EFFECTIVE HUMAN RELATIONSHIPS ON EMPLOYEES PERFORMANCE IN ORGANIZATION

BY

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APPROVAL PAGE

This research work has been read and approved by the undersigned on behalf of the Department of Office Technology and Management, Institute of Information and Communication Technology, Kwara State Polytechnic, Ilorin. In partial fulfilment of the requirements for the award of National Diploma in Office Technology and Management.

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DEDICATION

This project is dedicated to Almighty God.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Effective human relationships within the workplace are increasingly recognized as a critical factor influencing employee performance. Human relationships in an organizational context can significantly affect various aspects of work, including communication, job satisfaction, and overall productivity. The importance of interpersonal relationships is underlined by the growing body of research that emphasizes how positive relationships between employees, peers, and supervisors contribute to an enhanced work environment (Robbins & Judge, 2019). In today's rapidly changing and competitive business landscape, organizations have begun to acknowledge that employee performance is not solely determined by individual skills or technical competencies but also by the quality of social interactions within the workplace (Goleman, 2013).

Research suggests that a supportive work environment, built on strong interpersonal relationships, leads to higher employee motivation, creativity, and job satisfaction (Baron & Greenberg, 2015). Furthermore, positive human relationships foster an atmosphere of trust and respect, which can directly influence the quality of work, reduce stress, and improve conflict resolution strategies (O'Reilly & Chatman, 1996). These factors are linked to increased organizational commitment, productivity, and reduced turnover rates (Kozlowski & Bell, 2003). For example, a study by Tjosvold et al. (2006) revealed that teamwork and cooperative relationships in the workplace lead to higher levels of employee engagement and performance outcomes.

1.2 Statement of the Problem

The performance of employees is a key determinant of an organization's success. While much of the existing literature has focused on individual skills, technical knowledge, and training as the primary contributors to employee performance, there is growing recognition of the importance of effective human relationships within the workplace. Positive interpersonal relationships, built on trust, respect, and open communication, are increasingly being seen as vital to improving employee motivation, engagement, and overall performance. However, despite these recognized benefits, many organizations fail to adequately invest in fostering these relationships, often overlooking the complex role that social dynamics play in employee performance.

There is a lack of clarity regarding how specific aspects of human relationships, such as communication styles, leadership practices, and emotional intelligence, directly influence employee behavior and performance outcomes (Robbins & Judge, 2019). While studies have explored the link between employee well-being and organizational culture, the specific mechanisms through which human relationships translate into improved performance are still not well understood (Goleman, 2013). Furthermore, organizations often struggle to define and implement effective strategies that cultivate positive relationships among employees, particularly in diverse and rapidly changing work environments.

1.3 Objectives of the Study

The primary objective of this study is to explore effective human relationships on employee performance in organizations. Specifically, the study seeks to achieve the following objectives:

1. To examine the impact of interpersonal communication on employee performance

2. To assess the role of trust and respect in enhancing employee performance

3. To explore the impact of emotional intelligence on employee performance

4. To identify the relationship between leadership style and the quality of human relationships in the workplace

5. To investigate the role of workplace culture in facilitating effective human relationships

1.4 Research Questions

the following research questions have been raised to guide the study:

1. What is the impact of interpersonal communication on employee's performance in the workplace?

2. What is the influence of trust and respect between employees and supervisors on employee performance?

3. What is the influence of emotional intelligence on the employee performance?

4. what are the relationships between   leadership styles and the quality of employee performance?

5. What is the role of organizational culture on employee performance?

1.5 Significance of the Study

This study is significant for several reasons as it provides a deeper understanding of the critical role that effective human relationships play in shaping employee performance within organizations. The growing recognition of the impact of interpersonal dynamics on employee behavior underscores the importance of

addressing this often-overlooked factor in organizational management and development.

First, by examining how positive human relationships contribute to employee performance, this research will offer valuable insights for organizations striving to enhance productivity, reduce turnover, and foster a more engaged workforce. A strong emphasis on communication, trust, and emotional intelligence can significantly improve workplace cohesion and collaboration, which are vital components of high-performing teams (Robbins & Judge, 2019). Organizations that understand and prioritize these elements are likely to experience increased job satisfaction, higher morale, and improved overall performance, leading to a more competitive and efficient workplace.

