration

I hereby declare that the preparation and presentation of the thesis was supervised in accordance with the guidelines for supervision of thesis/dissertation as laid down by the University of Education, Winneba.
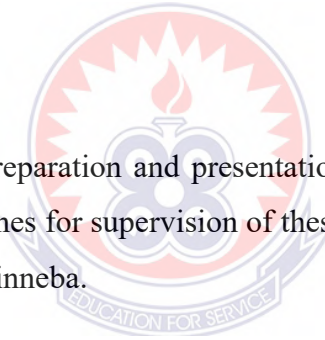
Mrs. Evelyn Twumasi (Supervisor)

Signature: …………………...…….…….

Date: …………………..….….…………..

DEDICATION

I dedicate this work to Dr. Regina Oforiwah Caesar by whose immeasurable support

and prayers I have come this far.

ACKNOWLEDGEMENTS

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ABSTRACT

Job Performance has received wide attention in literature due to its importance to an organization's survival. The main aim of this study was to investigate the influence of various employee relations practices such as conflict resolution, employee empowerment and employee voice on job performance in the Winneba Municipal Hospital. The study targeted all employees and Management of Winneba Municipal Hospital. Data were gathered by the use of questionnaires and were rated using Likert scales. The study adopted a descriptive research design. Ten (10) managerial and sixty (60) non – managerial staff were used for the study. Descriptive statistics were used to analyze the demographic data and a correlation analysis was used to test the study hypothesis.The findings of the study indicated that the various employee relation practices accounted for approximatey 52% (r = .516) of the variance in job performance. Thus, the study concluded that employee relations practices influence job performance in Winneba Municipal Hospital. The study recommends that the management in Public Healthcare Sector should embrace sound employee relations practices such as alternative conflict resolution practices. The study also recommends that employee empowerment programms must be fully supported by both top and middle-level management. Therefore, the hospital's management must focus on removing barriers that keep employees from exercising their talents fully, and this can only be achieved by embracing empowerment programms that will give employees autonomy in their work. The study finally recommends for enhanced use of employee relations practices since they will lead to improved job performance in Public Healthcare and concludes that other factors not under study such as job satisfaction, organizational culture, training and development, work environment and leadership commitment may influence organizational performance and hence area for further study.
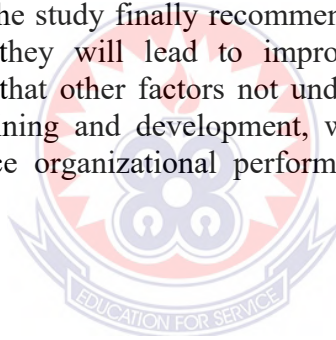
CHAPTER ONE

INTRODUCTION

1.0   Background of the Study

Organizations cannot perform better and achieve their objectives if there is a bad relationship between employees and employers. It is therefore very necessary for managers to create and maintain a good relationship with their employees. Good relations between employers and employees are important because it motivates employees to work better and yield productive results. An organization with a good employer-employee relations system provides fair and consistent treatment to all employees. This will make employees committed to their jobs and be loyal to the company. Employees will also have a sense of belongingness and build some level of trust in Management. When employee's build some level of trust in management, it will enhance their psychological empowerment as well as their commitment to the organization. The performance of the Health Care Sector has been a major concern to policymakers for many years. Many Countries have recently introduced reforms in Health Care Sector with the explicit aim of improving performance (Collins, Greens & Hunter, 1999).

This research work examines the extent to which various employee relations practices such as conflict resolution, employee empowerment and employee voice influences job performance in the Public Health Care Sector in Winneba Municipal Hospital.

Employee relations is a study of the rules, regulations, and agreements by which employees are managed both as individuals and as a collective group, the priority is given to the individual as opposed to the collective relationship varying from company to company depending upon the values of Management. As such, it is

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concerned with how to gain people's commitment to the achievement of an organization's business goals and objectives in several different situations (Gennard & Judge, 2002).

UCT's Employee Relations Policy (2014) also defines employee relations as those policies and practices concerned with the management and regulation of relationships between the organization, individual employees, and groups of staff within the working environment.

From the various definitions and perspectives discussed above, it is evident that employee relation is about managing people, it considers both individual and collective groups. It is also concerned with the commitment of the employee to the achievement of business goals and objectives. The core of employee relations is the employment relationship which is the basis of the parties' interactions and the relationship upon which all other aspects are developed (Gyenesare, 2015).

Since employee relations involves the management of people both individually and collectively, as well as a contractual relationship between two parties (Employer and Employee), both parties to the relationship have their own needs, wants and expectations, which means that there is always some potential for conflict in the relationship.

Conflict and employee relations can be dealt with only if both parties to the relationship will be committed to fulfilling their promises. This will build some level of trust between the parties. Trust between parties to a contract of employment is defined as the confidence that the other party to exchange will not exploit one's Vulnerability (Korczynski, 2000). The essence of trust is a belief that another party

will continue to adhere to rules of fairness even though it is advantageous to do otherwise (Gyenesare, 2015).

Irrespective of the model or the framework adopted in investigating the employment relation system, it involves three principal actors: the employee and its agent (Trade Unions), the employer and its agent (the Employers Association or Management), and finally the government or the state and its agencies. Each principal actor has a role to play in the employment relationship in other to achieve their set objectives (Gyenesare, 2015).

Creating healthy or good employee relations in the organization will yield a positive result in different ways. Thus, a good employee relation helps improve productivity and also increases the employee's motivation towards work. Employee relations also increase employee loyalty. Employees become loyal to the business, which in turn encourages a loyal workforce. Having such a workforce improves employee relations and in the long-run saves the cost of recruitment, hiring and training new employees. Employee relations also help to reduce conflicts if parties to the contract will fulfill their deal of the contract to create some level of trust among them. Finally, employee relations increases the morale of the employee and make them feel secure and have some level of confidence in themselves and thus delivers to the maximum. This will also be built on the sense of trust from the organization. It is widely recognized that the key to economic development in any country is its human resource (Lederman, 2009). Barney (1991) argues that the people dimension of organizational performance reveals its superior importance to the success of any organization.

Much research has not been conducted on employee relations in the Health Care Industry. Most researchers focused on the manufacturing and construction sectors.

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Because of the nature of the healthcare centers with their dependency on the human resource to manage their employees as well as their customers, there is the need for management to take steps in managing employee relations issues in their organizations. This, therefore, has called for the need for this research into an investigation into the incidence of employee relation practices on job performance in the Health Sector. The site of this research is the Winneba Municipal Hospital with much focus on areas such as conflict resolution, employee empowerment and employee voice and their impact on job performance.

1.1 Problem Statement

A lot of research has been done in the area of employee relations practices on job performance (Samwel, 2018; Muthoka, 2016). Despite the numerous research outputs in this area, evidence shows that there is no sufficient research in the health and educational institutions especially in the Central Region of Ghana. In recent times, most workers are on the job but are unable to produce efficiently because of the unhealthy relationship they have with either colleagues or employers. A recent study conducted by Blyton in Mulunda, Were & Muturi (2018) revealed that employees do not put up their best performance at workplaces when they are unhappy with management, government, or even their colleagues. This always reduces the productivity level of the organization.

The 2015 National Healthcare Retentions and Registered Nurse Staffing Report showed both hospital and registered Nurse (RN) turnover were on the rise in 2014. In addition to the steep financial cost of staff turnover, there are a host of employee relations issues ranging from knowledge drain to heightened workloads.

Aside from the issues of employee turnover and workloads, employees are sometimes faced with non-payment of allowances and also conditions of service are sometimes not fulfilled by management. Thus, the study aims to bridge the knowledge gap concerning an assessment of employee relation practices and job performance.

1.2 Research Objectives

The general objective of the study is to investigate the incidence of employee relation practices and job performance. Specifically, the study seeks to:

1. Examine the influence of conflict resolution on job performance.
2. Determine the influence of employee empowerment on job performance.
3. Examine the influence of employee voice on job performance.

1.3 Research Question

1. What is the influence of conflict resolution on job performance?
2. How does employee empowerment influence job performance?
3. What is the influence of employee voice on job performance?

