

Chapter 5

Employer-Employee Relationship and Service Delivery in Nigeria Manufacturing Companies

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Abstract

This study investigated the relationship between employer-employee and service delivery in manufacturing companies in Rivers State, Nigeria. A total of 300 respondent form 10 registered manufacturing firms in Rivers states of Nigeria formed the population of the study and the sample size of 250 was derived using the Taro Yameni formula. The data were generated through administered and retrieved structured questionnaires. Simple percentage was used for the demographic analysis. While Spearman's Rank Correlation Coefficients with the aid of SPSS version 25 statistical tool was used for the bivariate analysis. It was found that there were positive and significant relationship between the dimensions of Employer-Employee Relationship and Service Delivery. Applying Spearman's Rank Correlation Coefficient at a 0.05 level of significant. The results revealed very strong positive relationship between Trust and Service delivery ($r = 0.812$), indicating another strong and positive between mutual respect and service delivery at (0.765) and correlation coefficient (ρ) of 0.689, shows a moderate to strong positive relationship between Open Communication and Service Delivery. Since the P-value (0.000) < 0.05. Based on the empirical analysis of the data obtained from the respondents, this study concludes that the Employer-Employee Relationship significantly influences Service Delivery in manufacturing companies in Rivers State, Nigeria. The study recommended amongst others that the Management of manufacturing firms should institute policies that fosters organizational trust as this was the strongest predictor of service delivery, promote mutual respect and enhance good communication and regular feedback to ensure transparency and integrity in dealings with employees.

Keywords: *Employer-Employee Relationship, services delivery, manufacturing companies.*

INTRODUCTION

In this phase of high technology and global competition, various manufacturing firms seems to have frequently suffered from perceived inabilities of the management of these companies to appropriately fulfil the obligations toward their employees to enhance service delivery in the organisation. This is particularly present in a developing nation like Nigeria, Rivers State in particular where socio-economic constraints and paucity of resource is prevalence. The focus on the manufacturing firms, employers-employees relationship, and service delivery was borne out the fact that in Nigeria, manufacturing industry is essential to its economy, for its contribution to developing nation's socio-economic, gross domestic product (PGD), creation of job opportunities and financial resources it brings via foreign trades. Manufacturing sectors are the bedrock to the economic and technological advancement of nation. This is in line with Aurobindo and Balu (2023) observation that technological breakthrough has occasioned significant movement of business sector in current years, of which manufacturing firms are part of the recent trends by embracing industrialization, various job opportunities are created, with this the living conditions are enhanced and level of earnings will improve. The importance and contributions of manufacturing firms to the economy of

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a developing economies like Nigeria has placed encumbrance on manufacturing sector in terms of delivery service.

Tartsea-Anshase and Odeba (2019) investigating employer-employee relationship have identified factors such as inspiration, competence and customer service and why it is essential for the relationship. The authors maintained that competencies are enhanced as a result of a motive to perform better as well as to boost service delivery. It then means that when employees are motivated and encouraged these leads to increased performance and productivity. However, it is obvious that when organisation through its employees establishes good relationship, where there is trust, mutual respect and effective communication channels, quality service delivery would be achieved among members of the workforce.

Statement of the Problem

Employer are under pressure in various companies to keep pace with or establish organizational culture that maintains cordial relationship, trust and open communication which are capable of enhancing quality service delivery. Although much has been mentioned about higher service delivery and adoption of employer-employee relationship in these organisations. Hardly have we ever known about how employers have adopted trust as a policy or practice and the outcome of these organisations in their day-to-day dealings with employees. The employers in manufacturing firms are confronted with two-fold responsibilities of building up mutual respect for one another and having to deal with ineffective communication on the part of employer and employee because both of them desire open communication and feedback. This mismatch between the necessity in fostering employer-employee relationship and the implementation of perceived trust, mutual respect and open communication within organization are further challenged by insufficient empirical evidences especially in manufacturing firms, of which adequate employee service delivery can be hampered, if not checked. Unless we understand how to build employer-employee relationship, sustaining quality service delivery will be an impossible task in organisations. More especially in Nigeria, the problems are further strengthened by infrastructural constraints, policy instabilities, socio-economic hardship, individuals suspecting one another, lack of confidence which makes it almost impossible in establishing good employer-employee relationship, this is indeed a necessity for high performance. It is against this backdrop that this study sought to establish how trust, mutual respect and open communication can boost service delivery in manufacturing firms in Rivers State, Nigeria.

