EFFECT OF EMPLOYEES' RELATIONSHIP MANAGEMENT AND MANAGERIAL EFFECTIVENESS IN AGATU LOCAL GOVERNMENT EDUCATIONAL AUTHORITY

UCHERWUHE SAMUEL IGBABEE
DEPARTMENT OF BUSINESS ADMINISTRATION, COLLEGE OF MANAGEMENT SCIENCES, JOSEPH SARWUANTARKAA UNIVERSITY MAKURDI | siqbabee@gmail.com, 08168877795

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ABSTRACT
The main objective of the study is to examine the effect of employee relationship management on managerial effectiveness. The specific objectives of the study are to determine effect of communication, shared values/goals, and employee trust on managerial effectiveness in Agatu Local Government Education Authority, Benue State, Nigeria. The study adopted survey research design, the sample size of 293 selected from a population of 1100 employees. The study found a significant positive effect of employees' relationship management on managerial effectiveness. The studyconcludedthat organizations should invest more in a strong employees' relationships management as it significantly affects managerial effectiveness, specifically, communication, shared goals/values and trust have a significant positive effect on managerial effectiveness.The study recommended that communication should be highly invested into as every organization need effective communication for managerial effectiveness, Local Government Education Authorities should always enshrine a culture-oriented principles that can intimate employees with organizational goals/shared values for flexible operations that enhances managerial effectiveness and management of Local Government Education Authorities should provide an environment of trust that allows employees to actively participate in the decision-making process. This is because a working environment with a highly trusting atmosphere is the foundation for harmonious employees' relationship.

1.1 Background to the Study

To survive and thrive in a globally competitive marketplace, organizations must adopt a broad strategy that gives them a sustainable competitive advantage. The rapid technological growth and increased competition have forced many organizations worldwide to aggressively compete for employees to remain competitive (Ngui, 2016). This trend has created a lot of interest on the effect of employee relationship management

(ERM) strategies on organizational performance.

The need for an ERM within the enterprise is "*sin qua non"* for every enterprise operating in a competitive environment. ERM aims to produce successful, world class organization through relationship building with and among its employees (Singh and Kumar, 2011). Employees are a significant organizational asset if properly used and managed. The application of appropriate strategies for the development of employees can lead to improvement of corporate performance both in the short and long term (Ngui, 2016). Tyson (1995) as cited in Torrington, Hall and Taylor (2005) described employee relationship management strategy as the intentions of the corporation both explicit and covert, towards the management of its employees, expressed through philosophies, policies and practices. Building a good relationship with an employee is the best way to close the employee's productivity gap. It also promotes the employee personal effectiveness and productivity because when the manager takes the time to develop these relationships and guide employees in their work it will be able to produce more quality work. Only through good relationships combined with strong, sensitive leadership can a cohesive department be built (Chapman and Goodwin, 2001). Employee relationship management strives to build long-term relationships with valued employees. ERM focuses on building relationship and trust that leads to happy employees. Happy employees work better together, have greater trust, and are a great recruiting vehicle because they tell others they love where they work but most importantly, they are willing to commit to extraordinary results. According to Prouse (2004) ERM is identified in terms of employee trust, effective communication, shared goals, and leadership. The study therefore examines the effect of employee relationship management on managerial effectiveness.

1.2 Statement of the Problem

Every organization must have an objective either to produce goods or provide services. This could be for commercial purposes or charitable. In order to produce goods and services an organization must have the necessary factors of production. The most critical factor of production is the human resource. This resource must be treated with a lot of care if the organization is to achieve its intended goals. Employee relationship management examines the various aspects on how people inter-relate at work. Such interaction can either be formal or informal. Thus, there is need for a theoretical link on exactly how specific human resources management strategies and performance are related. Furthermore, there is a great need for additional evidence to support the ERM-performance relationship and show exactly how the different strategies affect each other. This study is therefore carried out to assess the relationship between employees' relationship management and managerial effectiveness in Local Government Education Authority, Benue State.

