Human Relations and Corporate Effectiveness in Selected Organizations

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Abstract

The study examined human relations and corporate effectiveness in selected organizations. The study seeks to achieve the following objectives to; determine whether there is a significant relationship between communication and goal achievement, ascertain whether there is a significant relationship between interpersonal relations and goal achievement, and examine whether there is a significant relationship between welfare scheme and goal achievement. The design employed in this study is survey research design. Data for this study were gathered from the primary sources through the use of structured questionnaire. The study employed Pearson Product Moment Correlation analysis to measure the relationship between variables tested in the study. Based on the analysis of the results, the following findings were enumerated; there was a significant relationship between communication and goal achievement, there was a significant relationship between interpersonal relations and goal achievement, and there was a significant relationship between welfare scheme and goal achievement. The study recommended that communication is an exchange of opinions, thoughts or information by mode of speech, writing or symbols, therefore organization should devise an effective strategy that will enable both employee and management to have an understanding when communication process arises. Also, employees should work together in the same organization in order to achieve their goals and objectives. Finally, welfare scheme programme should be regularly organized on yearly basis for employees in order to motivate them as well as attaining the goals of the organization.

Keywords: human relations, communication, interpersonal relations, welfare scheme, goal achievement

1. Introduction

Management therefore creates and maintains an environment in which individuals work together as a group/team towards the accomplishment of the set goals. The success of an organization depends on corporate and strategic communication. This implies an open communication whereby, all members of the organization share feedback, ideas and even criticism at every level. Managers who are committed to open communication build workable relationship of trust that can be the foundation for effective communication, which is results-driven and strategically based on achieving measurable results.

To achieve sound corporate effectiveness, there is need to build a strategic communication that trickles from the top to the bottom of the organization. This is called internal relations or interpersonal relations. It helps to motivate, build trust, team spirit, create identity and increase engagement; it provides a way for employees to express emotions, share hope, and ambition. According to Basil and Bassey (2016), communication is the basis for individuals and groups to make sense of an organization. Group-level communication occurs in team work, units and employee resource or interest group, which results in the predetermined goals of the organization. The focus on this view is information sharing among workers, issues discussion, task coordination, problem solving and

consensus building. Organization – level communication focuses on such matters as vision and mission, policies, view initiations and organizational knowledge and performance. This formal communication offers and creates an avenue for managers at hierarchical levels to communication with their respective employees, through internal communication to improve operational efficiency of the organization (Ali, Rehman, Ali, Yousaf, & Zia, M. 2010).

Improving the quality, adequacy and timeliness of information that employees receive about customers and the organization of their own work can improve their individual performance which translates into corporate effectiveness. Employees' satisfaction with good communication in their organization is also linked to organizational commitment, productivity, job performance and satisfaction (Gray & Landlaw, 2018). It is on this premise that the study is looking at how human relations can unlock the door towards changing the working situation of the employees to achieve needed results and corporate effectiveness which is derived through effective internal communication that helps increase employee job satisfaction, moral, productivity, commitment, trust and learning as well as improve communication climate and relationship among members of the organization.

Corporate effectiveness is a notion of how efficient an organization is in achieving its goals and objectives, and it is critical to the success of an organization in any economy. To achieve increase and sustainable business results, an organization needs to formulate policies/strategies and communicate with its employees for effective execution (Etim, James, Nnanna & Okeawo, 2021). However, observations have shown that most organizations are struggling to establish adequate human relations mechanism which would enhance communication flow and drive corporate effectiveness. Similarly, communication serves as the nervous system of the organization and anything which impairs the functioning of the communication system limits corporate effectiveness.

Furthermore, the relationships between employees and management are of substantial value in any workplace. Human relations enhance the process of interpersonal relations among workers, addressing their needs, fostering a workplace culture and resolving conflicts between different employees or between employees and management. Understanding some of the ways that human relations can impact the costs, competitiveness and corporate effectiveness help to underscore their importance. However, observations indicated that most organizations neglect adequate human relations practices and this situation undermine interpersonal relations of employees, bread conflict and destroy workplace culture which leads to the abysmal performance of workers and by extension influence corporate ineffectiveness (Burns, 2012).

