

THE ROLES OF GOOD EMPLOYEE RELATIONS TOWARDS ACHIEVING ORGANIZATIONAL OBJECTIVES

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ABSTRACT

The success of any organization (public or private) is totally dependent in the offices within the organization. This is why the office is regarded as the back-born of the organization. An office itself cannot functions independently without the intervention of human beings, who coordinate and run the activities of the entire organization. These human beings have different interests and ideologies. therefore, in other to achieve organizational objectives, the need for maintaining good employee relationship is highly demanded. The paper examines the vital roles played by good employee relations in achieving organizational objectives. Recommendations were raised to address the challenges and problems of bad employee relations in other to help organizations achieve its required objectives.

Keywords: *Employee, Relationship, Organization, Objective*

PERANAN HUBUNGAN BAIK PEKERJA TERHADAP OBJEKTIF PENCAPAIAN ORGANISASI

ABSTRAK

Kejayaan sesebuah organisasi (awam atau swasta) adalah bergantung sepenuhnya di pejabat dalam organisasi tersebut. Hal ini menjadi punca mengapa pejabat di anggap sebagai tulang belakang sesebuah organisasi. Sebuah pejabat tidak boleh berfungsi secara sendiri tanpa campur tangan dari manusia yang menyelaras dan menjalankan aktiviti di keseluruhan organisasi. Golongan manusia ini mempunyai minat dan pemikiran yang berbeza, oleh itu bagi mencapai objektif organisasi, keperluan bagi mengekalkan hubungan baik pekerja adalah sangat dituntut. Makalah ini meneliti peranan penting yang dimainkan oleh hubungan baik pekerja dalam mencapai objektif organisasi. Cadangan telah diutarakan untuk membincangkan mengenai cabaran dan masalah hubungan pekerja yang bermasalah dalam usaha membantu organisasi untuk mencapai objektif yang diperlukan.

Kata kunci : *pekerja, hubungan, organisasi, objektif.*

INTRODUCTION

Business or any other cooperative activity needs joint human efforts for accomplishing its objectives. Optimal utilization of human resources in an organization is pivotal to all because of their responsibilities, since the most sensitive factor of production (human) can neither be purchased nor dictated to get things done by them. Rather it requires a prudent and judicious handling through interpersonal influence exercised in a situation and directed through the communication process towards the attainment of specific objectives, the lack of which may lead to complete failure of the organization.

An organization cannot perform only with the help of chairs, tables, fans or other non-living entities. It needs human beings who work together and perform to achieve the goals and objectives of the organization. The human beings working together towards a common goal at a common place (organization) are called employees. In fact, the employees are the major assets of an organization. The success and failure of any organization is directly proportional to the labor put by each and every employee.

The need to manage the relationships that exists between the employers and employees has been at the forefront ever since the beginning of industrial revolution. Employees are the major assets of an organization; effective employee relationship management is essential in ensuring employees perform together as a collective unit and contribute equally towards the realization of a common goal. No task can be accomplished if the individuals are engaged in constant conflicts and misunderstandings; employee relations management ensures workplace issues are handled effectively and expediently in order to remove barriers to successful job performance and foster a positive work environment. Olivia (2013) observed that targets are achieved at a much faster rate if the employees work together and share a warm relationship with each other. The exploration of this issue is the aim and one of the contributions of this paper.

MEANING OF EMPLOYEE RELATIONSHIP

Every individual shares a certain relationship with his colleagues at the workplace. The relationship is warm, so-so or bad. The relationship can be between anyone in the organization - between coworkers, between an employee and his superior, between two members in the management and so on. It is important that the employees share a healthy relationship with each other to deliver their best performances. Employee relations refer to the relationship shared among the employees in an

organization. The employees must be comfortable with each other for a healthy environment at work. It is the prime duty of the superiors and team leaders to discourage conflicts in the team and encourage a healthy relationship among employees.

Grant, (2007) discloses that employee relationship is an art which effectively monitors and manages the relation between individuals either of the same team or from different teams. He further submits that employee relationship management activities help in strengthening the bonds among the employees and ensures that each one is contented and enjoys a healthy relation with each other in the organization. Base on this definition, it can be deduced that the improvement in management of employee relationships in organizations brings more positive aspects to the organization and help in achieving organizational objectives. Employee Relationship is a tool and a strategic process to manage and increase motivation in the workforce by increased focus on continuous perfection of the individual relationships between the employer and each employee (Kinicki & Kreitner, 2010).