1.3 Objectives of the Study

The main objective of this study is to examine the effect of employee relationship management on managerial effectiveness. The specific objectives of the study are to:

i. Examine the effect of communication on managerial effectiveness in Local Government Education Authority, Benue State, Nigeria.

ii. Evaluate the effect of shared values and goals on managerial effectiveness in Local Government Education Authority, Benue State, Nigeria.

iii. Examine the effect of employee trust on managerial effectiveness in Local Government Education Authority, Benue State, Nigeria.

1.4 Significance of the Study

The findings of this study are beneficial to managers of organizations, leaders, government, employees, researchers, and students. The results will enable the management of organizations to establish the effects of employee relations strategies on employee performance, hence identify the areas where improvements can be done.

It will also help the government in planning for the development and implementation of effective and efficient employee relations strategies that will lead to improved performance at Agatu Local Government Education Authority. This will in turn help in

ensuring economic growth and stability of the country.

Finally, the study contributes towards a framework for further research by filling the existing gaps in the field of employee relationship management. The study is also important to future researchers and research scholars/academicians who may use the research findings as a source of reference in their future studies.

The study examines employee relationship management and managerial effectiveness in Local Government education Authority, Benue State, Nigeria with a focus on Agatu Local Government. The study focused three employee relationship management variables: communication, shared goals and values and employee trust while organizational commitment and job satisfaction were used as measures of managerial effectiveness. Senior and junior staff of Agatu Local Government Education Authority serves as the respondents for the study.

2.0 LITERATURE REVIEW

This section dwells on the theoretical framework, conceptual framework and empirical studies related to the work as well as summary of the literature.

2.1 Theoretical Framework

2.1.1 Social Exchange Theory (SET)

Social exchange theory by Blau (1977) is a social psychological and sociological perspective that explains social change and stability as a process of negotiated exchanges between parties. The theory emphasizes the role of reward, satisfaction, and commitment in relationship. The theory posits that all human relationships are formed using a subjective cost-benefit analysis and the comparison of alternatives. Social exchange theory is reliant on voluntary actions rather than formal contracts. According to this theory, individuals regulate their interactions with other individuals based on a self-interest analysis of the costs and benefits of such an interaction. SET argues that when workplace relationships are effective, then the organization benefits. The social exchange theory explains social change and stability as a process of negotiated exchanges between parties. Thus, people calculate the overall worth of a particular relationship by subtracting its costs from the rewards it provides. Outcome is defined to be the difference between the benefits and the costs: Worth = Rewards – Costs. People seek to maximize their benefits and minimize their costs when exchanging resources with others and they engage in an interaction with the expectation of reciprocity (Molins, 2001). These benefits need not be tangible and include things such as material or financial gains, social status, and emotional comforts. Costs generally consist of sacrifices of time, money, or lost opportunities. Social exchange theory is used as a framework for predicting the effects of management practice on worker attitudes. According to Stafford (2008), social exchanges involve a connection with another person; social exchanges involve trust, not legal obligations; they are flexible; and rarely involve explicit bargaining. Positive social exchanges can result in mutual benefits to both the employing organization and the workforce.

As with everything dealing with the social exchange theory, it has as its outcome satisfaction and dependence of relationships. The social exchange perspective argues thatpeople calculate the overall worth of a particular relationship by subtracting its costs from the rewards it provides Worth = Rewards – Costs (Umogbai, 2015). If worth is a positive number, it is a positive relationship. On the contrary, a negative number indicates a negative relationship. The worth of a relationship influences its outcome, or whether people will continue with a relationship or terminate it. Positive relationships are expected to endure, whereas negative relationships will probably terminate. In a mutually beneficial exchange, each party supplies the wants of the other party at lower cost to self than the value of the resources the other party provides. In such a model, mutual relationship satisfaction ensures relationship stability (Umogbai, 2015). The state the that: Outcome = Rewards – Costs

Social Exchange includes both a notion of a relationship, and some notion of a shared obligation in which both parties perceive responsibilities to each other (Umogbai, 2015). Also, Thibaut and Kelly (2008) propose two comparison standards to differentiate between relationship satisfaction and relationship stability (commitment). This Alternative. According to Thibaut and Kelly, the comparison Level (CL) is a standard representing what people feel they should receive in the way of

rewards and cost from a particular relationship. An individual's comparison level can be considered the standard by which an outcome seems to satisfy the individual.