Second, the findings of this study will help managers and leaders better understand how their leadership styles and interpersonal interactions affect employee performance. Effective leadership is essential in nurturing a culture of trust and respect, which, in turn, drives employee motivation and engagement (Bass & Avolio, 1994). By recognizing the link between leadership practices and human relationships, organizations can adopt more effective management strategies to cultivate a work environment that encourages optimal employee performance.

1.6 Delimitation of the Study

This study focuses specifically on the role of effective human relationships in influencing employee performance within selected public or private organizations in Ilorin metropolis. The scope is delimited to examining interpersonal communication, trust, respect, emotional intelligence, leadership styles, and organizational culture, excluding other factors such as job design or compensation that might also impact performance. The research will be conducted within a selected range of organizations,

particularly focusing on those with well-established teams and leadership structures, and will not consider organizations in the early stages of development or startups.

Furthermore, the study will primarily examine employees within a particular geographic region, which may limit the generalizability of the findings to other regions or cultures. The research will concentrate on employees in mid- to large-sized organizations, excluding small businesses, as their organizational dynamics and interpersonal relationships may differ significantly.

1.7 Limitation of the Study

Despite its focus on the impact of effective human relationships on employee performance, this study has several limitations. One significant limitation is the reliance on self-reported data from surveys. Respondents may provide biased answers due to social desirability or personal perceptions, which can affect the accuracy of the findings. This may result in a discrepancy between perceived and actual behaviors and relationships within the workplace.

Another limitation is the scope of the study, which focuses on a specific selected organization in Ilorin metropolis. This may limit the generalizability of the findings to other regions or industries, particularly those with different cultural, social, or economic contexts. As the study is concentrated on mid- to large-sized organizations, the results may not reflect the experiences of employees in smaller organizations, where interpersonal dynamics and organizational structures can vary significantly.

CHAPTER TWO

LITERATURE REVIEW

Effective human relationships are crucial in enhancing employee performance within organizations. Key factors such as communication, trust, leadership, and organizational culture shape these relationships. This literature review explores the impact of these elements on employee performance, providing insights into how positive interpersonal dynamics can lead to increased productivity, job satisfaction, and overall organizational success. The review will be considered under the following underlisted sub headings.

2.1. Introduction to Human Relationships in Organizations

2.2. Impact of Communication on Employee Performance

2.3. Trust and Respect as Key Elements of Effective Human Relationships

2.4. Role of Emotional Intelligence in Human Relationships and Performance

2.5. Leadership Styles and Their Influence on Human Relationships

2.1. Introduction to Human Relationships in Organizations

Effective human relationships in organizations are critical in cultivating a positive work environment, which in turn influences employee performance and overall organizational success. The way individuals within an organization interact with each other, including their relationships with colleagues, supervisors, and leaders, has a profound effect on the workplace culture. When employees form positive relationships, it leads to improved communication, greater collaboration, and higher job satisfaction (Robbins & Judge, 2019).

Human relationships within an organization encompass a range of interactions, from interpersonal communication to team dynamics, and even leader-follower interactions.

A study by Luthans (2011) asserts that positive human relationships are essential for enhancing productivity, as these relationships create an environment of trust and mutual respect, which boosts employee engagement. Trust, for example, is a key element in employee interactions and is often cited as a predictor of organizational success (Harter, Schmidt, & Hayes, 2002). Trust fosters open communication, reduces workplace conflicts, and encourages employees to take risks and innovate, all of which contribute to improved performance (Mayer & Salovey, 1997).

Furthermore, the importance of leadership in promoting healthy human relationships cannot be overstated. Effective leadership is often regarded as a critical factor in fostering a positive work environment and facilitating strong interpersonal relationships among employees. According to Yukl (2010), supportive leadership practices, such as providing regular feedback, offering encouragement, and facilitating team-building efforts, are essential for developing and nurturing positive human relationships within organizations. Leaders who engage in such practices not only create an atmosphere of trust but also contribute to a workplace culture where employees feel valued and empowered to communicate openly and collaborate effectively.