Conceptual Framework

Conceptual Framework of Employer-Employee Relationship and Service Delivery.

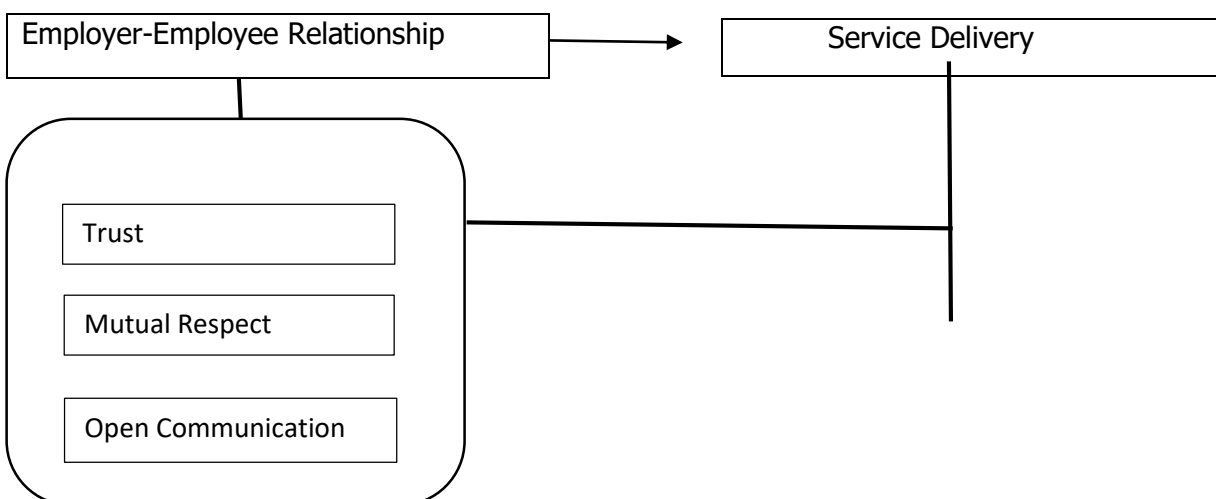


Fig. 1 Conceptual Framework adopted Erin, S. (2019) and Shad, M., and Jain, S., (2024)

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The above conceptual framework in figure 1 shows the predictor variable employer-employee relationship in this study. It was measured using three dimensions such as: Trust, Mutual respect and communication, and the criterion variable service delivery.

This study sought to:

- i. determine the relationship between trust and service delivery.
- ii. examine the relationship between mutual respect and service delivery.
- iii. investigate the relationship between open communication and service delivery.

Three hypotheses were tested in the null hypotheses form:

Ho1: There is no significant relationship between trust and service delivery.

Ho2: There is no significant relationship between and service delivery.

Ho3: There is no significant relationship between open communication and service delivery.

Review of related literature

In many organisations today, building employer-employee relationship is a huge strategic deal that must be established and maintained if the organization must succeed. The character of trust is an attribute that can open the door for everyone or organisations anywhere, anytime to thrive in whatever endeavour embarked upon.

Tartsea-Anshase and Odeba (2019), affirms that adequate management of employer-employee relationship gives rise to increased job performance. This notion was supported by Ngari & Ngari and Agusioma (2016) who maintained that harmonious relationship is vital to job performance. When organisations establish good rapport with its workforce, it enjoys greater engagement, motivation, low turnover, innovation and team collaboration.