The Comparison Level for Alternative (CLalt) refers to "the lowest level of relational rewards a person is willing to accept given available rewards from alternative relationships or being alone" (Roloff, 1981). In other words, when using this evaluation tool, an individual will consider other payoffs or rewards outside of the current relationship or exchange (Thibaut and Kelly, 2008). The Comparison Level for Alternative provides a Measure of stability rather than satisfaction. If people see no alternative and fear being alone more than being in the relationship, social exchange theory predicts will stay (West and Turner, 2007).

Affect theory of Social Exchange: in the affect theory of social exchange, the actors in social exchange are normally viewed as unemotional beings that have information, cognitively process it, and make decisions concerning the pattern and nature of exchange with others (Lawler, 2001). The affect theory of social exchange complements social exchange theory by incorporating emotion as part of the exchange process formalized by Lawler (2001), the affect theory examines the structural conditions of exchange that produce emotions and feeling and then identifies how individuals attributes these emotions to different social units (exchange partners, groups or networks). These attributions of emotion, in turn dictate how strongly individuals feel attached to their partners or groups, which drives collectively oriented behavior and commitment to the relationship (Lawler, 2001).

Interdependence Theory of Social Exchange: the independence theory is based on the premise that for people to be satisfied in a relationship, the rewards must outweigh the costs. Here, Thibaut and Kelley (2008) posit that relationships partners compare the outcomes in a current relationship with the outcome they have experienced in the past, and with the outcomes they anticipated receiving in available alternative relationship. According to the theory, the process of assessing satisfaction involves comparisons, were develop a sense of the level of rewards and cost that we deserve in a relationship. If the outcomes in a current relationship meet this standard, the theory predicts that we will be satisfied with the relationship. If outcomes fall below the comparison level, we will be dissatisfied (Fehr, 1996).

The theory is relevant to this study because based on social exchange theory; employees who feel they are appreciated by their organization may perceive high status in the organization. Employees who experience mutual reciprocity of resources, information, respect and power with management experience high perceptions of autonomy hence, they would be satisfied with the resources, information and support offered by the supervisor, as well as the job generally – hence, they would be committed to staying in the organization and also perform well.

2.2 Conceptual Framework

2.2.1 Concept of Employee Relationship Management

Employee relationship (ER) is a kind of special interpersonal relationships, which is a concept put forward by the western scholars in the 20th century in order to replace industrial relations and it refers to the relationship of right and obligation, management and obeying caused by the interests between enterprise and the staff, which is also shown as the total of cooperating, conflict, strength and power relations, and is influenced by economic, technology, policy, legal system and social culture background in certain society (Yongcai, 2010). Employee relations is the interaction between employees themselves and with their employers. Such interaction can either be formal or informal. It encompasses all areas of management that may include labor relations, employee involvement and participation, employee communication and industrial relations (Armstrong, 2008). According to Michael (2005) (Jing, 2013). (Bajaj, Sinha, and Tiwari, 2013**)**. Oluchi (2013) (Bergeron, 2002). (Tansel and Gazioglu, 2013). Strohmeier, 2013).