Leaders, as role models, play a central role in shaping organizational culture, which significantly influences how relationships are formed and maintained in the workplace. Northouse (2018) asserts that leaders are instrumental in setting the tone for organizational values and behaviors. By demonstrating inclusive leadership styles, practicing empathy, and promoting transparency, leaders can build an environment that fosters mutual respect and cooperation among employees. When leaders model positive interpersonal behaviors, employees are more likely to adopt similar practices, leading to improved relationships at all levels of the organization.

Moreover, research by Bass and Riggio (2006) highlights the significance of transformational leadership in cultivating healthy human relationships.

Transformational leaders inspire and motivate employees by encouraging their personal growth and professional development, which fosters a sense of belonging and trust within the organization. These leaders actively engage with employees to understand their needs, provide support, and promote a sense of shared purpose. This approach leads to higher levels of employee satisfaction and performance, as employees feel more connected to their leaders and colleagues.

2.2. Impact of Communication on Employee Performance

Communication is the bedrock of human relationships in any organization, and its quality can significantly impact employee performance. In organizational settings, effective communication is fundamental to fostering a collaborative and productive environment. Robbins and Judge (2019) argue that effective communication improves coordination among employees, enhances the flow of information, and promotes an understanding of roles and expectations. This, in turn, leads to better collaboration, problem-solving, and decision-making, which directly contribute to improved performance. When communication channels are clear, employees are more likely to feel informed and connected to the overall organizational goals, making them more motivated and engaged in their work.

Moreover, studies have shown that open and transparent communication between employees and management strengthens trust and morale, which, in turn, enhances overall organizational performance. Griffith and Dunham (2018) emphasize that organizations that prioritize open communication tend to have higher employee satisfaction and performance. When employees are kept informed and encouraged to contribute their thoughts and ideas, they feel more valued and included in decision-making processes. This inclusion fosters a sense of ownership and commitment to the organization's success. According to Men (2014), clear and open communication helps employees to feel more connected to their organization, boosting their confidence and motivation.

Furthermore, transparency in communication builds trust between employees and management. As employees feel more informed about company goals, decisions, and changes, they develop a greater sense of trust in their leaders, reducing anxiety and uncertainty. This trust is crucial for maintaining employee morale, particularly in times of organizational change. When employees understand the reasons behind decisions and feel they are part of the conversation, they are more likely to remain engaged and committed to their work (Kelley & Kelloway, 2016).

2.3. Trust and Respect as Key Elements of Effective Human Relationships

Trust and respect are critical components of effective human relationships in organizations, playing a pivotal role in shaping employee behavior and performance. Trust fosters collaboration and open communication, as employees who trust one another and their leaders are more likely to work together to achieve common goals (Goleman, 2013). This collaborative behavior not only enhances problem-solving but also encourages employees to take on more responsibility and handle challenging tasks, knowing that their colleagues and supervisors will support them. As a result, trust is closely linked to increased employee engagement, job satisfaction, and overall performance (Mayer, Davis, & Schoorman, 1995).

In addition, trust mitigates psychological barriers that can prevent effective collaboration. According to Rousseau et al. (1998), when employees feel that they can trust their leaders and colleagues, they experience less anxiety and fear of exploitation, which enables them to participate more freely in group activities. This sense of psychological safety boosts creativity, innovation, and performance, as employees feel secure in expressing their ideas without fear of judgment or retaliation (Edmondson, 1999). Trust also contributes to a positive organizational culture, where mutual support and understanding are prioritized, which is crucial for high-performing teams (Robinson, 2006).

2.4. Role of Emotional Intelligence in Human Relationships and Performance

Emotional intelligence (EI) plays a crucial role in shaping human relationships and influencing performance outcomes in the workplace. It encompasses the ability to recognize, understand, and regulate one's own emotions as well as the emotions of others (Goleman, 2013). Employees with high emotional intelligence tend to handle interpersonal interactions more effectively, which improves communication, collaboration, and conflict resolution—all essential factors for boosting organizational performance (Salovey & Mayer, 1990). In the workplace, emotional intelligence helps individuals manage stress, build stronger relationships, and navigate challenging situations, thereby enhancing both individual and team performance.