1.4 Significance of the Study

This study seeks to bring out the various employee relations practices which Winneba Municipal Hospital undertakes to increase its productivity as well as contribute to the community and the nation as a whole. This study will help enlighten management of the organizations to know the various effects of employee relations practices between employers and employees in an organization. The study will identify some level of encouragement and motivation the hospital has been able to make available to its employees. In addition, the study will help organizations to know how to treat employees to increase productivity. Finally, this study will add up to the existing literature.

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1.5   Scope and Limitation

The study will be limited to the Central Region of Ghana precisely Winneba Municipal Hospital for the sake of proximity and feasibility.

1.6   Organization of the Study

This study consists of five Chapters. Chapter one deals with the introduction, the background of the study, the problem statement, the research objectives, the significance of the study and the scope and limitation of the study. Chapter two deals with the literature review. The Literature review section is divided into two main parts: the theoretical framework which discusses the Unitary, Pluralist, Radical or Marxist and organizational Justice Theories. The Second part deals with the related literature in the areas of empirical review and conceptual framework. The third chapter of the study looks at the methodology used in the research. Chapter four presents the research findings, analysis and discussion of data, and the fifth chapter presents the summary of the findings and conclusion of the thesis. It further gives recommendations for future research.

CHAPTER TWO

LITERATURE REVIEW

2.0   Introduction

This chapter reviews related literature on the topic under investigation. Beyond the introduction, the chapter is structured as follows: Section 2.1 discusses the theories under employee relations practice; Section 2.2 examines the conceptual framework .The empirical review and the research hypothesis are outlined in sections 2.3 and 2.4 respectively.

2.1   Theoretical Framework

According to Torrington and Hall (1998), the relationship between employees and management is a framework of organizational justice consisting of organizational cultures and management styles as well as rules and procedural sequence for grievance and conflict management. Armstrong (2005) observes that employee relations are used to manage the relationship between employer and employees with the ultimate objective of achieving the optimum level of productivity in terms of goods and services, employee motivation, taking preventive measures to solve problems that adversely affect the working environment. This section discusses the theories under conflict resolution, employee empowerment and employee voice been the selected employee relations practices in justifying the phenomenon.

2.1.1   Conflict Resolution

This section looks at the three theories under conflict resolution namely: unitary, pluralist and radical or marxist theory. Each of these is discussed below.

2.1.1.1 Unitary Theory

Under this theory, the organization is seen as an integrated and harmonious whole with the idea of "one happy family" (https://arghaa.com/news/unitary-perspective-of-industrial-relations). Management and staff and all stakeholders of the organization share the same interest, aims and aspirations with cooperation and respect. Mutually exclusive loyalty between management and labor renders trade unions unnecessary. Unitarians state that a set of assumptions and values that hold workplace conflicts is not an inevitable characteristic of relations between managers and employees (Fox, 1966; Fidler, 1981) cited from Abbott (2006).

Conflict in the workplace may periodically emerge between the two, but such occurrences are believed to be a result of misunderstanding or mischief in a relationship that is inherently prone to be cooperative. Those holding this perspective see managers and employees as having a common interest in the survival of their organizations such that when conflict occurs it is unlikely to manifest itself to a point that will render the firm insolvent. Divisions that do exist are assumed to be the product of personality disorders, inappropriate recruitment and promotion practices, and poor communication. To ensure such division does not thwart the natural order of things, it is thought that the rational management team must pay careful attention to removing the sources of potential conflict (Fox, 1966; Fidler, 1981) cited from Abbott (2006).

To this end, it must ensure that recruitment and promotion processes are fair and equitable. It must also ensure that communication systems are in place to alert employees of where their true interests lie, and the individuals who are 'difficult' or prone to personality conflicts are either suppressed or dismissed. It must finally

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ensure that the organization is promoted amongst the workforce as the single source of authority and that any alternative sources of authority, such as trade unions are eliminated from the workplace (Fox, 1966; Fidler, 1981, pp.148-67).

2.1.1.2 Human Relations Theory

According to Human relations theory by key proponents, Mayo (1933) and Maslow (1943), it is the study of the behavior of people at work. This approach had its origin in a series of experiments conducted by Professor Elton Mayo and his associates at the Harvard School of Business at the Western Electric Company's Hawthorne Works, near Chicago. These studies brought out for the first time the important relationship between social factors and productivity. Before then, the productivity of the employees was considered to be a function only of the physical condition of work and the wages they received. After the study, it was realized that productivity depends largely upon the satisfaction of the employees at work. It adopted the unitarist approach to employee relations which implies that a system of management should maximize output by meeting the social and psychological needs of employees in the workplace. These will motivate and increase the morale of employees at work. When employees are motivated, productivity is likely to increase in the long run.

Addison and Belfield (2004) and Kaufman (2005) in their studies established that if workers are denied autonomy on the job, 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 (Freeman, 1976). The effectiveness of an organization depends on the quality of relationships among the people working in the organization. Management should put in place steps to manipulate workplace

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relations to enable employees to get personal satisfaction and get involved in the running of the organization. To this end, the public healthcare sector operating on this basis are expected to recognize the right of employees to have a say in how they are governed (Hirsch, 2004). Most importantly, the goal of human relations theory is to make workers feel like they belong to something bigger than themselves, and thus the worker's work is important to the overall effort of the organization (Kaufman, 2005).

2.1.2   Pluralist Theory

Pluralist differs from unitary in that they start from a set of assumption and values that workplace conflict is inevitable. Typical of those holding this perception is of the view that business organizations are complex social construction made up of different interest groups (Fox, 1966; Clegg, 1975) cited from Abbott (2006).

Management and employees constitute two such groups, who because of the very nature of the factory system, are seen as invariably subscribing to different values and objectives from this frame of reference. It is also assumed that there will be different sources of authority within an organization and that the potential for conflict between them will always exist over the organization of work tasks and allocation of rewards (Fox, 1966; Clegg, 1975) cited from Abbott (2006).

It is also argued that the potential for conflict provides a step to managers to explore innovative methods for handling it in a way that will produce the best result. Acknowledging the existence of competing sources of authority, most notably in form of a trade union, it is held by pluralists to offer benefits by allowing organizations to deal with employee relations issues on a collective basis. It is based on these conceptions that pluralist generally accept the legitimate right of employees to bargain

collectively and trade unions to act in this capacity on their behalf (Fox, 1966; Clegg, 1975).

2.1.2.1 System Theory

The most famous theory drawing on a pluralist frame of reference is Dunlop's (1958) systems theory, which argues that industrial relations are best regarded as a subsystem of the wider social system. The theory states that organizational success relies on synergy, interrelations and interdependence between different subsystems. According to the system theory, it consists of three main actors. They are employers, labor unions and the government. The interaction and relationship between these actors create the set of rules of the workplace, and thus makes conflict inevitable. Four elements are held to make up the system theory. The first is industrial actors, which consists of employers and their representatives (that is employer associations), employees and their representatives (that is trade unions), and external agencies (that is government). The second element is the environmental context which is made up of prevailing economic and technological conditions, as well as the distribution of power in wider society, each of which is likely to influence or constrain the actions of actors engaged in industrial relations. The third is the web of rules that governs the employment relationship and is held to be the outcome of interactions between the actors. The last is a binding ideology, which is a set of ideas and beliefs held by the actors. Employee relation is a human resource discipline that is concerned with strengthening the relationship between employers and employees. System theory provides a means for approaching employee-related initiatives. It allows managers to understand their employees and to see them as a vital system in the organization.

2.1.3 Radical or Marxist Theory

Marxist perspective is also called radical perspective. This is to reveal the nature of the capitalist society. Those who hold the radical view of employee relations believe in change, if possible through revolution, in the employee relations system. The radical theory sees a fundamental division of interest between capital and labor at the workplace. The inequalities of power and economic wealth have their roots like the capitalist economic system. It thinks that workplace relations are against history. It recognizes inequalities in power in the employment relationship and wider society as a whole. Consequently, conflict is perceived as an inevitable result. From its point of view, the inevitability of conflict comes from the inequalities of powers caused by Capitalism exploitation (Hyman, 1975).