According to Howes (2010), human relations in the workplace are a significant part of corporate effectiveness. Employees must frequently work together on projects, communicate ideas and provide motivation to enhance organizational effectiveness. Without a stable and inviting workplace culture, proper welfare and effective leadership, difficult challenges can arise both in the logistics of managing employees, interpersonal relations of workers and monitoring feedbacks. Businesses with engaging workplaces and a well-trained workforce are more likely to retain and attract qualified employees, foster loyalty with customers and more quickly adapt to meet the needs of a changing marketplace (James, & Nickson, 2016).

Accordingly, corporate growth is hinged on information sharing because workers need to access information to make informed and timely decisions, especially in task accomplishment and improved work performance. Situations, where vital information is classified for top-level management and cannot be easily accessed by workers, can be detrimental to the advancement of the task which requires such information by workers of the corporation. The study seeks to achieve the following objectives to;

1) determine whether there is a significant relationship between communication and goal achievement;
2) ascertain whether there is a significant relationship between interpersonal relations and goal achievement; and
3) examine whether there is a significant relationship between welfare scheme and goal achievement.

2. Literature Review

2.1 Theoretical Framework

This study is anchored on the human relations theory.

This theory was propounded by Elton Mayo (1880-1949). The theory states that there is a relationship between changes in physical, working conditions and employee productivity. This implies that human relations, when it is well asserted, influences employees to feel important and recognized, making them to exhibit greater motivation to excel in their work activities. This series of studies demonstrated the key importance of group pressures, social relations and attitudes toward supervision and the job as determinants of group productivity. Whereas classical organizational theorist focused upon task; structure and authority human relations emphasized on communication, management, psychology and sociology. This is because all workers engage in human relations activities.

Communication as a product of good human relations is key to effective productivity. The information derived from positive communication delight employees which in turn build a unified relationship, team spirit spur engagement and enduring job satisfaction. Communication has to be strategic, because it is the centered process

through which employees share information, create relationship, make meaning and is constructed" organizational culture and values.

The organization is viewed as a social system made up of components which work together to achieve an overall goal. These components can be defined in any number of ways, but you see them as different function, for example, the human relations team could be out component, the informal group and so on. This implies that every segment or part in an organization is very important, and therefore the managers must establish a synergy that will broaden the gap between the employees and the employer to enhance a formidable relationship that brings set goal of the organization. Many human relation theorists view that participation in management planning and decision making has generated enduring communication, positive effects in terms of good services and productivity. Managers have been brought to the knowledge that human behavior in the company had both its rational irrational feelings, bias, sentiments and value were legitimate concern of the managers (Shahmohammadia, 2015).

2.2 Communication

Human relations, a term used to represent people in communities and seeks to promote ways in which people learn to get along and safeguard equal opportunities for all. In context of human relations, there are different ways followed by various activities that helps communities to become more harmonious respectful and cohesive. The key factor that drives the concept of human relations is communication and its related trends at workplace (Adeleye, 2013). By communication, it means a process wherein people share meaning, ideas or/and thoughts. Communication is an exchange of opinions, thoughts or information by mode of speech, writing or symbols. It is one of the most important work ethics that is used within the workplace. Communication comes naturally on a daily basis which is used by everyone at all times. At workplace, communication works in many ways.

There is communication between supervisor and the staff to run the tasks proficiently. Everyone communicates with each other, with customers and with consumers and without which no work could be accomplished. Every company stands on good communication between employees and patrons. It has been agreed that the key to successful work is good communication. Communication is a natural element but effective communication is something that requires certain amount of knowledge which allows a more meaningful and genuine way of conveying thoughts and information thereby avoiding any conflict. Effective communication in the workplace is open, candid and plays a backbone role. In order to get things effectively, effective communication is very important. Along with this, there should be a good working environment and compatibility among coworkers. Effective communication is a system essential in all organizations. It is significant that communication should be properly encoded and decoded so as to make sure it is understood by the audience (Tumbull, 2015).