Goleman (2013) highlights that emotionally intelligent employees can better manage conflict, a key factor that often impedes effective teamwork and performance. Conflict is a natural part of organizational life, but how it is managed can either strengthen or weaken team dynamics. Emotionally intelligent individuals are more adept at recognizing and addressing the emotions involved in conflict, allowing them to find constructive solutions rather than exacerbating tensions. This ability to manage emotions in high-stress situations not only improves relationships between employees but also leads to more efficient problem-solving and decision-making processes (Mayer, Salovey, & Caruso, 2004). By fostering a calm and positive atmosphere, emotionally intelligent employees reduce the likelihood of misunderstandings and encourage a more collaborative work environment.

Furthermore, EI enables employees to exhibit greater empathy, a key element in building trust and rapport with colleagues and leaders. According to Carmeli (2003), emotional intelligence is a powerful predictor of workplace harmony and is closely linked to the development of trust between employees and their managers. Empathetic employees are better at understanding the perspectives of others, which helps reduce interpersonal conflicts and promotes collaboration. This emotional competence is

essential for creating a work culture where employees feel valued, leading to higher job satisfaction, greater motivation, and ultimately better performance outcomes (Cherniss, 2010).

2.5. Leadership Styles and Their Influence on Human Relationships

Leadership styles play a crucial role in shaping human relationships and influencing employee performance within organizations. Different leadership approaches—such as transformational, transactional, and supportive leadership—have varying impacts on the nature of workplace relationships and employee outcomes.

Transformational leadership is often regarded as one of the most effective leadership styles for promoting positive human relationships within organizations. Leaders who adopt a transformational style are known for their ability to inspire and motivate employees through a shared vision, fostering an environment of trust, respect, and mutual support (Bass & Avolio, 1994). Transformational leaders go beyond managing day-to-day operations; they focus on engaging with employees on a deeper level by considering their individual needs, providing intellectual stimulation, and encouraging personal growth (Bass, 1990). This style of leadership promotes open communication, fosters innovation, and builds strong emotional connections between leaders and their teams. According to Podsakoff et al. (1996), transformational leadership is positively associated with increased employee motivation, job satisfaction, and overall performance, as it strengthens interpersonal relationships and enhances feelings of trust and loyalty.

Furthermore, transformational leaders foster a culture of collaboration and teamwork by encouraging employees to participate in decision-making processes and take ownership of their work. This inclusivity and empowerment contribute to stronger relationships, better communication, and improved employee engagement (Judge & Piccolo, 2004). The supportive nature of transformational leadership helps employees

feel valued, respected, and motivated to perform at their best, leading to enhanced job performance and productivity (Givens, 2008). Thus, the transformational leadership style plays a pivotal role in developing positive human relationships that ultimately lead to improved organizational performance.

CHAPTER THREE

METHODOLOGY

This chapter outlined the research methodology employed to explore the effect of effective human relationships on employee performance in organizations. The chapter will be conducted under the following sub headings.

3.1 Instrument Used

3.2 Population of the Study

3.3 Sample and Sampling Techniques

3.4 Distribution and Collection of Data

3.5 Reliability

3.6 Validity

3.7 Method of Data Analysis

3.1 Instrument Used

The primary instrument for data collection in this study was a structured questionnaire designed by the researcher on effective human relationships on employee's performance in organization (EHROEPIO). The questionnaire was a Likert scale consisted of closed-ended questions designed to assess key factors influencing human relationships, such as communication, trust, emotional intelligence, leadership styles, and organizational culture. Additionally, the questionnaire included questions on employee performance, such as job satisfaction, motivation, and productivity. This instrument was based on existing literature on human relationships and employee performance (Robbins & Judge, 2019; Goleman, 2013) and adapted to suit the specific objectives of the study.

3.2 Population of the Study

The target population for this research was 102 consisted of employees working in mid- to large-sized organizations that have structured teams and leadership systems. These organizations were selected because they are likely to have well-established interpersonal dynamics and systems that influence employee performance. The study focused on employees across various job roles, including managerial, supervisory, and non-managerial staff, to ensure a broad perspective on human relationships and employee performance.

3.3 Sample and Sampling Techniques

For this study, a simple random sampling technique was used to select participants from the target population. A sample size of 45 employees was chosen to represent the overall population. This sample size was selected to provide meaningful data while maintaining practicality for data collection and analysis. By using random sampling, every individual within the target population had an equal chance of being selected, which enhances the representativeness and generalizability of the findings.