Cecilie, (2016) pointed out that employee relations means the interactions, behaviors and outcomes based in and around the workplace. It involves those in work, those who employ them, and those who have an impact on their workplace relationships such as legislators and politicians: it is concerned with studying the regulation of the determinants and outcomes of the employment relationship, and sometimes with the breakdown of such regulation. From the definition it is clear that employee relations are concerned with managing and maintaining the entire employment relationship, taking into account the implications of the notion of the psychological contract.

Employee relations may exist between individuals (i.e. between the worker and his employer) and they may be collective, between a group of workers and an individual manager, between a group of workers in different enterprises and managers in those enterprises (Gosavi, 2017). Sequeira, (2015) deposits that the organization exhibit to foster healthy employee relations by giving ample growth opportunities, work related training, regular salary hike and healthy work environment.

Aysit, and Saziye, (2013) suggest that a good management-employee relationship is necessary for the satisfactory organization and performance of any firm and for the employees to feel engaged. Autonomy of the employees in their work domain versus hierarchical control by the management towards the aims of the firm should in balance. This can affect the productivity and loyalty of the workers. For this reason, the management-employee relations are important. Micheal, and Stephen, (2014) affirmed that employee relations refers to the intentions of the organization about what needs to be done and what needs to be changed in the ways in which the organization manages its relationships with employees and their trade unions. They further suggest the following employment practices as tips for strengthening employee relations: (i) Be open to employees' input and responsive to justifiable questions and concerns about employment policies and practices. (ii) Provide genuine opportunities and channels for employees to express their views and influence decisions on matters that affect them. (iii) Negotiate in good faith. (iv) Recognize that the interests of management and employees do not necessarily coincide and develop and implement employee relations policies accordingly. (v) Create a healthy, safe and fulfilling work environment. (vi) Promote the well-being of employees by improving the quality of working life provided for them, enhancing work-life balance and developing family-friendly policies. (viii) Recognize that people may have legitimate grievances and respond to them promptly, fully and sympathetically.

IMPORTANCE OF GOOD EMPLOYEE RELATIONSHIP IN AN ORGANISATION

According to William (2017), strong and healthy relations are vital to the success of the organization. Chege, (2011) views that employee relation is the major factor determining the performance of workers, and good relationship should be one of the major factors management/employers should focus on because of its significance in fostering organizational performance. His views as regard to importance of employee relations are summarized below:

Work Simplicity: A healthy relation among employee in an organization helps ease the work load and in turn increases productivity. One cannot do everything on his own, responsibilities must be divided among team members to accomplish the assigned tasks within the stipulated time frame.

Favorable Working Environment: The organization becomes a happy place to work if the employees work together as a family. An individual tends to lose focus and concentration if his mind is always clouded with unnecessary tensions and stress. It has been observed that if people talk and discuss things with each other, tensions automatically evaporate and one feels better.

Increases Motivation: An individual feels motivated in the company of others whom he can trust and fall back on whenever needed. One feels secure and confident and thus delivers his best.

Discourages Conflicts: Good

employee relations also discourage conflicts and fights among workers in the organization. Employees tend to adjust more and stop finding faults in each other. Workers don't waste their time in meaningless conflicts and disputes, rather concentrate on their work and strive hard to perform better. They start treating each other as friends and try their best to compromise and make everyone happy.

Punctuality: A good employee relation reduces the problem of absenteeism at the work place. Workers are more serious towards their work and feel like coming to office daily. They do not take frequent leaves and start enjoying their work. Employees stop complaining against each other and give their best in achieving organizational objectives.

STEPS IN ENSURING GOOD EMPLOYEE RELATIONS IN AN ORGANIZATION

Jamaledine (2017), identifies the following steps as the promoters of good employee relations in an organization. She also asserts that adopting these steps effectively at the workplace will enhance and stimulates employees to achieve and strive for a more outstanding level of performance. This in turn reels in new business opportunities, improves customer relations and attracts new clients.

