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Employee Relationship Management and Employee Performance: Reward In Focus

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Abstract--Employees relationship management is a comprehensive approach that is accountable for an employer-employee relationship. It also reflects a delicate balance in the development, recognition of human capital, and interaction in the organization. Today, employee relationship management has become important for gaining competitive advantage and improving performance. Hence the reward system serves as a systematic practice to achieve positive outcomes or consequences. The existence of these connections in the theoretical discussions led to the study of the connection between employee relationship management mechanisms and employee performance, with reward as a contributory factor in the organization. Data for the study were obtained using the questionnaire survey method. Two hundred and twenty-two (222) employees of organizations in the telecommunications segment were selected as the statistical sample and two hundred and ten (210) responded to the questionnaire questions. The outcomes of the data analysis revealed that reward moderates the relationship between employee relationship management (ERM) component and employee's performance in the telecommunications sector in Nigeria. The study contributed to the literature on employee relationship management, particularly on the association between employee relationship management, rewards, and its contribution to employee performance in the telecommunications subdivision in Nigeria.

Keywords--employee relationship, performance, rewards, trust.

Introduction

The concept of employee relationship management in the workplace has been observed globally across the organizations of various industries. It is essential to have a sturdy association between employees and employers that leads to efficiency, enthusiasm, and improved performance. Employee relationship denotes the relationship amongst employees and management as a background of organizational fairness or justice comprising of organizational culture and management style as fit as guidelines and routine arrangement for complaints and conflict management. Indeed, the goal of employee relationships is to attain harmonious employee association and reduce conflict activities in employment with reward playing a moderating role (Torrington et al., 2017).

Rewards and their influence are also becoming a matter of concern for all. Consequently, effective reward management arrangements with setting methods, policies, and strategies. Such practices are compulsory to guarantee that the contribution of workers to the business is recognized by those answerable for the running of the organization. The main concern of reward management is to ensure employees are rewarded fairly, equitably, and consistently about the value of these persons to the organization. Reward system occurs to make employees work towards accomplishing strategic goals through enhancing their productivity and performance levels. Reward management is not solitary concerned with pay and employee benefits. It is likewise concerned with non-financial rewards such as training and development, recognition, and increased job responsibility. These practices also contribute to building a sturdy relationship between employees and employers (Rowland & Hall, 2014; Bajaj & Sinha, 2013; Yongcai, 2010).

In recent eras, while most workers in the telecommunication sector are on job, they do not put up their superlative performance if there is an unwholesome relationship with their employers or if they get a poor or unreasonable reward for their contributions in the workplace. If employees are not joyful, they will ensure customers are not happy. The organization is consequently throwing its returns and its business away. This state of affairs generates a necessity of employer-employee relationship, which is decent for the progress of any organization (Bratton & Gold, 2003). In quest of creating an encouraging employee relation, a good business environment must be part of every manager's performance aims. Employees are expected to be fulfilled with their jobs and offer more creative results if this association between them and their company is solid enough. Ensuring individual employee desires carefully, and thus fashioning sincere employee value, will contribute to the attraction and retention of competent employees and predominantly in increasingly stressed labor markets. Additionally, this should also obviously reinforce employee motivation and performance. In this admiration, employee value should also be conceptualized in a comprehensive sense. In addition to the economic needs (e.g. wages, bonuses, benefits) of employees, their psychological needs (e.g. Self-actualization, capability, achievement) and social needs (e.g., recognition, affiliation, trust) require in-depth consideration (Strohmeier, 2013). This study, therefore, seeks to investigate employee relationship management and employee performance through reward.

The majority of employees wish to be seen, recognized, appreciated, and valued while organizations have been striving their very best to operate in an environment that recognizes and appreciates individuals who make up the team and organization (Hall-Ellis, 2014). Subsequently, it has been discovered that the reward system serves as a systematic practice to achieve positive outcomes or consequences. Current researches only provide literature on the consequences of employee relationship management (ERM) to employee performance and reward to job performance. However, the extent to which reward moderates the association of employee relationship management (ERM) to employee performance is not adequately established especially in the academia in Nigeria and even beyond. This study is therefore aimed at determining the moderating effect of reward in the relationship between employee relationship management (ERM) to employee performance by focusing on telecommunication companies in Nigeria.

