

IMPORTANCE OF EMPLOYER-EMPLOYEE RELATIONSHIP TOWARDS THE GROWTH OF A BUSINESS

^{#1}DARA ANUSHA, *PG Student,*
^{#2}DASYAM UKTHAMUKHI, *PG Student,*
Department of MBA,

SAI SPURTHI INSTITUTE OF TECHNOLOGY, SATHUPALLI, KHAMMAM

ABSTRACT:

Employer-employee relationships have the potential to either promote or impede the attainment of company objectives. Interactions within a firm can either increase or decrease productivity. While every organization's principal goal is to maximize profits, the employer-employee relationship may impede progress toward these objectives. The goal of this study is to offer readers with scientifically verified information about the relevance of the employer-employee relationship in promoting a company's growth and development. Furthermore, the report emphasizes the significance of job satisfaction in fostering positive relationships between these two groups and offers suggestions for efficiently managing those interactions. A relationship survey was created with the intention of supplementing the qualitative data. The poll sought to understand Ghanaian employees' and business owners' perspectives of the importance of connections in attaining company success. The poll also measured employees' job happiness. According to the findings, job satisfaction was identified as a reliable predictor of positive working relationships between employers and employees. According to the study, business owners typically believed that relationships were critical to their organization's success since they facilitated growth.

Keywords: employer-employee relationships, organizational growth, Ghanaian businesses, job satisfaction.

1. INTRODUCTION

Employers form new relationships while recruiting employees. They form strong bonds because of their regular teamwork in close proximity. According to Keeble-Ramsay and Armitage (2014), Demirbag, Collings, Tatoglu, Mellahi, and Wood (2014), Persson and Wasieleski (2015), Sparrow and Makram (2015), and Wilkinson, Dundon, Donaghey, and Townsend (2014), an organization's ability to manage relationships effectively has a significant impact on its success or failure. Establishing employer-employee relationships can either help or hinder an organization's goals (Caza, McCarter, & Northcraft, 2015; Dobbins & Dundon, 2015; Dundon & Dobbins, 2015; Felstead, Gallie, Green, & Inanc, 2015; Heffernan & Dundon, 2016; Pratono & Mahmood, 2015). The quality of relationships developed inside an organization can have a significant impact on productivity, which can be positive or negative. Although profit maximization is the primary goal of every organization, the employer-employee relationship may inhibit progress. Employee satisfaction, performance, and efficiency improve as relationships are developed (Valizade, Ogbonnaya, Tregaskis, & Forde, 2016; Xesha, Gervase Iwu, Slabbert, & Nduna, 2014). On the contrary, negative relationships reduce employee productivity and efficiency while increasing tensions and conflicts. Performance should be improved by emphasizing the complexities of employer-employee interactions within management approaches. Human aspect considerations must also be included in company processes.

Employers should take on the role of social architects through cross-functional and hierarchical collaboration to create an environment that encourages risk-taking, innovation, commitment, quality, self-improvement, and self-directed teamwork (Jansen, Curseu, Vermeulen, Geurts, & Gibcus, 2013; Kooij et al., 2013).

In order to prosper and grow in today's competitive and demanding global market, employers and business owners must acquire and implement appropriate interpersonal skills that motivate their employees throughout business cycles (Khoreva, Vaiman, & Van Zalk, 2017; McDermott, Conway, Rousseau, & Flood, 2013; O'Donoghue, Conway, & Bosak, 2016; Zhou, Hong, & Liu, 2013). A positive relationship between employers and employees promotes cooperation, synchronization, and certainty, which typically results in workplace satisfaction. Numerous studies (Acuff & Wood, 2004; Burns, 2012; Donaldson & O'Toole, 2007; Ford & McDowell, 1999; H.kansson & Ford, 2002) have found a link between strong relationships and organizational success. As a result, in order to efficiently manage risks, implement effective plans, and obtain access to important resources that can provide a competitive edge, corporations must emphasize the creation of long-term relationships with their employees, customers, and other businesses. The sources given include Martin Alcázar, Miguel Romero Fernández, and Sánchez Gardey (2013), Boxall (2013), Hart (2004), Hartline and Bejou (2004), and Boxall (2013). Positive relationship management is feasible, regardless of the complexity or diversity of connections. Like any other collaboration, the survival of a business partnership necessitates tremendous effort and benefits all parties involved. In the pursuit of business partnerships, owners should be willing to help, cooperate, and engage, rather than being motivated purely by personal benefit (Xesha et al., 2014). Several studies have been undertaken over the years to investigate the impact of employer-employee interactions on a variety of topics, including customer satisfaction, job satisfaction, employee retention, and organizational development. These investigations have recognized the importance of these ties to the success of a firm. The existing literature on employer-employee relationships is narrow in scope, focusing mostly on target strategies, resistance to change, labor and employment legislation, implicit contracts, and industrial relations. As a result, academic and empirical study on this topic is quite limited in Ghana. Only two of the publications retrieved from the Scopus database used the phrase "employer-employee relationships in Ghana" in their title, abstract, or keywords. The two publications (Siekpe & Greene, 2006; Chatterjee, 2016) that examined the firm's impact on employee salary distribution focused on employment and labor regulations. This shows a scarcity of scholarly research in the relevant topic. As a result of rising issues and the demand for a better work environment and customer satisfaction, enterprises are also looking for effective ways to strengthen working relationships. The topic at hand is understanding relationships, assessing the factors that influence them, and determining the underlying characteristics that promote the formation of strong connections. Weak employer-employee relations in Ghana's government, semi-public, and private sectors have contributed to lower productivity, labor disputes, exploitation, unfavourable working conditions, and employer-employee conflicts (Abdulai, 2000; Martinson, 2012; Nimoh, 2015; Siekpe and Greene, 2006). Additional empirical research is needed to identify the variables that influence these correlations, with an emphasis on Ghana.