2.1.3.1 Labour Process Theory

The labor process is a Marxian term that refers to how labor and capital combine to produce goods and services. The emphasis is on the role of labor in the production process which is derived from Marx's (1867) distinction between labor-power and labor. Labour-power is the capacity to work that the capitalist purchases for a wage on the labor market. Labor on the other hand is the effort expended by a unit of labor-power in the production process. Given wages and prices, the surplus-value that the capitalist extracts from the production process depend upon the amount of labor service that can elicit from the labor-power that he has purchased. (Lazonick, 1986).

It can be concluded from the theory that, the primary role of management is to convert raw materials into a product through the use of labor and machinery. The only way management can do this is through the establishment of structures of power and

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control that convert the capacity of employees to perform work (labor-power) into actual work effort (labor).

2.1.4 Differences between Unitary, Pluralist and Radical or Marxist theories

Under the Unitarist, the theory assumes there is no conflict, and there is mutually exclusive loyalty between trade Unions and organizations and this makes trade unions needless. Conflict is perceived as disruptive, a waste of resources, and hinders goal attainment, demoralizes staff and is caused by a trade union. The pluralist theory assumes that firms should have personnel specialties that can advise management and provide specialist services regarding staffing and issues relative to trade union consultation and negotiation. Each group within the pluralist theory has its legitimate loyalty and its own set of objectives and leaders. Conflict of interest and disagreement between managers and workers over the distribution of profits is inevitable and normal under this system. Since the pluralist consists of a divergent group of people with its objective, conflict is inevitable. The radical or Marxist theory assumes that conflict is inevitable at the workplace. Conflict arises as a result of the differences between those who own capital and those who supply labor. Conflict is seen as a source of social change. (Gyenesare, 2015).

2.1.5 Organizational Justice Theory

Justice is recognized as an act or decision that is understood to be morally right based on ethics, religion, fairness, equity, or the law (Pekurinen et al., 2017). It is a major area of concern for both organizations and employees (Swalhi et al., 2017). Organizational justices refer to employees' perception of fairness within an organization (Greenberg, 1990; Asadullah et al., 2017). The earliest area of organizational justice was derived from equity theory (Adams, 1965). It suggested

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that people compare the ratios of their perceived work outcome to their perceived work inputs with the corresponding ratios of their counterparts. So, their organizational participation can be changed (Colquitt et al., 2001). Organizational justice is also noted in social exchange theory, which treats social life as a series of sequential transactions between two or more parties (Blau, 1964). Social exchange theory suggests that employees are motivated to increase their work outcomes when the employment relationship is based upon a fair social exchange (Blau, 1964; Moorman, 1991; Organ, 1988). Work relationships can be seen as a form of transaction. For example, someone exchanges work for income (Cropanzano et al., 2002).

Employees' perception of Justice determines the quality of exchanging relationships with the organization (Swalhi et al., 2017). When employees perceive fair treatment from the organization and its authorities, they may feel a sense of obligation to create a good act in return (Ghosh et al., 2017). When perception of organizational justice is high, it can enhance employees' positive attitude towards their organization and Organization Citizenship behavior (Ozbek et al., 2016). However, when employees feel there is no organizational justice, they become dissatisfied and show negative feelings toward work, for example, Pekurinen et al. (2017) stated that low organizational justice may have an adverse effect on nurses' behaviour toward colleagues (eg. Collaboration) and may lead to poor employee-patient interactions and change nurses' behaviour toward patients. Shkoler and Tziner (2017), have shown that the perception of injustice can pose a threat to employees' resources and give them a feeling of inappropriate resources. It makes them feel frustrated and even wears them out, which in turn, evolves into burnout and destructive organizational behaviours such as theft, sabotage, withdrawal and harassment.

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2.2   Conceptual Framework

A conceptual framework is hypothesized model portraying the relationship between variables diagrammatically that helps in quickly seeing the proposed relationship and establishing the significance of the proposed relationship (Mugenda, 2008). The Conceptual Framework of the study includes three independent variables and one dependent variable. Independent variables are factors that may influence the outcome. These can also refer to as treatment, manipulated, or predictor variables while dependent variables are factors that depend on the independent variable or outcome or result of the influence of the independent variable (Cresswell, 2007). The independent variables for this study are conflict resolution, employee empowerment, and employee voice while the dependent variable is job performance. The study, therefore, seeks to determine how the independent variables influence the dependent variable in the Health Sector, precisely Winneba Municipal Hospital. The Conceptual Framework was developed based on the three variables (conflict resolution, employee empowerment and employee voice) which are believed to influence job performance in Winneba Municipal Hospital.

The conceptual model for this study is presented in figure 1.

Figure 1: Conceptual Framework

Employee Relations Practices
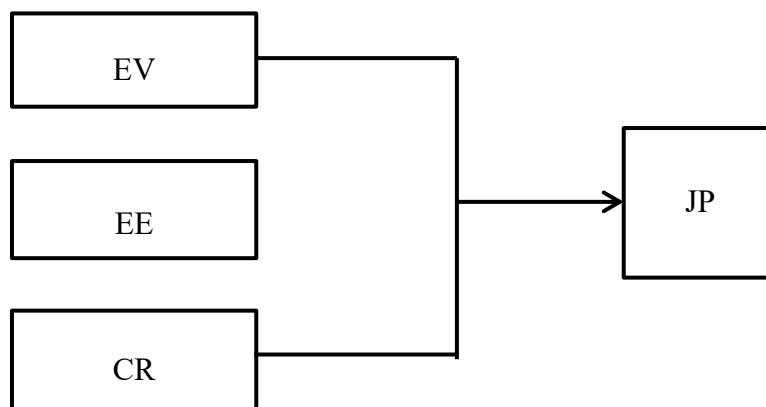
Where, JP is Job performance, CR is conflict resolution, EE is employee empowerment and EV is employee Voice.

2.2.1   Employee Relations Practices

Employee Relations (ER) as a discipline initially emerged to address workplace problems such as unemployment and power imbalances between employees and employers by focusing on the practices of workplace institutions and organizational behaviors (Kaufman, 2004). It is a multidisciplinary field that studies the employment relationship dealing with both unionized and non-unionized workers (Salamon, 2000). Employee relations encompasses the processes of regulation and control over workplace relations, the organization of tasks, and the relations between employers and their representatives, and employees and their representatives, and is the sum of economic, social and political interactions in workplaces where employees provide manual and mental labour in exchange for employability, compensation as well as the institutions established to govern workplace relations (Gospel & Palmer, 2004). It defines the relationship between employers and employees and focuses on both individual and collective relations in the workplace with increasing emphasis on the relationship between managers and their team members. Good employee relations translate into increased employee wellbeing and performance. Since employees are a very important aspect of the organization, there will be the need for management to make sure that employee-employer relations are well managed. When managers treat employees fairly and with respect, it plays a big role in enhancing employees' motivation and commitment which in turn improves organizational performance (Torrington & Hall, 2006). Organizations with good employee relations enjoy many

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benefits. It is easier for them to engage, motivate, understand and retain their employees.

Some benefit of building a positive employee relation practice at work includes the following. Employee relations bring about employee engagement when there is better employee communication. Employee engagement is often related to employee satisfaction. Less engaged employees are less satisfied. Employee satisfaction and engagement have the tendency of boosting employee productivity.

Management through good employee-employer relations should be able to retain its most valuable assets (employees). Employee turnover is on the rise in most organizations because some employees feel they do not know what is going on in the organization and feel frustrated and isolated. As a result, they feel insecure and often consider new job opportunities. Organizations with sound employee relations practices provide the best quality services; enjoy high-level productivity and high level of customer retention and a comparatively good rate of employee retention (Allan, Dungan, & Peetz, 2010).

Organizations, where employee relations are strained, are always surcharged with industrial unrest leading either to strikes or lockouts adversely affecting efficiency, productivity, low-grade production and quality of service, negligence in the execution of work, absenteeism among the workers, high rate of labour turnover and overall poor organizational performance (Armstrong, 2006). A lot of research has been done linking performance in healthcare and human resource management practices.

Rees and Johari (2010) and Nishii (2011) show that human resource practices such as training and development, recruitment and employee relations are linked to employee

performance and by extension, organizational performance. Aspden (2007) linked quality of health care to human resource practices. Rathert and Mary (2007) established a link between the care patients receive and the working conditions under which their caregivers provide this care.