The objective of the study

- To assess the effect of employee relationship management (ERM) components on the employee's performance
- To determine the relationship between ERM and reward in the telecommunication sector.

Research Hypotheses

The study includes the following null hypotheses:

H₀: There is no significant relationship between the employee relationship management (ERM) component and employee performance.

H₀: There is no significant effect between employee relationship management and reward systems in the telecommunications sector.

Review of Related Literature

Conceptual review

Employee Relationship Management (ERM)

Employee Relationship Management (ERM) is rather a new concept in the field of management. A wide-ranging definition hence recognizes ERM as an approach, programs, and technology to successfully manage how organizations relate to potential, present, and previous employees. There are numerous similarities to customer relationship management (CRM), which is comprehensible since the notion of ERM has been derived from that concept (Lagergren & Andersson, 2013). Moreover, there are similar terms such as human capital management (HCM) and talent management (TM) see (Jyoti & Rani, 2014), though it is blurred whether these terms mean the same concept.

ERM can be seen as a specific arena of human resource management (Rahman & Taniya, 2017). It is the process of accepting various controlling approaches and practices to control the relations between company and staff, employee and employer, and permits the establishment to accomplish its objective (Adu, 2014).

ERM as seen by [Rahman & Taniya \(2017\)](#), is a dynamic method of handling the relationship between knowledge worker and corporation such that knowledge workers exchange intellectual properties in a way that delivers value to the corporation and are deterred from participating in activities that are unprofitable to the corporation. ERM is all about effective organizational communications, which can build employee confidence, trust, and loyalty, enabling management to realize the potential of the skills and knowledge within the organization. It is a powerful business tool that enables employees to do their job better. The emerging discipline of ERM allows organizations to identify, differentiate, interact and personalize the relationship with their employees ([Pareek & Rai, 2012](#)). Especially, ERM refers to the communication management between enterprise and the staff, this kind of communication adopts flexibility, encouraging, and non-compulsory means to improve staff's satisfaction, support enterprise to realize the goal. ERM runs through every aspect of human resource management, which begins from the first day of employing the staff ([Rahman & Taniya, 2017](#)). ERM helps in improving working conditions, administering effective Human Resource policies, establishing healthy relations among employees; it inculcates a sense of belongingness among employees. They develop mutual responsibility which enhances performance, productivity, morale and empowers them, and also encourages them to improve organizations' pride.

Employees performance

Effective people resourcing includes not only the acquisition of the appropriate quantity and quality of people but also the management of employees to ensure that the performance is constantly reviewed and at a level that is consistent with the achievement of organizational objectives. Employees should know what is expected, not just in terms of duties and responsibilities but also in standards of performance ([Aktar et al., 2012](#)). The concept of performance covers both what has been achieved and how it has been achieved. Firm performance can be measured in several different ways. The most obvious way to measure what has been achieved, and the approach used in many studies is by reference to key performance indicators (KPIs), which are usually to do with financial results (profitability) or productivity. Many organizations feel that their people can provide a competitive advantage, and therefore their people contribute to the organization's performance. Employees play a pivotal role in organizational success. Perceived employee performance represents the general belief of the employee about his behavior and contributions to the success of the organization. Employee performance may be taken from the perspective of three factors that make it possible to perform better than others, determinants of performance may be such as declarative knowledge, procedural knowledge, and motivation ([Ahmad & Shahzad, 2011](#)).

Better performance of each employee creates immense outcomes which mainly include congruence among employees, quality production, and commitment at the workplace ([Shahzad et al., 2011](#)). Individual objectives derived from team objectives and an agreed job description can be jointly devised by manager and employee. These objectives are outcome/results-oriented rather than task-oriented, are tightly defined, and include measures to be assessed. The objectives are designed to stretch the individual, and offer potential development as well as

meeting business needs. It is helpful to both the organization and the individual if objectives are prioritized.

