

Employees' Relationship and Performance of Hotels in Anambra and Delta States of Nigeria

ISEH, Gloria Ndiri

Department of Hospitality and Tourism Studies,
Admiralty University of Nigeria, Ibusa, Delta State, Nigeria
Email: isehgloria2@gmail.com

&

Prof. E. N. Ukabuilu

Department of Hospitality and Tourism Management,
Faculty of Management Sciences,
Imo State University, Owerri
Email: emmaukabuilu@gmail.com

Abstract

The study was carried out to assess the effects of employees' relationship and performance of hotels in Anambra and Delta States of Nigeria. The specific objectives were to examine the effect of employees' relationship on the sales volume, evaluate the effect of employee relationship on cost control and to assess the relationship between employees' relationship and labour turnover. A multi stage sampling technique was used in selecting 321 respondents for the study. Descriptive statistics such as mean value, standard deviation, simple percentage and frequency counts to achieve the objectives. Inferential statistic (Correlation coefficient) was used to indicate the nature of statistical relationship that exists among variable in order to validate or reject the stated hypothesis. The result showed that there was a significant positive relationship between employee relationships and sales volume in hotels. Positive employees' relationships foster teamwork, higher productivity, and employee satisfaction, all of which contribute to increased sales the study also indicated that Positive employees' relationships significantly affect cost control in hotels and employees' relationships have a significant positive impact on reducing labor turnover. It was recommended that hotel management should foster a positive work environment by encouraging teamwork, open communication, and mutual respect among employees.

Keyword: Hotels, Employees, Relationship, Performance, Management

Introduction

In the field of management, capital, assets, people resources, technology, and land are all significant factors of production. Human capital is the main economic resource that increases a country's gross domestic product (GDP). It has developed into the most significant social and productive factor in economic growth and is a valuable source of knowledge for achieving sustainability and competitiveness in the global hospitality and tourism industries. The creation of knowledge is not the only aspect of it; the industry also stands to benefit from the chance to apply this new knowledge to its operations, human resources, and processes, as well as to share it with the general public through training, education, and information (Nakipova, Kamenova, and Akhmetova, 2021).

Like almost every other sector, the hotel and tourist industry is greatly touched by ICT applications. Information and communication technology has an impact on even the smallest aspects of the corporate sector, such as smart phones, social networking, and automated check-ins. Since ICT applications are developing at an ever-increasing rate, many industries have long been modifying and adapting quickly to keep ahead of the competition. Nevertheless, hospitality industries have been slow to embrace new technological developments. If this situation isn't resolved in the upcoming months and years, a lot of companies in the hotel and tourism industries risk falling even further behind when the next wave of technological innovations strikes. Companies that don't adapt to the technological environment will eventually fail and shut down. Even so, it is anticipated that the hospitality and tourist sectors would continue to benefit from similar technological improvements in the near future (Sharma, 2016) even more quickly. As a factor of production, humans are essential to the coordination of the organization. The reason for this is that, even in today's state technological advancement, capital employed in running a corporation cannot work without human intervention. As a result, without humans in an organisation, little can be accomplished.

Most people agree that employees are a major source of a company's competitive advantage (Armstrong and Murlis 2017). Effective human resource management practices enable employees to perform at a high level, which is essential for any firm to succeed (Shahzad, Bajwa, SiddaiAhmid and Sultani 2016). Employee relationships are a major factor in evaluating human resources initiatives in relation to hotel performance. Since they are the only ones who can allocate an organization's resources, employees are seen as the key to its success and as such, they require particular consideration (Bashir and Jehanzeb 2013). A collection of organizational tasks and endeavors

known as employee relations address matters pertaining to individuals, such as hiring, pay and benefits, performance management, organization growth, health and safety, communication, and management (Stalk and Shulman, 2012). Activities related to employee relations (ER) have gained ambiguous reputation in recent years. Rather than implementing ER operations just for the purpose of taking disciplinary action and supporting employees, competition compelled Employee to play a strategic role as a business partner. According to Michael (2015), managing the relationship between an employer, customers, and employees is crucial to achieving the highest possible level of productivity in terms of goods and services, employee motivation, and taking proactive steps to address issues that could negatively impact the working environment (Brown and Ostroff, 2014).