As noted by Anyim (2018), employment relationship is concerned with how employer and employee relates in the workplace. This so-called relationship ranges from pay work bargain to dealing with employment practices, keeping to the terms and conditions. Erin (2019) opined that employer-employee relationship is an actually linked to mutual respect. In a related study, Shad and Jain (2024) maintained that employer-employee relationship is based on mutual respect, collaboration and trust which is more than just business commitment. These authors have identified the above variables as a driver to the said relationship very significant to organizational productivity. So, for manufacturing firms to achieve higher productivity for sustained customer service delivery, positive culture, nurturing and maintaining good relationship is a requirement. Adeyeye (2021), in lending his voice to the subject of discussion, observed that strong employee relationship in organization is essential for attainment of its objectives in short and long-term respectively.

In another related study, Venkadesa & Saranraj (2017) noted that it is not just engaging new workforce, that the employer is also beginning a new relationship which must be develop in the course of working closely in one neighborhood. The authors revealed that proper management of already established relationship is important to business accomplishment, employee satisfaction and productivity enhancement. Sawithri and Amarasinghe (2017) in supporting the above assertion, opined that strong relationship places the organization's workforce to be more conservative in use of resources, creative, working with high drive and these of course will enhanced the output of the employees.

Countless researchers had proffer processes/methods through which employees can be encouraged to leverage their talents and contribute towards the organization's success by delivering quality customer service, the only way possible is building good employer-employee relationship. Again, scholars have advanced several procedures and dimensions in related studies, but this current study adopts the ideas of Shad and Jain (2024), where trust, mutual respect and communication were highlighted as measures of the concept under study.

Service Delivery

Manufacturing firms in the developing economies like Nigeria are saddled with sensitive responsibility of quality service delivery to the populace irrespective of the diversity of socio-economic issues rocking the industry.

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Modise et al., (2020), while investigating client service delivery in the South African Police Service's Community, observed that service delivery is all about achieving results and saving cost when services are delivered. This means that service providers must handle the delivery in an effective and efficient manner for high performance to be achieved. In the real sense of it, service providers cannot be separated the service itself.

As noted by Ruwanika et al., (2024), service delivery entails the supply of gains, fulfilments and public exercise. In a related study, this notion was supported by Van der Walt et al., (2018) who affirms that service delivery has to do with provision of gains, public exercise as well as understanding. However, service provider-customer relationship ought to be established and maintained. Ruwanika and Marumura (2024), observed that the sole responsibility of public sector is to provide service to the entire population. So, it then means that their customer is the population and that is its main objective. For any organization to succeed, good customer service delivery must be enhanced and this will largely depend on what the expectation of the customer is, with the perceived outcomes. Customers will repeat patronage when they are satisfied with the level of service delivered to them and the organization will enjoy customer advocacy and loyalty. This can only be achieved when employees are happy and satisfied with the organisation which also entails establishing good employer-employee relationship, then employees becomes more engaged to deliver on mandate and they also advocate for company products.

Methodology

This study adopted correlational research design. The population of the study consisted of 300 full time employees of 10 manufacturing firms registered with Rivers State Manufacturers Association of Nigeria (MAN). The sample size of the study was 250 which drawn from the population using the Taro Yemini formula. Structured questionnaire titled: Employer-employee relationship (EER) and service delivery (SD) were used for data collection. Simple percentage was used for the demographic analysis. While Spearman's Rank Correlation Coefficients with the aid of SPSS version 25 statistical tool was used for the bivariate analysis. The hypotheses were tested at 0.05 level of significance.

Results

Demographic Presentation

Category	Sub-category	Frequency (F)	Percentage (%)
Gender	Male	145	58
	Female	105	42
Age	20-30 Years	50	20
	31-40 Years	110	44
	41-50 Years	65	26
	51 Years & above	25	10
Education	OND/NCE	60	24
	HND/B.Sc.	150	60
	MBA/M.Sc. & others	40	16
Experience	1-5 Years	75	30
	6-10 Years	120	48
	11 Years & above	55	22
Total		250	100

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The table above shows that the majority of respondents (58%) were male, while 42% were female. In terms of educational qualification, the highest number of respondents (60%) hold HND/B.Sc. degrees, indicating a literate workforce capable of understanding the questionnaire.

