

ABSTRACT

The study was designed to find out the "Effect of Human Relations on Organizational Productivity in IMF , Uyo. To provide a theoretical base for the study, a review was made on the concept of human relations, development of human relations, importance of human relations in an organization as well as the qualities and principles of a good human relations practice. A sample size of 50 respondents from a population of 500, comprising of top, middle and low level management was used. A set of questionnaire which was divided into 5 variables was used to obtain data from the respondents; the use of mean score which is 3.00 as cut off point was utilized. One of the research questions asked was whether human relations is instrumental to the attainment of organizational goal. The researcher collected data and interpreted them after which chi-square was used to test the earlier stated hypothesis. Lastly, summary, conclusion and recommendations were made. One of the recommendations made was that managers should maintain good human relations so that goals can be achieved. Findings from the study revealed that the relationship that exists among workers in organization, the effectiveness of human relations in an organization can enhance workers productivity, employees morale can be boosted on the job when there is a cordial relationship between the organization and its employees, and good human relations enhances job satisfaction in achieving organizational goals. Based on the findings, the researcher recommended that, low level workers should strive to perform better, to justify the good human relations and motivation existing in the organization, management staff and other senior workers in the organizations should create conducive atmosphere to facilitate good human relations and teamwork for greater productivity. Also the organization should educate their workers on the importance of good human relations through workshops and seminars.

TABLE OF CONTENT

Title Page -	-	-	-	-	-	-	-	-	-	i
Declaration	-	-	-	-	-	-	-	-	-	ii
Approval Page	-	-	-	-	-	-	-	-	-	iii
Dedication	-	-	-	-	-	-	-	-	-	iv
Acknowledgment	-	-	-	-	-	-	-	-	-	v
Abstract	-	-	-	-	-	-	-	-	-	vi
Table of Content	-	-	-	-	-	-	-	-	-	vii

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study	-	-	-	-	-	-	-	1
1.2 Statement of the Problem	-	-	-	-	-	-	-	3
1.3 Objective of the Study	-	-	-	-	-	-	-	4
1.4 Statement of Hypothesis	-	-	-	-	-	-	-	5

1.5Significanceof the Study	-	-	-	-	-	-	5
1.6Scope ofthe Study	-	-	-	-	-	-	6
1.7Limitationsof the Study	-	-	-	-	-	-	7
1.8HistoricalBackground of the Case Study	-	-	-	-	-	-	7
1.9Definitionof Terms	-	-	-	-	-	-	17

CHAPTER TWO

LITERATURE REVIEW

2.1Conceptual Meanings of Human Relations	-	-	-	-	-	19
2.2Developmentof Human Relations	-	-	-	-	-	21
2.3HawthorneStudies and Human Relations	-	-	-	-	-	23
2.4Importanceof the Hawthorne Experiment	-	-	-	-	-	29
2.5HumanRelations in an Organization	-	-	-	-	-	34
2.6Qualitiesof Good Human Relations Practice in an Organization	-	-	-	-	-	40
2.7 Principles of Good Human Relations Practice in an Organization	-	-	-	-	-	41

CHAPTER THREE

RESEARCH METHODOLOGY

3.1ResearchDesign	-	-	-	-	-	-	46
3.2ResearchPopulation	-	-	-	-	-	-	46
3.3SampleSize and Sampling Technique	-	-	-	-	-	-	46
3.4Methodsof Gathering Data	-	-	-	-	-	-	47
3.5Justificationfor the Method Used	-	-	-	-	-	-	47
3.6Methodsof Data Analysis	-	-	-	-	-	-	48
3.7Justificationfor the Instrument Used	-	-	-	-	-	-	49

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1DataPresentation and Analysis	-	-	-	-	-	50
4.2Test ofHypothesis	-	-	-	-	-	62

CHAPTER FIVE

SUMMARY OF FINDINGS,CONCLUSION AND RECOMMENDATIONS

5.1Summaryof Findings	-	-	-	-	-	-	65
5.2Conclusion	-	-	-	-	-	-	66
5.3Recommendations	-	-	-	-	-	-	67
References	-	-	-	-	-	-	69

Appendix

CHAPTER ONE

INTRODUCTION

BACKGROUND OF THE STUDY

The practice of Human Resource Management in its questtowards achieving success through people

utilizes array of activities concerned with all aspects of how people are employed and managed in organizations. This approach tends to understand how psychological and social processes interact with the work situation to influence performance. Human Relations is the first major approach to emphasize information work relationship and work satisfaction. Thus, Ezinwa and Agomon (1993) asserted that human relations encompasses the art and practice of using systematic knowledge of human behaviour to achieve organization and personal objectives. Organizations are made up of individuals, the immediate environment and the public that contributes to the success or failure of the organization.