There is a wealth of literature on employee performance, but the most of it focuses on manufacturing sectors that are involved in the production of tangible goods. Some, particularly in Anambra and Delta, concentrate on service businesses, but on non-hospitality related areas such as schools, bank, manufacturing companies etc. Additionally, there is a small body of research on the effects of staff relationships on performance in hotels. Nonetheless, there is a dearth of data in the literature when it comes to staff relationships and how they affect a hotel's labor turnover, cost control, and sales volume especially in Anambra and Delta State.

The study has been designed with proposed operational frame work (Figure 1) to bridge the existing gaps in the literatures and issues facing human resources activities such as employee relationship, reward management, resourcing, human resource development; and performances in the hotel industries such as sales volume, cost control and labour turn over.

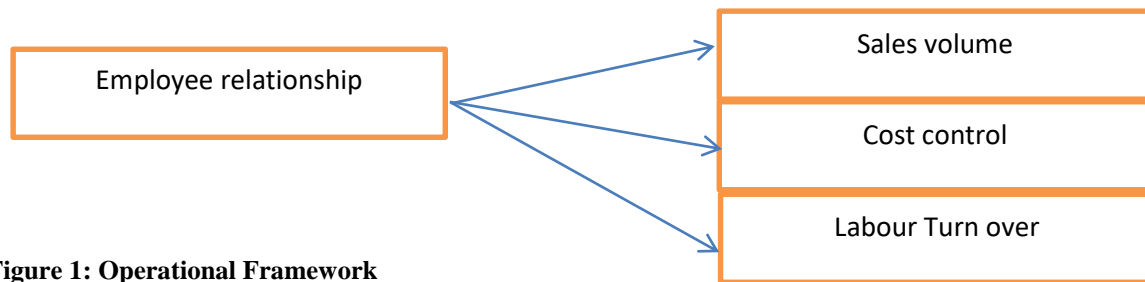


Figure 1: Operational Framework

Objective of the Study

The main objective of the study is to assess the employees' relationship and performance of hotels in Anambra and Delta States of Nigeria. The specific objectives are to:

- i. examine the effect of employees' relationship on the sales volume.
- ii. evaluate the effect of employee relationship on cost control
- iii. assess the relationship between employee relationship and labour turnover

Research Questions

The following research questions were drawn in conformity with the stated objectives. They are to reflect the following:

- i. What extent does employee relationship affect sales volume?
- ii. What extent does employee relationship significantly affect cost control?
- iii. What effect does employee relationship have on labour turnover?

Hypotheses of the Study

The following hypotheses are derived in conformity with the stated objectives above.

- Ho₁: Employee relationship has no significant relationship with sales volume.
Ho₂: Employee relationship does not significantly affect cost control.
Ho₃: Employee relationship does not significantly affect labour turnover.

Methodology

The study area is Anambra and Delta States of Nigeria. The method employed for this research takes the form of a survey study which allows samples to be selected. A multi stage sampling technique was used for the study. First a purposive sampling of two states (Anambra and Delta States) from the 36 states in Nigeria and purposive selection of seventeen (18) functional hotels from the study location. Second stage involved simple random sampling of employees from each of the hotels purposively selected. A simple random sampling of size N is the probability sampling design for which a fixed number of N units are selected from a population of N units without replacement such that every possible sample of N units has equal probability of being selected. A resulting sample is called a simple random sample.

The simple random sampling technique adopted in selecting the populations for this study gives every member an equal chance of being selected or chosen.