There are positive as well as negative aspects associated with communication in the workplace. Effective communication in the workplace is a two-way street which means that the communication skills are not just the ability to talk and write effectively but also rely heavily on listening and negotiation. This can be done by providing training to employees to practice their active listening skills and problem-solving attitude and develop the means to influence outcomes. Organization providing professional training can help employees to develop effective communication in the workplace by teaching the importance of effective communication, different communication styles, non-verbal communication skills, such as body language, written communication skills, to tailor communication for an intended audience, how to manage workplace conflicts or issues, negotiation and influential skills, etc. By providing such training, communication in the workplace is improvised and open up new channels resulting in an increase in efficiency of the team as well as the organization (Kuzu, & Derya, 2014). There are many benefits of training in improving communication skills in the workplace; such as (a) employees are more successful in their roles by developing better rapport with coworkers; (b) motivating employees and improving their moral will make them more likely to remain loyal to business; (c) improving communication between individuals and teams within the organization will streamline business processes and activities; (d) through customer service customer retention will be improved; (e) employees will learn to handle difficult situations and resolve conflicts.

2.3 Interpersonal Relations

An interpersonal relationship is a strong, deep, or close association or acquaintance between two or more people that may range in duration from brief to enduring. This association may be based on inference, love, solidarity, regular business interactions, or some other type of social commitment. Interpersonal relationships are formed in the context of social, cultural and other influences. The context can vary from family or kinship relations. They may be regulated by law or mutual agreement and are the basis of social groups and society as a whole. Human relations movement refers to the researches of organizational development who study the behavior of people in groups, in particular workplace groups.

It is originated in the 1930s Hawthorne studies, which examined the effects of social relations on organizational productivity. The movement viewed workers in terms of their psychology and fit with companies. It is resulted in

the creation of the discipline of human resource management. Muhammad and Naureen (2013) posited that an interpersonal relationship is an association between two or more people that may range in duration from brief to enduring. This association may be based on inference, love, solidarity, regular business interactions or some other type of social commitment. Interpersonal relationships are formed in the context of social, cultural and other influences. The context can vary from family or kinship relations.

Interpersonal relation refers to a strong association among individuals working together in the same organization. Employees working together ought to share a special bond for them to deliver their level best. It is essential for individuals to be honest with each other for a healthy interpersonal relationship and eventually positive ambience at the workplace. Interpersonal relations at workplace are very importance.

2.4 Welfare Scheme

Working with the people to achieve a goal can be one of the most difficult challenges facing an organization or an institute, every aspect of collective life needs the collective efforts of the people concerned in one form or the other to achieve success. An individual input is essential in the attainment of the set goals and objective by a group it becomes important to understand the place of welfare scheme in an organization, it is one of the key tasks of management. Human resources are automated equipment, etc., to achieve organizational aim and objectives. Other resources are unproductively in the absence of human effort and direction.

According to College of Education (COUSEN) policy on institute of staff development programme, all categories of employees are to benefit from in-service and other productivity in the case of the junior staff, training is required for skilled and semi-skilled junior to update their competence in their lecturing skills. Furthermore, the senior staff are trained in order to equip them with managerial posts that may become vacant in the future. The contract or casual workers are not left out; they too are trained on the job to increase their productivity.

To enhance efficiency and productivity in an organization, welfare scheme for staff must be taken into consideration with all seriousness, is because it is difficult to forecast how human resource (workers) could respond to a given situation. Staff cannot easily be manipulated like machines or computers, even if you succeed in manipulating them, it will only be for a short time. Hence, they need motivating factors for consistent performance and productivity of staff in an organization system.