Employee relation practices have therefore become a very important tool globally for any organization seeking to improve organization performance. Effective employee relation practices have become essential in ensuring proper delivery of health care services to the public thereby influencing the performance of the sector.

2.2.2   Conflict Resolution

Conflict resolution is one of the employee relations practices where two or more parties find a peaceful solution to a disagreement among them. Successful management depends on the ability to quickly and effectively manage conflicts. Employee relation is a multidisciplinary field that studies the employment relationship between employees on one hand and employers on the other hand. Since there are different parties in the relationship, conflict is an inevitable part of the organization.

The effective management of these conflicts will go a long way to enhance the performance of the organization in meeting its overall mandate (Njau, 2012; Rivers, 2005). Effective conflict resolution systems can contribute to an effective high-performance workplace by improving employee motivation, morale, and productivity (Milkovich & Newman, 2008; Furlong, 2005).

When managed correctly, conflict produces the following results: new ideas for changing organizations, solving of continuous problems, a chance for workers to expand their capabilities, increase productivity, and the introduction of creativity into

thoughts about organizational problems (Bowditch & Buono, 2007). Negative conflict can lead to decreased productivity, increased stress among employees, hampered organizational performance, high staff turnover rates, absenteeism at its worst, violence and death (Fiore, 2007; Bowditch & Buono, 2007; Maiese, 2007).

The conflict management systems build the spirit of teamwork, motivation, productivity and cooperation among the employees of the organization (Adomi &Anie, 2005). Organizations use the following conflict management strategy in resolving conflict at the workplace. They are negotiation, conciliation, mediation and arbitration. Negotiation is a process of settling the dispute in accordance with the dispute settlement procedures established in the collective agreement of contract of employment. It is the means by which compromise or agreement is reached while avoiding arguments and disputes. Conciliation is merely the bringing together by a third party the two parties in disputes. It is a persuasive process of settling an industrial dispute where a third party persuades disputants to come to an equitable adjustment of claims. The conciliation officer, however, has no power to force settlement, he can only persuade and assist the parties to reach an agreement. Mediation takes place when a third party helps the employer and the union by making recommendations to aid in the settlement of a dispute, that they are not, however, bound to accept. A mediator is a neutral person who uses specialized communication techniques to assist the parties in reaching optimal solutions.

The final strategy in resolving conflict is Arbitration. Arbitration is a process of settling a dispute by a third party (an arbitrator) who has the powers of the high court in respect of enforcing agreement among parties in dispute. The object of arbitration is to obtain a fair resolution of disputes by an impartial third party. The above discussed strategies can be used to resolve conflicts in the organization.

2.2.3 Employee Empowerment

Employee empowerment is defined as how organizations provide their employees with a certain degree of autonomy and control in their day-to-day activities. Employee empowerment can also be defined as the focus of an organization on delegation of authority, encouraging workers to participate in decision making, share resources, share information, enabling them to control work processes as required (Pfeffer, Hatano, & Santalainen, 1995). Employee empowerment is a fundamental and important aspect for achievement, productivity and growth in any business (Hunjra, UlHaq, Akbar, & Yousaf, 2011). Employee empowerment is regarded as a motivational practice that aims to increase performance by increasing the opportunities for participation and involvement in decision-making. It is mainly concerned with developing trust, motivation, participating in decision-making, and removing any boundaries between an employee and top management (Meyerson & Dewettinck, 2012). Empowerment is the mechanism of giving an employee the authority to make a decision and is often allied with the distribution of responsibility from managers to other employees (Saif & Saleh, 2013).

Since this current era is marked by high globalization and frequent changes in the global market, there is the need for organizations to focus on empowerment to enable employees to make necessary decisions and respond to any changes that may arise in the business environment at any time. Employee empowerment is built by designing a working environment where employees are allowed to make their own decisions based on certain work-related conditions (Elnag & Imran, 2014).

The advantages of employee empowerment include increased responsibility, high employee morale, motivating employees, greater trust in management, improved

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creativity and better quality of work life. Moreover, Ripley & Ripley (1992) demonstrated that empowerment can increase the motivation of employees in doing routine work, improve their job satisfaction, enhance their loyalty and productivity, and reduce the turnover intentions among them.

Organizations can empower employees by allowing them to provide feedback to management on areas where there are shortfalls and ways to manage these shortfalls. Doing so will give employees a voice which will go a long way to help management in making better organizational decisions. Management should also recognize employees for exceptional work since recognition goes a long way to empower employees to do their best. In addition, management should provide employees with opportunities for professional growth such as a clear path for career advancement and giving them the power to learn and improve their skills and also support them where necessary. Organizations should also make empowerment part of their organization's culture and vision and practice them daily.

Employee empowerment has widely been recognized as a key contributor to organizational success, and many authors observed a direct relationship between the levels of employee empowerment and employee performance. Dobbs (1993) stated that empowerment affects the performance of employees and also creates a favourable work environment. By adopting the empowerment strategy, it is believed that employees will feel self-respect and feel part of the organization and these can ultimately increase their productivity and quality of work.

2.2.4 Employee voice

Employee voice refers to the say employees have in matters of concern to them in

their organization. It describes a form of two-way dialogue that allows employees to influence events at work and to participate in the decision-making of the organization. Employee voice can be seen as 'the ability of employees to influence the actions of the employer' (Millward et al, 1992). The concept covers the provision of opportunities for employees to express complaints or grievances and modify the power of management. An employee's voice can be in two forms: direct voice and indirect voice. Direct voice involves contact between management and employees without the necessary involvement of a trade union or employee representative whiles indirect voice is where contact is established between management on one hand and the representative of the employee on the other hand. One important element of employee voice is employee participation and involvement. Worker participation focuses on sharing of power between employees or their representatives and management in the making of joint decisions. It is also called an extensive form of employee voice because it involves a greater share of power in decision-making between the employer and the employee and employee involvement focuses on soliciting the views, opinions, and ideas of employees in other to gain their cooperation without necessarily sharing power in joint decision making.

Research conducted by Cox et al. (2006) indicated that to be effective, employee involvement and participation mechanisms have to be embedded in the organization – well established and part of everyday working life. Combinations of involvement and participation practices worked best. The main barriers to effective employee voice appear to be a partial lack of employee enthusiasm, absence of necessary skills to implement and manage employee voice programmes, and issues concerning line managers – such as middle managers acting as blockers through choice or ignorance.

Making employee voice effective requires top management support, good leadership skills and finding the right mechanisms for involvement and participation.

Employee voice is a way of making employees an integral part of the organization and it has a direct bearing on their performance. This is confirmed by Royer, Waterhouse, Brown, and Festing (2008). They argue that treating employees as stakeholders in the organization bears similar outcomes. Most researchers share the common viewpoint that for a business to be successful, the importance of employee voice cannot be neglected; as argued by Dundon et al. (2004) that employee voice recognition could positively affect their quality of service and productivity, and on the other hand it could help to deflect the problems, which otherwise might explode. Employee turnover rate is believed to be directly related to the opportunities they have to voice their issues. The more opportunities employees have to voice their dissatisfaction and change the disgruntling work situations, the more they will be interested in staying with the organization (Boxall & Purcell, 2003). It is therefore important that the extent and degree of the voice of employees within an organization should be known as this is believed to affect their performance.

2.2.5   Job Performance

The concept of performance has gained increasing attention in recent decades, being important in almost all spheres of human activity. Employee performance or job performance is aggregated value to an organization of the set of behaviors that an employee contributes both directly and indirectly to organization goals. Performance refers to the degree of success in implementing the tasks and the ability to achieve the intended purpose. As explained in the study of Nyarieko et al. (2017) employees' performance is the results gained and completed by employees at the workplace that

keep up organizational plans though aiming for the expected outcomes. In a broad sense, performance is viewed as valued outputs of a production system in the form of goods or services. In today's business environment, organizations continuously compete for achieving excellence by enhancing their employee's performance. Organizations can get this with the extreme support of their employees. Performance is explained in terms of the following measures: productivity, efficiency, effectiveness, and quality and profitability measures. Employee performance is an important factor and the building block which increases the performance of the overall organization.