To administer the questionnaire, Ukabuilu's (2013) formula employed is stated as followed:

$$R = F(Y, I, C)$$

Where:

Y = years of experience

I = People index knowledge

C = Class of staff

Thirty hotels from Delta and Anambra States were selected for the study. Five departments from the hotel were selected, and each having an average of fifteen (15) workers in the thirty hotels gave a total population of two thousand, two hundred and fifty (2,250). The departments include the housekeeping department, front office department, food and beverages department, maintenance and engineering department, and security department. Taro Yamens formula employed in determining the sample size and the formula is given as:

$$\text{Taro Yamens formula: } n = \frac{N}{1 + N(e)^2}$$

Where: n = Sample Size

N = Population

e = Level of significance (0.05)

$$n = \frac{2250}{1 + 2250(0.05)^2}$$

$$n = \frac{2250}{1 + 2250(0.0025)}$$

$$n = \frac{2250}{1 + 6}$$

$$n = \frac{2250}{7}$$

$$n = 321$$

For the purpose of this research work, the sample size chosen from the population of 2250 using Taro Yamens formula was 321 fulltime staff of hotels in Delta and Anambra State.

Primary source of data were obtained from the respondents in the field, and questionnaire were the instrument used in eliciting the view and opinion of the respondents. Both descriptive and inferential statistical procedure were used. The descriptive statistics used includes diagrams (tables and figures), mean value, standard deviation, simple percentage and frequency counts to achieve the objectives. Inferential statistic (Correlation coefficient) was used to indicate the nature of statistical relationship that exists among variable in order to validate or reject the stated hypothesis. The analysis was carried out using statistical scientific package for social sciences (SPSS) version 17 software.

The pearson product correlation was used to achieve the hypotheses shown in the formula below:

$$r_{xy} = \frac{n\sum xy - \sum x \sum y}{\sqrt{(n\sum x^2 - (\sum x)^2)(n\sum y^2 - (\sum y)^2)}}$$

Where

Y = Dependent variables or variable to predict

X = Independent variables or the predictor variable for:

n = Sample size

Results and Discussion

Demographic information of the respondents

Table 1 revealed the demographic information of the respondents. The result showed that majority 167(53.0) of the respondents are females while male constituted 148(47.0%). Also, 54(17.1%) of the respondents fall within the age bracket of 18 – 27 years, 144(45.7) falls within 28 – 37 years, 86(27.3%) falls within 38 – 48 years while those above 48 years constituted 31(9.8). the result indicated that majority 180(57.1%) of the respondents are single while 135(42.9%) are married. The result showed that 32(10.2%) of the respondents had SSCE/GCE/NECO qualification, 83(26.3%) had NCE/OND qualification, 157(49.8%) had HND/BSC qualification while 43 (13.7%) had completed MBA/M.MSC degree. The result revealed that 64(20.3%) of the respondents are in Housekeeping

department, 74(23.5%) work in Front office department, 104(33.0%) work in Food and beverages department while 31(9.8%) work in Maintenance and engineering department and those that work in Security department constituted 42(13.3%). The result obtained demonstrated that majority of the respondents 148(47.0%) work for 10 hours, 94(29.8%) work for 12 hours while 73(23.2%) work for 24 hours.

Table 1: Showing respondents demographic information

Parameter	Frequency	Percentage
Gender		
Male	148	47.0
Female	167	53.0
Age		
18 – 27	54	17.1
28 – 37	144	45.7
38 – 47	86	27.3
> 48	31	9.8
Marital Status		
Married	135	42.9
Single	180	57.1
Educational qualification		
SSCE/GCE/NECO	32	10.2
NCE/OND	83	26.3
HND / B.SC	157	49.8
MBA/M.MSC	43	13.7
Department		
Housekeeping department	64	20.3
Front office department	74	23.5
Food and beverages department	104	33.0
Maintenance and engineering department	31	9.8
Security department	42	13.3
No of hour spend on the job		
10 hours	148	47.0
12 hours	94	29.8
24 hours	73	23.2

Source: Field survey, (2023)