2.2.2 Dimensions of Employee Relationship Management

The dimensions of employee relationship management for the study are trust, communication and shared goals and values. The three constructs are selected because they are used in all organizations in building employee relationship with the organization (Carstend and Barnes, 2006).

i. **Communication:** According to Kathryn and David (2001) communication is the

exchange of messages between people for the purpose of achieving common meanings. Unless common meanings are shared, managers find it extremely difficult to influence others (Chinomona and Sandada, 2013).

ii. **Shared goals/values:** In the business context, a goal is most viewed as something that a firm "values" and the extent to which employee's value the same goal provides a sharing of something of value between employees and the firm (Kantabutra and Avery, 2009). Shared values are defined as the extent to which partners have beliefs in common about what behaviors, goals, and policies are important or unimportant, appropriate, or inappropriate, and right or wrong (Herington, Johnson, and Scott, 2009).

iii. **Trust:** Trust is a critical variable influencing the performance, effectiveness, and efficiency of the organization (Dirks and Ferrin, 2002). Trust is considered one of the most influential variables on organizational performance as itt may grow, decline, or even remerge over the course of a relationship (Huang and Guo, 2009).

2.2.3 Concept of Managerial Effectiveness

Chinomona and Sandada (2013) managerial effectiveness is a manager's ability to achieve desired results. How well he/she applies his/her skills and abilities in guiding and directing others determines whether he/she can meet those results effectively (Hamlin, 2002). According to Fraser and Zhu (2008) managerial effectiveness incorporates both organizational performance and individual abilities. Managerial effectiveness is made measurable, verifiable, operational, and morespecific with the help of effectiveness areas, standards, and objectives (Fraser and Zhu, 2008).

2.2.4 Measurement of Managerial Effectiveness

Strohmeier (2013) advanced measures of managerial effectiveness to includes organizational commitment, quality of decisions, and interpersonal skills.

i. **Organizational commitment:** it isa single dimension, based on an attitudinal perspective, embracing identification, involvement, and loyalty (Onyango, 2014). According to Onyango (2014) an attitudinal perspective refers to the psychological attachment or affective commitment formed by an employee in relation to his identification and involvement with the respective organization.

ii. **Quality of decisions:** This can be measured by things like decision-making speed, accuracy, and results (Hamlin, 2012).

iii. **Interpersonal skills:** This can be measured by things like communication, conflict resolution, or team building (Vineet, Sinha, and Bajaj, 2013).

2.3 Review of Related Empirical Studies

Derek and Takao (2005) examined the effects of employee involvement on firm performance: evidence from an econometric case study in United States firms. The study revealed that membership in offline teams initially enhances individual productivity by about 3 % and rejection rates by about 27 %; introduction of teams was initially accompanied by increased rates of downtime and these costs diminish over time. The study concluded that employee involvement will produce improved enterprise performance through diverse channels including enhanced discretionary effort by employees and the introduction of high-performance workplace practices are best viewed as investments, though there are significant learning effects. The study is in support of one of the variables of this study. the conclusion drawn from the study is also considered relevant to this study.

Lee (2010) investigated on managerial competencies, roles, and effectiveness: perceptions and organizational measures in the Netherlands. The objective of the study was to examine the additional value of managerial role perceptions of different rater groups in the relationship between management competencies and managerial effectiveness. The study concluded that, there is a link between managerial effectiveness outcomes and the perceptions that subordinates; peers and supervisors have concerning management competencies and managerial roles. It recommended that 360-degree feedback instruments could be customized for referent

groups. The findings of the study are relevant for this study. There is relationship between the two studies based on the dependent variable used.

Tansel and Gazioglu (2013), investigated on management employee relations, firm size and job satisfaction in Britain. The study examined job satisfaction in relation to managerial attitudes towards employees and firm size in Britain and the management employee relationships and the firm size. The results of the study revealed that a good management-employee relationship is necessary for the satisfactory organization and performance of any firm and for the employees to feel engaged; employees are less satisfied with their jobs in large firms in the absence of controls for the quality of management employee relationships and management-employee relationships are weaker in large firms than in the small firms. The study recommended for an improvement in the management of employee relationship in large firms to increase the employees' productivity and turnover. The study is related to the present study however the focus differs.