The purpose of this study is to provide readers with empirical evidence about the importance of the employer-employee relationship in promoting the expansion of businesses in Ghana. Additionally, this study investigates the impact of employer-employee interactions on organizational performance. Finally, this emphasizes the importance of job satisfaction in establishing beneficial connections between these two groups and provides recommendations for effective association management. The article is expected to give industry practitioners and scholars with a complete grasp of the potential challenges that current and future organizations confront. Furthermore, it will provide important insight into the operational elements that can be strategically included to predict employer-employee conflicts.

2. LITERATURE REVIEW

Employee relations refers to the evaluation of the policies, processes, and agreements that regulate the

management of individual and collective employees. According to Gennard and Judge (2005), the relative importance of individual and group interactions varies between businesses and is determined by managerial values. As a result, it focuses on the strategies used to persuade people to acknowledge and support an organization's commercial aims and objectives in various circumstances. Adopting suitable policies involving employee-employer relations can assist organizations by facilitating conflict resolution, improving operational procedures, and addressing employee performance issues (Vickers-Willis, 2008). It promotes better working circumstances that increase employee engagement, satisfaction, productivity, and dedication, therefore reducing needless confrontations between employers and employees. A plethora of research have revealed the various reasons that drive corporate entities, including the need to form trusted alliances and achieve organizational growth. Schein's psychological contracts demonstrated the presence of an implicit contractual relationship between employers and employees, based on certain assumptions about the nature of the relationship. Based on the notion that employees would be handled with honesty and impartiality, and that the working environment would be founded on the values of fairness and equality, he urged that information about any changes or advancements be distributed openly. Furthermore, companies will value and acknowledge employees' contributions (Cullinane & Dundon, 2006).

Currently, an organization's ability to "gear results through personnel" is decided by its success in recruiting and supervising staff, which is its major responsibility. According to scientific evidence, insufficient motivation has a detrimental impact on employee productivity on par with a lack of talent. According to Vickers-Willis (2008), managers must have a solid understanding of the core emotions that encourage individuals to contribute at work. Employers, according to Bhattacharya, Sen, and Korschun (2008), must recognize these relationships in order for their firms to succeed and grow. According to Burns (2012), motivated or inspired personnel produce higher-quality and more productive results. In addition, proficiency and customer support have improved. However, many circumstances may have an impact on the relationship between employers and employees, and thus an organization's success. The aforementioned aspects include diversity, labor unions, communication, compensation, a disdain for trust and esteem, company culture, and so on. In a similar vein, Ghana has experienced significant labor unrest as a result of poor working conditions, labor regulations, corporate culture, rising inflation, wage concerns (including minimum wage demands and delayed payments), and delays in the implementation of collective bargaining agreements (Abdulai, 2000; Martinson, 2012; Nimoh, 2015). In 2007, the Institute of Leadership and Management listed a number of factors that have the potential to impair employer-employee relationships. The following subsections outline numerous significant problems for firms working in Ghana.

a. The High Rate of Inflation

There is a positive association between inflation rate and economic well-being (Berument, Ceylan, & Dogan, 2010; Xesha et al., 2014). Workers respond by demanding higher salaries in order to cover the rising costs of daily living. Given the regularity of labor strikes in similar conditions, it is possible that the employer-employee dynamic would deteriorate in the current situation (Martinson, 2012; Nimoh, 2015).

b. Globalization

Globalization enables the deployment of technological, operational, and managerial improvements (Xesha et al., 2014; Anastasi Guscina, 2006; Narula and Dunning, 2000; Spence, 2010). As a result, for corporate leaders to remain aware of global trends in relationship management, they must regularly examine the health of the global economy. Failure to meet this target exposes the organization to the danger of personnel attrition.