Reward structure

Reward according to [Hall-Ellis \(2014\)](#), is the results or outcomes of an individual's interaction with the task itself, fellow workers, and organization. Herzberg's study ([Damij et al., 2015](#)), proposed that work rewards represent extrinsic and intrinsic compensations received by employees for the jobs performed, and [Herington et al. \(2009\)](#), indicated that extrinsic and intrinsic rewards are given by organizations to motivate employees extrinsically and intrinsically in achieving goals or rewarding employees for accomplishing organizational goals or objectives. While the work of Goodale, Koerner, and Roney published in 1997 ([Noordin et al., 2010](#)), has indicated that reward is considered to extrinsically and intrinsically motivate and improve the behavior of employees in an organization. On the other hand, [Kikoito \(2014\)](#), suggested that the role of reward is as a key management tool used within organizations in contributing to the effectiveness of an organization by affecting employees' behavior such as skills, motivation, satisfaction, and contribution to the goals of the organization and subsequently to influence the perceptions and beliefs of employees on the perspective of the company, believes in, and values. The reward is therefore referred to as the compensation by an organization or the return from an employer that the employee receives for the work done in an exchange for his or her service ([Loi, 2015](#)) and reward is also described as the compensation scheme to a person or group of people in the form of monetary (extrinsic) and non-monetary (intrinsic) for a work well done or exceeding the initially established expectation ([Ballentine et al., 2009](#); [Douglas, 2012](#)).

The higher the competencies need and one's feelings to control over the performance of job the better it would provide intrinsic motivation to employees as argued by Lopez's work in 1991 ([Noordin et al., 2010](#)). [Thomas & Velthouse \(1990\)](#), indicated that the four intrinsic rewards which are meaningfulness, choice, progress, and competence are supported by intrinsic motivation and concerning Thomas and Tymon's work published in 1994 ([Stumpf et al., 2013](#)) it is noted that the four components would support empowerment.

From the literature reviewed, it is understandable that there are two types or forms of reward which are intrinsic and extrinsic rewards and the rewards are affecting employees' behavior towards their job performance. Since reward will extrinsically and intrinsically influence and motivate the behavior of the employee and subsequently their job performance, therefore, in this study the conceptual work of [Chinomona & Sandada \(2013\)](#), for task dimension (intrinsic reward), and social and organizational dimension (extrinsic reward) was adopted to further explore on the significance of the relationship between employees' behavior in terms of work engagement and job performance as moderated by reward. The adoption of task dimension was also further referred to the conceptual work of Hackman and Lawler in 1971, and Hackman and Oldham in 1975 and 1979 which indicated the task rewards as skill variety, task identity, task significance, autonomy, and feedback, and the study has explained task rewards and work

attitudes are significantly associated. While the conceptual work of Thomas and Tymon in 1994 was also adopted to measure one of the intrinsic rewards which are empowerment where these two authors concluded the work of [Thomas & Velthouse \(1990\)](#), that indicated four of the intrinsic rewards (meaningfulness, choice, progress, and competence) will support empowerment. When there is a focus on intrinsic rewards represented the work was intrinsically rewarding which contributed to the growth and fulfillment of employees ([Stumpf et al., 2013](#)).

The relationship between ERM and employees performance

Success in a scientific endeavor depends significantly on imaginative and flexible systems of management and administration, which will help in the realization of the full potential of the gifted, trained, and highly valuable manpower resources, and ensure conditions for the highest level of performance. It is imperative to have dynamic and sensitive management, and appropriate working conditions and incentives that will attract, retain and deploy in a patently efficient manner these precious human resources. It is now commonly accepted that employees constitute an important resource of complete advantage for firms. As a result, a firm needs to adopt ERM that makes the best use of its employees ([Bajaj et al., 2013](#)). Employee relationship is the major factor determining the performance of employees through motivating employees, effective communication, and good working conditions. An organization should have proper and effective ERM since this enables the personalizing of Employee Relations. Good Employee Relationships contribute significantly to the success of the organization and create a world-class organization. In every organization, some unidentifiable issues lead to productivity gaps. These gaps can be filled through Employee Relations as it acts proactively on those issues which retard productivity ([Kuzu & Özilhan, 2014](#)). Through building and nurturing relationships between employer and employees, HR can facilitate the creation of organizational capabilities such as the ability to locate and share knowledge rapidly and respond faster to market changes ([Wargborn, 2008](#)). So it can be realized how much the organization can profit from improved interpersonal relationships between members of the firm. The effects of improved employee relationships in organizations bring more positive aspects to the firm than just increased employee performance ([Rahman & Taniya, \(2017\)](#)).