Chinomona and Sandada (2013) investigated on shared goal, communication, and absence of damaging conflicts as antecedents of employee relationship strength at institutions of higher learning in South Africa. The objective of the study was to propose a model that assists high learning institutions to create and sustain relationships among their employees. The study concluded that any change in the relationships immediately affects the employees' working relationships, but institutional shared goals and communication are not likely to affect immediately the relationships among employees. The study recommended that in future studies to expand the data collection to include other institutions employees. The variables used for measuring employee relationship management are in support of this present study.

Jing (2013) investigated on research on employee relationship management of SMEs in China. The objective of the study was to discuss employee relationship management and deal with its problems and try to summarize some methods on how to establish a system to improve the human recourse management of SMEs in China where it plays basic role in increasing the efficient and effective human resource management. It also found that SMEs should pay more attention to ERM to build a good environment, supply any kind of assist for their work and lives to ensure job security. It concluded that good ERM improve the understanding and trust among employees, managers and enterprises. The study recommended that managers should communicate effectively with employees to improve job satisfaction and support the organization goals and employees must be involved in the in the process of building corporate culture and agree the vision given by the top management to improve job performance. The variables used in the study have a relationship with this present study; however, there is variation in the scope of these studies.

Okafor (2013) investigated on co-operation between employee and management to increase productivity with focus on Mobil Producing Nigeria Unlimited. The study is considered relevant because because of the research findings the need for a healthy relationship between management and employees was affirmed, and methods of utilizing this to enhance productivity in any organization and reasons for why this is important were disclosed. The study highlights the importance of effective human resource management as an essential aspect of any organization.

Ngari and Agusioma (2013) also examined the influence of employee relations on organization performance of Private University in Kenya. The objective of the study was to find out the factors affecting organization performance that are related to the employee relationship. It concluded that employees who have open lines of communication with managers are more likely to build effective work relationships with managers and increase their performance. Recommendations were made that universities should employ best human resource management practices to achieve consistently improving results in their organizational performance and members of staff should be involved in issues related to remuneration and working conditions. Both the dependent and independent variable as used in the study are same, but results are at variance because of methodology used.

Oginni, Afolabi and Erigbe (2014) carried out a study of superior-subordinate relationship and employees' commitment to the core beliefs of organization in public universities of Southwest, Nigeria. The result of the findings

showed that the correlation between superior-subordinate relationship and employees' commitment was a positive, but it was a weak relationship at 0.05 level of significance. The study recommended that the culture of the organization should be designed and tailored along the tradition, values, norms, and beliefs of the people in that environment for acceptability of the ways things are being done in the organizationto sustain relationship and commitment. The findings of the study are relevant for this study even though the scope differs. The dependent variable used in the study in measuring employee relationship is also different.

Xesha, Iwu and Nduna (2014) in their study examined the importance of the employer-employee relationship on business growth in South Africa. The study found that business owners shared a positive notion that relationships play an important role towards their business as these contribute to the growth of their business. The employees indicated high levels of satisfaction with their jobs. The study concluded by outlining the key factors and benefits of managing employer-employee relationships. It recommended that organizations should always create a good relationship with the employees. The two studies are related because the independent variable used in the study agrees with this present study. Both studies also used job satisfaction as a measure of the dependent variable. The dependent variable used in the study is business growth whereas this study considers managerial effectiveness.

Thomas (2016) examined the relationship between employee relations strategies and performance of commercial banks in Kenya. From the study it was found that employee relations strategies have a significant positive effect on performance of commercial banks in Kenya. Therefore, the proposed direct relationships between a set of employee relation practices and employee performance were empirically validated. It is recommended that commercial banks should develop and document strategies that are linked with the overall bank's strategy. The study is related to this study as it showed the relationship between employee relations and the performance of commercial banks in Kenya. The findings of the study cannot be generalized as the present study focus on the public sector.

Deme and Worlu (2017) investigated the relationship between workplace diversity and employee relationship management in the Nigerian Police Force in Port Harcourt, Rivers State. The same applies to the relationship between ethnic diversity and trust as well as the relationship between age diversity and both communication and trust. The study also made several recommendations that despite the benefits that accrue from diversity from employees, but it should be used in moderation since the higher the diverse employee so the trust that exist among them drops, and employees should be sent for training that is focused on helping them develop interpersonal skills for this will help them to relate effectively with other employees. The use of survey design is in line with this study, but the measures of employee relationship management differ hence the gap for the present study.