Employee performance or job performance is the key dependent variable in the present research. Different scholars have defined the concept of employee performance from different perspectives. However, in the present study, few key definitions and concepts have been discussed. According to Shields (2016), employee performance has been defined as the degree to which an employee executes the duties and responsibilities. Whereas employee performance has been related to outcomes, results, and accomplishments by Cardy (2004) and collective efforts and behaviours relevant to organizational goals, which are controlled by the employees (Lepak et al., 2007). Richard and Morrison (2009) have however explained the concept of employee performance from a different perspective.

According to their observation, employee performance cannot be defined in general performance criteria and it can be explained only in the context of organizational situations and perspectives. Ahmad et al. (2015), Nyberg et al. (2016), and others have also related the employee performance issues to the organization's culture. Richardson and Beckham (2015) in their studies on employee performance issues in

the Canadian banking industry have noted that organizational performance framework plays important role in influencing employee performance. According to them, such a performance framework includes opportunities for career growth, learning, cultural facilitators, etc. Good employee relations practices will translate positively to improve employee performance. Employee relations practices can have a direct impact on employee characteristics such as engagement, commitment, motivation and participation. If employees have these characteristics their job performance will probably increase.

Also, performance in terms of productivity, intention to stay and the delivery of high-quality customer service will improve and there will be an improvement in the overall organizational performance. Managers, therefore, need to implement good employee relations practices in their organizations as it tends to increase the performance of employees as well as the organization. That is why this study seeks to investigate some employee relations practices and their influence on job performance in the selected health sector.

2.3   Empirical Review

Janes (2018) examined the effect of employee relations on employee performance and organizational performance and at the same time identify various employee relations practices used by a small organization in Tanzania. The study adopted a cross-sectional survey research design and used a stratified random sampling technique to select a sample size of 387 respondents from selected small organizations.

Data were collected using structured questionnaires and interviews. Findings from the study show that small organizations are aware of the benefits of maintaining good employee relations and correct remedial action taken to minimize poor employee

relations in the organization. The findings further indicated a positive significant relationship between employee relations and employee performance as well as between employee relations and organization performance. The findings also show unfair labour practices. The study recommended that small organizations in Tanzania should focus more on implementing fair labour practices and building effective and sustainable employee relations that will ensure their growth and survival.

Sequeira and Dhriti (2015) conducted a study to understand employee relations practices, their underlying factors, issues, and their impact on employee performance in Kavya systems, Bangalore. A descriptive approach was adopted at the beginning of the study to describe the existing employee relations practices at Kavya systems while at the later stage of the study, a causal approach was applied to link the employee relation factors to the performance of employees. Questionnaires were used for the study.

The relationship between employee relations factors and employee performance was found by statistical testing of formulated hypothesis. Findings from the study indicated that employee relations practices followed in the organization had a direct impact on the performance of employees in the organization. The study recommended that improving the employee relations practices of an organization, can improve the performance of employees and thereby the overall productivity of the organization. Sequeira and Dhriti's (2015) study on employee relation practices has a bearing on the current study.

Bacong and Encio (2017) conducted a study aimed at describing the employee relations practices in terms of improving employee morale, building company culture,

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conveying expectations and participating in management decisions and identifying the employee performance in terms of personal management behaviour and productivity.

Descriptive research was used for the study. Results from the study showed that employees always want to feel that they are part of the company's objectives which require continuous learning, better communication, and fair benefits. The study recommended that having a strong working relationship among the people within the company can deliver a good quality of high performance.

Zhu et. al. (2013) conducted a study on conflict management between employees from different departments. The contribution of organizational identification in China is found out that there is a relationship between conflict resolution practice used and organizational outcome. However, there was no significant relationship between gender, conflict resolution practice, and organizational outcome.

Descriptive design was used and data were collected using a cross-sectional design. The study recommended that another study should be carried in different countries or regions with the inclusion of all employees as well as the use of secondary data. Zhu et. al. (2013) aspect of the study on conflict resolution will be of immersed assistance to this study.

Rees and Johani (2010) and Nishii (2011) show that human resource practices such as training and development, recruitment and industrial relations are linked to employee performance and by extension organizational performance. Aspden (2007) linked quality of health care to human errors. Rathert and Mary (2007) established a link between the care patients receive and the working conditions under which their caregivers provide this care.

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Njau (2012) researched on human resource challenges facing Kenyatta National Hospital in Kenya with special reference to information sharing, financial resource allocation, diverse workforce management, dispute management and understaffing, and the relationship with specialized quality health care outcomes. The study found out that employees recognition, involvement, arbitration of disputes, and employee benefits were important factors that affect the delivery of quality services.

Ngui (2014) studied the effect of human resource management strategies on the performance of Commercial Banks in Kenya using a descriptive research design. The objective of the study was to find out whether recruitment and selection practices, training and development practices, reward and compensation strategies and employee relations practices had any effect on organizational performance in the Commercial Banks in Kenya. He found out that there is a positive correlation between employee relations practices such as reward and compensation, communication and employee empowerment. These practices affected profitability, growth and market share in 62 of Kenya's Commercial Banks. Demographic characteristics such as age, gender, and academic qualifications had a significant effect on organizational performance. He suggested further study in different economic sectors and comparing the performance of the public and private sectors. He also recommended that further research in this area should focus on the other factors that affect the performance of commercial banks in Kenya.

Oresi (2005) studied employee performance management practices for the court registry staff and found a significant relationship between employee relation practices and firm performance. This is consistent with findings from a similar study by Chenevert and Trembly (2009) who found that good employee relations practices such as employee voice and dispute resolution mechanisms have a positive effect on

performance. Oresi's (2005) study on employee voice and dispute resolution form a basis for my analysis in chapter four (4).

Hanaysha (2016) examine the effects of employee empowerment, teamwork, and employee training on Organizational Commitment. To fulfill the stated objective, data were collected using an online survey from 242 employees at public universities in northern Malaysia. The collected data were analyzed on SPSS and structural equation modeling (SEM). The findings indicated that employee empowerment has a significant positive effect on organizational commitment. The effect of teamwork on organizational commitment was also found to be positive and statistically significant. Finally, the findings confirmed that employee training has a significant positive effect on organizational commitment. These findings are expected to provide beneficial suggestions for the management in the higher education sector to improve organizational commitment among their employees by focusing on employee empowerment, training and teamwork.

Torrington and Hall (2006) found out that organizations can use collective bargaining to improve employee performance by incorporating compensation for employees who have a good record of performance, resolving conflicts collectively, and establishing a mechanism for conflict management and maintenance.

Baloch et al. (2010), in their study on human resource management practices and employee performance in the banking sector, found a positive correlation between compensation practices and performance of bankers in the North-West Frontier Province (NWFP), Pakistan. The human resource practices and employee perceived performance has a positive and significant relationship in this study.

They, therefore, recommended that the management of private and public sector banks should pay particular attention to compensation practices to increase the performance of their employees.

2.3.1 Summary of Empirical Review

From the various literature reviewed, it can be concluded that much research has not been conducted in the Health Sector about an investigation into the incidence of employee relations practices on job performance. This study will be relevant to management at the various Health Sectors by helping them understand how to manage employee-employer relationships at the workplace to improve performance. The empirical review is summarized below:

It was noticed from the reviewed literature that small organizations are aware of good employee relations but fail to look at unfair labour practices. Management should put in place measures to implement fair labour practices as this will promote good employee relations and increase the performance of an organization.

Also, organizations can achieve their objectives and increase performance if they will implement a good employee-employer relationship. Employees always want to feel they are part of the organization and its development. Management should adopt some employee relations practices like giving employees a voice, allowing them to partake in the decision-making process, communicating effectively the goals and objectives of the organization to them, and treating all employees equally. A strong working relationship will help the organization to deliver effectively.

A review of another literature recommended that human resource practices such as training and development, recruitment, and industrial relation can improve employee

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performance as well as organization's performance. Also, organizations can use collective bargaining to improve employee performance by regulating working conditions, improving workers' benefits, and resolving conflicts when the need arises. Compensation practice is also likely to increase the performance of employees in an organization.

2.4   Research Hypothesis

H_1: There is a significant positive relationship between employee relations practice on job performance.

H_2: Conflict Resolution has a significant influence on job performance.

H_3: Employee empowerment has a significant influence on job performance.