c. Interpersonal Skills

It is widely known that interpersonal skills are the fundamental building blocks for forming and maintaining relationships. To create strong professional relationships, entrepreneurs must strengthen their interpersonal skills. Entrepreneurs must have strong interpersonal skills in order to effectively manage relationships and achieve commercial success. Xesha et al. (2014) identify the following elements as important aspects of interpersonal skills:

- The ability to accurately interpret and comprehend the actions of others. Corporate leaders should

strive to understand and completely interpret the emotions, reasoning, and psychological behavior of others. This is done to ascertain their behaviors, fears, accomplishments, and shortcomings.

- The ability to manage one's perceptions and act professionally in the presence of others. The majority of companies are successful.
- Today, they are forming stronger and more productive connections. An individual who conducts themselves professionally has a significant advantage over their opponents. Business entrepreneurs must have a varied set of skills, including good communication, emotional stability, a cheerful manner, and courtesy. A flawlessly cultivated executive image—knowing what actions to take, how to execute them, and when to apply them—significantly improves these characteristics.
- The ability to articulate and communicate your ideas and concepts clearly. Business owners with strong communication skills will be able to successfully transmit critical information that has a direct or indirect impact on their organization. They should be able to explain their thoughts at all times and never be confused verbally.
- The ability to persuade and influence people's actions, attitudes, views, and beliefs. Business owners should use their firm's authority and procedures to exert influence and persuade employees to perform efficiently and successfully in order to achieve corporate goals and maintain positive working relationships.
- The capacity to exercise authority and control. While business owners have the ability to exercise influence over their employees, they should not engage in intimidating behavior. Excessive use of authority should be avoided since it leads to corruption.

d. Labor Laws

Labor laws were enacted to safeguard employees from unjust treatment by their employers (Cazes, Khatiwada, & Malo, 2012; Siekpe and Greene, 2006). Every worker eventually learns about them (Xesha et al. 2014). However, labor standards are not always followed, or their implementation or adherence is delayed (Martinson, 2012). This has a huge impact on relationships. Businesses must comply with these rules or face penalties, which harms their relationship with employees (Siekpe & Greene, 2006). Daft and Marcic (2013) encourage business owners to avoid developing unfavorable associations, as they have a negative impact on corporate productivity. Direct encounters between staff and customers can either strengthen or weaken a positive relationship, as both parties routinely express their frustrations and feelings to one another.

e. Lack of Trust and Respect

In recent years, respect and trust have been increasingly used to improve employee engagement, job retention, and satisfaction, among other variables. Employers can win their employees' respect and trust by communicating openly, providing consistent feedback, and delegating responsibilities (Hunt, Lara, & Hughey, 2009; Xesha et al., 2014). Establishing and maintaining trust is critical to the entire effectiveness of any organizational body, both short and long term. The implications of losing trust within a company are severe, and leaders who ignore the fundamental principles of respect and trust eventually harm their relationships. Sharing control, preserving behavioral consistency and integrity, engaging in effective communication, and exhibiting concern for staff members are all key tactics for establishing trust (Hunt et al., 2009).

A survey was conducted to gain a better understanding of the factors that influence employer-employee relationships, the problems they confront, and the impact these connections have on job satisfaction, customer service, and organizational performance. The survey results supported certain worries while emphasizing the relevance of these links in Ghana's commercial sectors.

3. RESEARCH METHODOLOGY

The major goal of this essay is to evaluate the role of the employer-employee relationship in promoting business growth and success in Ghana. This study so used a combination of quantitative and qualitative

methods. Qualitative techniques and contextual studies are ideal for gaining a more complete understanding of the underlying mechanisms and causes of this unusual event (Li, Wu, Zhou, & Liu, 2017). Figure 1 depicts the study's approach visually, with a flowchart outlining the sequential procedures involved.