3.0 Research Methodology

3.1 Research Design

The study adopted survey research design. The design enabled the researcher to collect relevant data using structured questionnaire for the purpose of analysis to achieve the objectives of the study. The use of survey research design was, thus, premised on the ground that the employee relationship management and managerial effectiveness in the Local Government Education Authority which is the focus of the study could be measured quantitatively with the use of a questionnaire, thereby allowing for testing of formulated hypotheses and drawing inferences there from.

3.2 Population of the Study: The population of this study is focused on Agatu Local Government Education Authority. The target population is made up of one thousand and one hundred (1100) staff of Agatu Local Government Education Authority (Agatu LGA, Human Resource Department, Benue State, 2023).

3.3 Sample and Sampling Technique: The study employed TaroYamane's (1967) formula to calculate the sample size of the 462 senior staff and 638 junior staff the study arrived at a sample size of 293 employees who were accessed through random sampling technique. The sample size is calculated thus:

Where,

n = Sample size of the employees sought;

N = Population size,

e = Level of precision,

1= Constant,

Using the formula to calculate the sample size of employees: N = 1100, e = 5% (0.05)

Substituting in the formula,

$$n = \frac{1100}{1 + 1100\,(0.05)^2}$$

$$n = \frac{1100}{3.75}, \quad n = 293$$

Thus, the study has a total sample size of 293 elements.

3.4 Instrument of Data Collection: Structured questionnaire was used as instrument of data collection. The instrument was divided in two parts (A and B). The first part 'Part A' focuses on the personal data of the respondents. The second section 'Part B' dwells on employee relationship and organizational performance at Agatu Local Government Education Authority. The questionnaire had questions using four-point Likert scales ranging from strongly disagree to strongly agree.

3.5 Validation of the Instrument: The researcher made use of factor analysis to measure the significant dimensions of employee relationship and provides them a rating on a comparison scale and maintains the independence of each variable. Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) were used to assess the construct validity of each variable in this study. Bartlett's test of Sphericity was employed to test the null hypothesis that the original correlation matrix is an identity matrix. Since the data reported 0.743, the researcher was confident that Factor Analysis was appropriate for this data. Bartlett's test of Sphericity was employed to test the null hypothesis that the original correlation matrix is an identity matrix. According to the results from the KMO and Bartlett's Test, the Kaiser- Meyer-Olkin (KMO) which measures the sample adequacy was .866 while the Bartlett's Test of Sphericity was significant (App. chi-square= 646.738, sig. is .000) which indicates the sufficient inter correlations of the factor analysis.

Table 1: KMO and Ballett's Test

Kaiser-Meyer-Oklin Measure of Sampling Adequacy		**.866**
Barlett's Test of	**Approx. Chi-Square**	**646.738**
Sphericity	**df**	**10**
Sig.		**.000**

Source: *SPSS Output, 2023.*

3.6 Reliability of the Instrument: The researcher employed Cronbach's alpha to ensure reliability of the instruments. The Cronbach's alpha is a measure of internal consistency that is, how closely related a set of items are as a group. To ensure the reliability of the measurement instrument, a pilot test was carried out on 97 staff ($^1/_3$ of 293 =97) of the local government.

Table 2: Reliability Test Statistics

Variable	Cronbach's Alpha
Managerial Effectiveness	.727
Employee Communication	.865
Shared Values and Goals	.855
Employee Trust	.781
Overall Cronbach's Alpha	.808

Source: *SPSS Output (2023).*

3.7 Method of Data Collection: The data were collected through primary source. The data were obtained with the aid of structured questionnaire. The questionnaire was distributed to the respondents, and they were allowed to provide responses as regards the study variables. The questionnaire was collected and used for data analysis. A total of 293 copies of the questionnaire were administered to the respondents, but only 262 copies (representing 89 %) were completed and retrieved for analysis.