H_4: Employee voice has a significant positive effect on job performance.
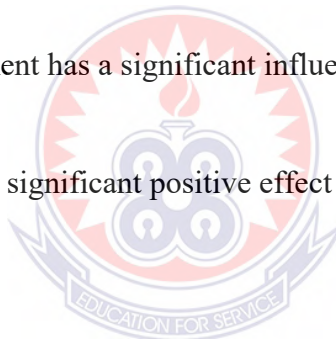
CHAPTER THREE

METHODOLOGY

3.0   Introduction

This chapter describes the methodology used in this study. The chapter highlights the research design, target population, sample and sampling technique, research instrument, the procedure for the data collection and the data analysis tool.

3.1   Research Design

Research design is the structuring of investigation aimed at identifying variables and their relationship to one another (Cook & Hunsaker, 2001). This study adopts a descriptive research design (Survey design) to investigate the incidence of employee relations practices on job performance. According to Gyenesare (2013), the major strength of the survey approach is that it can be used for both descriptive and exploratory research and allows for direct contact between the researcher and the respondents in the process of collecting data for the study. In addition, it can be used to obtain detailed and precise information about different groups of people. Cook and Hunsaker (2016) stated that using survey design aiding in the data collection process is cost-efficient, gives the researcher first-hand information, speedy and accurate result, and respondents' anonymity.

However, the main weakness of survey design as compared to other designs relates to the possibility of respondents not giving out the true nature of events or state of affairs. This is because, in the survey, the researcher depends on reports or behaviors rather than observation (Cook & Hunsaker, 2016). The consequence of this is that of measurement error produced by respondents, lack of truthfulness, misunderstanding

of questions, inability to recall past events accurately, and the instability of their opinions and attitudes.

Survey also allows a small population of sample to be selected and findings extended to the larger group. This makes the research less expensive but still efficient and effective (MacNeil, 1985). Aside from the numerous allegations charged to this design, a survey as per the researcher's perceptions and observations is still essential to be used for this study.

3.2   Population

Population refers to an entire group of objects having common observable characteristics (Copper & Schinder, 2009). The target population for the study comprises all employees and management of Winneba Municipal Hospital in the Central Region of Ghana. The estimated population of the study is hundred (100).

3.3   Sampling and Sample Procedure

Jackson (2008) opined that the grouping of people who participate in a specific study is the sample. The sample frame for this research is all the workers in the selected organization in the Central Region of Ghana. A sample size of seventy (70) respondents was used for the study. This comprised of 10 managerial staff and 60 non-managerial staff. This sample size was chosen because of financial and time constraints. A simple random sampling technique was employed for the study. This sampling technique was used to select respondents from the selected institution for the study. This method was chosen because each staff of the institution has an equal and independent chance of being selected for the study.

3.4   Research Instrument

For this study, a questionnaire was administered to workers of all levels irrespective of age, sex, race and religion. The questionnaire was in five (5) sections. Section 'A' was made up of the biographic data of the respondents which includes sample items such as gender, age, tenure, qualification and so on. This section is comprised of both open-ended statements and closed-ended statements.

Section 'B' was made up of job performance statements. It contained sample items such as I adequately complete responsibilities; I am able to meet performance expectations, I get involved to benefit of the organization and so on. This section was scaled on the five (5) point Likert scale (1-Not all time, 2-Rarely, 3-Sometimes, 4-Frequently and 5-Always). Nonetheless, this section was mainly made of closed-ended questions and the scale been adopted from Kissi et al. (2019).

Section 'C 'measured conflict resolution with six (6) items. These items include my superior tried to work with me to find solution to a problem which satisfies our expectations, my superior generally tried to satisfy the needs of mine and many more. It was scaled on five (5) point Likert scale (1-Not all time, 2-Rarely, 3-Sometimes, 4-Frequently and 5-Always) which was adopted from Bacharach et al. (1991), and also made of only closed-ended questions.

Section 'D 'measured employee empowerment with six (6) items. Items include the work I do is very important to me, I am confident about my ability to do my job and so on. It was scaled on five (5) point Likert scale (1-Not all time, 2-Rarely, 3-Sometimes, 4-Frequently and 5-Always) which was adopted from Loes et al. (2020) and also made of only closed-ended questions.

The final section was 'E', which was also made up of six (6) items on employee voice. It includes sample items such as I develop and make recommendations concerning issues that affect my work group, I speak up and encourage others in my group to get involved in issues that affect the group and others. This section was scaled on the five (5) point Likert scale (1-Not all time, 2-Rarely, 3-Sometimes, 4-Frequently and 5-Always). This section was mainly made of closed-ended questions and the scale was developed by Van Dyne and Lepine (1998) and adopted by Rees et al. (2017).

3.5   Data Collection Procedure

In data collection, a questionnaire was used to solicit data from the respondents. This instrument was used because it is easy to administer and also makes it possible to obtain a lot of data within a short period. Kumekpor (2002), asserted that a questionnaire organizes the project and gives it direction and coherence, it delimits the project by showing its boundaries, keep the researcher focused during the project and point to the data that will be needed. Questionnaires are very easy to be used, scored, and coded for analysis. The questionnaire was made up of both open and closed-ended questions.

Nevertheless, to commence with the data collection, an introductory letter was obtained from the University of Education, Winneba specifically, Department of Management Sciences to introduce the researcher to the selected institution where the study was conducted. Thereafter, questionnaires were administered personally by the researcher to the participants. Finally, after the data collection exercise, a letter of appreciation was sent to the institution to express the researcher's gratitude for their willingness and cooperation accorded during the solicitation of the data.

3.6   Data Analysis

After the data collection, it was coded using statistical package for the Social Sciences (SPSS). The coding purification was done to check the accuracy, consistency and appropriateness of the information gathered from the respondents. Serial numbers were allocated to the various questionnaires for easy identification during the coding process and rechecking of information on the questionnaire. The computer software Statistical Package for the Social Sciences (SPSS) was used to analyze the data. Descriptive statistics were used to analyze the demographic data and a correlation analysis was used to test the hypothesis.

CHAPTER FOUR

RESEARCH FINDINGS, ANALYSIS AND DISCUSSION

4.0   Introduction

The chapter begins with the demographic data of the respondents, followed by the analysis of research hypotheses. To achieve the objective of the study, four specific hypotheses were formulated and tested using the Statistical Package for the Social sciences (SPSS) for the data analysis. This analysis was run in two stages with the first stage involving the preliminary analysis whereas the second stage involved the testing of the formulated hypotheses for the study.

4.1   Demographic Data

In all, seventy (70) respondents participated in the study. The summary of the descriptive statistics of the demographic variables is presented in Table 1 below.

Table 4.1: Demographic Data

Gender	Frequency	Percentage
Male	29	41.4
Female	41	58.6
Total	**70**	**100.0**
Tenure	**Frequency**	**Percentage**
1-5years	40	57.1
6-10years	20	28.6
11-15years	3	4.3
Above 15 years	7	10.0
Total	**70**	**100.0**
Marital Status	**Frequency**	**Percentage**
Single	48	68.6
Married	22	31.4
Total	**70**	**100.0**

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Qualification	Frequency	Percentage
Masters	5	7.1
Degree	26	37.1
HND	4	5.7
Diploma	23	32.9
Certificate	11	15.7
Others	1	1.4
Total	**70**	**100.0**
Status	**Frequency**	**Percentage**
Management	25	35.7
Non-management	45	64.3
Total	**70**	**100.0**
Age	**Frequency**	**Percentage**
Below 20years	2	2.9
20-29years	28	40.0
30-39years	35	50.0
40-49years	5	7.1
Total	**70**	**100.0**

Source: Field data (2021)

As it can be seen in Table 4.1, 41.4% (29 respondents) drawn for the study were males and 58.6% (41) were females. The sex distribution of the study sample is a representation of the population from which it was drawn. This shows that more female participated in the study than male. The respondents indicated their years of tenure. The data revealed that 40 representing (57.1%) have being with the institution between 1-5 years. 20 representing (28.6%) of the employees had gained over 6-10years of tenure of service while 7 representing (10.0%) and 3 representing (4.3%) had above 15 years and 11-15years respectively. The duration of time that the employees have, is deemed for them to have had adequate information on how employee relation practice affects job performance.