An important input on this part of management is the provision of welfare programme to its workforce to ensure their efficient contribution to institutional goals. Welfare programme as the merit of ensuring the comfort, safety and security of the staff. Also social welfare helps to establish retirement and pension plans for employees. These pals are provided for most employees that are unable to save enough for their support when they retire. Welfare scheme also helps to improve staff morale and loyalty. To the organization, welfare scheme aid most effectives recruitment, good human relationship between the management and the staff, reduced the influence of union and of course increased the revenue of the institution as a result of increased in their skills.

2.5 Corporate Effectiveness

Corporate is the concept of how effective an organization is in achieving the outcomes the organization intends to produce. Corporate effectiveness groups in organizations directly concern themselves with several key areas, they are talent management, leadership development, organization design and structure, design of measurements and scorecards, implementation of change and transformation, deploying smart processes and smart technology to manage the firm's human capital and the formulation of the broader Human Resources agenda. If an organization has practices and programs in the areas above, the group does many the following roles.

- Examines alignment between the areas and improves them.
- Improves trade-offs between reliability, speed and quality in the above areas.
- Strategizes for higher adoption rates in these areas.
- Facilitates/initiates/catalyzes capability building: Structure, process and people.

Rapid advances in social sciences and technology aided by clever experimentation and observation is bringing several truths to the light of society. There are several disciplines of social sciences that help the OE Practitioner be successful.

3. Empirical Literature

Sankar and Jeyakumaran (2019), investigated Influence of Human Relations on Organizational Performance in Automobile Industry. The study attempts to understand the perception of human relations among employees and relationship between employer and employee and its impact on desirable behavior and performance over getting a job. Number of orientation programs from reputed institutions enhances the planning and execution to handle tasks in the future. The working condition encourages the workers to work more and ensure safety both at physical and mental level. The study has been conducted in an automobile industry in Chennai. It offers extensive study on

the relationship between employee and employer with statistics. It uses Multi-stage sampling method to examine 400 respondents and Surveying method for data collection. In the end, the study offers a perspective that the relationship among employee is categorical on the basis of their designation. It dents the performance among employees. Samuel (2018) investigated effect of employee relations on employee performance and organizational performance — study of small organizations in Tanzania. The aim of the study is to examine the effect of employee relations on employee performance and organizational performance and at the same time identify various employee relations practices used by small organizations in Tanzania. The study adopted a cross-sectional survey research design and used a stratified random sampling technique to select a sample size of 387 respondents from selected small organizations in Tanzania. Data was collected using structured questionnaires and interviews and analyzed using descriptive statistics and correlation analysis and the results presented using tables. The findings of the study show that small organizations in Tanzania are aware of the benefits of maintaining good employee relations and correct remedial actions taken to minimize poor employee relations in the organization. The findings further indicate a positive significant relationship between employee relations and employee performance as well as between employee relations and organization performance. Moreover, the findings reveal the use of unfair labour practices in small organizations in Tanzania. The study recommends that small organizations in Tanzania should focus more on implementing fair labour practices and building effective and sustainable employee relations that will ensure their growth and survival.

4. Materials and Method

Survey research design was employed in the study. It is the use of questionnaire to describe and (or) predict some phenomenon by asking questions. It is a method used to solicit responses from persons but does not give room for the researcher to manipulate the independent variables on the dependent variable of the study. This research focused on Human relations and corporate effectiveness in Larfage and Niger Mills, Cross River State. The population of this study includes the employees, contract staff and management of Larfage and Niger Mills. The total population of the study is two hundred and eighty-one (281). However, to determine the sample size, the study adopted Taro Yamane sample size:

$$n = \frac{N}{1 + N(e)^2}$$

Where;
n = sample size
N = actual population
e = limited tolerable error.
N = 281
e = 5 percent
1 = constant

$$\frac{281}{1 + 281(0.05)^2}$$
$$= \frac{281}{1 + 281(0.0025)}$$
$$= \frac{281}{1 + 0.7025}$$
$$= \frac{281}{1.7025}$$
$$n = 165$$

Data for this study were gathered from the primary sources through the use of structured questionnaire. The study employed Pearson Product Moment Correlation analysis to measure the relationship between variables tested in the study. The Pearson Product Moment Correlation statistical technique was used in confirming stated hypotheses.