Effect of Employees' relationship on sales volume of hotels

The result in Table 2 showed that employee relationship has positive significant ($p < 0.01$) effects on sales volume among hotels in Anambra and Delta States. This implies that positive increase or change in employee relationship will lead to increase in sales. This result agrees with Laroche and Wechtler, (2008) and Defalvard, Guillemot, Lurol, and Polzhuber (2008) who stated that employee relationship in companies is an essential factor in the proper functioning of organizations. According to Delteil and Dieuaide, (2010) the total volume of sales is directly and significantly impacted by positive relationships at work. A collaborative and team-oriented workplace is fostered by strong relationships between employees and their managers, as well as between coworkers. Members' increased productivity and efficient application of the group's knowledge and experience are the direct effects of their cooperation, and this has an effect on sales. Positive work environments also promote high levels of job satisfaction and staff motivation (Crandall and Perrew, 2005). Increased productivity and a positive view of customer interactions have been connected to employee satisfaction, and both are critical elements in driving up sales. Positive engagement has a significant impact on sales, which is an important result of having contented staff. When lines of communication are open, everyone is aware of new product innovations, customer preferences, and sales strategies. The team's increased ability to fully address client needs improves customer service, which in turn increases revenue. Customer interactions are positively impacted by the positive relationships amongst staff members. If employees feel valued and supported at work, they are more likely to treat customers with kindness and respect. In addition to ensuring customer loyalty, this improved customer service opens the door for favorable word-of-mouth recommendations, growing the customer base and ultimately boosting sales (Gennard and Judge, 2002). The result is also in line with Leblebici, (2012) who reported that poor employee relationship adopted by employers of labour can cause low revenue for organizations and decrease in general sale performance. This agrees with Dessler, (2004) who reported that lack of employee access to organization information can depreciate organization sales performance due to the limited information and employee relationships.

**Table 2: Effect of Employee relationship on sales volume of hotels
 Correlations**

		Employee relationship	sales volume
Employee relationship	Pearson Correlation	1	1.000**
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	97.543	97.543
	Covariance	.311	.311
	N	315	315
	Pearson Correlation	1.000**	1
Sales volume	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	97.543	97.543
	Covariance	.311	.311
	N	315	315

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

Effect of employee relationship on cost control in hotels

The result in Table 3 showed that employee relationship has positive and significant ($p < 0.01$) effect on cost control among hotels in Anambra and Delta State. This implies that positive change in employee relationship will lead to change in cost control. Asaolu and Nassar (2007) define cost control as the term used for planned and positive approach to the improvement of efficiency. It can be viewed in many ways, such as increasing productivity, and elimination of waste.

The finding suggested that positive working employee relationships have a substantial and measurable impact on a company's capacity to control costs. Cooperative environments foster a collaborative environment where mutual support and teamwork thrive (Sikka 2003). This cooperative culture promotes easier processes, less conflicts, and improved problem-solving abilities, all of which increase operational effectiveness and cut expenses. Furthermore, contented employees are more likely to exhibit greater levels of commitment and dedication, which reduces the possibility of employee expense. In addition to improving overall job satisfaction and reducing stress-related expenses, positive employee interactions help foster a more favorable workplace culture. When these factors combine, a positive feedback loop is produced in which strong employee relationships have a significant impact on effective cost-control strategies (Sikka 2003). According to Lockey (2002), an organization's planning system is better when there is a positive employer-employee relationship; when there is a lack of interaction, the planning system is worse. Any organization that wants to control costs must have planning; without it, large production costs are unavoidable.

According to Wing (2000) employer-employee relationship is foundational structure for successful cost management. Asaolu and Nassar (2007) reported decreased in production cost with increased in employer-employee relationship in small scale business. This agrees with Sikka (2003) who discussed that cost control system ensure that cost does not go beyond a certain amount in a friendly working climate. The following are important in employee relationship on cost control in hotels management: taking action in an adequate and timely manner, prioritizing the right initiatives that fully makes a difference, hiring and retaining the right staff and making use of hotel floor space.

Table 3: Effect of employees' relationship on cost control in hotels
Correlations

		Employee relationship	Cost control
Employee relationship	Pearson Correlation	1	1.000**
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	295.600	295.600
	Covariance	.941	.941
	N	315	315
cost control	Pearson Correlation	1.000**	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	295.600	295.600
	Covariance	.941	.941
	N	315	315