Respondents were asked to indicate the category of their marital status. The data revealed that 48 representing (68.6%) of total respondents were single while 22 representing (31.4%) were married. The employees were required to indicate their highest educational qualifications. Data revealed that 5 representing (7.1%) held master's degree and the majority, 26 representing (37.1%) held bachelor's degree. While 23 representing (32.9%) held diploma, 11 employees indicated by (15.7%) had certificates. Furthermore, four (4) representing (5.7%) held HND and one representing (1.4%) had other educational qualifications. The data implies that employees can provide information on how employee relation practices influence job performance.

Furthermore, data, as presented in Table 1, shows that 25 representing (35.7%) out of the total employees held management status whiles 45 representing (64.3%) held non-managerial status. Respondents were asked to indicate their age in years ranging from below 20 years and 49years. The data distribution of the employees revealed that 2 representing (2.9%) were below 20years and 28 representing (40.0%) were 20 – 29 years. The age distributions of 35 representing (50.0%) were aged between 30 and 39 years indicating the majority. However, 5 representing (7.1%) were 40 – 49 years. This means employees were relatively young and hence considered energetic in the job profession.

4.2   Testing Hypotheses

The study sought to investigate the incidence of employee relation practices on job performance. The findings were based on the hypotheses of the study to: investigate the relationship between employee relations practices on job performance; examine the influence of conflict resolution on job performance; determine the influence of

employee empowerment on job performance, and examine the influence of employee voice on job performance respectively.

Hypothesis 1: There is a significant positive relationship between employee relations practice on Job Performance.

Table 4.2 presents the correlation between employee relations practice and job performance. The study sought to find out the joint relationship of the employee relations practices on job performance.

Table 4.2: Correlation results on employee relation practice on job performance

		1	2
Employee Relation	Pearson Correlation	1	
Job performance	Pearson Correlation	.516[*]	1
	Sig. (2-tailed)	.000	
	N	70	70
*. Correlation is significant at the 0.05 level.			

From Table 4.2 there is a moderate positive relationship (r = 0.516) between the independent variable (employee relation practice) and the dependent variable (job performance) at a significant of 0.000 level. This indicates that an effective employee relation practice is positively related to job performance. Therefore, good employee relations practice contributes to good job performance. This indicates that the higher the levels of employee relations at the work place, the more likely job performance will increase. The hypothesis that there is a significant positive relationship between employee relations practice on job performance is therefore accepted.

Findings from the analysis indicated that there is a significant positive relationship between employee relations practice on job performance. This is in line with the work of (Janes 2018; Sequeira & Dhriti 2015). They stated that good employee relations

practices in the organization can improve the performance of employees and thereby the overall productivity of the organization. Organizations should be aware of the benefits of maintaining good employee relations and put in place some correct remedial action to minimize poor employee relations in the organization. Although there are unfair labour practices in some organizations, management should focus more on implementing fair labour practices and building effective and sustainable employee relations that will ensure their growth and survival.

Nevertheless, a study conducted by Bacong and Encio (2017) on the effect of employee relation to Job Performance in engineering, construction, and manufacturing company stated that the employees always want to feel that they are part of the company's objectives which require continuous learning, better communication, and fair benefits. The study recommended that having a strong working relationship among the people within the company can deliver good quality of high performance. This study is in line with the current findings but differs in the area of study.

Hypothesis 2: Conflict Resolution has a significant influence on Job Performance.

Conflict resolution can have (Either positive or Negative) impact on job performance. In confirming this, there must be a statistical test to justify the claim whether in an affirmative manner or in a negative way. As such a hypothesis was tested to either reject or not reject the claim.

Table 4.3: Correlation results on conflict resolution on job performance

		1	2
Conflict Resolution	Pearson Correlation	1	
	Sig. (2-tailed)		
Job performance	Pearson Correlation	.304[*]	1
	Sig. (2-tailed)	.010	
	N	70	70
*. Correlation is significant at the 0.05 level.			

From Table 4.3, the result (r = 0.304) indicated a weak positive influence of conflict resolution on job performance at 0.01 levels. In other words, the mere resolution of conflict, though contributes significantly to job performance, the positive relationship is not very strong and about 70% of the variation in job performance is accounted for by other factors. Though there is a positive influence, yet the association between the two variables is weak. Nevertheless, the stated alternative hypothesis that conflict resolution has a significant influence on job performance is accepted.

The findings also supported the second hypothesis which stated that conflict resolution has a significant influence on job performance. This result was supported by a study conducted by Zhu et. al. (2013) on conflict management between employees from different departments. Although there is a relationship between conflict resolution practice used and organizational outcome, there was no significant relationship between gender, conflict resolution practice and organizational outcome. This study has some limitations which would open avenues for future researches. Future research should be carried in different country or region with the inclusion of all employees as well as the use of secondary data. Zhu et. al. (2013) aspect of the study on conflict resolution will be of immersed assistance to this study.

In addition, Torrington and Hall (2006) conducted a study and found out that organizations can use collective bargaining to improve employee performance by incorporating compensation for employees who have a good record of performance, resolving conflicts collectively, and establishing a mechanism for conflict management and maintenance. This shows that resolving conflict in the organizations, will go a long way to improve employees' performance.

Hypothesis 3: Employee empowerment has a significant influence on Job Performance

The third hypothesis seeks to determine the influence of employee empowerment on job performance. Table 4.4 presents the results of the statistical test to justify the claim whether in an affirmative manner or in a negative way employee empowerment influences job performance.

Table 4.4: Correlation results on employee empowerment on job performance

		1	2
Employee empowerment	Pearson Correlation	1	
Job performance	Pearson Correlation	.505**	1
	Sig. (2-tailed)	.000	
	N	70	70
**. Correlation is significant at the 0.01 level.			

The correlation matrix as shown in Table 4.4 indicates a moderate positive significant influence (r = 0.505) between the employee empowerment (independent variable) and job performance (dependent variable) at a significant of 0.000 level (P<0.01). This indicates that when employees are empowered their performance increases and vice versa. Therefore, an increase in employee empowerment contributes significantly to

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an increase in job performance. This implies that the study's hypothesis employee empowerment has a significant influence on job performance is accepted.

The study found out that employee empowerment has a significant influence on job performance. This was supported by a research work of Ngui (2014) who studied the effect of human resource management strategies on the performance of Commercial banks in Kenya. The study sort to find out whether recruitment and selection practices, training and development practices, reward and compensation strategies and employee relations practices had any effect on organizational performance in the Commercial banks in Kenya. He found out that there is a positive correlation between employee relations practices such as reward and compensation; communication and employee empowerment. These practices affected profitability, growth and market share.

Another study conducted by Hanaysha (2016) examine the effects of employee empowerment, teamwork, and employee training on organizational commitment. The findings indicated that employee empowerment has a significant positive effect on organizational commitment. Employee empowerment provides employees the opportunities to feel their values in their organizations, and this can increase their level of commitment and performance (Sahoo et al., 2010). Mullins and Peacock (1991) pointed out that empowered employees feel more motivated and loyal to their organizations. These results indicate that employees should be empowered because it is through empowerment an organization will develop a strong culture, which reflects employee commitment in order to survive, grow, compete, and face any possible challenges that may arise at any time. Although this study is not directly related to the current study, future research should be conducted on the effect of employee empowerment on job performance.

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Hypothesis 4: Employee voice has a significant positive effect on Job Performance

In examining the influence of employee voice on job performance, the fourth hypothesis was generated and tested. Employee voice has some influence (Either positive or Negative) on job performance. The statistical results with respect to Table 4.5 indicate whether to reject or not reject the stated hypothesis.

Table 4.5: Correlation results on employee voice on job performance

		1	2
Employee voice	Pearson Correlation	1	
job performance	Pearson Correlation	.308**	1
	Sig. (2-tailed)	.009	
	N	70	70
**. Correlation is significant at the 0.01 level.			

Table 4.5 shows a weak positive influence (r = 0.308) of employee voice on job performance. Although the relationship is significant (p < 0.05) at 0.01 level, the correlation matrix shows that there is a significant influence between the two variables. As employee voice increases within the working environment, their job performance equally increases and vice versa. However, though the association is positive, yet it is weak. Implying that there could be other variables that influence the two variables tested. However, the stated alternative hypothesis that employee voice has a significant positive effect on job performance is accepted.