5. Results

Table 1. Correlation result of relationship between communication and goal achievement

		COMM	GAC
COMM	Pearson Correlation	1	.736**
	Sig. (2-tailed)		.000
	N	150	150

GAC	Pearson Correlation	.736**	1
	Sig. (2-tailed)	.000	
	N	150	150

**. Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output, 2023.

The analysis showed a correlation coefficient of 0.736 indicating the existence of strong positive relationship between communication and goal achievement. The test was significant at 0.01 significant level. This led to the rejection of the null hypothesis in favour of the alternative hypothesis which states that there is a significant relationship between communication and goals achievement. The conclusion was that communication significantly related with and goals achievement.

Table 2. Correlation result of relationship between Interpersonal relations and goals achievement

		INTP	GAC
INTP	Pearson Correlation	1	.708**
	Sig. (2-tailed)		.000
	N	150	150
GAC	Pearson Correlation	.708**	1
	Sig. (2-tailed)	.000	
	N	150	150

**. Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output, 2023.

The analysis showed a correlation coefficient of 0.708 indicating the existence of strong positive relationship between interpersonal relations and goals achievement. The test was significant at 0.01 significant level. This led to the rejection of the null hypothesis in favour of the alternative hypothesis which states that there is a significant relationship between interpersonal relations and goals achievement. The conclusion was that interpersonal relations significantly related with and goals achievement.

Table 3. Correlation result of relationship between welfare scheme and goals achievement

		WS	GAC
WS	Pearson Correlation	1	.750**
	Sig. (2-tailed)		.000
	N	150	150
GAC	Pearson Correlation	.750**	1
	Sig. (2-tailed)	.000	
	N	150	150

Source: SPSS Output, 2023.

The analysis showed a correlation coefficient of 0.750 indicating the existence of strong positive relationship between welfare scheme and goals achievement. The test was significant at 0.01 significant level. This led to the rejection of the null hypothesis in favour of the alternative hypothesis which states that there is a significant relationship between welfare scheme and goals achievement. The conclusion was that welfare scheme significantly related with and goals achievement.

6. Summary of Findings

Based on the objectives of the study, the following findings were enumerated.

1)   There is a significant relationship between communication and goals achievement.

2) There is a significant relationship between interpersonal relations and goals achievement.

3) There is a significant relationship between welfare scheme and goals achievement.

7. Conclusion and Recommendations

The study examines the relationship between human relations and corporate effectiveness in selected organizations in Cross River State. An organization is composed of people from various backgrounds who interact at different levels toward achieving a certain goal. Management therefore creates and maintains an environment in which individuals work together as a group/team towards the accomplishment of the set goals. The success of an organization depends on corporate and strategic communication. This implies an open communication whereby, all members of the organization share feedback, ideas and even criticism at every level. Managers who are committed to open communication build workable relationship of trust that can be the foundation for effective communication, which is results-driven and strategically based on achieving measurable results. To achieve sound corporate effectiveness, there is need to build a strategic communication that trickles from the top to the bottom of the organization. It is concluded that communication, interpersonal relations and welfare scheme positively affects corporate effectiveness of selected organizations in Cross River State. In line with the findings, the following recommendations are proffered;

1) Communication is an exchange of opinions, thoughts or information by mode of speech, writing or symbols, therefore organization should devise an effective strategy that will enable both employee and management to have an understanding when communication process arises.

2) Employees should work together in the same organization in order to achieve their goals and objectives.

3) Welfare scheme programme should be regularly organized on yearly basis for employees in order to motivate them as well as attaining the goals of the organization.

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