

Employee Relations and Organisational Identification in Construction Companies in Nigeria

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Abstract

This study examined the influence of employee relations on organisational identification in Nigerian construction companies, focusing on Hensek Integrated Company and Amitec Global. Anchored on Social Identity Theory and Organisational Identification Theory, the research explored how communication, reward systems, recognition practices, fairness, and promotional opportunities shape employees' attachment and alignment with organisational values. A survey research design employing a census approach was adopted, involving all 353 employees, complemented by interviews with two public relations management staff. Data were collected through a structured four-point Likert questionnaire and analysed using frequency distribution, percentage, and weighted mean scores, while thematic analysis was applied to interview responses. Findings indicate that employees in both organisations demonstrate strong organisational identification, with Hensek employees (WMS = 3.07) slightly higher than those of Amitec (WMS = 3.03). All examined dimensions of employee relations positively influence identification, with overall weighted mean scores of 2.98 across organisations. Communication and fairness practices were particularly salient, reinforcing employees' sense of belonging, pride, and alignment with organisational objectives. The study concludes that effective, transparent, and equitable employee relations strategies significantly enhance organisational identification in construction companies. It also highlights the practical importance of structured employee engagement,

recognition, and fair policies in sustaining loyalty and commitment. A key recommendation is that management should prioritise transparent and inclusive communication mechanisms, ensuring employees understand organisational goals, roles, and expectations, thereby reinforcing their psychological attachment and commitment. This study contributes empirical evidence on the relationship between employee relations strategies and organisational identification in Nigerian construction contexts, offering insights for managers seeking to strengthen workforce alignment and organisational performance.

Keywords: Employee relations, identification, organisation, attachment, alignment

Introduction

Employee relations remain a cornerstone of effective organisational management, shaping workplace dynamics, fostering harmony, and aligning individual and organisational goals (Atouba, Carlson, & Lammers, 2019). These relations encompass structured practices that manage interactions between employers and employees, including communication, recognition, rewards, promotion, equity, and conflict resolution. In contemporary organisations, these strategies extend beyond mitigating disputes to proactively nurturing engagement, trust, and collaboration. In highly competitive business environments, organisations that prioritise employee needs alongside corporate objectives create motivated workforces, enhancing performance and fostering a culture where employees perceive their contributions as integral to organisational success (Baer et al. 2018).

Historically, employee relations emerged in response to industrial unrest and growing awareness of workers' rights in the early 20th century. Initially focused on reducing labour conflicts, the field has evolved into a strategic approach that promotes well-being, engagement, and organisational loyalty. Modern employee relations practices emphasise open communication, recognition programmes, participatory decision-making, and equitable treatment, which collectively reinforce employees' connection to the organisation. In Nigeria, companies such as Hensek Integrated Company and Amitec Global exemplify this evolution, implementing strategies designed to enhance employee motivation, satisfaction, and identification with corporate goals.

Organisational identification refers to employees' internalisation of their organisation's mission, values, and goals, leading them to perceive organisational success as linked to personal achievements (Ako, 2023). This identification combines cognitive understanding of roles with emotional attachment, fostering

loyalty, retention, and high performance. Employees who identify strongly with their organisations experience a sense of purpose and fulfilment, going beyond transactional engagement to embrace shared objectives. The concept aligns with social identity theory, which posits that individuals derive part of their self-concept from the groups to which they belong (Bednar et al. 2020).

In Hensek Integrated Company, organisational identification is cultivated through structured employee relations practices, including participatory decision-making, equity, recognition, and clear communication. Employees are encouraged to view their roles not merely as jobs but as contributions to a collective vision. Amitec Global, in contrast, emphasises customer-centric operations, empowering employees through initiatives like the Customer Champions programme, which recognises exceptional service and reinforces shared values (Cappelli et al. 2020). Regular strategic updates and transparent reward systems further strengthen employee alignment with organisational goals.

The contrast between Hensek and Amitec illustrates how organisational culture shapes employee relations and identification. Hensek prioritises operational stability, safety, and efficiency, with structured communication, training, and promotion systems. Amitec, however, fosters flexibility, innovation, and empowerment, focusing on individual development alongside corporate objectives. Both approaches demonstrate that positive employee relations enhance engagement, loyalty, and a sense of belonging, which are crucial for organisational identification and overall performance.

Given these dynamics, it is important to empirically investigate the extent to which employee relations influence organisational identification in Nigerian construction and service companies. By examining Hensek Integrated Company and Amitec Global, this study seeks to provide evidence on how effective employee relations practices foster commitment, internalisation of organisational values, and alignment of personal and corporate goals.