Onasanya (1990) in similar vein believes that human relations, being a behavioural science which deals with inter-personal, inter-work group and management of employees relationship in a social system seems to be the only tool for organizational productivity and development. The reason is not far fetched since efforts of Elton Mayo and his research colleagues in the 1920s on behavioural approach to management succeeded to have yielded much more factual analysis in terms of the chicken-egg relationship between human relations and productivity in an organization.

Hicks and Byers (1982) in their contributions defined human relations as "the integration of people into a work situation in a way that motivates them to work together, productively and cooperatively with economic, psychological and social satisfaction". This further confirms that paying attention to the human elements enhances greater productivity and performance.

Human relations is a definitive management function which helps to establish and maintain mutual line of communication, understanding, acceptance and cooperation between an organization and its human. It involves the management to keep opinions, defines, and as well emphasizes the responsibility of management to serve the human interest.

However, human relations has long attained professional status but it has been discovered that most organizations are not taking full advantage of its efficient utilization when dealing with their publics due to ignorance or improper understanding as to the effectiveness of the discipline to organizational success. Thus effect the need for this study in order to highlight the effect of human relations practice on organizational productivity.

STATEMENT OF THE PROBLEMS

In spite of the glaring importance of human relations in the realization of organizational goals, one still hears complaint of poor performance of both employees and employers in the organization even till this day. Beside, employees can resign from their appointments as a result of executive's harshness and autocracy, employees having their appointment terminated due to poor performance or failure to perform, the organization may fold up because of low productivity, poor employees and employers relationship, inability to meet the organization's set targets or mismanagement.

It is as a result of these trends that make it necessary for this study to address the following questions:

How effective is the practice of Human Relations system to the attainment of organizational goals?

Does Human Relations has any impact on worker's performance?

Does Human Relations determine employees retention in the organization?

OBJECTIVES OF THE STUDY

This study is intended to:

i) Find out the effects of human relations' practice towards the achievement of organizational

goals.

ii) Examine whether human relations has an impact on worker's performance.

iii) Establish whether human relations is determinant of employees retention in the organization.

1.1 STATEMENT OF THE HYPOTHESIS

The following hypotheses are formulated for this study:

H_0 : Human Relations does not have effect on workers' productivity.

H_1 : Human Relations have effect on workers' productivity.

1.2 SIGNIFICANCE OF THE STUDY

In view of the constant struggle by the organizations to balance both the employee's needs and the organizational needs for the effective actualization of set goals, it is expected that the study would be of good benefits to executives, managers, future business establishment and future researchers. Similarly, the study will help organizations to improve on implementing human relations policies so as to enable them control problems facing them from such angle. In fact, it will serve as eye-opener to most organizations who are yet to embrace the system, thereby enlighten workers (individual and groups) about the concept of human relations and the effect on productivity. It is hoped that the study would also help executives to improve on the need for good human relations with workers and clients to improve the organization's performance.

In addition, the adoption of this new approach to firm's advancement will improve employees performance, productivity, efficiency as well as employees attitude to work.

Furthermore, the study will also be of help to those who may want to research into the area by serving as a reference material for future investigation.

1.3 SCOPE OF THE STUDY

This study centres on the effect of Human Relations on organizational productivity using IMF, Uyo as a case study. The study covers sizeable staff of the institute drawn from the various cadre of management (from top management to subordinates) in order to ensure a more comprehensive and detail examination. The staff includes both the male and female sex of different ages and level of service.

1.4 LIMITATIONS OF THE STUDY

The following problems affect the effective conduct of this study:

Time: Although the time for the study is quite long, but academic demand such as preparation for tests, assignments and paper presentations took a lot of time for one to go out and source for information.

Financial Constraint: This was another limitation which made it uneasy for the materials to be easily assessed at the appropriate time.

Bureaucratic Bottle-Neck: In addition, stringent rules and regulations guiding the release of information in the institute made it almost impossible for one to obtain details about the organization.

1.5 DEFINITION OF TERMS

Organization: The interaction of two or more people within some mutually recognized power relationship for some common purpose, be it formal or informal.

Productivity: A measure of how efficiently resources are used as input to bring output in goods and services with minimum time cost.

Employee: A person engaged in an employment under appointment and receives a reward in return for services rendered.

Group: A collection of individuals who share a sense of common identity contributing towards the achievement of a common goal.

Human Relations: A behavioural management approach that attempts to understand and explain how psychological and social processes interact with formal aspects of the work situation to influence performance.

Consultation: A planned effort of effective enquiry which seeks to establish improved understanding between both management and employees.

Conflict: A state of disagreement between individuals or group against another person or organization which resulted from a clash of interest.

Values: These are beliefs in what is best or good for the organization and what should or ought to happen.

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