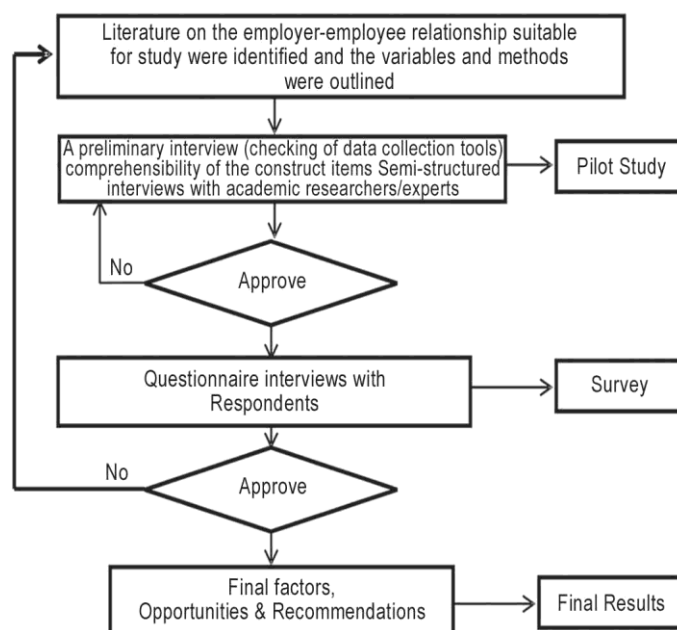


Figure 1. Research Flow Chart

Determining the optimal approach for questionnaire design, data collection, and analysis requires a precise delineation of the research subject and its extent. In light of the study's novelty, qualitative methods and contextual analyses are appropriate because they offer a clearer understanding of the underlying mechanisms and causes of the phenomenon (Li, Wu, Zhou, & Liu, 2017). The research commenced with an exhaustive review of the pertinent literature in order to identify particular concerns that are significant to the context of Ghana. Subsequently, the survey unveiled four primary domains of apprehension: productivity, customer service, retention, communication and trust, company sustainability and connection, reputation and profile, organizational expansion, and loyalty sustainability. A pilot study was conducted to ascertain whether the construct items in the data collection instruments were appropriate and unambiguous. The results of this investigation confirmed the categories and the questions that comprised them. Conducting a pilot case study, as stated by Yin (2009), serves to improve both the methodology and the quality of the collected data. The information was subsequently gathered through semi-structured interviews. A semi-structured interview, according to Saunders, Lewis, and Thornhill (2009), permits a more comprehensive evaluation of the responses provided. The ability of participants to express their perspectives and utilize language in various ways presents a chance for improved understanding, which may enhance the significance and subtlety of the data collected. This has the capacity to spark discourse regarding topics that were crucial to the research but were not previously examined. However, he advises that the researcher should exercise prudence regarding the way in which the respondents participate and the potential consequences of their answers on the collected data. Per the Ghana National Chamber of Commerce's request, questionnaires were disseminated to the proprietors and personnel of fifteen private enterprises. After analyzing the responses of 70 individuals who were given questionnaires, 45 were chosen from a cohort of 15 companies. In total, 45 individuals were present; 17 of them were female and 28 were male.

a. Case Study Research Process

To achieve the goals of this study, data gathering methods such as interviews, questionnaires, and a review of relevant literature and documents were used. The preliminary investigations were made by building on the research completed by Xesha et al. (2014). There were two sections to the questionnaire. In Section A,

the perspectives of employers or proprietors on the importance of partnerships within organizations were examined. The key focus of segment B, the second section of the interview, was the employees' thoughts on the importance of interpersonal connections inside businesses. The survey used a Likert scale with five points: "I" for "strongly disagree," "II" for "disagree," "III" for "uncertain," "IV" for "agree," and "V" for "strongly agree." These points were used to calculate the level of concurrence for each parameter. The purpose of this study was to determine the degree to which the perceived queries were accepted and relevant. Furthermore, the use of multiple-choice and binary inquiries improved the collection of accurate and targeted information. The major goal of the interview was to elicit insights, background information, and subject matter expertise from the participants. During the method, important descriptive statistics were computed, and weights were assigned to data related to the participants' judgments. As a result, the use of this approach resulted in a more distinct distinction of participant preferences.

4. RESULTS AND DISCUSSION

The participants' subjective experiences and backgrounds form the foundation for rigorously classifying and interpreting the data. The baseline demographic information for the respondents is presented below.

Personal experience and background. The participants displayed a wide range of knowledge and certifications. Eleven people have six to fifteen years of experience, while four have less than five years of practical expertise. Furthermore, thirty people have been worked in the field for more than fifteen years. Individuals with extensive expertise and a solid awareness of the evolution of employer-employee interactions were the primary contributors to the overall summary, according to these findings. As a result, the survey findings reflect the broad perspective and understanding of employer-employee interactions in Ghana's private sector.

Section A: Employer

i. Business Survival and Relationship

The major goal of this study was to gather participants' perspectives on the impact of connections on an organization's ability to survive and develop in a competitive environment. 34 individuals (76% of the sample) established a clear consensus on the association between relationship-building and company survival. Furthermore, it was discovered that a minority of participants (4%) believed that certain linkages had the potential to do more harm than good to an organization. In contrast, the majority of respondents (20%) agreed that making strong connections is critical to a business's success. In terms of competitiveness, a considerable proportion of the participants, specifically twenty-three (51%), expressed strong agreement with the statement. However, seventeen people (38%) agreed with the question. Furthermore, three participants (7% of the sample) communicated ambiguity, whereas two participants (4% of the sample) indicated disagreement. They believe that a corporation may work independently, free of any attachments. None of the responders notably questioned the statement. This information is detailed in Table 1 below. 92% of participants agreed that partnerships have a significant impact on an organization's resilience and competitiveness.