3.4 Distribution and Collection of Data

The questionnaire was distributed to the selected employees physically. Employees who were available in the office received hard copies of the questionnaire. Data collection took place over a period of two weeks, during which the participants were expected to complete the questionnaire. Reminders were sent to participants throughout the data collection period to encourage high response rate. A total of 45 questionnaire distributed were collected, ensuring that the sample size was met.

3.5 Reliability

Reliability refers to the consistency and stability of the instrument in measuring the intended variables. To assess reliability, a pilot test of the questionnaire was conducted

with a small group of employees who were not part of the study sample. The feedback obtained from the pilot test was used to refine and improve the instrument. To measure the internal consistency of the questionnaire, Cronbach's Alpha was computed. The reliability coefficient was found to be 0.85, indicating a high level of consistency and reliability in the instrument.

3.6 Validity

Validity refers to the extent to which the instrument measures what it is intended to measure. To ensure validity, the questionnaire was reviewed by experts in organizational behavior and human resource management, who provided feedback on the clarity and relevance of the items. the feedback from the experts were used to review and improve the quality of the instrument.

3.7 Method of Data Analysis

The data collected from the questionnaire were analyzed using descriptive statistics, including frequency distributions, and percentages to summarize the responses of the respondents regarding key factors of human relationships and employee performance.

CHAPTER FOUR

DATA ANALYSIS

4.1 Introduction

This chapter presents and analyzes the data collected from the respondents. It provides insights into the responses regarding the impact of effective human relationships on employee performance in organizations. The data collected through questionnaires are presented in the form of tables, which showed the frequency and percentage of responses to various questions. Each table is followed by a brief interpretation of the results.

4.2 Results

Table 4.1: Effective human relations improve employee performance

Options	No. of Respondents.	Percentage (%)
Strongly Agree	25	55.6
Agree	15	33.3
Disagree	3	6.7
Strongly Disagree	2	4.4
Total	**45**	**100**

Source: Researcher's Fieldwork 2025

Table 4.1 above showed that 25(55.6%) respondents strongly agreed and 15(33.3%) respondents agreed that effective human relations improve employee performance, while 3(6.7%) respondents disagreed and 2(4.4%) respondents strongly disagreed with the statement respectively.

Table 4.2: Trust among employees enhance job satisfaction

Options	No. of Respondents.	Percentage (%)
Strongly Agree	22	48.9
Agree	16	35.6
Disagree	5	11.1
Strongly Disagree	2	4.4
Total	**45**	**100**

Source: Researcher's Fieldwork 2025

Table 4.2 above showed that 22(48.9%) respondents strongly agreed and 16(35.6%) respondents agreed that trust among employees enhances job satisfaction, while 5(11.1%) respondents disagreed and 2(4.4%) respondents strongly disagreed to the statement respectively.

Table 4.3: Emotional intelligence influence employee performance

Options	No. of Respondents.	Percentage (%)
Strongly Agree	30	66.7
Agree	10	22.2
Disagree	3	6.7
Strongly Disagree	2	4.4
Total	**45**	**100**

Source: Researcher's Fieldwork 2025

Table 4.3 above showed that 30(66.7%) respondents strongly agreed and 10(22.2%) respondents agreed that emotional intelligence influences employee performance, while 3(6.7%) respondents disagreed and 2(4.4%) respondents strongly disagreed to the statement respectively.

Table 4.4: Supportive leadership styles positively affect employee performance

Options	No. of Respondents.	Percentage (%)
Strongly Agree	28	62.2
Agree	14	31.1
Disagree	2	4.4
Strongly Disagree	1	2.2
Total	**45**	**100**

Source: Researcher's Fieldwork 2025

Table 4.4 above showed that 28(62.2%) respondents strongly agreed and 14(31.1%) respondents agreed that supportive leadership styles positively affect employee performance, while 2(4.4%) respondents disagreed and 1(2.2%) respondent strongly disagreed to the statement respectively.

Table 4.5: A positive organizational culture improve employee productivity

Options	No. of Respondents.	Percentage (%)
Strongly Agree	25	55.6
Agree	16	35.6
Disagree	3	6.7
Strongly Disagree	1	2.2
Total	**45**	**100**

Source: Researcher's Fieldwork 2025

Table 4.5 above showed that 25(55.6%) respondents strongly agreed and 16(35.6%) respondents agreed that a positive organizational culture improves employee productivity, while 3(6.7%) respondents disagreed and 1(2.2%) respondent strongly disagreed to the statement respectively.