The moderating effect of reward in the relationship between work engagement and job performance

The concept of work engagement has become one of the important factors in measuring the effect of human capital in organizations with the integration of human resources in terms of job satisfaction of the employee, commitment, motivation, involvement, psychological contract, job design, and total rewards ([Agwu, 2013](#)). An appropriate reward is important in motivating employees for work engagement in addition to meaningful work and employees will feel appreciative and hence will be more engaged in work when the reward is in place ([Fluegge-Woolf, 2014](#)). Maister, Guthrie, and Lawler et al.'s studies suggested that a reward system that paid out a fair compensation would positively influence employee attitudes and the practice of incentives such as rewarding employees with stock was used in businesses in New Zealand for high-involvement or work

engagement practice while Fortune 1,000 corporations have their reward systems planned in a way that supported employees to strengthen their competencies and decision making responsibility (de Waal & Jansen, 2013). When employees viewed outcomes as fair in which rewards are commensurate or matching with contributions, it hence motivates employees' behavior positively to show greater commitment and exerting task performance effort (Jackson et al., 2012). Moreover, the literature has also explained that when rewards were matching with contributions, it would motivate organizational citizenship behavior of which was considered more effective as compared to task performance. Therefore, the reward is found to be a form of mechanism to motivate individuals in practicing behavior that supports goals of organization and job performance requirements (Hall-Ellis, 2014; de Waal & Jansen, 2013).

The path-goal theory has suggested rewarding performance of employees through specifying clear paths toward attaining goals and at the same time helping them to remove obstacles of job performance is beneficial for employees and by frequently rewarding high performers could motivate for more effort to put in work to improve job performance and consequently the recognition provided would motivate them to work harder in attaining their goals (Jackson et al., 2012).

Empirical studies

A study was conducted by (2013) on the impact of fair reward system on employees' job performance in Nigerian Agip Oil Company Limited. This study was based on Adams Equity Theory of motivation which states that the "employees expect fairness when being rewarded for work done; people become dissatisfied, reduce input or seek improvement whenever they feel their inputs are not being fairly rewarded." Fairness is based on perceived market norms. Employees consider whether management has treated them fairly when they look at what they received for the effort they have made. The result indicated that the implementation of a fair reward system improved employee's job performance and reduced the rate of industrial action (Strohmeier, 2013; Herington et al., 2009; Tan, 2009).

Aktar et al. (2012), have attempted to examine the relationship between rewards and employees' job performance in the Commercial Bank of Bangladesh. An empirical study has been done for this purpose. Researchers also wanted to know the relationship between extrinsic rewards and intrinsic rewards. The result indicated that there was a statistically significant relationship among all of the independent variables with dependent variables employees' performance and intrinsic and extrinsic rewards both have a positive influence on job performance on the employees of Commercial Bank of Bangladesh.

The study conducted by Ajila & Abiola (2004), on the Impact of performance appraisal on employee's performance-focused on the relationship between performance appraisal and employee's performance and paying consideration to the motivation role as a moderator. The obtained results showed that a significant relationship exists between performance appraisal (PA) and employee's performance and motivation makes strong and clarified the relationship between

performance appraisal and employee performance. For instance, in researches done by (Arubayi et al., 2020); (Lillian et al., 2011); (Oluchi, 2013), the relation between performance appraisal and employee's performance has been confirmed too. The findings of this study conducted from the 150 employees of the banking sector in Dera Ghazi Khan seem to suggest that banks are interested in improving their performance through performance appraisal systems. Banks should seek to enhance the employee's motivation so that they become satisfied with the appraisal system. Unskilled appraisers that have lack communication skills and therefore are not able to accomplish an effective performance and leads to a negative attitude toward the appraisal system.