Table 1. Business Survival and Relationship

No.	Questions	Likert Scale				
		I	II	III	IV	V
1	Business cannot survive without relationship?	-	2	-	9	34
2	Relationship enhances market competitiveness?	-	2	3	17	23
Frequency		0	4	3	26	57
Percentage (%)		0%	5%	3%	29%	63%

Image and Profile, Relationship

The goal of this study was to determine the participants' feelings about the impact of employer-employee interactions on an organization's reputation and significance. Ninety-six percent of respondents believe that excellent employer-employee relations can improve an organization's reputation and standing in the community where it operates. Only two respondents, or around 4% of the total, disagreed with this assertion. The majority of respondents believe that positive employer-employee relationships help to build a positive corporate image and profile. Table 2 illustrates this.

Table 2. Image and Profile, Relationship

Question	Category	Frequency	Proportion
Good employer-employee relationships create a positive business image and profile in the community?	Yes	43	96%
	No	2	4%
	Skeptical	-	0%

Productivity, Customer Service, Retention, Strike, Trust and Communication, Others, and Relationship

In the indicated subsection, eleven inquiries were presented. The primary goal of the initial inquiry was to determine whether participants believed that the nature of the employer-employee interaction influenced the degree of productivity, or lack thereof, inside their business. The majority of respondents (33.3%) expressed agreement, with 62.2% indicating considerable agreement. This finding indicates that the majority of participants (95.5%) agreed with the supplied statement. The second question attempted to determine whether participants believed that the quality of services provided to clients is influenced by the nature of the employer-employee relationship. Every single respondent agreed that this claim was true. Approximately 67% of employers showed strong agreement with this assertion. The third experiment sought to determine whether employers believed that developing positive interpersonal ties among employees would benefit in the retention of valuable persons inside the firm. Every responder agreed with this assertion. They believed that creating positive interpersonal connections was an adequate stimulation. 62.2% of participants expressed strong agreement with the statement, while 37.8% agreed. The primary goal of the fourth inquiry was to determine whether positive relationships with employees have the ability to reduce the intensity or frequency of strikes. They agreed with the assumption and suggested that disagreements that could potentially lead to employees going on strike could be easily resolved through stronger employer-employee relations. The majority of respondents (55.5%) strongly agreed with the statement, compared to 37.8% who agreed. Nonetheless, 6.7% of respondents disagreed with this assertion, which was unexpected. The sixth investigation focused on whether beneficial relationships lead to a positive work environment. The assertion was unanimously agreed upon by all respondents, with 46.7% agreeing and 53.3% strongly agreeing. The sixth inquiry sought to determine if employers and employees communicated transparently and truthfully. While a sizable majority of participants (46.7 percent concurred, 53.3% strongly agreed) agreed with this statement, discussions with a subgroup of respondents revealed that they only share relevant information with their staff. The seventh question questioned respondents if they believed that the nature of the employer-employee relationship influenced the level of work satisfaction they experienced at their individual firms. All participants established a consensus; of those who responded, 71.1% expressed strong agreement and 28.9% said agreement. A series of eight questions were designed to determine the retention rate of excellent employees. A total of 62.2% of respondents agreed with the statement, with 6.7% undecided. Individuals who responded with hesitation claimed that there are other aspects involved in the process of recognizing and maintaining talent than interpersonal interactions. As a result, they were unable to reach a final agreement or divergence of view purely on the subject matter. However, they proposed the concept that favorable interactions could serve as a catalyst for inspiration,

resulting in increased output. As a result, workers may be motivated and retained in line with the organization's growth and trajectory.

Similarly, the ninth query examined the relationship between respondents and their staff. A total of 48.9% of participants expressed confidence in the positive rapport they maintained with their employees, with the majority of respondents (51.1%) unequivocally confirming this belief. The eleventh question was intended to evaluate the organization's effectiveness in terms of talent development and meeting employee needs, as evaluated by employee satisfaction. The statement was unanimously approved by all respondents, with 66.7% agreeing and 33.3% strongly concurring. The eleventh inquiry sought to ascertain whether businesses maintain open and honest lines of communication with their employees. A total of 2% of participants expressed ambiguity about the statement, while 17% strongly agreed. In preparation for cross-examination, the employees were asked the same set of questions, numbered eight, nine, ten, and eleven, in succession. In aggregate, 98% of respondents said that there was a link between connections and a variety of relevant aspects like as productivity, customer service, retention, strikes, trust and communication, satisfaction, and others. Table 3 illustrates this.

Table 3. Productivity, Customer Service, Retention, Strike, Trust and Communication, Others and Relationship

No.	Questions	Likert Scale				
		I	II	III	IV	V
1	Good relationships with employees increase productivity?	-	2	-	15	28
2	Good relationship with employees improves customer services?	-	-	-	15	30
3	Good relationships with employees makes it easy to retain valuable employees?	-	-	-	17	28
4	Good relationship with employees reduces employee strike?	-	3	-	17	25
5	Good relationship with employees create a favorable working environment?	-	-	-	21	24
6	Good relationship with employees promotes trust and open communication?	-	-	-	21	24
7	Good relationship with employees increase Job satisfaction?	-	-	-	13	32
8	The company attracts and retains outstanding employees	-	-	3	28	14
9	I have a good relationship with my employees	-	-	-	22	23
10	The business cares about employees and contributes to their success	-	-	-	30	15
11	I communicate openly and honestly with employees	-	-	1	36	8
Frequency		0	5	4	235	251
Percentage (%)		0%	1%	1%	47%	51%

a. Section B: Employee

This part examines a number of subjects, including as organizational survival, loyalty, and expansion. Table 4 has comprehensive details about the descriptive statistics.

Loyalty, Survival, Satisfaction, Organizational Growth, and Relationship

This portion included twelve inquiries in all. Inquiry 1 intended to determine the level of job fulfillment demonstrated by the workforce. 51.1% of respondents disagreed with the survey results, with 33.3% agreeing, 8.9% strongly agreeing, and 6.7% strongly disagreeing. Based on the findings, it can be concluded that, while a sizable proportion of respondents (42.2%) believed the statement was true, the vast majority (57.8%) disagreed. Question 2's primary goal was to assess how loyal employees were to their individual organizations. 11.1% of participants, or 44.4% of the overall sample, disagreed strongly with this assertion. 33.3% concurred, with 11.1% strongly agreeing. According to the findings of this poll, a minority of respondents (44.4%) believed that their companies deserved their devotion, while the majority disagreed. This could be due to their dissatisfaction with their employment. The third investigation aimed to enhance the interaction between employees and their bosses. In total, 13.3% of participants reported confusion, 4.4% extreme disagreement, and 42.2% disagreement. Furthermore, 31.1% of respondents agreed and 8.9% strongly agreed. The fourth inquiry focused on employees' expectations for the future trajectory of their professional relationships with their employers. A total of 53.3% of respondents agreed, 2.2% were unsure, and 33.3% strongly agreed.

Question 5 sought to determine employees' thoughts on the relationship between positive customer relations and corporate growth. A total of 6.7% of respondents disagreed, while 40% agreed. Furthermore, the

majority (51.1%) strongly agreed, while 2.2% strongly disagreed. The findings show that a sizable proportion of respondents (91.1%) believed the proposition was true. The primary goal of inquiry 6 was to assess the contributions made by employees, independent of their connection with the company. All participants established a consensus on this topic, with 46.7% agreeing and 53.3% strongly agreeing. The goal of Question 7 was to determine the level of established communication inside the organizations. Fifty percent of the participants agreed with the statement, while the remaining fifty percent disagreed. This suggests that the employees' experiences and opinions on honesty and open communication differ (see Section A, Question 11). The eighth examination looked at the ability to retain great talent. 2.2% of respondents expressed uncertainty about the statement, while 62.2% agreed and 35.6% strongly concurred. This indicates that both employers and employees answered positively to the inquiry (see Section A, Question 8). In addition, the ninth question inquired about the respondents' professional affiliation. 46.7% of respondents disagreed with the statement, with 11.1% expressing strong disapproval. In comparison, 13.3% of respondents strongly agreed with the statement, while 28.9% agreed. Question 10 inquired about the organization's capacity to recognize and develop talent, fulfill employee requirements, and provide support, with an emphasis on employee job satisfaction. A total of 31.3% of participants agreed with the statement, 8.9% objected angrily, 6.7% strongly disagreed, and 51.1% agreed. The primary goal of inquiry 11 was to establish the extent to which employees were satisfied with their employment status and committed to staying in their positions for a further five years. 13.3% of respondents strongly concurred, 22.2% agreed, 6.7% disagreed, and 57.8% strongly disagreed with the statement. The findings of this study unambiguously show that a significant part of the labor force, 64.5%, expressed unhappiness with their current positions and actively sought more beneficial employment opportunities. Finally, Question 12 was posed to assess employees' levels of organisational loyalty. Overall, 31.1% of people disagreed (22.2% strongly concurred and 8.9% agreed), 15.6% were indecisive, and 53.3% were opposed. Nonetheless, the employers' responses to Section A questions nine, ten, and eleven did not match those to questions seven, nine, and ten. In general, participants agreed that connections are connected with a wide range of qualities, including loyalty, survival, enjoyment, and organizational success. However, the staff expressed dissatisfaction with their situation. Table 4 illustrates this information visually. The data clearly showed that the majority of the