3.8 Variable/Model Specification: The dependent variable (managerial effectiveness) and independent variable (employee relationship) were measure as follows:

Managerial Effectiveness (ME) was measured in terms of organizational commitment, quality of decisions, andinterpersonal skills. The critical dimensions of both the independent and dependent variables were measured as dummy variables on a four-point likert scale rating where: 4= strongly agree, 3 = agree, 2 =disagree and 1=agree. These weights attached to the scale were the measures used for hypotheses. In this study managerial effectiveness (ME) was regarded as a function of employee relationship management (ERM). The regression model used in testing the hypotheses for the study was specified as follows:

$ME = f(ERM)$ (1), $ME = \beta_0 + \beta_1 EC + \beta_2 SVG + \beta_3 ET + e$ (2)

Where; ME = Managerial Effectiveness**,** ERM = Employee Relationship Management, EC = Employee Communication**,** SVG = Shared Values and Goals, ET = Employee Trust**.** e = error term**,** β_s = coefficient of independent variables**.** The *a priori* expectation is that the β_s would be positively signed.

Justification of the Model: The regression model was adopted in this study because it is most widely used in exploiting the extent of effect and relationship between two or more variables in social science research (Udofia, 2011). In regression analysis, the problem of interest is the nature of the relationship itself between the dependent variable (response) and the (explanatory) in dependent variable. The multiple regression model was adopted in this study because the researcher seeks to ascertain the extent to which employee relationship management affects managerial effectiveness. Furthermore, the model provides good fit and adds more credence on how appropriate the independent variables predict the dependent variable.

Data Analysis Techniques: Both descriptive and inferential statistics was used to analyze the data for the study. Descriptive statistics such as frequency distribution and percentages were

used to analyze the personal data of the respondents while multiple regression was used to test the formulated hypotheses. While the t-ratio measured the statistical significance of each independent variable, the F-statistic was used to measure the joint effect of the independent variables on the dependent variable. The analysis was done with aid of Statistical Package for Social Sciences (SPSS). The test was conducted at the probability level of 0.05.

Decision Rule: *If the standard error of* b_i[S (b_i) $>{}^1/_2 b_i$] accept the null hypothesis, that is; accept that the estimate b_i is not statistically significant at the 5 % (0.05) level of significance.*If the standard error of* b_i [S (b_i) $<{}^1/_{2i}$] reject the null hypothesis, in other words; accept that the estimate b_i is statistically significant at the 5 % (0.05) level of significance.

4.0 Results and Discussion

4.1 Regression Analysis Results

The result in Table 3 below showed that the regression coefficient, R = .813 which shows the relationship that exist between the independent variables and dependent variable. The coefficient of determination (R^2) was 0.575. Coefficient of determination explains the extent to which changes in the dependent variable is explained by the change in the independent variables or the percentage of variation in the dependent variable (managerial effectiveness) that is explained by all independent variables. The coefficient of determination showed that 57.5 % of the variation in managerial effectiveness is explained by communication, shared values and goals and employee trust.

The F value from the ANOVA Table is 51.639 and is significant because the significance level = .000 which is less than P ≤ 0.05. This implies that the overall regression model is statistically significant, valid, and fit. The valid regression model implies that all independent variables can explain that a positive and significant relationship with the dependent variable (managerial effectiveness).