Statement of Problem

In today's competitive business environment, organisations that prioritise strong employee relations tend to achieve higher performance, as a satisfied and engaged workforce often aligns more closely with organisational goals. Observations at Hensek Integrated Company and Amitec Global Limited suggest that employees demonstrate commitment and a willingness to identify with their companies, reflecting positive organisational identification. However, it is not certain that employee relations alone drive this identification. Other factors, such as fear, punitive measures, or workplace pressures, could influence employees' attitudes and

engagement. This uncertainty calls for empirical investigation. This study, therefore, seeks to explore how employee relations shape organisational identification among employees in Hensek Integrated Company and Amitec Global in Akwa Ibom State, providing evidence on the links between workplace practices, employee commitment, and organisational alignment.

Objectives of the Study

This study sought to:

- i. Examine the extent to which organisational communication influences organisational identification in construction companies in Nigeria.
- ii. Ascertain the influence of reward systems on organisational identification in construction companies in Nigeria.
- iii. Determine the extent to which employee recognition practices shape organisational identification in construction companies in Nigeria.
- iv. Examine how fairness practices foster organisational identification in construction companies in Nigeria.

Literature Review

Employee Relations

Employees are central to organisational success, acting as both contributors and partners in achieving corporate objectives. They are individuals engaged in formal contractual relationships, exchanging skills and effort for compensation, job security, and benefits (Lee et al. 2020; Guest, 2017). Employees also represent human capital, whose knowledge, skills, and capabilities contribute to organisational intellectual capital (Schumann & Ernst, 2020). Beyond formal agreements, employees engage in social and psychological exchanges, influenced by organisational culture, shared values, and ongoing skill development (Zain & Saad, 2021; Sullivan & Boling, 2021). Their well-being and engagement are essential for organisational performance (Prabakar & George, 2021).

Employee relations encompass the policies, strategies, and interactions that govern relationships between employers and employees, fostering trust, engagement, and workplace harmony. They include formal elements, such as contracts and organisational policies, and informal social dynamics that influence daily interactions (Rose, 2008; Damianovich & Spinelli, 2021). Effective employee

relations strategies focus on communication, fairness, recognition, conflict resolution, and adaptability (Armstrong, 2014; Wilkinson & Dundon, 2017). They promote a positive organisational culture, enhance motivation, and ensure equity in treatment (Rees & Smith, 2020). Collectively, these strategies align employee contributions with organisational objectives and create a sense of belonging critical to employee commitment (Beardwell & Claydon, 2019; Noe et al., 2018).

Organisational Identification

Organisational identification refers to the psychological bond between employees and their workplace, where individuals internalise organisational values, mission, and goals as part of their self-concept (Weisman et al. 2023). It reflects a sense of oneness, where employees perceive the organisation's success as linked to their personal achievements. This alignment motivates employees to go beyond routine tasks, contributing positively to organisational performance (Dutton, Dukerich, & Harquail, 1994). The concept draws from social identity theory, highlighting the role of group affiliation in shaping self-esteem and professional identity (Tajfel & Turner, 1979; Albert et al. 2000).

Organisational identification is dynamic, evolving as employees negotiate their relationship with organisational changes, culture, and values (Pratt, 1998). Employees with high identification exhibit engagement, loyalty, and organisational citizenship behaviours, supporting workplace cohesion and reducing turnover. Value congruence between personal beliefs and organisational culture further strengthens identification, enhancing motivation and satisfaction (Edwards, 2005). However, over-identification can cause burnout and reduce work-life balance, highlighting the need for balanced practices that promote strong identification without fostering dependency. Maintaining this equilibrium ensures sustainable commitment and a resilient, engaged workforce.

Influence of Employee Relations on Organisational Identification

Employee relations play a critical role in shaping how employees identify with their organisation. By fostering positive interactions, fair treatment, and recognition, organisations create an environment where employees feel valued, engaged, and aligned with organisational goals. Various dimensions of employee relations such as communication, reward systems, promotion, recognition, and fairness, have been shown to influence organisational identification in contemporary workplaces.

1. Communication

Effective communication is central to employee relations and organisational identification. Open, transparent, and timely communication ensures employees understand organisational goals, policies, and performance expectations. Methods such as town hall meetings, feedback sessions, newsletters, and digital platforms create opportunities for two-way dialogue, enabling employees to express concerns, ask questions, and feel included in decision-making. Research shows that organisations with robust communication practices foster higher trust, engagement, and a sense of belonging among employees, thereby strengthening organisational identification (Bonifacio, 2024; Wangila & Kiiru, 2019).

2. Reward Systems

Reward systems serve as a tangible way to recognise employee contributions and reinforce alignment with organisational objectives. When employees perceive that their efforts are fairly rewarded such as through bonuses, incentives, or promotions, they are more likely to feel motivated and connected to the organisation. Equity theory emphasises that fairness in rewards strengthens commitment and loyalty. In Nigerian organisations, structured reward schemes, including both financial and symbolic recognition, have been shown to enhance employees' identification with their organisation (Wangila & Kiiru, 2019).

3. Promotion and Career Advancement

Promotion is a critical dimension of employee relations that fosters organisational identification. Transparent, merit-based promotion processes signal to employees that their performance and professional development are valued. Organisations that clearly define promotion criteria, provide feedback on performance, and offer career advancement opportunities encourage employees to align their personal goals with organisational objectives. This alignment reinforces loyalty and motivates employees to contribute meaningfully to organisational success (Worlu et al., 2019; Iloka et al., 2023).

4. Recognition Practices

Recognition is an essential strategy for building employee commitment and fostering organisational identification. Regular acknowledgement of contributions such as through awards, peer-to-peer recognition, or informal praise, enhances morale and signals appreciation for individual and team efforts. In the Nigerian context, recognition often combines formal awards with culturally resonant gestures, such as symbolic titles or ceremonies (Igwe, 2021). Studies show that recognition

satisfies employees' esteem needs, increases job satisfaction, and deepens their connection to the organisation (Bawa, 2017; Wangila & Kiiru, 2019).

5. Fairness and Equity

Fairness in organisational policies and practices strengthens employees' sense of belonging. Equity-focused practices ensure that all employees have equal access to opportunities, resources, and decision-making processes. Organisations that implement transparent conflict resolution mechanisms, anti-discrimination policies, and culturally sensitive approaches to employee relations foster trust and reinforce identification with the organisational mission. Equity in treatment and policy application creates a perception of justice, enhancing loyalty, engagement, and alignment with organisational goals (Stahl & Appelbaum, 2021; Stone, 2018).

Empirical Review

A study by Li, Zhang, and Wang (2023) investigated the impact of corporate social responsibility (CSR) on employee relations and organisational identification within a Chinese energy company. The research aimed to examine how employees' perceptions of CSR initiatives influence their sense of belonging, the mediating role of CSR between corporate actions and engagement, and the cultural factors affecting the effectiveness of CSR in fostering identification. A mixed-methods approach was employed, involving 300 employees selected through stratified random sampling. Quantitative data were collected via structured questionnaires measuring CSR perceptions, organisational identification, and employee engagement, while semi-structured interviews provided qualitative insights. Analysis was conducted using SPSS for quantitative data and thematic analysis for qualitative data. The findings revealed a strong positive relationship between employees' CSR perceptions and organisational identification, with CSR perceptions mediating corporate actions and employee engagement. Cultural dimensions, particularly Confucian values, enhanced the impact of CSR on identification. The study concluded that CSR initiatives are essential for promoting employee relations and identification. Recommendations included tailoring CSR strategies to employees' cultural values and improving internal communication to increase engagement. The gap addressed by the current study lies in the broader exploration of employee relations strategies beyond CSR and their longitudinal effects on organisational identification in diverse organisational contexts, providing insights relevant to Hensek Integrated Company and Amitec Global.

Van Dick, Ullrich, and Tissington (2019) examined the role of employee relations in shaping organisational identification in pre- and post-merger settings.

The study aimed to determine how employee relations practices influence employees' identification over time during organisational transitions. Employing a longitudinal survey design, 320 employees from two merging organisations were studied. Data were collected using structured questionnaires assessing employee relations, organisational identification, and merger perceptions, analysed via descriptive and inferential statistics, including regression analyses. Results showed that positive employee relations significantly enhanced organisational identification both before and after the merger, with pre-merger identification strongly predicting post-merger alignment. Effective communication, trust, and collaborative work environments were critical in maintaining engagement and cohesion.

The study concluded that fostering strong interpersonal relations and transparent communication is crucial for successful integration. Recommendations included prioritising inclusive communication and team-building activities to support organisational unity. The current study addresses a gap by examining employee relations and organisational identification outside transitional contexts, providing insights into strategies applicable in stable, diverse organisational settings such as Hensek Integrated Company and Amitec Global.

Oluwaseun and Smith (2020) explored employee relations' influence on organisational identification in the construction industry, focusing on employee-manager dynamics, team collaboration, and organisational communication. The study aimed to assess how employee relations affect identification, compare practices across cultural contexts, and identify best practices for improving employee engagement. Using a case study design, 200 participants were selected purposively from a population of 600 employees across managerial, supervisory, and general staff roles. Structured questionnaires and interviews were employed for data collection, with quantitative data analysed using frequency distributions and qualitative data through thematic analysis. Findings highlighted that high-quality relationships with colleagues and supervisors significantly enhance organisational identification, while collaborative work environments further strengthen employee attachment, regardless of cultural differences. The study concluded that effective employee relations strategies, including transparent communication, team-building, and inclusive management practices, are pivotal in promoting organisational identification. Recommendations included adopting culturally tailored strategies to suit organisational contexts.

The current study addresses the gap by focusing on two specific organisations, providing a contextualised understanding of how employee relations strategies, beyond general practices, influence identification in operationally diverse industries.

De Roeck, Marique, Stinglhamber, and Swaen (2014) examined employees' perceptions of CSR and its effects on organisational identification, emphasising the mediating role of organisational justice. The study aimed to determine whether perceptions of fairness mediate CSR's influence on employee attachment and loyalty. Using a quantitative survey, 325 employees from private sector organisations in Belgium participated via structured questionnaires measuring CSR perceptions, organisational justice, and identification. Data were analysed with Structural Equation Modelling. Findings revealed that employees perceiving socially responsible organisations exhibited stronger identification, with organisational justice mediating this relationship. The study concluded that ethical organisational behaviour and fairness are central to fostering employee attachment. Recommendations included promoting transparency, ethical conduct, and fairness to strengthen identification. The gap addressed by the current study lies in exploring a broader spectrum of employee relations strategies beyond CSR and justice, including communication, promotion, and recognition, within Nigerian organisational contexts.

Riketta (2005) conducted a meta-analysis synthesising empirical studies on organisational identification, focusing on factors influencing employees' sense of belonging and commitment. The study aimed to examine how organisational practices, leadership behaviour, and workplace relationships shape identification. Thousands of employees from various industries were included, with statistical analysis assessing relationships between organisational practices and identification. Findings indicated that positive employee relations, supportive leadership, open communication, and fair organisational policies significantly enhance identification, linking it closely to job satisfaction, motivation, and performance. The study concluded that fostering supportive relationships and transparent practices is crucial for strengthening organisational attachment. Recommendations included implementing fair and transparent organisational practices to improve employee commitment. The gap addressed by the current study is its contextual focus on two organisations in Nigeria, offering empirical evidence on the role of specific employee relations strategies in influencing identification within operationally distinct settings.

Edwards and Peccei (2010) investigated the relationship between perceived organisational support and organisational identification, aiming to determine how support influences employee commitment and behaviour. The study employed a quantitative survey design with 231 employees from UK service organisations. Structured questionnaires measured perceived support, identification, and attitudes, analysed using regression analysis. Findings revealed that employees perceiving

strong organisational support exhibited higher identification, with recognition, fair treatment, and communication strengthening attachment. The study concluded that supportive organisational practices are essential for fostering identification and commitment. Recommendations included implementing strategies demonstrating appreciation and promoting positive work environments. The current study addresses the gap by examining a broader range of employee relations strategies beyond perceived support, contextualising findings within Nigerian organisations to understand their influence on identification.

Theoretical Framework

Social Identity Theory (SIT), proposed by Tajfel and Turner (1979), explains how individuals derive a sense of self from their membership in social groups, including organisations. In workplace settings, employees classify themselves as part of the organisation and internalise its values, goals, and identity, which strengthens organisational identification. The theory assumes that individuals seek a positive social identity, often achieved through belonging to valued groups, leading to increased motivation, cohesion, and loyalty. However, SIT has been criticised for downplaying individual differences in identification. Despite this, it remains highly relevant, as it helps explain how effective employee relations practices foster a sense of belonging, thereby enhancing organisational identification among employees in Hensek Integrated Company and Amitec Global.

Organisational Identification Theory, advanced by Dutton, Dukerich, and Harquail (1994), explains how employees develop psychological attachment to their organisations through cognitive, emotional, and evaluative processes. Employees internalise organisational values, feel a sense of pride and belonging, and positively evaluate their membership, which drives commitment and performance. The theory assumes that strong identification leads to higher motivation and alignment with organisational goals. However, it has been criticised for overlooking external influences and assuming identification is always positive. Despite these limitations, the theory is relevant to this study, as it provides a framework for understanding how employee relations strategies such as communication, recognition, fairness, and rewards shape employees' attachment and commitment in Hensek Integrated Company and Amitec Global.

Methodology

This study adopted a survey research design to examine how employee relations strategies influence organisational identification among employees of Hensek Integrated Company and Amitec Global. The population comprised all 353

employees from both organisations, including management and non-management staff. A census approach was employed, allowing all employees to participate, while two public relations management staff were purposively selected for interviews to provide deeper insights and were excluded from the questionnaire. Data were collected using two instruments: a structured questionnaire and an interview guide. The questionnaire, designed on a four-point Likert scale, contained 30 items across six sections covering organisational identification and key employee relations dimensions such as communication, reward systems, recognition, fairness, and promotion. It was administered both electronically via Google Forms and physically to ensure inclusiveness. The interview guide consisted of open-ended questions aimed at eliciting detailed explanations on employee relations practices.

Validity was ensured through expert review, while reliability was established using the test-retest method, yielding a coefficient of 0.79. Data collection involved distributing questionnaires through WhatsApp and hard copies, with clarifications provided where necessary to ensure proper understanding. Interviews were conducted in person and recorded. Data analysis combined quantitative and qualitative techniques. Questionnaire data were analysed using frequency, percentage, and weighted mean, while interview responses were analysed thematically to complement the quantitative findings. The study adhered to ethical standards for research involving human participants. Respondents were provided with consent forms and informed about the study’s purpose, ensuring voluntary participation. Anonymity and confidentiality were maintained, as no identifying information was collected or disclosed. Participants were assured of their right to withdraw at any stage or decline any question. It was also clearly stated that participation attracted no financial or material incentives.

Data Presentation and Analysis

Table 1: Influence of Organisational Communication on Organisational Identification (Hensek & Amitec)

Variable	Org	SA (4)	A (3)	D (2)	SD (1)	Total	WMS	Decision
Clarity of Information	Hensek	80 320	76 228	30 60	22 22	208 630	3.03	Agree
	Amitec	50 200	52 156	22 44	12 12	136 412	3.03	Agree
Frequency of Updates	Hensek	82 328	72 216	28 56	26 26	208 626	3.01	Agree

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Variable	Org	SA (4)	A (3)	D (2)	SD (1)	Total	WMS	Decision
Opportunities for Feedback	Amitec	48	50	22	16	136	2.96	Agree
		192	150	44	16	402		
	Hensek	78	74	32	24	208	2.99	Agree
		312	222	64	24	622		
Transparency of Communication	Amitec	48	50	22	16	136	2.96	Agree
		192	150	44	16	402		
	Hensek	80	72	30	26	208	2.99	Agree
		320	216	60	26	622		
Overall Communication WMS	Amitec	50	52	22	12	136	3.03	Agree
		200	156	44	12	412		
	Hensek	78	74	32	24	208	2.99	Agree
		312	222	64	24	622		
Amitec	48	50	22	16	136	2.96	Agree	
	192	150	44	16	402			

In Table One, the weighted mean scores (2.96–3.03) show that organisational communication positively influences organisational identification in both firms, with Hensek employees exhibiting slightly stronger identification than Amitec across most communication dimensions.

Table 2: Influence of Reward Systems on Organisational Identification (Hensek & Amitec)

Variable	Org	SA (4)	A (3)	D (2)	SD (1)	Total	WMS	Decision
Fairness of Rewards	Hensek	85	70	30	23	208	3.04	Agree
		340	210	60	23	633		
	Amitec	50	52	22	12	136	3.03	Agree
		200	156	44	12	412		
Timeliness of Rewards	Hensek	80	75	30	23	208	3.02	Agree
		320	225	60	23	628		
	Amitec	48	50	22	16	136	2.96	Agree
		192	150	44	16	402		
Reward Transparency	Hensek	82	72	28	26	208	3.01	Agree
		328	216	56	26	626		
	Amitec	50	52	22	12	136	3.03	Agree
		200	156	44	12	412		

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Variable	Org	SA (4)	A (3)	D (2)	SD (1)	Total	WMS	Decision
Equity in Reward Distribution	Hensek	80 320	74 222	32 64	22 22	208 628	3.02	Agree
	Amitec	48 192	50 150	22 44	16 16	136 402	2.96	Agree
Overall Reward WMS	Hensek	78 312	74 222	32 64	24 24	208 622	2.99	Agree
	Amitec	48 192	50 150	22 44	16 16	136 402	2.96	Agree

Table 2 with the results (WMS: 2.96–3.04) indicates that reward systems significantly enhance organisational identification in both organisations, with Hensek showing marginally higher influence, particularly in fairness and timeliness of rewards.

Table 3: Influence of Recognition Practices on Organisational Identification (Hensek & Amitec)

Variable	Org	SA (4)	A (3)	D (2)	SD (1)	Total	WMS	Decision
Public Recognition	Hensek	85 340	72 216	28 56	23 23	208 635	3.05	Agree
	Amitec	50 200	52 156	22 44	12 12	136 412	3.03	Agree
Private/Personal Recognition	Hensek	80 320	74 222	30 60	24 24	208 626	3.01	Agree
	Amitec	48 192	50 150	22 44	16 16	136 402	2.96	Agree
Recognition of Team Efforts	Hensek	78 312	76 228	32 64	22 22	208 626	3.01	Agree
	Amitec	48 192	52 156	22 44	14 14	136 402	2.99	Agree

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Variable	Org	SA (4)	A (3)	D (2)	SD (1)	Total	WMS	Decision
Consistency in Recognition		192	156	44	14	406		
	Hensek	82 328	72 216	28 56	26 26	208 626	3.01	Agree
	Amitec	50 200	50 150	22 44	14 14	136 408	3.00	Agree
Overall Recognition WMS		78	74	32	24	208		
	Hensek	312	222	64	24	622	2.99	Agree
	Amitec	48 192	50 150	22 44	16 16	136 402	2.96	Agree

In Table 3, the findings (WMS: 2.96–3.05) reveal that recognition practices positively shape organisational identification, as employees in both firms agree on their impact, although Hensek again records slightly stronger responses.

Table 4: Influence of Fairness/Equity Practices on Organisational Identification (Hensek & Amitec)

Variable	Org	SA (4)	A (3)	D (2)	SD (1)	Total	WMS	Decision
Fair Treatment	Hensek	82 328	74 222	30 60	22 22	208 632	3.04	Agree
	Amitec	50 200	52 156	22 44	12 12	136 412	3.03	Agree
Consistent Policies	Hensek	80 320	76 228	30 60	22 22	208 630	3.03	Agree
	Amitec	50 200	52 156	22 44	12 12	136 412	3.03	Agree
Equal Opportunities	Hensek	85 340	70 210	28 56	25 25	208 631	3.03	Agree
	Amitec	50 200	52 156	22 44	12 12	136 412	3.03	Agree

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Variable	Org	SA (4)	A (3)	D (2)	SD (1)	Total	WMS	Decision
Impartial Decision- Making	Hensek	80 320	74 222	32 64	22 22	208 628	3.02	Agree
	Amitec	48 192	52 156	22 44	14 14	136 406	2.99	Agree
Overall Fairness/Equity WMS	Hensek	78 312	74 222	32 64	24 24	208 622	2.99	Agree
	Amitec	48 192	50 150	22 44	16 16	136 402	2.96	Agree

Table 4, with weighted mean scores (2.96–3.04), demonstrates that fairness and equity practices strongly foster organisational identification in both organisations, with near-identical perceptions but a slight advantage for Hensek in most variables.

Discussion of Findings

What is the extent to which organisational communication influences organisational identification in construction companies in Nigeria?

The findings presented in Table 1 indicate that organisational communication exerts a meaningful influence on organisational identification among employees of Hensek Integrated Company and Amitec Global. The weighted mean scores (2.96–3.03) suggest a consistent pattern in which clarity of information, frequency of updates, opportunities for feedback, and transparency collectively enhance employees’ sense of belonging, pride, and alignment with organisational goals. This implies that communication functions not merely as a transmission mechanism but as a relational tool that reinforces employees’ psychological attachment to the organisation. Although both organisations demonstrate similar trends, the slightly higher scores for Hensek suggest a marginally stronger communication climate.

The results are consistent with existing empirical studies. Van Dick, Ullrich, and Tissington (2019) found that transparent and inclusive communication strengthens organisational identification, particularly in maintaining cohesion. Oluwaseun and Smith (2020) similarly emphasised that open communication and collaborative interaction enhance employees’ sense of belonging. Riketta’s (2005) meta-analysis also highlights communication as a critical predictor of organisational

identification. More recently, Li, Zhang, and Wang (2023) demonstrated that internal communication mechanisms, particularly in conveying organisational initiatives such as CSR, significantly enhance employee identification and engagement. Furthermore, the findings resonate with Edwards and Peccei (2010), who argue that organisational support communicated through clear and participatory processes fosters stronger employee attachment. In line with De Roeck et al. (2014), transparency in communication can also be interpreted as a form of organisational justice, which reinforces trust and identification. Overall, the discussion suggests that effective communication practices remain fundamental in shaping how employees perceive, relate to, and identify with their organisations, particularly within the Nigerian organisational context examined in this study.

These findings align with Social Identity Theory, which posits that individuals derive part of their identity from group membership. Effective communication enables employees to understand organisational values and goals, thereby strengthening their identification with the organisation. Similarly, organisational identification theory explains that when employees clearly perceive organisational expectations and feel included in communication processes, they are more likely to internalise organisational values. The interview responses, though briefly considered, further support this pattern by indicating that both organisations deliberately utilise communication channels to promote inclusion and awareness.

What is the influence of reward systems on organisational identification in construction companies in Nigeria?

The findings from Table 2 helped address the research question. The data indicate that reward systems exert a strong and consistent influence on organisational identification among employees in both construction firms, with slightly higher perceptions observed among Hensek employees across key dimensions such as fairness and timeliness. These values suggest that employees interpret reward practices as credible indicators of organisational support, thereby reinforcing their psychological attachment and sense of belonging. Rather than merely reflecting satisfaction with incentives, the pattern of responses demonstrates that well-structured reward systems function as relational signals through which organisations communicate value, recognition, and inclusion. Also, the interview responses corroborate these quantitative patterns by showing that both organisations intentionally deploy rewards as strategic tools for motivation and attachment.

This pattern is theoretically grounded in social identity theory, which posits that individuals derive part of their identity from valued group memberships. Fair, timely, and transparent rewards enhance the perceived prestige of organisational

membership, encouraging employees to internalise organisational goals. Similarly, organisational identification theory explains that when employees perceive alignment between their contributions and organisational recognition, a stronger sense of oneness with the organisation emerges. The relatively high and clustered WMS values across all variables reinforce this alignment, indicating that reward systems in both firms are perceived as largely equitable and supportive.

The findings also resonate with existing empirical literature. Li, Zhang, and Wang (2023) emphasise that organisational practices signalling value and responsibility such as rewards strengthen identification by enhancing employees' sense of belonging. De Roeck et al. (2014) further highlight that perceptions of fairness mediate the relationship between organisational practices and identification, which is clearly reflected in the prominence of fairness-related variables in the present data. In the construction context, Oluwaseun and Smith (2020) similarly found that recognition and equitable treatment significantly enhance employee attachment, reinforcing the current results. Riketta's (2005) meta-analysis and Edwards and Peccei (2010) also support the conclusion that supportive and fair organisational practices are critical drivers of identification. Overall, the evidence suggests that in construction companies, reward systems are not merely transactional mechanisms but central organisational practices that shape trust, reinforce value, and sustain employee identification.

What is the extent to which employee recognition practices shape organisational identification in construction companies in Nigeria?

The results in Table 3 addressed this research question. The results suggest that employee recognition practices exert a strong and consistent influence on organisational identification in the studied construction firms, with slightly higher responses from Hensek employees across most dimensions. The narrow range and uniformly high mean scores indicate not only agreement but also stability in employees' perceptions, implying that recognition is embedded as a routine organisational practice rather than an occasional intervention. This consistency is critical, as it signals to employees that appreciation is institutionalised, thereby strengthening trust and reinforcing a sustained sense of belonging. The interview responses confirm that both firms intentionally deploy recognition as a strategic tool. Overall, recognition practices in these organisations extend beyond motivation, functioning as critical relational mechanisms that shape identity, trust, and sustained organisational attachment.

The findings are supported by prior studies. Oluwaseun and Smith (2020) emphasise that acknowledgement of employee contributions enhances attachment

in construction environments, while Li, Zhang, and Wang (2023) demonstrate that organisational actions signalling appreciation strengthen identification. De Roeck et al. (2014) similarly highlight fairness and recognition as mediating mechanisms of attachment, and Riketta (2005) underscores supportive practices as key drivers of identification. Edwards and Peccei (2010) further link recognition to perceived organisational support, reinforcing employee commitment.

Interpreting these patterns, recognition appears to function as a symbolic resource through which organisations communicate value and inclusion. Public recognition enhances collective pride by linking individual contributions to organisational success, while private recognition deepens emotional attachment by affirming personal worth. Similarly, the acknowledgement of team efforts reflects a shift from individualistic to collective identity construction, which is particularly relevant in construction settings characterised by interdependence. The relatively high scores across these dimensions indicate that employees do not merely notice recognition but interpret it as meaningful affirmation of their organisational membership.

These outcomes align with social identity theory, which explains that individuals identify more strongly with groups that affirm their value and status. Recognition practices elevate the perceived prestige of membership, encouraging employees to internalise organisational identity. Organisational Identification Theory further clarifies that consistent and meaningful recognition strengthens the perceived alignment between employee contributions and organisational values, thereby fostering a sense of oneness. The consistency observed in the data reinforces this alignment, suggesting that recognition practices are perceived as fair and credible.

How do fairness practices foster organisational identification in construction companies in Nigeria?

The results in Table 4 (WMS: 2.96–3.04) indicate that fairness practices exert a strong and stable influence on organisational identification, with closely clustered mean scores across both firms suggesting a shared perception that fairness is consistently experienced rather than selectively applied. This pattern is analytically important because it reflects not just agreement but institutional credibility which employees interpret fairness practices as predictable and embedded in organisational routines. Such consistency reduces uncertainty and reinforces trust, which are critical conditions for the development of identification, particularly in construction environments where coordination and interdependence are essential.

Interpreting these dimensions, fair treatment operates as an interpersonal signal of respect, while consistent policies and impartial decision-making function as structural assurances of justice. Equal opportunities further extend this perception by linking fairness to future prospects, thereby strengthening long-term attachment. The relatively uniform scores across these indicators suggest that employees do not distinguish sharply between procedural and distributive fairness; rather, they experience fairness holistically as an organisational characteristic. This integrated perception enhances legitimacy and encourages employees to align themselves with organisational values and goals.

These findings are supported by interview insights, which briefly confirm that both organisations deliberately institutionalise fairness through objective decision-making and consistent policy application, reinforcing employee trust. Theoretically, Social Identity Theory explains that individuals are more likely to identify with groups perceived as fair and respectful; as such, environments enhance the attractiveness of group membership. Organisational Identification Theory further suggests that fairness strengthens perceived value congruence, enabling employees to internalise organisational norms as part of their self-concept.

Empirically, these results align with De Roeck et al. (2014), who found that organisational justice mediates the relationship between organisational practices and identification, and with Riketta (2005), who emphasised fairness as a central predictor of attachment. Edwards and Peccei (2010) similarly link fair treatment to perceived organisational support, while Van Dick et al. (2019) and Oluwaseun and Smith (2020) highlight fairness and trust as critical drivers of identification. Li et al. (2023) extend this argument by showing that value-driven organisational practices enhance belonging. Overall, fairness practices function not merely as ethical obligations but as foundational mechanisms through which trust, legitimacy, and organisational identification are sustained.

From a theoretical standpoint, social identity theory explains that employees are more likely to identify with organisations that uphold fairness; as such, environments enhance the attractiveness and prestige of group membership. Similarly, organisational identification theory suggests that when employees perceive fairness in organisational processes, they experience a stronger alignment between personal and organisational values, which deepens their psychological attachment and commitment to the organisation.

Conclusion

From these results, it can be inferred that consistent and fair internal practices not only enhance emotional attachment, pride, and alignment with organisational values

but also encourage employees to actively contribute beyond basic job responsibilities. The study underscores that even modest improvements in employee relations can yield measurable gains in engagement, loyalty, and organisational performance.

Recommendations

The following recommendations were made:

- i. To enhance the influence of organisational communication, companies should prioritise transparent, frequent, and multi-channel communication strategies that clearly explain organisational objectives, roles, and expectations, reinforcing employees' understanding and alignment with organisational values.
- ii. To optimise reward systems, management should ensure that rewards are timely, fair, and linked to measurable performance outcomes, creating tangible recognition that motivates employees to identify more closely with the organisation.
- iii. To strengthen employee recognition practices, organisations should implement formal and informal recognition programmes that acknowledge both individual and team contributions, fostering pride and emotional attachment among staff.
- iv. To reinforce fairness and equity practices, management should maintain consistent policies, equitable resource allocation, and impartial decision-making, thereby promoting trust, fairness, and organisational loyalty among employees.

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