Findings from the analysis indicated that employee voice has a significant positive effect on job performance. This is in line with the work of Oresi (2005) who conducted a study on employees performance management practices for the court registry staff and found a significant relationship between employee relation practices

and firm performance. This is consistent with findings from a similar study by Chenevert, Trembly (2009) who found that good employee relations practices such as employee voice and dispute resolution mechanisms have a positive effect on performance. Effective voice contributes to building trust with employees, innovation, productivity, and organizational improvement. For employees, self-expression in a voice often results in feeling valued, increased job satisfaction, greater influence, and better development opportunities. Employee voice should be encouraged in organizations to increase their performance.

Table 4.6 Testing of Hypothesis (summary)

Variables	Corr. Coefficient	P-value	Remarks
Employee Relation	.516	.000	Supported
Conflict Resolution	.304	.010	supported
Employee Empowerment	.505	.000	supported
Employee Voice	.308	.009	Supported

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0   Introduction

This chapter presents the summary, conclusions and recommendations for the study.

5.1   Summary of Major Findings

The findings obtained from the study aimed at investigating into the incidence of employee relations practices on job performance focusing on Winneba Municipal Hospital. This section gives the summary of findings of the variables under study: employee relation practice, conflict resolution, employee empowerment and employee voice.

5.1.1   Employee Relation Practice

The study found out that employee relations practice had a relationship with job performance. It established that most employees are willing to spend extra time on work when required. And also complete work in a timely and efficient manner. These will lead to an increase in job performance. Overall, the study established that there is a strong positive relationship between employee relations practice and job performance.

5.1.2   Conflict Resolution

The study found out that conflict resolution practices affect the job performances of employees in Winneba Municipal Hospital. The study established that majority of the respondents indicated that their superior negotiated with them so that a compromise

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can be reached. This shows that negotiation practices will lead to resolving conflicts at the workplace, which in turn leads to an increase in job performance. The correlation analysis results revealed that conflict resolution has a weak but positive influence on job performance at Winneba Municipal Hospital.

5.1.3 Employee Empowerment

The study established that employee empowerment affects the job performances of employees. From the study, it was evident that the work most employees perform is very important to them. This was ascertained by the high number of respondents who ranked this five. The study further established that most employees are confident about their ability to do their job. These indicate that employees have control over their job, which empowers them to perform their tasks adequately and to increase job performance. Correlation analysis showed that Employee empowerment has a strong positive influence on job performance at Winneba Municipal Hospital.

5.1.4 Employee Voice

The study established that employee voice influences the job performance of employees. The study found out that most employees develop and make recommendations concerning issues that affect their workgroup. It further established that most employees get involved in issues that affect the quality of work-life in their group. This indicates that voice is an important factor in the organization and all employees should be allowed to practice so. This has the likelihood to increase the job performance of employees since they can fully participate in the decision-making process. Overall, the study revealed that employee voice had a weak but positive influence on job performance at Winneba Municipal Hospital.

5.2   Conclusion

Based on the findings, it can be concluded that employee relations practices influence job performance in Winneba Municipal Hospital. This confirms the findings by Rees and Johari (2010) who established a linkage between performance and human resource practices; Njau, (2012) whose linked dispute management, information sharing, and financial resource allocation to quality of healthcare outcomes. The government should ensure all facilities are well funded to ensure high-quality service delivery and availability of services at all levels. Further, it can be concluded that employee relations policies must incorporate conflict resolution, employee empowerment, and employee voice mechanisms for overall improved job performance. Sound employee relation practices must be supported at all levels since positive outcome on job performance is dependent on these practices.

The study concludes that other factors not under study such as job satisfaction, organizational culture, training and development, work environment and leadership commitment may influence organizational performance and hence area for further study.

5.3   Recommendations

Considering the major findings from the research, the following recommendations are made for consideration. These recommendations, if implemented, will help both management and employees of the organization on the significant impact of employee relations practice on job performance. The study recommends to administrators in the public healthcare sector to embrace sound employee relations practices such as alternative conflict resolution practices to improve organizational performance. Employee empowerment programs must be fully supported by both top and middle-

level management. Therefore the hospital's management must focus on removing barriers that keep employees from exercising their talents fully and this can only be achieved by embracing empowerment programs that will give employees autonomy in their work.

The study finally recommends for enhanced use of employee relations practices since they will lead to improved job performance in Public healthcare. This is because organizational performance remains paramount to most private entities and more importantly public-funded organizations. The institutions need to continuously monitor the environment and determine the appropriate practices that need to be adopted to improve quality of service, productivity and staff retention.

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APPENDIX

UNIVERSITY OF EDUCATION, WINNEBA

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT SCIENCES

QUESTIONNAIRE

Dear Respondent,

This Questionnaire is designed to assist the researcher to . This is purely an academic work. This research seeks to investigate the incidence of employee relations practices on job performance. All information provided will be treated strictly confidential and with great sense of security.

Please, kindly fill-up and tick (√) the appropriate space and box respectively. It comprises of Five Sections (A-Biographic Data, B- Job Performance, C- Conflict resolution, D- Employee Empowerment and E- Employee voice).

SECTION A

Biographic Data

Gender: Male [ ]   Female [ ]

Tenure (Number of years in the organization)……………………

Marital Status: Single [ ]   Married [ ]   Divorced [ ]

Qualification: Masters [ ]   Degree [ ]   HND [ ]   Diploma [ ] Certificate [ ]

Others (Specify) [ ] …………………………………………….…………

Status: Management [ ]   Non-Management [ ]

Age: ………………………………………………………………………….

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SECTION B

Job Performance

Instruction: Using 5-point Likert scales please tick (√) the appropriate box that reflect your job performance as far as your employment contract is concern. The scale is defined as follows:

Not all time	Rarely	Sometimes	Frequently	Always
1	2	3	4	5

S/n	Items	1	2	3	4	5
1.	I adequately complete responsibilities.					
2.	I am able to meet performance expectations.					
3.	I get involved to benefit of the organization.					
4.	I am able to initiating ideas and innovations.					
5.	I complete work in a timely and efficient manner.					
6.	I am willing to spend extra time of work when required.					
7.	I take challenging work task.					
8.	I ensure that my work is thorough and accurate.					

SECTION C

Conflict Resolution

Instruction: Using 5-point Likert scales, please tick (√) the appropriate box that reflect the extent to which you agree with the following statements concerning conflict resolution at the workplace. The scale is defined as follows:

Not all time   Rarely   Sometimes   Frequently   Always

S/n	Items	1	2	3	4	5
1.	My superior tried to work with me to find solution to a problem which satisfies our expectations.					
2.	My superior generally tried to satisfy the needs of mine.					
3.	My superior negotiates with me so that a compromise can be reached.					
4.	My superior uses his or her authority to make decision in his or her favour.					
5.	My superior uses his or influence to get his or her ideas accepted.					
6.	My superior tried to find a middle course to resolve an impasse.					

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SECTION D

Employee Empowerment

Instruction: Using 5-point Likert scales, please tick (√) the appropriate box that reflect the extent to which you agree with the following statements concerning employee empowerment at the workplace. The scale is defined as follows:

Not all time	Rarely	Sometimes	Frequently	Always

Sn	Items	1	2	3	4	5
1.	The work I do is very important to me.					
2.	I am confident about my ability to do my job.					
3.	I have mastered the skills necessary for my job.					
4.	I have significant autonomy in how I do my job.					
5.	I have considerable opportunity or independence and freedom in how i do my job.					
6.	My impact on what happens in my organization is large.					

SECTION E

Employee Voice

Instruction: Using 5-point Likert scales, please tick (√) the appropriate box that reflect the extent to which you agree with the following statements concerning employee voice at the workplace. The scale is defined as follows:

Not all time	Rarely	Sometimes	Frequently	Always

S/n	Items	1	2	3	4	5
1.	I develop and make recommendations concerning issues that affect my work group.					
2.	I speak up and encourage others in my group to get involved in issues that affect the group.					
3.	I communicate my opinions about work issues to others in my group even if my opinion is different and others in the group disagree with me.					
4.	I keep well informed about issues where my opinion might be useful to my work group.					
5.	I get involved in issues that affect the quality of work life here in my group.					
6.	I speak up in my group with ideas for new projects or changes in procedures.					

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