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

Effect of Employees' relationship on labour turnover in the selected hotels

The correlation result in Table 4 showed that employees' relationship has a positive and significant ($p < 0.01$) effect on labour turnover. The null hypothesis stated earlier is therefore rejected. The result implies that increase in employee relationship will lead to decrease in labour turnover. It has been reported that higher rate of Labour Turnover indicates lack of stability in the labour force, which in turn may not be considered conducive to the productivity of labour. For higher productivity of labour, it is essential that labour force remains stable over a period of time. Research estimates indicate that hiring and training a replacement worker for a lost employee cost approximately 50% of the workers' annual salary (Johnson et al, 2000) but the costs do not stop there. Each time an employee leaves the firm, it is presumed that productivity drops due to the learning curve involved in understanding the job and the organization. This result agrees with Martin (2003) who detected a complex relationship between turnover and training. He suggested that establishments that enhance the skills of existing workers have lower turnover rates. Martin (2003) looked at the effect of unions on labour turnover and found clear evidence that unionism is associated with lower turnover. He suggested that lower turnover is a result of the ability of unions to secure better working conditions thus increasing the attractiveness for workers for staying in their current job.

Table 4: Effect of Employees' relationship on labour turnover in the selected hotels
Correlations

		Employee relationship	Labour turnover
Employee relationship	Pearson Correlation	1	1.000**
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	223.321	223.321
	Covariance	.711	.711
	N	315	315
Labour turnover	Pearson Correlation	1.000**	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	223.321	223.321
	Covariance	.711	.711
	N	315	315

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

Conclusion

The result showed that there was a significant positive relationship between employee relationships and sales volume in hotels. Positive employee relationships foster teamwork, higher productivity, and employee satisfaction, all of which contribute to increased sales. The study also indicated that Positive employee relationships significantly affect cost control in hotels and employee relationships have a significant positive impact on reducing labor turnover. In essence, a holistic approach that prioritizes employee well-being, satisfaction, and skill development is essential for hotels in these regions to thrive in the competitive hospitality sector. By recognizing the importance of this factor and implementing appropriate strategies, hotels can create a conducive work environment, achieve higher sales, optimize costs, and maintain a stable and dedicated workforce.

Recommendations

It therefore recommended that hotel management should foster a positive work environment by encouraging teamwork, open communication, and mutual respect among employees; and implement team-building activities and initiatives that promote camaraderie and collaboration.

References

- Armstrong M and Murlis (2017). Reward management. A handbook on remuneration strategy and practice. Kogan page publishers
- Asaoluand Nassar. (2007). Essential of management accounting and financial management (2nded.). Ile-Ife, Nigeria: Cedar Productions Ltd
- Becker, B., and Gerhart, B. (2016). The Impact of HR Management on Organizational Performance: Progress and Prospects. *The Academy of Management*, Vol. 39 No. 4, 779-801.
- Bello, M. B. (2021). Job Satisfaction and Employees' Performance of Hotel Industry: Empirical Evidence from Lagos State, Nigeria. *African Journal of Hospitality Tourism and Leisure* 10(4):1481-1502 DOI:10.46222/ajhtl.19770720.174
- Brown, D. E., and Ostroff, C. (2024). Understanding HRM–Firm Performance Linkages: The Role of the “Strength” Of the HRM System. *Academy of Management Review*, 29 (2), 203-221
- Busayo Bello, M. and Ojo Bello, Y. (2021). Personality traits and employees' job performance in hotel industry. *Journal of Tourism Theory and Research*, 7(2), 85-96. <https://doi.org/10.24288/jtr.859088>
- Crandall, R. and Perrewe, L. (2005). Employee relation strategies: *A Handbook*. New York: Taylor and Francis.
- Defalvard, H., Guillemot, D., Lurol, M., andPolzhuber, E. (2008). Les relations socialesentreprise: des évolutions à l'épreuve du genre. In Les relations socialesentreprise (pp. 193–222). La Découverte.
- Delteil, V., and Dieuaide, P. (2010). Les relations sociales dans les multinationalesfrançaisesindustrielles à l'Est : transfert, hybridationoulaboratoire de nouvelles pratiques? *Travail et emploi*, (123), 39–51. <https://doi.org/10.4000/travailemploi.4692>
- Dessler, G. (2004). *Management: Principle and Activities for Tomorrow's Leaders*, 3rd Edition. New Jersey: Person Education, Inc.
- Ebikebina T. (2022). Workplace Human Relation Skills and Job Performance of Employees of Hotels in Rivers State, Nigeria. *International Academic Journal of Management and Marketing*, Volume 7(1): 238 – 258.
- Folalu, A.A. and Aneke, F.O. (2023). Impact of Motivation on Employee Performance in Selected Hotels in Ilaro, Nigeria. *International Journal of Women in Technical Education and Employment*, <https://www.ajol.info/index.php/ijowited/article/view/252804>
- Fubara, B. J. and Onuoha, B. C. (2023). Workplace Informal Relationships and Employee Job Satisfaction of Hotels in Rivers State. *West African Journal of Interdisciplinary Research* 1 (1): 23 – 30.
- Ghebreorgis, F. (2018). Factors Influencing Employee Performance in Hotel-A Comparative Study of Government and Privately Owned Hotels in Eritrea *International Journal of Research in Business Studies and Management* 5(11): 01-09
- Idiakheua, E. O.; Obetoh, G. I. (2012). Counterproductive work behaviour of Nigerians: an insight into make-up theory. *Interdisciplinary Journal of Contemporary Research in Business* 4(7): 10-24
- Jehanzeb, K., and Bashir, N. A. (2013). Training and development program and its benefits to employee and organization: A conceptual study. *European Journal of business and management*, 5(2): 12 – 22.
- Laroche, P., and Wechtler, H. (2008). La presence syndicale est-elleliée à la performance économique et financière des entreprises ? In Les relations sociale sen entreprise (pp. 256–274). La Découverte
- Marques-Quinteiro P., Curral L. A., Passos A. M. (2019). Adapting the revised self-leadership questionnaire to the Portuguese context. *Social Indicators Research*, 108, 553-564.
- Marti Y C. (2003). Explaining labour turnover: Empirical evidence from UK establishment. *Labour*, 17(3) 391-412.
- Michael D. (2015). Research On Unionized Grievance Procedures: Management Issues and Recommendations. *Human Resource Management*, 39 (4), 395 - 406.