Table 4. Loyalty, Survival, Satisfaction, Organizational Growth, and Relationship

No.	Questions	Likert Scale				
		I	II	III	IV	V
1	Employee loyalty is valued and rewarded in this organization	3	23	-	15	4
2	I believe the organization deserves my loyalty	5	20	-	15	5
3	Over the years my loyalty to the company has grown stronger	2	19	6	14	4
4	I would like to see my relationship with the organization grow in the foreseeable future	-	5	1	24	15
5	Good relationship with customers provide the opportunity to grow	1	3	-	18	23
6	I contribute to the success of this business	-	-	-	21	24
7	The employer communicates openly and honestly with employees	6	24	-	13	12
8	The company retains outstanding employees	-	-	1	28	16
9	I have a good relationship with my employers	5	21	-	13	6
10	The business cares about me and contributes to my success	3	23	-	15	4
11	I am willing to work for this organization for the next five years	3	26	-	10	6
12	Personally, I strongly feel attached to this organization	13	11	7	10	4
Frequency		41	169	17	202	121
Percentage (%)		7%	31%	3%	37%	22%

The participants' affirmative responses indicated a strong conviction in the value of connections. They recognized the need of developing and strengthening these relationships in order to achieve long-term success in business. Furthermore, employers' replies suggested that they are entrepreneurs with development

potential who view networking as an essential instrument for success. Employers said that the relationships they maintain with their employees are critical to the operational efficiency and profitability of their companies. Employers typically accept that positive relationships have a substantial impact on organizational productivity. Furthermore, they feel that motivated workers form positive interactions. Although awards may appear to be the most obvious approach of pushing employees to reach their full potential, developing close relationships with coworkers is critical to increasing productivity. Business owners unanimously agreed that developing strong professional ties with their staff improved customer service. This is attributed to satisfied employees that provide exceptional customer service. Despite the fact that most companies agreed that strong relationships were crucial, the majority of them found it easy to retain valuable personnel. Another two factors that contribute to employee loyalty are growth chances and higher pay. Employees have an innate desire to earn higher wages and have more prospects for advancement in order to maintain a more lavish lifestyle. As a result, when the opportunity to improve their level of living arises, employees frequently reject partnerships.

On the contrary, a sizable number of employees said that their employers failed to practice candid and transparent communication. Despite the fact that the businesses retain great employees, a large proportion of them lack a strong sense of attachment to their employers and have no intention of returning in the near future. They argue that neither the organization nor its contributions to their achievement merit acknowledgment or reward. They believed that this had a negative impact on their relationships with their employers, to the point that they could no longer definitely say that they get along well with them. According to the conclusions, employees should make reasonable and equitable requests, and owners/employers should take the necessary efforts to allow their employees to perform to the best of their abilities. In the interim, the majority of employees reported knowing their companies' basics. This shows that the employers effectively conveyed their vision to their employees and offered a detailed description of the goals they had established for the organizations.

The research investigation had various limitations. A change of location was required due to the discomfort that a considerable proportion of employees felt while doing the questionnaire at their workplace. Despite being assured of anonymity, the staff members remained concerned that their identities may be compromised. It was also time-consuming to meet with the responders due to the tight and constantly revised schedules for visiting numerous offices. The researcher also stated that the study had a small sample size of 15 firms. An extended sample size of enterprises would have increased the findings' applicability. Furthermore, the research's potential to be comprehensive was constrained by its reliance on a number of planned questions extracted from previous literature. These inquiries could only account for a portion of the employer-employee relationships and outcomes. While not included in the current study, there may be additional characteristics or questions that have a significant impact on the employer-employee relationship. Finally, due to the study's specialized research domain, the findings derived are limited to the perspectives and experiences of the participants and case organizations. Further study should focus on doing comparative studies with a broader range of participants or in different situations, such as the public sector. Conducting such an analysis may provide engaging insights. It's feasible that a more complex statistical analysis would have improved the study. This topic may require further research.

A plethora of enhancements have been made to the body of knowledge and application. This research advances knowledge by identifying the crucial aspects that either strengthen or weaken relationships. It informs professionals about the importance of the employer-employee relationship and its contribution to the growth of a firm. As a result, there would be less confrontations between employers and employees. Furthermore, the study's findings would contribute to the advancement of knowledge about employer-employee dynamics and make recommendations for improving policies. More precisely, the data gathered from this study will enable policymakers and stakeholders to implement practical ways to increase job happiness, relationships, and performance. As a result, this research improves our understanding of and

ability to manage employer-employee relationships in the private sector. Furthermore, this study tackles gaps in the body of past studies on this specific subject. Ghana has demonstrated a scarcity of research in this area. Furthermore, the research was confined to subjects that did not fall within the scope of the investigation. In conclusion, this research adds to the body of theoretical and practical knowledge; as a result, Ghanaian organizations will use the findings as a standard for continual performance improvement.