Equality: Equality prohibits favoritism and promotes a fair and uniform working environment. It creates an atmosphere in which employees feel relaxed and comfortable, knowing that they are commended and promoted based on their contributed efforts and goal achievements. When employees feel a genuine sense of equality they are more likely to be more productive and work hard.

Effective and open communication: Given that your employees are the assets and backbone of your company's operational success, improved communication is essential. Encompassing a work environment with an effective communication approach starts with keeping your door open to all employees and management personnel. An open door policy reinforces that you are always there to listen and take on concerns and questions. This leads to a workplace that is able to empathize with grievances, resolve misunderstandings and reduce internal conflict in an effective and quick manner. Successful business owners effectively communicate and engage their employees in the businesses operation. This entails a positive interaction of management's developments and plans as well as employee's communicating their own feedback and judgments.

Shared Vision: Effective employee relationship management requires a shared vision. Policies, goals, and objectives of the organization should be clearly articulated and well informed to all employees. This allows employees to work towards the same vision and drive the company forward. Sharing the organization's vision also means that employee's opinions are taken on board. A collaborated vision instills an employee's desire to improve the company's image, brand, and position in the organization. A good employee relation culture encourages employees to share their ideas and input. When an employee feels their input is highly regarded, this enhances an employee's determination to further excel in attaining a company's set goals and objectives.

Motivation: Motivating employees is fundamental to enhancing overall productivity and attaining set goals. However, for this to be effective one must ensure that expectations are clearly defined and feedback is understood. The absence of this can produce major conflict and be detrimental to the

organization's operation. Therefore, ensure that you are proficient in creating an environment where positive employee relations are present. Implement programs that encourage health and wellness.

Inspirational Leadership: Inspirational leadership is essential for effective employee relationship management. Being the boss doesn't entail telling people what to do and how to do it. Conversely, a successful employer is one that drives their employees to achieve results, reach targets and demands excellence.

METHODOLOGY

The type of research adopted by this study is exploratory and descriptive in nature. Data were collected from secondary source, that is data collection from textbooks, publications, records of the companies, journals and websites.

FINDING AND DISCUSSION

The study was carried out as a result of un-attainment of the set objectives by many organizations because of the poor relationship that exist among employees, who are regarded as the key elements in running the activities of the organization. It is in light of this, the study set out to examine the roles plays by good employee relationship in achieving organizational objectives. A lot of literatures were consulted and relevant measures were identified to help organizations improve and maintain stable relations among its employees for the achievement of it set objectives.

General causes of employee relations strains which results in bad relations are: 1. Close mindedness of employers and employees, one thinking to extract maximum work with minimum remuneration, other thinking to avoid work and get more enhancements in pay and wages. 2. Irrational wage, wage system and structure not mutually acceptable 3. Poor working environment, low presence of safety, hygiene conditions vitiated atmosphere for smooth working 4. Poor human relations and lack of dexterity on the part of management personnel 5. Lack of control over the situations of indiscipline, which rebounds. 6. Introduction of new technology or automation\mechanization without proper consultations, preparations and discussion with workers and creating climate. 7. Nepotism, unequal workloads, disproportionate wage, 8. Adoption of unfair labor practices either by employer or employees and unions. 9. Frequent union rivalries over membership foisting up of fake unions. 10. Strikes lock out, lay off, and resulting retrenchment due to high handedness on the part of the concerned.

CONCLUSION AND FUTURE RECOMMENDATIONS

The relationship among the employees working in an organization plays an important role. Employees must respect each other and help one another whenever required, and they should look forward towards achieving organizational target. If the employees do not enjoy a healthy relationship among themselves, problems are bound to arise and ultimately their productivity decreases which will automatically lead to un-attainment of the organizational objectives. To achieve a healthy employee relation in an organization, the following recommendations were drawn:

- ✓ Effective communication should be improved, employees and employers communicate effectively by carefully concentrating their thoughts into relevant words to avoid confusions and enhance better understanding.
- ✓ Employees should help each other at work when necessary and should avoid being jealous and selfish attitude at work.
- ✓ Employers and employees in an organization should avoid partiality at work. That is everyone must be treated equally as one.
- ✓ Employees should avoid criticism at work, they should not make fun of anyone, pointing mistake is important but one should make sure that will not result in insulting the other person.

- ✓ Employers should encourage team work among their employees, it will help the team members to understand themselves and accomplish organizational task in the most innovative way.

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