- Nakipova GN, Kamenova MZh, Akhmetova KA, (2021). The current state and forecast of food production during the industrial and innovative development of Kazakhstan. *Journal of Advanced Research in Law and Economics* 7(3): 543–553.
- Nweke, O. (2020). Gender Diversity and Employee Performance of Hotels in Port Harcourt, Nigeria. *Global Scientific Journal* 8, (1): 1 – 21.
- Obaide, A. E. (2022). Employee Relations and Job Satisfaction: A Study of Selected Hotel Businesses in Nasarawa State, Nigeria, *Management and Human Resource Research Journal*, 11(2): 1 – 15
- Odunayo, H. A (2022). Effect of Organizational Reward System on Employee Performance in Selected Hotels in Lagos Metropolis, Nigeria. *Saudi Journal of Business and Management Studies*, 10.36348/sjbms.2022.v07i07.002
- Onovughakpo, M., Omo-Amen L. and Ebibode, E. G. (2023). Human Resource Management and Firm Performance: Evidence from Hotel and Tourism quoted Companies in Nigeria. *Innovative Journal of Marketing Management*, 10 (3): 12 - 22
- Peterson, R., and Lewin, D. (2010). Research on Unionized Grievance Procedures: Management Issues and Recommendations. *Human Resource Management*, 39 (4), 395-406.
- Shahzad, K Bajwa, SuSiddai A.Ahmid, F and Sultani A.R (2016) “integrating knowledge management (KM) strategies and processes to enhance organizational activity and performance” journal of modelling in management. 11 (1):154-179 <https://doi.org/10.1108/om2-072014-0061>
- Sikka, T. R. (2003). Fundamentals of cost accounting (5th ed.). India Viva Books. Private Ltd.
- Stalk, E., and Shulman. (2012). Competing on Capabilities: The New Rules of Corporate Strategy. Harvard Business Review , pp. 57-69.
- Ugwu, K., Okoroji, L. and Chukwu, O. (2019). Participative Decision Making and Employee Performance in the Hospitality Industry: A Study of Selected Hotels in Owerri Metropolis, Imo State, *Management Studies and Economic Systems* 4 57 – 70 DO - 10.12816/0053651