The Estimated Model Coefficients shows that the general form of the equation to predict ME from ERM is: Predicted ME = 0.416 + 0.415 (EC) + 0.239 (SVG) + 0.227 (ET). The regression coefficient in Table 10 for communication (β_1) = .415 which implies that one percent increase in communication will result to 41.5 percent increase in managerial effectiveness if other variables are kept controlled. The T value is 6.889 which is significant at .000 because significance level is less than P < 0.05. The regression coefficient for shared values and goals (β_2) = .239 which means that one percent increase in shared values and goals among employees will bring about 23.9 % change in managerial effectiveness if other variables are kept constant. The T value is 3.897 which is significant at .000. The regression coefficient for employee trust (β_3) = .227 which means that one percent increase in employee trust results to 22.7 % increase in managerial effectiveness if other variables are kept constant. The T value is 3.329 which is significant at .000 level. At 5 % level of significance and 95 % level of confidence; communication showed a beta value of 0.384 and 0.000 level of significance, shared values and goals showed a beta value of 0.213 and 0.000 level of significance while employee trust indicated 0.187 and 0.001 beta value and level of significance respectively. The regression coefficient clearly indicated that communication contributes more to managerial effectiveness in Local Government Education Authority.

Table 3: Regression Results

Variable	B	Std. Error	Beta t-value	p-value	Decision
(Constant)	.416	.313	1.329	.185	
Communication	.170	.060	.384	6.889	.000 Rejected

Shared Values	**.147**	**.061**	**.213**	**3.897**	**.000**	**Rejected**
Employee Trust.	**153**	**.068**	**.187**	**3.329**	**.001**	**Rejected**

R = .813

R^2= .575

Std. Error of the Est. =.904

Adjusted R^2 = .627

F (3, 258) =51.639

P=0.000

Durbin-Watson = 1.797

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a. Dependent Variable: Managerial effectiveness **Correlation is significant at 0.01 level (2-tailed), F Calculated value = 51.639 at 0.05, R = 0.813, R^2 = 0.575.

Source: *SPSS Output, 2023*

4.2 Discussion of Findings

From the above analysis, the study found that communication has a significant effect on managerial effectiveness in Local Government Education Authority, Benue State Nigeriain line with Yüksel (2005) who found that factors such as openness in communication, receiving feedback and constructive criticism have a direct positive effect on the job satisfaction. Hails (2000) also concluded in his study that job satisfaction increases when superiors establish a courteous and continuous communication with subordinates; receive feedback according to the nature of the work performed, and when the participation of the employees to achieve organizational goals are maintained. Also, Chen (2006) found that in organizations where organizational communication is more continuous and open, work commitment is higher. Bajaj (2013) however found that organizational communication affects job satisfaction but has no influence on work commitment., shared valueshave a significant positive effect on managerial effectiveness in line with Jing (2013) who asserted that many organizations have introduced reward systems for motivating the employees to share knowledge. Ngari and Agusioma (2013) also asserted that for successful implementation of knowledge sharing practices through new systems, change of behavior and change management may be necessary which affects organizational commitmentand employee trust has positive significant effect on managerial effectiveness in Local Government Education Authority, Benue State, the study agrees with Herington, Johnson and Scott (2009) who found that a positive relationship exists between organizational trust and the development of cooperation within the organization. A high level of organizational trust increases employee motivation, which in turn creates a positive effect on performance. In their research, Dirks and Ferrin (2002) have shown that in groups where the level of trust is high, individuals' skills for elucidating and clarifying objectives and problems were higher, and that they were able to generate distinctly higher number of alternatives compared to groups with low levels of trust. Those working in organizations with low levels of trust are subject to stress, and they feel the need to continuously look out for themselves and to justify the validity of the decisions they make.

5.0 Conclusion and Recommendations

5.1 Conclusion

The study therefore concludes that organizations should invest more in a strong employees'relationships management as it significantly affects managerial effectiveness, specifically, communication, shared goals/values and trust have a significant positive effect on managerial effectiveness.

5.2 Recommendations

Based on findings of the study, it is recommended that:

i. Communication should be highly invested into as every organization need effective communication for managerial effectiveness.

ii. Local Government Education Authorities should always enshrine a culture-oriented principle that can intimate employees with organizational goals/shared values for flexible operations that enhances managerial effectiveness,

iii. Management of Local Government Education Authorities should provide an environment of trust that allows employees to actively participate in the decision-making process. This is because a working environment with a highly trusting atmosphere is the foundation for harmonious employees' relationship.

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