The results of the research reveal that if ERM components (HR practices, communication, trust, shared goals and values, and leadership styles) are implemented in organizations and managers give it high attention it can enhance ERM status in organizations through help employees in achieving tasks and targets set for their job positions and helps in developing effective communication channels and systems so that information needs of employees are met. It emphasizes on performance, growth, and development of employees for creating a competitive advantage. It helps in improving working conditions, establishing healthy relations among employees; it inculcates a sense of belongingness among employees. ERM components are ordered according to their effect on the employees' performance were noticed that HR practices have the most approval from the viewpoint of the members of the sample, and then Leadership Style, Shared goals/values, Trust, and finally the Corporate Communication Organizations in both sectors practicing ERM, without necessarily labeling these practices ERM. In this case, ERM would exist within the organization on top of everyday processes and practices which are known to employees and managers (Nandhini et al., 2015; Eliyana & Ma'arif, 2019).

From the review of previous works, the gaps identified are the scope and conceptual gap. This is because all the studies seen and reviewed were conducted outside Nigeria and the findings may not be generalized in wider perspectives. Also, the conceptual gap in the way the variables were defined by some previous research scholars as observed in the literature is different from this study conceptualization. These make the present study unique.

Materials and Methods

This study has used a cross-sectional survey design by adopting a quantitative methodology to ascertain the case study of reward as a moderator in the relationship between employee relationship management and employee performance of the staff of mobile telecommunications companies in Nigeria. The total population of this study was 500 staff of Mobile telecommunications companies in Delta State. These figures comprised 203 staff of MTN, 142 staff of Glo, 98 staff of Airtel, and 57 staff of 9mobile (Etisalat) Nigeria. This covered all categories of staff in the companies, such as senior and junior staff, male and female. These figures were obtained from the staff data control section of the various firms in 2019. For this study, and to obtain a statistically reliable sample size, the Taro Yamani's formula was adopted with a confidence level of

significance at 0.05 and the sample size, therefore, was 222. Data for this study, therefore, were obtained from primary sources. Structured questionnaires on five points adjusted Likert scale, with response anchors ranging from "strongly agree" to "strongly disagree" where respondents were required to indicate their level of agreement or disagreement with the statement. That is, strongly agree (SA), agreed (A), disagree (D), neutral (N), and strongly disagree (SD) was administered to the employees of MTN, Glo, Airtel, and 9mobile (Etisalat) Nigeria. Data were analyzed using descriptive statistics such as frequency counts, percentages, and average mean, as well as inferential statistics such as; t-test and one-way Analysis of variance (ANOVA) (Brown et al., 2015; Whitener, 1997; Wunda, 2015).

Results and Analysis

While Table 1 shows the response rate, Table 2 shows that 45(21.4%) of the respondents are Top Management category, 94(44.8%) of the respondents are Operational Management category, while 87(38%) of the respondents are Middle Management category. This implies that the majority of the respondents used for this study are in the Middle Management category.

Table 1
Response rate

Copies of Questionnaire Administered	Copies of Questionnaire Returned	% of Copies of Questionnaire Returned
222	210	94.6%

Source: Field survey (2019)

Table 2
Functional level of the respondents

Level of Study	Freq.	%
Top Management	45	21.4
Middle Management	94	44.8
Operational Management	71	33.8
Total	210	100

Source: Field survey (2019)

Research question one:

To examine the effect of employee relationship management components on the employee's performance?

Table 3 reveals the effect of employee relationship management components on the employee's performance. It was revealed that the aggregate means (2.79) is higher than the criterion mean (2.50). Hence, out of the 10 items formulated, 8 (1-8) were adopted while 2 were rejected. It can thus be inferred that the organization provides the employee with training opportunities that increase his abilities and skills (3.29), rewards and incentives system in the organization characterized by its objectivity and transparency (3.19), the manager can deliver clear messages to employees about matters relating to work (3.02), written

information is easily provided to employees to understand (2.94), the Employees trust the promises provided by managers (2.82), the employees feel very confident about their management skills and abilities (2.89), employees participating in setting organizational goals and values helps them to understand the nature and the flow of work process (2.69) and participation in identifying goals strengthen the relationship between the employee and manager (2.78). However, items 9 and 10 were rejected thus, managers do not concern about the working procedures and do not give employees the freedom to choose tasks because they trust their opinions and decisions (2.10). Also, managers do not delegate power to all employees working with them (2.16). Therefore, the conclusion is drawn that the effect of employee relationship management components on the employee's performance is high.