Test of Hypothesis 1

Ho1: There is no significant relationship between trust and service delivery.

Table 2: Spearman's Rank Correlation for Trust and Service Delivery

Variable		Trust	Service Delivery
Trust	Correlation Coefficient	1	.812**
	Sig. (2-tailed)	.	0
	N	250	250
Service Delivery	Correlation Coefficient	.812**	1
	Sig. (2-tailed)	0	.
	N	250	250

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

The result in Table 2 reveals a Spearman's Rank Correlation Coefficient (ρ) of 0.812. This indicates a very strong, positive relationship between Trust and Service Delivery in manufacturing firms in Rivers State. The Probability value (P-value) is 0.000, which is less than the significance level of 0.054. Consequently, the null hypothesis (Ho1) is rejected, and the alternate hypothesis is accepted. This implies that when employees trust their employers, the quality-of-service delivery increases significantly.

Test of Hypothesis 2

Ho2: There is no significant relationship between mutual respect and service delivery. (Note: I corrected the typo in your source text where "mutual respect" was missing from the hypothesis statement).

Table 3: Spearman's Rank Correlation for Mutual Respect and Service Delivery

Variable		Mutual Respect	Service Delivery
Mutual Respect	Correlation Coefficient	1	.765**
	Sig. (2-tailed)	.	0
	N	250	250
Service Delivery	Correlation Coefficient	.765**	1
	Sig. (2-tailed)	0	.
	N	250	250

The data analysis in Table 3 presents a correlation coefficient (ρ) of 0.765, indicating a strong positive relationship. The P-value (0.000) is less than the alpha level of 0.05. Therefore, the null hypothesis (Ho2) is rejected. This finding suggests that Mutual Respect is a critical predictor of Service Delivery; when mutual respect is fostered in the workplace, employees are more committed to delivering quality services to clients.

Test of Hypothesis 3

Ho3: There is no significant relationship between open communication and service delivery.

Table 4: Spearman's Rank Correlation for Open Communication and Service Delivery

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Variable		Open Comm.	Service Delivery
Open Comm.	Correlation Coefficient	1	.689**
	Sig. (2-tailed)	.	0
	N	250	250
Service Delivery	Correlation Coefficient	.689**	1
	Sig. (2-tailed)	0	.
	N	250	250

Table 4 shows a correlation coefficient (ρ) of 0.689, representing a moderate to strong positive relationship between Open Communication and Service Delivery. Since the P-value (0.000) < 0.05, the null hypothesis (H_0) is rejected. This implies that establishing open channels of communication and feedback mechanisms effectively enhances service delivery in the manufacturing sector.

Conclusion

Based on the empirical analysis of the data obtained from the respondents, this study concludes that the Employer-Employee Relationship significantly influences Service Delivery in manufacturing companies in Rivers State, Nigeria. Specifically, the dimensions of Trust, Mutual Respect, and Open Communication were found to be strong drivers of organizational performance. The study confirms that when manufacturing firms prioritize a relational environment built on confidence and transparent information flow, employees are better motivated to meet customer expectations and deliver superior service.

Recommendations

Based on the findings and conclusion, the following recommendations are made:

- i. Foster Organizational Trust: Management of manufacturing firms should institute policies that ensure transparency and integrity in dealings with staff to build trust, as this was the strongest predictor of service delivery.
- ii. Promote Mutual Respect: A culture of dignity should be enforced where both superiors and subordinates treat each other with regard. This reduces workplace conflict and enhances focus on client satisfaction.
- iii. Enhance Communication Channels: Manufacturing firms should adopt "Open Door" policies and regular feedback meetings to ensure that communication flows freely from top to bottom and vice versa. This ensures clarity of goals regarding service delivery standards.

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