Table 4.6: Respectful interpersonal relationships increase job satisfaction

Options	No. of Respondents.	Percentage (%)
Strongly Agree	27	60
Agree	14	31.1
Disagree	3	6.7
Strongly Disagree	1	2.2
Total	**45**	**100**

Source: Researcher's Fieldwork 2025

Table 4.6 above showed that 27(60%) respondents strongly agreed and 14(31.1%) respondents agreed that respectful interpersonal relationships increase job satisfaction, while 3(6.7%) respondents disagreed and 1(2.2%) respondent strongly disagreed to the statement respectively.

Table 4.7: Peaceful coexistence human relations between employees enhance performance

Options	No. of Respondents.	Percentage (%)
Strongly Agree	29	64.4
Agree	13	28.9
Disagree	2	4.4
Strongly Disagree	1	2.2
Total	**45**	**100**

Source: Researcher's Fieldwork 2025

Table 4.7 above showed that 29(64.4%) respondents strongly agreed and 13(28.9%) respondents agreed that peaceful coexistence human relations between employees enhance their performance, while 2(4.4%) respondents disagreed and 1(2.2%) respondent strongly disagreed with the statement respectively.

Table 4.8: Human relations team collaboration contribute to better performance outcomes

Options	No. of Respondents.	Percentage (%)
Strongly Agree	31	68.9
Agree	10	22.2
Disagree	3	6.7
Strongly Disagree	1	2.2
Total	**45**	**100**

Source: Researcher's Fieldwork 2025

Table 4.8 above showed that 31(68.9%) respondents strongly agreed and 10(22.2%) respondents agreed that human relations team collaboration contributes to better performance outcomes, while 3(6.7%) respondents disagreed and 1(2.2%) respondent strongly disagreed to the statement respectively.

Table 4.9: Clear organizational goals enhance employee performance

Options	No. of Respondents.	Percentage (%)
Strongly Agree	33	73.3
Agree	9	20
Disagree	2	4.4
Strongly Disagree	1	2.2
Total	**45**	**100**

Source: Researcher's Fieldwork 2025

Table 4.9 above showed that 33(73.3%) respondents strongly agreed and 9(20%) respondents agreed that clear organizational goals enhance employee performance, while 2(4.4%) respondents disagreed and 1(2.2%) respondent strongly disagreed to the statement respectively.

Table 4.10: Recognition and appreciation of employees as human relations improve their performance

Options	No. of Respondents.	Percentage (%)
Strongly Agree	30	66.7
Agree	12	26.7
Disagree	2	4.4
Strongly Disagree	1	2.2
Total	**45**	**100**

Source: Researcher's Fieldwork 2025

Table 4.10 above showed that 30(66.7%) respondents strongly agreed and 12(26.7%) respondents agreed that recognition and appreciation of employees as human relations improve their performance, while 2(4.4%) respondents disagreed and 1(2.2%) respondent strongly disagreed to the statement respectively.

Table 4.11: Employees feel motivated when they have strong relationships with their managers

Options	No. of Respondents.	Percentage (%)
Strongly Agree	32	71.1
Agree	10	22.2
Disagree	2	4.4
Strongly Disagree	1	2.2
Total	**45**	**100**

Source: Researcher's Fieldwork 2025

Table 4.11 above showed that 32(71.1%) respondents strongly agreed and 10(22.2%) respondents agreed that employees feel motivated when they have strong relationships with their managers, while 2(4.4%) respondents disagreed and 1(2.2%) respondent strongly disagreed to the statement respectively.

Table 4.12: Work-life balance relationships affect employee performance

Options	No. of Respondents.	Percentage (%)
Strongly Agree	28	62.2
Agree	14	31.1
Disagree	2	4.4
Strongly Disagree	1	2.2
Total	**45**	**100**

Source: Researcher's Fieldwork 2025

Table 4.12 above showed that 28(62.2%) respondents strongly agreed and 14(31.1%) respondents agreed that work-life balance relationships affect employee performance, while 2(4.4%) respondents disagreed and 1(2.2%) respondent strongly disagreed to the statement respectively.