5. CONCLUSION

At the moment, an organization's ability to successfully manage its workers and supervise their efforts to accomplish desired results is a significant aspect in determining its level of success. It is critical for managers to understand the core emotions that drive individuals to make great contributions in the workplace. Prioritizing employer-employee relationships in management practices is critical for improving performance, resolving problems and impediments, and cultivating efficiency, engagement, satisfaction, commitment, and retention. The majority of participants responded positively, indicating a strong belief in the importance of connections and the need to nurture and improve them in order to achieve long-term success and growth within a company. Employers' responses suggested that they are entrepreneurs with room for growth who understand the value of networking in achieving success. Despite universal belief among employees in the value of partnerships, a significant percentage expressed dissatisfaction due to a lack of emotional commitment to their employers and a failure to envision themselves as employees there in the near future. Furthermore, the personnel saw a lack of recognition or aid from the institution and its core values, which hampered their professional development.

According to the findings, employers and business owners should recognize the value of the human element in their enterprises and take on the role of social architects. This entails encouraging collaboration across departments and organizational levels in order to continually improve corporate operations and foster an environment that supports creativity, self-improvement, risk-taking, excellence, and independent partnership. It is strongly advised that individuals develop and implement appropriate interpersonal skills in order to motivate and assist employees across all stages of their organization's activities. Organizations must prioritize building long-term connections with their customers, staff, and other enterprises. This approach allows for the exchange of useful information, such as strategies, risks, and resources, which may result in a competitive advantage. Employees are expected to meet realistic and caring expectations. The research findings are expected to provide light on potential policy improvements, allowing policymakers and stakeholders to put tangible measures in place to boost productivity, employee happiness, and collaboration. In summary, this study enhances comprehension of both theoretical and practical components, establishing the findings as a benchmark against which Ghanaian enterprises can continuously measure their growth.

REFERENCES

- [1] Abdulai, A. I. (2000), Human resource management in Ghana: prescriptions and issues raised by the Fourth Republican Constitution. *International Journal of Public Sector Management*, 13(5), 447-466. <http://doi.org/10.1108/09513550010350841>
- [2] Acuff, J., & Wood, W. (2004), *The relationship edge in business: connecting with customers and colleagues when it counts*. Wiley.
- [3] Anastasia Guscina. (2006), *Effects of Globalization on Labor's Share in National Income (EPub) (IMF Working Papers)*, International Monetary Fund.
- [4] Anderson, K., & Kerr, C. (2002), *Customer relationship management*. McGraw-Hill. Retrieved from https://books.google.com.my/books/about/Customer_Relationship_Management.html?id=DE2Pbd_qmgkC&redir_esc=y
- [5] Atkinson, C., & Sandiford, P. (2016), *An exploration of older worker flexible working arrangements*

- in smaller firms. *Human Resource Management Journal*, 26(1), 12-28. <http://doi.org/10.1111/1748-8583.12074>
- [6] Berument, M. H., Ceylan, N. B., & Dogan, N. (2010), The impact of oil price shocks on the economic growth of selected MENA 1 countries. *Energy Journal*, 31(1), 149-176. Retrieved from <http://repository.bilkent.edu.tr/handle/11693/22390>
- [7] Bhattacharya, C. B., Sen, S., & Korschun, D. (2008), Using Corporate Social Responsibility to Win the War for Talent. *MIT Sloan Management Review*, 49(2), 37-44. Retrieved from <http://sloanreview.mit.edu/article/using-corporate-social-responsibility-to-win-the-war-for-talent/>
- [8] Boxall, P. (2013), Mutuality in the management of human resources: assessing the quality of alignment in employment relationships. *Human Resource Management Journal*, 23(1), 3-17. <http://doi.org/10.1111/1748-8583.12015>
- [9] Boxall, P., Guthrie, J. P., & Paauwe, J. (2016), Editorial introduction: progressing our understanding of the mediating variables linking HRM, employee well-being and organisational performance. *Human Resource Management Journal*, 26(2), 103-111. <http://doi.org/10.1111/1748-8583.12104>
- [10] Burns, A. (2012), Employee Relations. In *The Encyclopedia of Human Resource Management* (pp. 186-190). San Francisco, CA: Pfeiffer: A Wiley Imprint. <http://doi.org/10.1002/9781118364741.ch33>