Table 3
Effect of employee relationship management components on the employee's performance

S/N	ITEMS	SA (4) Freq.	A (3) Freq.	D (2) Freq.	SD (1) Freq.	Mean (\bar{x})	Decision
1	The organization provides the employee with training opportunities that increase their abilities and skills	124	41	28	17	3.29	Accepted
2	Rewards and incentives system in the organization characterized by its objectivity and transparency.	95	78	18	19	3.19	Accepted
3	The manager can deliver clear messages to employees about matters relating to work	83	68	40	19	3.02	Accepted
4	Written information is easily provided to employees to understand	70	73	52	15	2.94	Accepted
5	The Employees trust the promises provided by managers	58	82	46	24	2.82	Accepted
6	The employees feel very confident about their management	62	83	45	20	2.89	Accepted

7	skills and abilities Employees participating in setting organizational goals and values helps them to understand the nature and the flow of the work process	47	75	62	28	2.69	Accepted
8	Participation in identifying goals strengthen the relationship between the employee and manager	54	75	61	20	2.78	Accepted
9	The manager concerns the working procedures and gives employees the freedom to choose tasks because he trusts their opinions and decisions	41	20	68	81	2.10	Rejected
10	Manager delegates some of his power to all employees working with him	47	20	63	80	2.16	Rejected
	Aggregate Mean					2.79	Adopted
	Criterion Mean					2.50	

Source: Field survey (2019)

Research question two:

To what extent does employee relationship management (ERM) relate to rewards?

Data about the extent of the relationship between ERM and reward in the telecommunication sector is revealed in Table 4. It was gathered that all the 5 items generated in this section were accepted as the aggregate mean (3.15) was higher than the criterion mean (2.50). As shown in the Table, rewards bring out the ability for employees to take responsibility for the daily burden of work (3.17), employees have the ability to creativity, product innovation, and job development and rewards make them committed to it (2.91), employees carry out orders and instructions issued by the manager related to the work when they are rewarded regularly for their work (3.19), a good reward system makes employees have the ability to communicate and collaborate with their colleagues (3.16) and reward is considered as a motivation for employees to develop and improve their relationship with their employer (3.33). Hence, we conclude that employee

relationship management (ERM) relates to rewards to a high extent (Osman et al., 2016; Sadikoglu & Zehir, 2010).

Table 4
The extent of the relationship between ERM and rewards

S/ N	ITEMS	SA	A	D (2)	SD	Mean (\bar{x})	Decision
		(4)	(3)		(1)		
		Freq.	Freq.	Freq.	Freq.		
11	Rewards bring out the ability for me to take responsibility for the daily burden of work.	92	81	18	19	3.17	Accepted
12	Employees have the ability to creativity, product innovation and job development and rewards make them committed to it	83	57	38	32	2.91	Accepted
13	Employees carry out orders and instructions issued by the manager related to the work when they are rewarded regularly for their work.	96	75	21	18	3.19	Accepted
14	A good reward system makes employees have the ability to communicate and collaborate with their colleagues	90	86	12	22	3.16	Accepted
15	The reward is considered as a motivation for employees to develop and improve their relationship with their employer	108	72	22	8	3.33	Accepted
Aggregate Mean						3.15	Adopted
Criterion Mean						2.50	

Source: Field survey, 2019

Research question three:

To what extent do rewards relates employee performance?

Data in Table 5 reveals the extent of employee performance relates to rewards. The 2 items formulated were adopted as they have a mean (3.22) which is above the mean criterion (2.50). As revealed in the Table, the majority of the respondents agreed that, there is a fair consistent basis for measuring performance and individual contribution to business objectives in my organization (3.29), and that bonus given to them on special days such as Christmas days, to successful Employees, increase their performance (3.14). Hence, we conclude that reward relates to employee performance to a very high extent.

Table 5
The extent of employee performance relates to rewards

S/ N	ITEMS	SA (4) Freq.	A (3) Freq.	D (2) Freq.	SD (1) Freq.	Mean (\bar{x})	Decision
16	There is a fair consistent basis for measuring performance and individual contribution to business objectives in my organization	89	102	9	10	3.29	Accepted
17	Bonuses which are given to me on special days such as Christmas days, to successful Employees, increase their performance	83	97	6	24	3.14	Accepted
	Aggregate Mean					3.22	Adopted
	Criterion Mean					2.50	

Source: Field survey, 2019

Research question four:

How does Reward moderate the relationship between Employee Relationship management and employee performance?

Information on the extent to which how reward moderates the relationship between employee relationship management and employee performance is revealed in Table 6. As shown in the Table, the aggregate means (3.01) is higher in all the 3 items formulated than the criterion mean (2.50). It was shown that when they get rewarded anytime they do a good job, thus their relationship with colleagues and superiors improves (3.00), the benefits such as rent, clothing, fuel for heating and social activities such as company picnics, travel organization increase my loyalty to the organization and success at work (2.91) and that the reward they receive for doing a good job affects their relationship with the employer and their performance (3.12). Thus, the conclusion was reached that the

extent to which reward moderates the relationship between employee Relationship management and employee performance is high.

Table 6
How to reward moderates the relationship between Employee Relationship management and employee performance

S/ N	ITEMS	SA	A	D (2)	SD	Mean (\bar{x})	Decision
		(4)	(3)		(1)		
		Freq.	Freq.	Freq.	Freq.		
18	When I get rewarded anytime I do a good job, my relationship with colleagues and superiors improves	79	81	20	30	3.00	Accepted
19	The benefits such as rent, clothing, fuel for heating, and social activities such as company picnics, travel organization increase my loyalty to the organization and success at work	77	75	21	37	2.91	Accepted
20	The reward I receive for doing a good job affects my relationship with my employer and my performance	94	66	32	18	3.12	Accepted
Aggregate Mean						3.01	Adopted
Criterion Mean						2.50	

Source: Field survey (2019)

Testing of the hypothesis

The following null hypotheses in this study were tested

Hypothesis I:

H₀: There is no significant relationship between the employee relationship management (ERM) component and employee performance.

In testing this hypothesis, the researcher employed the independent t-test and one-way ANOVA statistical tool. The result of the analysis is presented in Table 7.

Table 7
Independent T-test statistics on the significant difference between employee relationship management (ERM) component and employee's performance

Variable	No	Mean	S. D	D.F	t-cal	t-crit	Sig. (2-tailed)	Remarks
Employee relationship management (ERM) component	20	64.80	24.934	38	2.493	1.96	.022	Significant
Employee's performance	20	40.30	22.462					

Table 8
One-way ANOVA to the hypothesis I

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	6002.5	1	6002.500	10.659	.002
Within Groups	21399.4	38	563.142		
Total	27401.9	39			

Table 7 and 8 reveals a significant positive relationship between the employee relationship management (ERM) component and employee performance. The computed mean and standard deviation of the employee relationship management (ERM) component (64.80; 24.93) was higher than employees' performance (40.30; 22.46) respectively. The calculated value of 2.493 is greater than the Critical value of 1.96, degree of freedom 38 given at 0.05 level of significance. Meanwhile, the F critical at 5 percent level of significance was 10.66. It, therefore, means that the null hypothesis formulated which states that there is no significant relationship between employee relationship management (ERM) component and employee's performance is rejected while the alternative hypothesis is obtained. This implies that there is a significant relationship between the employee relationship management (ERM) component and employee's performance

Hypothesis II:

H₀: There is no significant effect for employee relationship management on the rewards.

In testing this hypothesis, the researcher employed the independent t-test and one-way ANOVA statistical tool. The result of the analysis is presented in Table 8.

Table 9
Independent T-test statistics on the significant difference between effect for employee relationship management and Employee's rewards

Variable	No	Mean	S. D	D.F	t-cal	t-crit	Sig. (2-tailed)	Remarks
Employee relationship management	10	84.00	14.094		11.243	1.96	.000	Significant

Employee's Rewards	10	21.00	8.717	18
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Table 10
One-way ANOVA to hypothesis II

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	19845.0	1	19845.0	144.502	.000
Within Groups	2472.0	18	137.3		
Total	22317.0	19			

Tables 9 and 10 above revealed the significant effect of Employee relationship management and employee reward. The computed mean and standard deviation of employee relationship management (84.80; 14.09) were higher than employees rewards (21.0; 8.71) respectively. The calculated value of 11.243 is greater than the Critical value of 1.96, degree of freedom 18 given at 0.05 level of significance. Meanwhile, the F critical at 5 percent level of significance was 144.502. It, therefore, means that the null hypothesis formulated which states that there is no significant relationship between employee relationship management and the rewards is rejected while the alternative hypothesis is obtained. This implies that there is a significant effect of employee relationship management and employee reward.