Table 4.13: Employee empowerment improve job satisfaction

Options	No. of Respondents.	Percentage (%)
Strongly Agree	29	64.4
Agree	12	26.7
Disagree	3	6.7
Strongly Disagree	1	2.2
Total	**45**	**100**

Source: Researcher's Fieldwork 2025

Table 4.13 above showed that 29(64.4%) respondents strongly agreed and 12(26.7%) respondents agreed that employee empowerment improves job satisfaction, while 3(6.7%) respondents disagreed and 1(2.2%) respondent strongly disagreed to the statement respectively.

Table 4.14: Effective teamwork relationships enhance overall organizational performance

Options	No. of Respondents.	Percentage (%)
Strongly Agree	35	77.8
Agree	7	15.6
Disagree	2	4.4
Strongly Disagree	1	2.2
Total	**45**	**100**

Source: Researcher's Fieldwork 2025

Table 4.14 above showed that 35(77.8%) respondents strongly agreed and 7(15.6%) respondents agreed that effective teamwork relationships enhances overall organizational performance, while 2(4.4%) respondents disagreed and 1(2.2%) respondent strongly disagreed to the statement respectively.

Table 4.15: Human relation open communication channels that lead to better employee performance

Options	No. of Respondents.	Percentage (%)
Strongly Agree	30	66.7
Agree	10	22.2
Disagree	3	6.7
Strongly Disagree	2	4.4
Total	**45**	**100**

Source: Researcher's Fieldwork 2025

Table 4.15 above showed that 30(66.7%) respondents strongly agreed and 10(22.2%) respondents agreed that human relations can open communication channels that lead to better employee performance, while 3(6.7%) respondents disagreed and 2(4.4%) respondents strongly disagreed to the statement respectively.

Table 4.16: Employee motivation increase when leaders provide support

Options	No. of Respondents.	Percentage (%)
Strongly Agree	33	73.3
Agree	10	22.2
Disagree	2	4.4
Strongly Disagree	0	0
Total	**45**	**100**

Source: Researcher's Fieldwork 2025

Table 4.16 above showed that 33(73.3%) respondents strongly agreed and 10(22.2%) respondents agreed that employee motivation increases when leaders provide support, while 2(4.4%) respondents disagreed and no respondents strongly disagreed to the statement.

Table 4.17: Job redesign initiatives improve employee satisfaction

Options	No. of Respondents.	Percentage (%)
Strongly Agree	28	62.2
Agree	12	26.7
Disagree	4	8.9
Strongly Disagree	1	2.2
Total	**45**	**100**

Source: Researcher's Fieldwork 2025

Table 4.17 above showed that 28(62.2%) respondents strongly agreed and 12(26.7%) respondents agreed that job redesign initiatives improve employee satisfaction, while 4(8.9%) respondents disagreed and 1(2.2%) respondent strongly disagreed to the statement respectively.

Table 4.18: Conflict resolution training enhance employee performance

Options	No. of Respondents.	Percentage (%)
Strongly Agree	26	57.8
Agree	14	31.1
Disagree	3	6.7
Strongly Disagree	2	4.4
Total	**45**	**100**

Source: Researcher's Fieldwork 2025

Table 4.18 above showed that 26(57.8%) respondents strongly agreed and 14(31.1%) respondents agreed that conflict resolution training enhances employee performance, while 3(6.7%) respondents disagreed and 2(4.4%) respondents strongly disagreed to the statement respectively.

Table 4.19: Recognition programs improve employee morale

Options	No. of Respondents.	Percentage (%)
Strongly Agree	35	77.8
Agree	8	17.8
Disagree	1	2.2
Strongly Disagree	1	2.2
Total	**45**	**100**

Source: Researcher's Fieldwork 2025

Table 4.19 above showed that 35(77.8%) respondents strongly agreed and 8(17.8%) respondents agreed that recognition programs improve employee morale, while 1(2.2%) respondent disagreed and 1(2.2%) respondent strongly disagreed to the statement respectively.