Discussion of findings

The discussion of findings was based on analyzed data which was collected through the administration of the questionnaire on examination of employee relationship management and employee performance, with reward as a moderator in the organization using MTN, Glo, Airtel, and 9Mobile (Etisalat) Nigeria in Delta State.

As revealed in Table 7 pertaining hypothesis I, on the relationship between employee relationship management (ERM) component and employee's performance provides employee with training opportunities that increase his abilities and skills, rewards and incentives system in the organization characterized by its objectivity and transparency, the manager can deliver clear messages to employees about matters relating to work, written information are provided to employees in an easy manner to understand, in addition, the employees trust the promises provided by managers and thus the employees feels very confident about their manager skills and abilities, consequently, employees participating in setting organization goals and values helps them in understanding the nature and the flow of work process and that participation in identifying goals strengthen the relation between the employee and manager, also it goes further beyond just strengthening the relation between the employee and relationship to even strengthening relationship with between employees and customers or clients of the organization, thereby resulting to satisfaction to customers, which is one the major objective of every organization (Ledford Jr, 2014; Khan et al., 2020). However, managers do not concern about the working

procedures and do not give employees the freedom to choose tasks because they trust their opinions and decisions and that managers do not delegate power to all employees working with them.

Therefore, the effect of employee relationship management components on the employee's performance is high. This finding aligns with the opinion of [Fapohunda \(2013\)](#), who argued that it is only through good relationships combined with strong, sensitive leadership can a cohesive department be built. Also, it agrees with the opinion of [Buttle \(2009\)](#), that ERM offers support to employees through workflow modeling that depicts how tasks should be performed, provision of job-related information, and collaboration with colleagues.

Table 9 representing the argument for hypothesis II, relates to the effect of employee relationship management on the telecommunication sector. It was gathered that rewards bring out the ability for employees to take responsibility for the daily burden of work, employees can have creativity, productivity, innovation, and job development and rewards make them committed to it, consequently, employees carry out orders and instructions issued by the manager related to the work when they are rewarded regularly for their work, a good reward system makes employees have the ability to communicate and collaborate with their colleagues and that reward is considered as a motivation for employees to develop and improve their relationship with their employer. On the other hand, if employees are not rewarded appropriately for their hard work, the employee develops grudges against the manager, and may result in the employee not carrying out the manager's instruction, which will, in turn, affect negatively the overall performance of the organization. Hence, we say that employee relationship management (ERM) relates to rewards to a high extent. This is consistent with the findings of [Ranjan & Mishra \(2017\)](#), who captured that rewarding contributes to the growth and fulfillment of employees in an organization.

Consequently, it was inferred that the extent to which reward moderates the relationship between employee relationship management and employee performance is high. This finding is similar to the deduction of [Rahman & Taniya \(2017\)](#), that the effects of improved employee relationships in organizations bring more positive aspects to the firm than just increased employee performance.

Conclusion

Employee performance describes how an employee carries out the tasks that make up the job. Good performance results from efforts, ability, and direction. It refers to formal job duties, assigned by organizational authorities and evaluated during the performance. The employee relationship management component is related to employee performance. Organizational rewards are an important incentive for enhancing high job performance from the individual. As such appropriate reward is important in motivating employees to develop a healthy relationship with their employers, in addition to meaningful work and employees will feel appreciative hence, the reward is vital in determining employee relationship management and employee performance. Hence, based on the findings from this study, it can be concluded that the effect of employee relationship management components on the employee's performance in

telecommunication studied is high. Meanwhile, employee relationship management (ERM) is related to rewards and that reward in turn is related to employees' performances.

Recommendations

Based on the findings of this study and conclusion, the following recommendations were made:

- comprehensive reward scheme should be designed to motivate the workforce in the telecommunication industry
- The communication industry needs to implement an appropriate reward system for moderating the effects of ERM on employee performance.
- The manager should concern the working procedures and gives employees the freedom to choose tasks and partake in decision-making to enhance their performance.

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