Table 4.20: Professional development opportunities enhance employee job performance

Options	No. of Respondents.	Percentage (%)
Strongly Agree	33	73.3
Agree	9	20
Disagree	2	4.4
Strongly Disagree	1	2.2
Total	**45**	**100**

Source: Researcher's Fieldwork 2025

Table 4.20 above showed that 33(73.3%) respondents strongly agreed and 9(20%) respondents agreed that professional development opportunities enhance employee job performance, while 2(4.4%) respondents disagreed and 1(2.2%) respondent strongly disagreed to the statement respectively.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The study on the "Effective Human Relationships on Employees' Performance in Organizations" aimed to explore the impact of human relationships in the workplace on the overall performance of employees. The research identified key factors such as communication, trust, emotional intelligence, leadership styles, and organizational culture, which directly affect employee motivation, job satisfaction, and productivity. A total of 45 employees participated in the study, providing data through questionnaires that measured their perceptions of human relationships in the workplace.

The findings indicated that effective communication, supportive leadership styles, a positive organizational culture, and respectful interpersonal relationships significantly enhance employee performance. Emotional intelligence was also found to be crucial in shaping the behavior and productivity of employees. The study highlighted the importance of clear organizational goals, recognition, and appreciation in improving performance outcomes. Moreover, work-life balance, employee empowerment, and conflict resolution training emerged as key contributors to overall employee satisfaction and job motivation.

Overall, the study provided insight into how fostering a positive human relationships environment in the workplace can significantly boost employee performance, thereby benefiting the organization as a whole.

5.2 Conclusion

The research concluded that effective human relationships play a vital role in improving employee performance within organizations. Key elements such as trust,

communication, supportive leadership, and emotional intelligence were found to influence employee productivity and job satisfaction positively. The study confirmed that a positive organizational culture, clear goals, and a commitment to employee development contribute significantly to the motivation and performance of employees.

The results further emphasized that when organizations invest in developing strong interpersonal relationships and a healthy work environment, employees tend to perform at their best. Moreover, the research affirmed the need for continuous support from management to encourage effective communication and conflict resolution.

In conclusion, organizations that recognize the importance of effective human relationships in shaping their employees' performance are likely to experience enhanced productivity, better employee engagement, and overall organizational success.

5.3 Recommendations

1. Organizations should prioritize open and effective communication channels among employees and between employees and management.

2. Managers should be trained in conflict resolution and trust-building techniques to foster a positive work environment.

3. Since leadership styles significantly influence employee performance, organizations should invest in leadership development programs.

4. Organizations should implement policies and practices that encourage work-life balance, such as flexible working hours and employee wellness programs.

5. Organizations should offer opportunities for professional development, training, and empowerment.

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KWARA STATE POLYTECHNIC, ILORIN

INSTITUTE OF INFORMATION AND COMMUNICATION TECHNOLOGY

DEPARTMENT OF OFFICE TECHNOLOGY AND MANAGEMENT

Dear Sir/Ma,

RESEARCH QUESTIONNAIRES

This is a research instrument to elicit information relevant to research work titled Effective Human Relationships on Employees Performance in Organization

The Research is a partial fulfilment of the requirement for the award of National Diploma in Office Technology and Management in Kwara State Polytechnic, Ilorin.

I shall be grateful if this questionnaire can be completed by you. Your anonymity is highly guaranteed. Information gathered through this questionnaire would be used only for Academic purposes.

QUESTIONNAIRE

1. Effective human relations improve employee performance. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

2. Trust among employees enhances job satisfaction. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

3. Emotional intelligence influences employee performance. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

4. Supportive leadership styles positively affect employee performance. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

5. A positive organizational culture improves employee productivity. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

6. Respectful interpersonal relationships increase job satisfaction. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

7. Peaceful coexistence and human relations between employees enhance performance. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

8. Human relations and team collaboration contribute to better performance outcomes. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

9. Clear organizational goals enhance employee performance. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

10. Recognition and appreciation of employees as human relations improve their performance. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

11. Employees feel motivated when they have strong relationships with their managers. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

12. Work-life balance relationships affect employee performance. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

13. Employee empowerment improves job satisfaction. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

14. Effective teamwork relationships enhance overall organizational performance. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

15. Human relations and open communication channels lead to better employee performance. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

16. Employee motivation increases when leaders provide support. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

17. Job redesign initiatives improve employee satisfaction. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

18. Conflict resolution training enhances employee performance. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

19. Recognition programs improve employee morale. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

20. Professional development opportunities enhance employee job performance. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )