UNIVERSITY OF CAPE COAST

THE EFFECT OF HUMAN RELATIONS ON EMPLOYEE PERFORMANCE AT

BENSO OIL PLANTATION

GEORGE KISI OCRAN

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THE EFFECT OF HUMAN RELATIONS ON EMPLOYEE

PERFORMANCE AT BENSO OIL PALM PLANTATION

BY

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Signature:………………………………Date…………………………

Candidate's Name: George Kisi Ocran

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Signature:……………………………….Date………………………

Supervisor's Name: Mr. Joseph Cudjoe Sefenu

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ABSTRACT

This study aims at ascertaining the perceptions of employees at Benso Oil Palm Plantation (BOPP) on how human relations impact on their performance. Stratified probability sampling is used to draw sample of three departments each from two divisions. From these three departments, a sample of sixty employees are further drawn (35 males and 25 females). This comprises of ten (10) managers, fifteen (15) supervisors, fifteen (15) administrative staff and twenty (20) field workers.

Through a survey design, questionnaires were administered to these groups of people. This is reinforced with interviews and field visits. Descriptive statistics was the main statistical technique used for the analysis of the data.

All respondents were of the view that human relations influence the subordinates' performance either positively or negatively. Majority of the subordinate respondents generally agreed that the factors such as explanation of job content, constructive criticisms, quick and fair supervisor response to employee complaints, the existence of programs to enhance employee productivity and dignity in the treatment of employees.

Based on these findings, conclusions and recommendations are made to the management of BOPP to critically consider individual differences since exclusive focus on the task accomplishments could culminate in individual dissatisfaction because employees would think that the company is using them like machines.

ACKNOWLEDGEMENTS

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I also acknowledge the following individuals for their invaluable support and encouragement towards a successful completion of this work. Mr Kweku Tsikata, Headmaster of Benso Senior High Technical School and Mr. Tandoh of BOPP.

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DEDICATION

To my lovely wife and children

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CHAPTER ONE

INTRODUCTION

Background of the Study

During the industrial revolution, thinking on the best way to get the maximum organizational performance became prominent (Lerner, 2001). The concept of individualism was abused to the extent that unscrupulous managers abused the common workers for their own advantage (Korajczyk, 1961). This resulted in depression and cut in employee productivity. The number of employees joining unions increased from 400, 000 to several millions in the United States of America (Friedman, 1955). Such pressure ignited thinking into the best methods to employ at work centers to increase productivity. Pioneers like Fayol and Taylor were of the view that the best means of achieving results was to scientifically determine efficient methods and processes for the execution of tasks (Taylor, 1947). They viewed this approach to be applicable regardless of whatever circumstances (one size fits all kind of approach). These thoughts are collectively called the scientific management or classical school of management thought.

The famed classical principles of management were brought to question when it brought unforeseen violence and discord between a goodly number of employees and management (Korajczyk, 1961). Elton Mayo, known as the father of the human relations approach, conducted some successful and useful researches that shed more light on what can really drive employees to put up

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their best. Much literature support the findings from Mayo that the human relations approach to leadership and management leads to enhanced employee performance.

Statement of the Problem

The industrial revolution was characterized by production of goods and services on enterprise levels. This meant that workers had to spend more hours and laboriously work to meet requirements. Women and children suffered and generally the life span of people dropped significantly. Attempt to salvage the situation started with the ideas of Fayol and Taylor encapsulated into the doctrine of classical management (Bell, 1947). Classical ideologies, which were centrally concerned with how to achieve efficiency in production methods, gained prominence until the 1920s, when research began to show that managers needed to consider the complexity of human behaviour. It was recognised that an exclusive focus on technical competence (under scientific management) had resulted in social incompetence: managers were not taught how to manage people. At the same time, it emerged that being a 'small cog in the machine' was experienced as alienating and demoralising by workers – whatever the financial incentives offered (Bendix, 1957a). A more complex picture of human motivation began to emerge. Elton Mayo was Professor of Industrial Research at the Harvard Business School. He was involved in a series of large scale studies at the Western Electric Company's Hawthorne works in Chicago between 1924 and 1932. These studies were originally firmly set in the context of scientific management in that they began with an experiment into the effect of lighting on

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work output (Mayo, 1933). However, it rapidly became apparent that worker attitudes and group relationships were of greater importance in determining the levels of production achieved than the lighting itself. An important element in the Hawthorne studies was the investigation of the dynamics of work groups. The group was very effective in enforcing its behavioural norms in such matters as 'freezing out' unpopular supervisors and restricting output. It was concluded that people are motivated at work by a variety of psychological needs, including social or 'belonging' needs (Korajczyk, 1961; Mayo, 1933). This became the basis of the human relations school of management theory. There are mixed findings regarding which of the two methods of management suits the modern business environment. The fundamental objective of any organisation is to maximise shareholders' wealth by increasing profitability through the enhancement of employee productivity. The achievement of this depends on, among other things, the leadership and management philosophies of the leadership of the organization. This study therefore seeks to understand whether the well acclaimed human relations approach to management yields the purported benefits of positively influencing performance.

Objectives of the Study

The main objective is to examine the effect of human relations on employee performance at Benso Oil Palm Plantation Limited (BOPP). Specifically, the research is designed to achieve the following:

1. Investigate the nature of human relations at Benso Oil Palm Plantation Limited.

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2. Determine the factors that give rise to employee performance in Benso Oil Palm Plantation Limited.

3. Assess how employees personal problems affect their work performance in Benso Oil Palm Plantation Limited (BOPP)

Research Questions

Out of the preceding objectives, the following questions are formulated:

1. What is the nature of human relations in BOPP?

2. What factors give rise to employee performance in BOPP?

3. How do personal problems of employees affect their performance?

Significance of the Study

The valuable information that will be obtained shall be of great benefit to the individual employee, the work group, supervisors, management and Benso Oil Palm Plantation Limited itself to pay particular attention to behavioural activities. This will go a long way to helping the human resources department as well as industrial relations practitioners to fashion good policies and strategies necessary in meeting human challenges facing organisations in Ghana.

The findings that will come out of this study will serve as a basis for future research.

Organisation of the Study

This study is organized into five main chapters. Chapter one presents the background to the study, statement of the problems and objectives of the study. It also outlines the research questions and the significance of the study. The

second chapter reviews the relevant literature on theories, concepts and issues of the study. It also presents the summary of the theoretical underpinnings, the research objectives and empirical validation in a conceptual map.

Chapter 3 outlines the methodology of the study, methodological issues considered here include approach (es) to the research, the research design, study population, sampling procedures, data collection and processing. Other considerations are statistical procedures and data analyses. Chapter 4 presents results or findings of the study. This section features an in-depth discussion of findings and their implications. The fifth and final Chapter is devoted to summary, conclusion and recommendations based on the findings of the study. Suggested areas for further research are also included.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

This chapter begins by looking at the history of the industrial revolution which gave birth to a number of management theories including the human relations theory. It discusses some schools of thought before the human relations school of thought such as the scientific management philosophy. Later studies (such as the Herzberg two-factor theory) is also reviewed. The chunk of the discussion however centres on the human relations method of management. Finally, review of empirical finding is done.

The industrial Revolution

The need for developing better, more efficient methods of production in order to achieve tremendous growth in commerce was met by the Industrial Revolution in the late 1700's, which brought two important changes in the economic environment of the working man. The first change involved production from an individual to an enterprise basis; the second change concerned substituting a dynamic, impersonal economy for a personal, static one. The effects of the industrial revolution on the common people are known all too well to need to be described in great detail. Women and children were made to work such long hours that often their health would be affected greatly. And as the population was growing all the time, more and more people were found to keep the industrial

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system, even though the life span of so many was shortened considerably by abuses (Korajczyk, 1961). Polanyi (1944, p. 61) somewhat ironically states:

> There was complete agreement on the desirability of a large population, as large as possible, since the power of the state consisted in men. There was also ready agreement on the advantages of cheap labour, since only if labour were cheap could manufacturers flourish. Moreover, but for the poor, who would man the ships and go to the wars? Yet, there was doubt whether pauperism was not an evil after all. And in any case, why should not paupers be as profitably employed for public profit as they obviously were for private profit?

The above paragraphs tell in some detail just how a great social problem arose from the abuses of a laissez-faire philosophy, running rampant and with little government regulation. The industrial revolution can actually be delineated into two separate "revolutions": the first dealt with the triumph of the steam engine; on the other hand, the second witnessed the transformation of industry into an immense field dominated by electric power (Roethlisberger & Dickson, 1943).

The staggering changes thus effectuated by the second industrial revolution in the latter half of the nineteenth century were at least as dynamic and far-reaching as the first industrial revolution of the previous century. The advent of all the technological innovations stimulated a desperate search for new outlets of trade (Schwab & Cummings, 1970). The second industrial revolution extended the division of labour by breaking down tasks minutely on the more and more specialized machines, thus causing a further concentration of workers in industrial centres.

It was during the last twenty-five years of the nineteenth century that the true character of capitalism was matured. The then-prevalent doctrine of

individualism was largely responsible for an extended depression, lasting from 1873 until 1895 (Lerner, 2001). This was a culmination of all the abuses which arose from the acquisitive nature of unscrupulous business people, who only thought of how much money they could make, even though they exploited the common man to the fullest extent. As a resultant consequence of the demise of the laissez-faire philosophy, a titanic growth of gargantuan associations and organizations was brought about (Katz & Van Maanen, 1977).

The new market conditions forged under monopolistic capitalism led directly to the development of mass production and consequently, its psychical and moral repercussions upon the entire working class were obvious. It must be noted that the gigantism fostered by capitalism was marked by the fact that great attempts were made to eliminate the waste of both human and natural resources. It was during the first industrial revolution that an employer's rationale was the unrestricted exploitation of mankind; moreover, the early years of the second revolution were also marked by this characteristic. However, it soon became evident that the supply of labour was not inexhaustible, and that it was expensive, all the more so as the workers were organizing both to defend their value of the labour market and the elementary guarantees of their well-being. Social legislation was devised and defined. Natural resources also were not limitless, and the concern for their economical use was intensified (Korajczyk, 1961).

Large companies were now characterized by the almost antithetical fact that they were now seeking to get the most out of all their resources, including the human ones, even if this meant treating the human element in an entirely different fashion. This change in managerial ideology engendered a whole new field of

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study, often subsequently referred to as rationalization, which "includes the efforts at occupational organization and selection inside a firm, and is concerned with the human problems of machine industry. It is from this turn of events that the "human relations" approach burgeoned (Hackman, 1980)

Scientific management

The immediate development in industrial relations which has a bearing on this study was scientific management, which originated as an inquiry into management's attempt to control the physical output of the worker, directly stemming from the employers' attempts to conserve its natural and human resources. Leaders of the union movement held that scientific management, along with its various related developments, stemmed from management's attempt to deter workers from joining unions. Management especially became concerned "when the membership or trade unions increased from 400,000 to two million between 1897 and 1904" (Friedman, 1955).

Frederick W. Taylor is the father of the scientific management movement. For a given situation Taylor attempted to secure the one best way of performing a task, although he claimed that his main object was to remove the causes for antagonism between the boss and the men who were under him. Through the use of his famed time and motion study, Taylor aspired to perfect the operation of a given task to such an extent that the widespread use of his method would enable management to obtain the maximum efficiency from equipment and labour (Friedman, 1955). Taylor was quite concerned, in addition to his time and motion study, with contributing 'scientific data concerning the selection of workmen'

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their psychological motives and incentives, their initiative, their fatigue, and the 'real' time necessary to effect an operation; that is, scientific management touches problems which involve the physiology and psychology of work." Taylor, whose followers considered him an equal of Descartes and Newton, held that there were four rules of his scientific method which could felicitously be applied to industry.

These are: (1) before any action set yourself a definite single and limited aim; (2) before starting work, study scientifically the best methods to be employed to attain the end in view; (3) before beginning work, bring together all necessary tools; (4) act in exact conformity with the arranged program (Taylor, 1947).

As part of Taylorian philosophy, the worker and the employer were to experience a type of mental revolution, whereby both would be educated to the fact that if production could be increased, both parties would benefit. In addition to this increase, friction would be reduced to minimum so that a worker could feel free at any moment to present a complaint to management, which in turn would do all in its power to solve the dilemma. In this way collective bargaining by a union agent would be an unnecessary, outmoded structure (Bell, 1947).

World War I was a great stimulus to the formation and improvement of both methods of management and the testing of employees on a large scale basis, for it was at this time that procedures had to be changed in order to produce the amount of material that was needed for the great war effort (Friedman, 1955). As part of the increased production, managements job also entailed fitting the right people to the right job, this gradually increasing management's responsibility to the individual, in that management would take it upon itself to assess each

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person's abilities. "Instant dismissal became a measure of last resort, the task being to keep workers on their jobs and actually seeing to it that they did their best. The decline of scientific management was brought about when it produced unforeseen violence and discord from a goodly number of workers. Its demise culminated with the famed Hoxie report, made by a group of experts chosen by both employers and unions, which condemned scientific management, casting doubt on the scientific value of time study. The report held that the Taylorian method often pointed to psychological, moral, and social disadvantages of selection and brought about a degradation of skilled labour (Katz & Van Maanen, 1977).

Leading the investigative effort were the various boards set up by numerous governments to study the problems of fatigue. These boards in general found that these "one best ways" precluded entirely that ever-present problem of individual differences and that a limitless number of factors prevented the researchers from reaching any simple solution. Studies of fatigue frequently brought in the problem of monotony, a factor resulting from the minute subdivision of work and thereby reducing the capacity of output. However, Taylor led the way to many of the changes which characterized the twentieth century field of industrial relations.

Mayo and the human relations school of thought

It is at the point of collapse of the scientific management theory that Elton Mayo stepped into the picture with his highly-successful research effort at a textile mill near Philadelphia. Called the Father of the Human Relations

Approach, Mayo served on the faculty of the Graduate School of Business Administration of Harvard University from 1925 until his death in 1949. Through series of investigations and research Mayo unearthed profound truth about what motivates the typical worker.

In a particular department at the mill in Philadelphia, production was not at its optimum because of an unusually high turnover rate of the employees. Even though the mill was managed well, no solution could be discovered to remedy the situation. Mayo (1933) analysed the conditions and discovered that the mule-spinning department, which had so poor a record, had work which was a "semi-automatic process which required enough attention to be irritating and not enough for the complete absorption of mental activity". Even financial incentives had failed to interest the department workers (Roethlisberger & Dickson, 1943).

Since regular interviewers failed to obtain sufficient rapport with workers, Mayo successfully won their confidence by having a trained nurse, who was also a skilled interviewer, gain their confidence. As workers frequently talked to the nurse and related their problems to her, a series of rest pauses were initiated at regular periods throughout the day. This approach yielded a positive result. According to Mayo (1933), "the rest-pause innovation was accompanied, from its introduction, by an improvement in the officially recorded productive efficiency. The mental and physical condition of the men was distinctly bettered, their comments to observers were less generally pessimistic than before".

After a series of additional experiments the turnover problem was solved and production remained at a high level with continuous bonuses being paid to the workers. It was this Philadelphia experiment which encouraged Mayo to further

his achievements by working with research teams at the Hawthorne Plant of the Western Electric Company in Chicago.

The famed Hawthorne experiment

The experiments which took place At the Hawthorne Plant from 1924 to 1939 are among the most relevant of investigations into industrial relations that exist today. The influence of the Hawthorne experiments has extended to all phases of the American work scene and even beyond. Beginning as a small illumination experiment, the Hawthorne studies grew to become an immense body of data, from which arose the famed "human relations approach of Elton Mayo.

In November, 1924, the Western Electric Company, in connection with the National Research Council of the National Academy of Sciences, planned to study the relation of quality and quantity of illumination to efficiency in industry. 'These experiments lasted until April 1927, a period of two and half years (Korajczyk, 1961).

Attempts were made to manipulate the lighting environment, thereby seeking to arrive at an illumination rate which would yield the most production. Results of this experiment were inconclusive, and the study, discouraging as it was, "brought out very forcibly the necessity of controlling or eliminating the various additional factors which affected production. This initial study led the researchers to conduct the famed relay-assembly room experiments. In these experiments an effort was made to test the hypothesis that production would be higher under an improved incentive system and under it shorter work week with

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rest and lunch periods. This part of the studies was conducted with quite a small group, which was allowed to choose its own members and which worked in a room separate from the regular shop in an attempt to control more variables.

The experiment itself had thirteen distinct periods in which the researchers changed various condition such as the length of the rest period, the total hours per day, and so on. From the outset of the experiment, production rose continuously. The increased production during the test has taken the operators from an average weekly output of about 2,400 relays at the beginning to an average weekly output of about 3,000 relays per week. Several other experiments were performed on different groups, and the same results were obtained. "The best interpretation of the results is that the experimenters had accidentally introduced changes in the social climate of the work situation. It was these changes that were- primarily responsible for the greatly improved production and morale. The chief result of years of work had been to demonstrate the importance or employee attitudes.

A major finding of the interview program was that the complaint of an employee might only be symptoms of the real indication of the cause of trouble, meaning that an employee's complaint often indicated some kind of personal difficulty, other than a difficulty in his immediate surroundings at work. In correlating the Interviewing data, it was noted that employee complaints often centred about social positioning in the respective work groups. The social values brought out in the interview program were further studies in what was called the bunt-wiring room observation. The prime purpose of these observations to discover what social organization was and how it operated.

The importance of the informal social organization among the workers made the company's aims, policies and aspirations completely inoperative. The informal organization had its own names for those members who did not conform to its wishes. There were corresponding punishments for members who would not conform; each member of the group was kept in check by the fear of losing status in the clique.

Herzberg's Motivational Hygiene Model

In 1959, Herzberg, Mausner and Snyderman reported research findings that suggested that man has two sets of needs: his need as an animal to avoid pain (unpleasantness), and his need as a human to grow psychologically (personal growth). These findings led them to advance a "dual factor" theory of motivation. Since that time, the theory has caught the attention of both industrial managers and psychologists. Management training and work-motivation programs have been installed on the basis of the dual-factor theory (House & Wigdor, 1967).

The motivational-hygiene model states that employee motivation is achieved when employees are faced with challenging but enjoyable work where one can achieve, grow, and demonstrate responsibility and advance in the organisation. That is, when the employees' efforts are recognized, it brings about job satisfaction and motivation. Environmental factors, such as poor lighting, poor ventilation, poor working conditions, low salaries, and poor supervisory relationships are causes for dissatisfaction in a job. These for Herzberg are basic needs and for that matter, is the responsibility of society's businesses and industrial institutions to provide for its people in order to self-actualize. Herzberg

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finds that the need to avoid unpleasantness is satisfied through hygiene factors. Hygiene factors are to do with the environment and conditions of work, including Company policy and administration, Salary, The quality of supervision, Interpersonal relations, Working conditions, and Job security (Bassett-Jones & Lloyd, 2005; Campbell, 1981). If inadequate, hygiene factors cause dissatisfaction with work (which is why they are also called 'dissatisfiers'). They work like sanitation, which minimises threats to health rather than actively promoting 'good health'.

The need for personal growth is satisfied by motivator factors. These actively create job satisfaction (they are also called 'satisfiers') and are effective in motivating an individual to superior performance and effort. These factors are connected to the work itself, including: Status (although this may be a hygiene factor too), Advancement (or opportunities for it), Recognition by colleagues and management, Responsibility, Challenging work, A sense of achievement, Growth in the job (Bassett-Jones & Lloyd, 2005; Campbell, 1981).

Herberg, Mausner, and Snyderman (1959) contend that, the work one considers to be significant leads to satisfaction. Thus factors that depict job satisfaction are completely different from those factors that lead to job dissatisfaction. Therefore, these feelings are not polar opposites: in other words the opposite of job dissatisfaction is not job satisfaction, but no job satisfaction.

Hygiene factors

The hygiene factors are also referred to as the maintenance factors and comprise of the physiological, safety and love needs from Maslow's hierarchy of

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needs. They are factors that are not directly related to the job but the conditions that surround doing the job. They operate primarily to dissatisfy employees when they are not present, however, the presence of such conditions does not necessarily build strong motivation, (Hackman, 1976). These factors include; company policy and administration, technical supervision, interpersonal relations with supervisor, interpersonal relations with peers and subordinates, salary, job security, personal life, work conditions and status. Herzberg called these hygiene factors, since they are necessary to maintain a reasonable level of satisfaction and can also cause dissatisfaction. The hygiene factors are not direct motivators but are necessary to prevent dissatisfaction and at the same time serve as a starting point for motivation. However, improvements in these conditions do not create motivation, Huling (2003).

Motivator factors

According to (Herberg et al., 1959), the motivator factors pertain to the job content, they are intrinsic to the job itself and do not result from "carrot and stick incentives". They comprise the physiological need for growth and recognition. The absence of these factors does not prove highly dissatisfying but when present, they build strong levels of motivation that result in good job performance. They are therefore called satisfiers or motivators. These factors include; achievement, recognition, advancement, the work itself, the possibility of personal growth and responsibility. Combining the hygiene and motivator factors can result in some scenarios namely:

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- High hygiene combined with high motivation is the ideal situation where employees are highly motivated and have few complaints.

- High hygiene combined with low motivation means that Employees have few complaints but are not highly motivated. The job is then perceived as a pay check.

- Low hygiene with high motivation implies that employees are motivated but have a lot of complaints. A situation where the job is exciting and challenging but salaries and work conditions are not.

- Low hygiene with low motivation presents the worst situation, unmotivated employees with lots of complaints.

Though Herzberg's study has been criticised for small sample size and also limited cultural context, it is without doubt that it offers an insight into what may or may not motivate a worker. It is for this reason why the study adopts it as one of the main theories.

Major Themes in Human Relations

Reece and Brandt (2009) contend that good and healthy human relations strive on the following seven themes:

Communication

It is the human connection by which we come to an understanding of ourselves and others. To grow and develop as persons, we must develop the consciousness and the skills necessary to communicate effectively. It means that others must be aware of the message being put across, understood it and act on the

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information in the manner intended by the sender. Failure to understand this creates bickering, misinformation and rumour, which give room for tension and suspicion.

Self-awareness

An understanding of ourselves and how our behaviour influences others is known as self-awareness. One of the most essential ways to develop improved relationships with others is to develop better understanding of ourselves. Understanding who you are helps in building successful relationships with others. Reece and Brandt (2009) maintain that knowing who you are and what others expect from you in terms of behaviour assists in avoiding negative attitudes towards others.

Self-acceptance

The extent to which you like and accept yourself is the extent to you can truly like and accept other people. Self-acceptance is the basis of successful interaction with others. In a workplace, people with positive self-concepts tend to cope better with change, accept responsibility more readily, tolerate differences and usually work well as team members. On the other hand, a negative self-acceptance can create barriers to good interpersonal relations. Self-acceptance is crucial not only for building relationships with others but also for setting and achieving goals.

Motivation

Motivation is an inner drives for excellence. It is a goal directed behaviour; the cause for one's action or inaction. The foundation for every

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motivation is the need of a person. If a person needs affection and social acceptance, he or she will have a very good relationship with others in order to satisfy that need. However, a negative need for affection and social acceptance, a person's relationship with others will be sour.

Trust

Trust is the belief that others will treat someone well. Trust is the building block of all successful relationships with co-workers, customers, family members and friends. There is compelling evidence that low levels of trust in a workforce can lead to reduced productivity, stifled innovation, high stress, and slow decision-making. When a lack of trust exists in an organisation, a decline in the flow of information always resulting employees communicate less information to their supervisors, express opinions reluctantly, and avoid discussions. Cooperation so important in a work setting deteriorates as a result of lack of trust. On the contrary, when a climate of trust is present, frank discussion of problems and free exchange of ideas and information are more likely to take place.

Self-disclosure

Self-disclosure plays a critical role of good communication and helps eliminate unnecessary guessing games. Managers who let their subordinates know what is expected of them help those employees to fulfil their responsibilities devoid of errors and confusion.

Conflict Resolution

Unaddressed grievances resort to conflict which also forms part of human relations. Management's ability to quickly resolve such conflict both at personal

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and occupational level promotes good human relations. Managers and supervisors must pay particular attention to employee concerns and show genuine interest in the welfare of employees.

Empirical Review of Factors that Motivate the Typical Employee

Performance is the extent to which expectations or objectives have been met. It is often measured on a continuum contrasted by high and low levels of performance, or ranked on a scale of 1-10 (Lussier, 2005). Similarly, Jones and Saks (2008) also define performance as the extent to which an organisational member contributes to achieving the objectives of the organisation. "employee performance refers to the degree of accomplishment of the tasks that make up an employee's job" (Seddoh & Akorsu, 2010 p. 186).

Employee performance is critical in realising the goals and objectives of every organisation. From the review of literature the following are some factors that influence performance in organisations. Training: Training refers to a planned and orderly change of employee behaviour through accession of knowledge and skills which can be applied to a job of a particular type. The primary objective of training is to help organisations add value to their employees to perform better (Sefenu & Nyan 2008). This is in support of Herzberg's two-factor theory as a motivator (Hersey, Blanchard, & Johnson, 1988). It is necessary to train employees because no single individual will have the requisite skills and knowledge irrespective of his or her qualification to effectively and efficiently complete a job. Sefenu and Nyan (2008) maintain that changing technology and structure of work means that training must be in a continuum of one's working

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life to attain effectiveness. Similarly, Seddoh and Akorsu (2010), share this view by stating that lack of training could result in underutilised abilities, which is a major determinant of performance.

Organisational Commitment: Organisational commitment is an attitude that reflects the strength of linkage between an employee and an organisation. It is the readiness of employees to exercise high levels of efforts on behalf of the organisation as well as being faithful and loyal to their organisations (Luthans, 2011). Meyer and Allan (as cited in Luthans, 2011) have indicated that there is a positive correlation between organisational commitment and suitable outcomes such as high performance, low turnover, and low absenteeism. Conceptually, employees who want to be identified with and remain with a particular organisation tend to put up their best in order for their organisations to survive the test of time and remain relevant to them.

Employee Empowerment and Participation: Empowerment is "giving employees the authority and responsibility to accomplish their individual and the organisation's objectives", and participation means "allowing employees to influence and share in organisational decision making" (Leonard & Hilgert, 2007 p.26). They argue that if supervisors and managers recognise that employees have something to contribute, they would welcome employee empowerment and participation in a positive manner which will significantly improve their own and company's performance.

Brown and Harvey (2006) share similar view that employee participation and empowerment offer advantages to the organisation and its employees. Conversely, they maintain that employees who have no interest in empowerment

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and participation may experience greater levels of stress. Werner and DeSimone (2006) in registering their view on factors that influence employee performance called empowerment and participation as coaching, which involves treating employees as partners in achieving both personal and organisational goals. They argue that employees must be encouraged to accept delegation and also be answerable to their actions; and superiors addressing any work-related challenges to achieve and sustain higher level performance. They emphasise that in sustaining employee performance requires that managers and supervisors become coaches rather than controllers.

Employee Morale: Morale is "a composite of feelings and attitudes that individuals and groups have toward their work, working conditions, supervision, top-level management, and the organisation" (Leonard & Hilgert, 2007, p. 469). They emphasise that morale affects employee performance and eagerness to work, which in turn, affects both individual and organisational objectives. Similarly, when employee morale is high, employees usually do what the organisation wants them to do. However, when morale is low, employees tend to do otherwise. In contrast, they believe that high morale is not the cause of good human relations; but it is the result of good human relations. High morale is the outcome of positive motivation, respect for people, effective supervisory leadership, good communication, counselling, and desirable human relations practices.

Motivation: Motivation is the internal process leading to behaviour to satisfy needs. The basic reason people do what they do is to realise their needs. A need is lacking something useful, which leads to motivation then to behaviour

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which also produces need satisfaction or dissatisfaction. A highly motivated employee will do a good job than one who is not motivated. However, performance is not based simply on motivation. The level of performance achieved is determined by ability, motivation and resources. For performance levels to be high all the three elements must be high; if anyone is low or absent, the performance level will be adversely affected. For example, John Mensah, a very intelligent student, has the books, because he does not care about grades, he does not study (low motivation) and does not get an A. For employees and managers to attain high levels of performance, they must have the ability, motivation and resources to meet both individual and organisational objectives (Lussier, 2005).

The Systems Effect: According to Lussier (2005) a system a set of two or more interactive elements working together to achieve a goal. Under the systems effect, he further explains that all people in the organisation are affected by at least one other person, and each person affects the whole group or organisation. Lussier (2005) maintains that organisation's performance is based on the combined performance of each individual and groups. As a result of the systems effect, the destructive behaviour of one individual would hurt other members of the organisation.

Other factors include: Personality: Personality is the unique mix of personal skills and abilities that contribute to a successful work performance. It is the complex mix of attitudes, knowledge and attributes that distinguishes one person from the other. DeCenzo and Silhanek (2002) believe that employees experience their work environments from their own perspectives. They bring

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their personal expectations to their jobs and assume that their jobs will provide them the values they are looking for. Employees see things differently; personal characteristics of individual employees comes a set of corresponding interactions, for example, an entry-level accountant who views using spreadsheet applications as tedious and boring and wishes to do something else may lack the commitment to the job. He or she may result to tardiness and frequently call in sick, or even quit the job. However, another accountant who likes to work with spreadsheets will see the job as a stepping stone to becoming a business manager. DeCenzo and Silhanek (2002) indicate that unless individuals are working in a job that gives them the opportunity to develop positive self-concepts and do the things they think is important, their success may be limited.

Attitudes: An attitude is a complex mental condition and disposition that allow people to act in certain ways. Employees exhibit attitudes at work about their jobs and the organisation. If employees are unhappy about their pay, feel that they are not respected and not fairly treated; they may do satisficing jobs to keep them in the workplace. On the other hand, when employees are happy, fairly treated in terms of working conditions and other benefits, their rights respected, etc., employees will devote extra efforts to their work thereby improving performance.

Values: Values are the beliefs a person upholds. Values play a significant role in successful work performance. For example, if employees see nothing wrong with padding their expense accounts or leaving the workplace early, the employees are going to act accordingly. Again, if certain employees dislike or

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prejudiced against certain groups of employees, then bias will also show up in their interactions with others, which will affect performance.

People: Organisations are made up of people. These people, however, do not work in isolation but rather being part of a work group. People in organisations are expected to share other organisational resources; one will start his or her work from where the other ends. The sharing of resources and these interactions will have a direct effect on others. The more cohesive employees are towards their work, will determine the level of success or otherwise of their performance (DeCenzo & Silhanek, 2002; Lussier, 2005).

Structure: The structure of an organisation refers to the framework within which people act. The relationships as well as the task and authority of organisational members are defined and limited by its structure. If the structure is poorly designed, it will lead to power struggle, confusion, delays in decision making, and misunderstanding, etc. In contrast, if the structure is well designed, there will be little confusion about what is expected, creating room for flexibility which is necessary for adapting to ever changing business environment, promote faster and better decision which in turn affect organisational performance (DeCenzo & Silhanek, 2002).

Culture: An organisation's personality is called its culture. Organisational culture is the "values, symbols, rituals, myths, and work practices that are shared by organisational members" (DeCenzo & Silhanek, 2002 p.8). They indicate that these elements in the organisation's culture will determine how each employee will behave. The organisation culture will provide clearly signs of how hard employees must work, what level of output to have, how to dress, the

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expected level of demonstrated loyalty to the group and the organisation. If the culture is performance-driven, then performance will improve if individuals and groups identify themselves with the organisation culture.

Job: An employee's job in an organisation plays a very important part in influencing his or her behaviour at work. Not every job provides the freedom or the opportunity to the employee to act completely the way he or she would. When an employee is working in a very difficult and undesirable job, this will affect his commitment – the willingness to excel on the job may be significantly decreased if it is unrelated to his or her career. The employee will quickly quit that job as soon as he or she finds a better job.

Supervision: Supervision is the exercise of direction and control in management to achieve desired objectives and employee satisfaction. The supervisor is responsible for establishing the work environment. Positive work environments lead to improved performance and increased job satisfaction. Supervisors who afford employees the opportunity to get involved in decision making, and in matters that require attention on the job ensure that the work environment is positive. Research indicates that supervisors who make involvement as part of their supervisory role have better-performing employees. DeCenzo and Silhanek assert that supervisors who involve employees and positively influence their performance truly function as leaders in the organisation.

Summary

The indusral revolution gave birth to the form of businesses as we see today. Even though it brought about some challenges in the initial changes such as the abuse of the workforce, it initiated new managerial thinking which underpins most of the modern business theories including the scientific management, and the human relation theories. The human relations school of thought, which seeks to explain what motivates employees to put up their best at work, has gained much prominence and more researched. A variant of the human relations school of thought is the Herzbergs motivational-hygiene model. This model highlights two important things the manager should do to get the best out of their employees: the first is providing challenging but enjoyable work where one can achieve, grow and demonstrate responsibility and advance in the organization (these are collectively referred to as motivator factors). The second factor is related to environmental factors such as poor lighting, poor ventilation, poor working conditions, low salaries and poor supervisor relationship which are broadly termed as hygiene factors. The manager, for efficient and effective management of the human resource, must ensure corporate culture and work structure promote the continuing existence of these factor. There are a lot of empirical studies that report a strong positive correlation between the presence of these factors and the performance of employees (Bassett-Jones & Lloyd, 2005; Becker, Huselid, Becker, & Huselid, 1998; Bendix, 1957b).

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CHAPTER THREE

METHODOLOGY

Introduction

This chapter deals with the collection, measurement and analysis of data. It covers discussions on the approaches to research, study population and sampling. It also discusses the test for normality of data, data analysis and limitations of the study.

Approach to Research

The two main approaches to conducting research are quantitative and qualitative (Neville, 2007; Yates, 2004). Quantitative research is 'Explaining phenomena by collecting numerical data that are analyzed using mathematically based methods (in particular statistics)' (Aliaga & Gunderson, 2002).The quantitative approach operates by developing testable hypotheses and theories which lend themselves to generalization. It is usually applied in the natural sciences and useful for data of numeric nature. Questionnaires, surveys, personality tests and other standardized research instruments are some of the data collection techniques normally used under this approach (Burell & Morgan, 1979).

The qualitative approach on the other hand is characterized by its aim of understanding the aspects of social life that can hardly be studied in quantitative terms, and its method which in general generates words rather than numbers as data for analysis (Patton & Cochran, 2002). Its techniques, findings, interpretations and conclusions usually reflect the subjective opinion of the

researcher. It is suitable where insightful understanding of a situation is needed. Data collection techniques adopted under this approach mostly include observation, case studies, interview guides and reviews of literature (Crotty, 1998).The choice of the approach to be adopted for a particular study will largely depend on the purpose of that study.

Given the particular purpose of this study, the nature and interactions between the variables being examined, a blend of the quantitative and qualitative approach is deemed the most appropriate for this study and therefore adopted.

Research Design

This study aims at investigating the relationship between human relations and employee performance. The study is cross-sectional and specifically employs the survey design. A cross-sectional study involves observations of a sample, or cross section of a population or phenomenon that are made at one point in time in order to measure the attitudes, beliefs, values or tendencies of the participants.

Study Area

Benso Oil Palm Plantation is a Ghanaian oil palm plantation and company, based at the Adum Banso Estate in Takoradi. They are listed on the stock index of the Ghana Stock Exchange, the GSE All-Share Index, its symbol is (BOPP). It was formed in 2004 and is involved with the production and processing of crude palm oil. It controls a large part of the market in West Africa. It is also involved in the refinery of fats and oils refining and blending. The company is in the possession of patented technology to convert wasted food into nutritious food.

Target Population

The target population of the study is Benso Oil Palm Plantation in Adum Banso, Takoradi. The population for the study comprised managers, supervisors, and administrative staff of BOPP.

Sampling Technique

Stratified sampling was used in order to have equal representation from each stratum, to draw valid conclusions and achieve greater accuracy. The sampling procedure used was random or probability sampling. Three departments were selected from each of the two divisions to represent all the offices and employees of the company. This was made up of thirty-five males and twenty-five females. The sixty staff members chosen were from both managers and staff. This was made up ten managers, fifteen supervisors, fifteen administrative staff and twenty field workers.

Data Collection Instrument

The questionnaire was the major instrument used in the study. Two separate items were prepared for management and employees of BOPP. The questions were both closed-ended and open-ended. With open-ended questions, no possible answers were provided but the respondents were made to provide their own answers. With the close-ended type, answers were provided and the respondents were to select the answers that they thought appropriate. Adequate time was given to the respondents to answer the questions.

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Method of Data Analysis

The method used for analysing the data is the univariate statistics including means, median, percentages and charts.

Summary

The study is a cross-sectional one and relies on the survey design for the achievement of the study objectives. A sample of 60 employees was drawn from a population of 100 employees. Through the use of questionnaires, data were collected and analysed through SPSS and MS Excel.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents the results and discussion of the data gathered and analyzed. The study presents primary and secondary data and information that is collected in accordance with research objectives and research questions in relations to human relations and employee performance at Benso Oil Palm Plantation Limited (BOPP). This chapter seeks to analyse the data and follow up with discussion.

Demographic Characteristics of Respondents

Respondents' characteristics are presented according to sex, age and status in the company.

Table 1: Sex distribution of respondents

	Frequency	Percent
Male	35	58.3
Female	25	41.7
Total	60	100.0

Source: field data (2014)

Table 2: Distribution of number of years of service of respondents

	Frequency	Percent
18-25 Years	4	6.7
25-35 Years	23	38.3
35-45 Years	20	33.3
45-55 Years	12	20.0
Total	41	100.0

Source: field data (2014)

From Table 1, it is realized that majority of the respondents (58.3%) are males. This could be attributed to the nature of the job the company engages itself in. It is observed during the preliminary visits and at the time of data collection that there are more males than females. The objective of this part of the analysis was to have a thought of the sex distribution of the study.

In the area of age distribution of respondents, it established that the age of the majority (38.3%) of the respondents included in the study is within the 25-35-year bracket. This could mean that the company has more youth. However, there is (5%) difference as compared with next age class of 35-45 years with about (33.3%) of the total distribution; followed by age class of 45-55 years obtaining (20%) with the minute ages class of 18-25 and 56 −above years getting (6.7%) and (1.7%) respectively of the total distribution.

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Table 3: The status of the various respondents

	Frequency	Percent
Senior managers	3	5
Junior managers	7	11.7
Supervisors	15	25
Clerks	15	25
Field workers	20	33.3
Total	60	100

Source: field data (2014)

Table 2, also depicts the status of respondents in the company, with the majority of the respondents representing (33.3%) being field workers, followed by supervisors and clerks obtaining (25%) each with the least being senior managers representing (5%).

Field Data and Analysis

Separate questionnaire were served to the management such as estate managers, human resource managers, and factory managers. The presentation and analysis of the primary data has been segmented into three parts – Part 1: structured interview results and their analysis; Part 2: questionnaire results and analysis and Part 3: workers questionnaire results and analysis. The results from the analysis of the data collected on the managers are presented as follows:

Interview Results and their Analysis

The interviews were conducted with three senior managers namely the Estate Manager, Human Resource Manager and the Factory Manager by using the

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same research questions to get their view about the research topic – the effect of human relations on employee performance at Benso Oil Palm Plantation Limited (BOPP).

The Nature of Human Relations in BOPP

Based on the interview results, there is a good working relationship amongst the various relevant stakeholders of the company. However, issues of performance appraisal, promotion and working conditions should be given serious attention by management of BOPP.

Factors giving rise to Employee Performance at BOPP

All the interviewees concluded that human relations play an essential role which drive employees to perform better in addition to clear job description, performance monitoring and measurement, training, reward and recognition, quarterly appraisal of target-based performance.

Measuring Work Performance of Employees at BOPP

It became evident that there is no particular system for the purpose of measuring work performance of the employees of BOPP, but in most cases, the company uses the following methods to measure work performance: The level of tardiness or time of reporting to work as well as leaving the workplace; number of days an employee works in a work or month; meeting of customers' demand; rate of absenteeism and timeliness, the level of customers satisfaction. This means that BOPP is having some challenges of measuring employees' performance.

Effect of Personal Problems of Employees on their Performance

All the interviewees agreed that off-the-job challenges of BOPP's employees impact on their performance directly and indirectly, and as a corollary of that, there are policies and working committees, counsellors who deal with matters of employees. The company has a working climate which has a positive bearing in relations to human relations and employee performance as DeCenzo and Silhanek, (2002) explain human relations as emotions and impulses that influence a person's behaviour.

Table 4: Human relations and employee performance

	Frequency	Percent
Yes	25	100
No	-	-
Total	25	100

Source: field data (2014)

From Table 2, 100% of the respondents are of the opinion that their human relationships influence the subordinates' performance either positively or negatively.

If yes, how does it influence their performance? [Question 6]

All the respondents acceded that human relations influence their employees' performance in the following ways:

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i. when interpersonal relationship is good, communication, respect for each other is enhanced and this drives people to perform better;

ii. it also influences attitudes and motivate employees to get along with superiors choices;

iii. boost morale of the employees as they see their managers as partners of the company;

iv. promotes teamwork and understanding and this prevent antagonistic behaviours; and

v. allows employees to freely present their grievances to management for action.

From the foregoing responses, good human relations impact on employee performance as shared by the following writers Petryni (2013); Atogiyire (2007); Lussier (2005).

In terms of whether management explains the job and its requirement to employees, twenty-four out of 25 respondents representing (96%) answered "yes" indicating that they explain each job to employees in order to show its relevance.

The results showed that 96% of the respondents say they explain jobs to the employees so as to remove any ambiguity and to enhance accountability of employees. They claim after explaining the job, employees become aware of what their jobs entail and what is expected of them so as to avoid possible overlap of jobs and its associated conflicts that will ensue. However, 4% failed to respond to the question.

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On the issue of whether management accept personal criticisms from their employees about how they operate without getting upset, fifty-four percent of the responses indicate that they do not become upset when criticised. However, 46% of the respondents say they only become upset when those criticisms were unfounded and baseless.

Treating employees with dignity without exception, hundred percent of the respondents admitted that every human being needs to be respected irrespective of the person's stature because this forms the basis of good human relations. These responses similarly support what DeCenzo and Silhanek (2002) noted that human relations encompass people cooperating and also engaging in conflicts. As people, we may agree or disagree on some choices of management; it is healthy when people move away from the usual groupthink by giving constructive criticisms to their managers and supervisors.

Do you ask for suggestions? [Question 11]

All the respondents' answers were in affirmative indicating that durbars and fora are organised to exchange views as to how to improve working conditions and how the job ought to be done satisfactorily.

Do you expect higher standards from your workers? [Question 12]

Hundred percent responded positively that they expect higher standards from their workers in order to realise the company's objective of growth and survival as well as contributing to the communities in which the company is located as competition in the industry is high.

Have your employees ever embarked on a strike? [Question 13]

Hundred percent of the respondents admitted that their employees have embarked on a strike before.

If yes, what accounted for such strike? [Question 14]

The results showed that the majority (72%) of management indicated that the strike was a result of employees calling for pay increase and better conditions of service. However, 28% representing the minority attributed the strike to employees expecting to be paid off when ownership of the company changed.

Table 5: Management relationship with employees

	Frequency	Percent
Good	7	28
Very good	18	72
Somewhat	-	-
Total	25	100

Source: field data (2014)

From Table 3, 28% of the respondents described their relationship with their employees as good whereas 72% responded that their relationship with their employees is very good.

How often do you see an employee helping out when a co-worker is absent or not feeling well? [Question 17]

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Hundred percent of the respondents described the situation as very often because most of the jobs were done in groups especially the field work so when one is absent, other members of the group complete the job as a result of teamwork.

How would you describe the morale of your employees? [Question 18]

Eighty percent representing majority described employees' morale as high whilst the remaining 20% described employees' morale was low.

What account(s) for the low or high morale of your employees? [Question 19]

What accounted for the high morale of the management was free accommodation, scholarship for their children, free medical care, free electricity, quality and constant water supply, teamwork, cordial relationship amongst managers. However, what accounted for the low morale is that expectations are higher than the reality because of price fluctuation of the company's product, which usually affects their expectations.

In your opinion, what factors contribute to the current level of performance of your employees other than human relations? [Question 20]. The respondents opined that there should be clear job description, safe and standard operating procedures, performance monitoring, proper wages and/or salaries and working environment for the general employees as main factor in relation to increase employee performance, along with other things such as co-operation and support, better organizational structure and culture, job design and job redesign, involvement and participation within the organization.

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What type of commitment do you have as a manager or supervisor? [Question 21]. The results showed that 60% of the respondents' commitment was affective whereas 40% continuance. This means that at any given opportunity, those with continuance commitment will leave the organization (BOPP). It means the human resource manager must have plans in place to resource the human needs of the organization.

Does your answer in question 21 affect your performance? [Question 22]

Those managers and supervisors whose commitment was affective responded "yes" to the question implying that their commitment influence their performance. In contrast, those with continuance commitment responded in a similar manner indicating that their commitment affects their performance. A positive commitment is a corollary of motivation which propels employees to give off their best to the organizational course (Luthans, 2011).

Do you consider personal problems of employees as part of Benso Oil Palm Plantation's problem (BOPP)? [Question 23]. Hundred percent of the managers and supervisors do consider personal problems of employees as part of BOPP's problems. A human relation is the complex engagements that exist between people in all aspects of their personal and occupational lives (DeCenzo & Silhanek, 2002).

Please explain your answer to question 23. [Question 24]

Respondents explained that off-the-job problems of employees directly impact on their performance on one hand and on the company on the other hand

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(indirectly). That is why the company has put in place mechanisms for employees to forestall some of such issues of employees.

Do you have wellness programme for employees? [Question 25]

The company has an employee wellness programme to assist employees to overcome any personal problems which can interfere with their jobs.

Analysis of workers questionnaire

Do you like working for the organization? [Question 4] It was evident from the respondents that 71.4% would like to work for the organization; however, 28.6% responded otherwise. Clearly those who responded 'no' that they would not work for the organization were field workers.

Why? (Please give reason(s) for the preceding answer) [Question 5]. Employees who responded positively to work for the company revealed that the company pays them on time, there is job security for them because the company is financially positioned, good reputation of the company. Twenty percent out of the 71.4% would want to work for the company to gain work experience because they are fresh on the job. In contrast, 28.6% attributed their response to low salary in relation to their jobs.

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Table 6: Provision of information

	Frequency	Percent
Yes	23	65.7
Rarely	5	14.3
Never	7	20.0
Total	35	100

Source: field data (2014)

From Table 4, the data indicate that 65.7% say that their managers or supervisor keep them informed about what is going in the organization. 14.3% rarely informed about what is going in the organization. However, 20% never informed what is going in the organization. Stakeholder interest and power is fueled by communication. Though majority of the employees are informed about what is going on, managers and supervisors must continue open all channels of communication to dispel and discourage rumour (Yiadom-Marfo, 2005; Boohene & Siaw, 2004).

How managers or supervisors handle employee complaints

The results showed that for 74.3% their managers or supervisors listened to their complaints and handled them fairly and quickly. To 25.7% respondents however, their managers and supervisors did not listen to their complaints. This is not a good sign even though the figure is marginal; managers and supervisors must listen to everybody that only serves as a motivation to employees.

Table 7: Employee-management relationship

	Frequency	Percent
Good	12	34.3
Very good	15	42.9
Somewhat	8	22.8
Total	35	100

Source: field data (2014)

It can be realized from Table 5 that 34.3% felt they have good relationship with their managers and supervisors. 42.9% felt very good relationship exist between them and their superiors whilst the remaining 22.8% admitted that they did not have good relationship with their superiors.

Relationships among colleague employees at the workplace

A little above fifty seven percent (57.1%) described their relationship with co-workers as good whereas 42.9% of respondents described their relationship with their colleagues as very good. This indicates that employees of the company (BOPP) have good intimate relationship, and this is healthy for the company's working climate.

How do you relate with a manager or supervisor who is temperamental? [Question 10]. It was established that 57.1% of the respondents would simply tolerate a temperamental manager or supervisor, approach the manager or supervisor with patience and humility. 28.6% indicated that they would avoid unnecessary exchanges with the manager or supervisor, dealing tactfully and

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making sure that any task assigned to them is properly executed. However, 14.3% intimated that they would vent out their pent up emotions, but would perform their duties diligently. It is evident that people take cognizance of human behaviour and attitude which is a good sign, that people would avoid personal grudges (Petryni, 2013).

Do you empathize (seeing the other person's point of view)? [Question 11]

More than eighty five percent (85.7%) of the respondents acceded to the fact they empathized. 11.4% responded that each situation was judged according to its merit and sometimes empathized before explaining otherwise to the other party. On the contrary, 2.9% did not empathize. This is a good sign as Luthans (2011) submits that empathy fuels understanding among employees in an organization.

Do you try to be a good listener? [Question 12]. Approximately 97% agree to the fact that good listening improves relationships with their colleagues. However, 2.9% think otherwise.

Do you share in the failure of a team member? [Question 13]. A large percentage of the people (85.7%) share in the failure of a team member indicating that whatever happens to their team member affects them too, whilst 8.6% did not, 5.7% did not respond to the question – no reasons were given.

Do you stay late to finish your job? [Question 14]. The majority of the respondents (71.4%) said they stay late to complete their jobs when the need arises whereas 28.6% did not stay late to complete their jobs. It is believed that this is an indication that employees of BOPP exhibit good organizational

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citizenship which tends to boost their morale and commitment by increasing their performance (Luthans, 2011).

Do you make self-disclosure (telling others about yourself)? [Question 15]. More than seventy percent (71.4%) reported that they did not make any self-disclosure; 20% agreeing to make self-disclosure, however, 8.6% failed to make their position known. This presupposes that there is lack of trust amongst some employees of BOPP.

Were you able to achieve your target last year? [Question 16]. The results showed that 88.6% of the respondents were able to complete their targets last year, but 11.4% could not complete their targets. This would indicate that last year, the company was able to realize its performance target.

What account(s) for your answer in question 16? [Question 17]. Majority (82.9%) said what accounted for their performance last year was good teamwork, punctuality to work, work extra hours to complete jobs, discipline, high crop yield – for those field workers; conversely, 17.1% who could not completed their target gave unrealistic targets as their reason for not able to achieve targets.

Table 8: Impact of recognition

	Frequency	Percent
Yes	20	57.1
Rarely	8	22.9
Never	7	20.0
Total	35	100

Source: field data (2014)

Table 6, depicts that 57.1 of the respondents received personal and social recognition during annual awards day organized to award deserving employees. 22.9% rarely received recognition, but 20% never received personal and social recognition. It is believed this practice would serve as a motivational tool to influence the performance of the workers of BOPP. Motivation is critical for employee performance as right variables such as ability, motivation and resources are made available (Lussier, 2005).

Does your answer in question 18 influence your performance? [Question 19]. Approximate eighty percent (82.9%) of the respondents agree that their responses in question 18 influence their performance, but those employees who had not been recognized submit that their responses never influence their performance.

Have you been trained by your employer after your job placement? [Question 20]. Employees who have been trained after their job placement constitute 85.7% and 14.3% said they have never been trained.

Do you have employee assisted programme in your workplace? [Question 21]. All the respondents affirmed that they do have employee assisted programme which covers issues such as marital problems, pre-retirement planning, alcohol, and sexual harassment. Employee assisted programmes are designed to deal with employees' personal and work-related challenges that interfere with job performance (Leonard & Hilgert, 2007; DeCenzo & Silhanek, 2002).

If yes, how do employees assisted programmes influence your performance? [Question 22]. The results showed that employees assisted

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programmes have impacted on the employees by helping them to overcome their personal and occupational difficulties and becoming more dedicated to their work.

Do you often absent yourself from work? [Question 25]. Closer to eighty nine percent (88.6%) of the employees remarked that they did not often absent themselves from work, whereas 11.4% reported that they often absented themselves from work. This could mean that the company is in a position to achieve its performance objectives.

What account(s) for your absence? [Question 26]. The 11.4% who often absented themselves attributed their absence to the difficult nature of their jobs. Management must identify such group of workers or jobs and develop off-period scheme for such workers to relieve them from fatigue and boredom.

Secondary data and analysis

The purpose of analyzing secondary data is to overcome limitations within the data and information that were collected and gathered from the interviews and surveys within the organization under study. The secondary data has been collected in the following major aspects of the organization under study that has influence on human relations and work performance of the employees:

i. Organizational structure

Organizational structure of BOPP is the vertical type of structure; there is power hierarchy within the structure where the general employees have limited power to make particular decisions for the organization. From the organizational structure of the organization under study, it can be said that there was very much power distance among the employees and the management personnel of the organization. There was limited communication and information sharing among

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the employees and the management personnel within the organization. So, it is clear that the employees would not be able to provide any self-initiative and creativity within the completion of particular tasks and activities. Thus, the researcher would like to say that the current organizational structure is not appropriate and effective to increase human relations and thus influence performance of the employees within the organization, such as BOPP.

ii. Organizational workplace (diversity and equal opportunities)

The available document showed that the organization under study is committed to ensuring better workplace through diversity and equal opportunities. From the observation, it was noted with concern the following major issues and aspects that have impacted on human relations and performance of the employees within the organization:

1. To employ most talented and skilled employees who will be able to contribute to the success of the company through cooperation with co-workers;

2. To ensure proper involvement and participation of the employees in the management of the organization;

3. To create better working environment for the employees where they can share knowledge and information which are necessary for cooperative behaviours;

4. To provide relevant training to the employees to increase their skills; and

5. To ensure equality of opportunity and fairness in all areas of employment and to valuing the diversity of our colleagues, clients, suppliers and people living within the local communities.

Summary

The presentation of the analysis and discussions of results from the primary and secondary data and information were collected and gathered based on the research objectives and questions in relation to human relations and employee performance. Thus, this chapter covered the research analysis and discussions of results, including the introduction, presentation of primary data and its analysis, presentation of secondary data and its analysis and conclusion.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary

The study was on how human relations impact on employee performance at Benso Oil Palm Plantation Limited, Adum-Banso Estates, Takoradi. The objectives were to: examine how human relations practices have influenced individual performance; investigate the nature of human relations at BOPP; determine the factors that give rise to employee performance and assessing how personal problems of employees impact their work performance at BOPP. The sample size for this study was sixty (60) respondents. The sampling technique used was random or probability sampling.

Respondents agreed that their relations with colleagues influenced their personal and collective performance. Their relations impacted on attitudes which are critical to organisational excellence. 71.4% of respondents had the intention to work for the company as opposed to 28.6% who would wish to leave the company to another company. Employees' commitments were affective, which implied that they were more loyal and enthusiastic to their company's success by working tirelessly, faithfully to the shared values of the company. Interpersonal relationship was cordial.

Authorities on human relations were of the view that good leadership, communication, effective listening, respect, avoiding favouritism and having trust

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and conflict resolution would go a long way to improving human relations in an organisation.

Conclusion

The relationship between management and employees should be a continuum. Employees want to know how the organisation is going to advance their course and what the organisation expects from them. This suggests that management owes it a duty to know how to react and relate with their employees to realise the goals of the organisation. A good human relationship existing between management and staff is a major force that would attract and retain employees into an organisation. Employees preferred to work for the company-BOPP- because of the cordial relationships existing amongst colleagues, good working conditions and challenging jobs.

Any attempt by managers and supervisors to ignore individual differences and focus on the task accomplishments could culminate in individual dissatisfaction because employees would think that the company is using them like machines. Under such conditions, severing ties and coordination amongst individuals, groups within the company would be impossible. If good human relations are practised, it will reduce labour turnover because of the social satisfaction employees enjoy at the workplace, improve performance and generally enhance the image of the organisation.

Recommendations for the management of BOPP

The practice of good human relations should be the responsibility of every individual in the organisation, most especially, managers and supervisors. The

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research has shown that human challenges are bound to occur because of individual differences, experiences and perceptions. In spite of the challenges encountered, the following recommendations are made to help minimise behavioural problems in the organisation:

The organisation should continue the current practice and approach within the workplace for the better involvement and participation of all employees into the decision making process within the organisation;

There should be better payment systems: financial and non-financial reward systems for the general employees within the organization; the regular meetings and gatherings within the general employees and top management personnel to share knowledge and information as well as to provide feedback and suggestions from the general employees should continue;

There is no specific guidance and prospect for the future career development and opportunities within the organization, so there should be proper steps by the organization to highlight career development and opportunities.

The organization should adopt and implement, on regular basis, guidelines to measure interpersonal skills and work performance and thus provide relevant support and guidance to improve the skills that can create more cooperative behaviour and better work performance. Supervisors must be polite and patient in explaining and issuing instructions on matters relating to what specifically they expect their subordinates to carry out.

Recommendations for further research

       This research is unable to cover all the relevant topics which could have helped arrive at complete strategic guidelines on how to overcome human relations challenges in organizations. It is therefore recommended to anyone who may further research in any of the following areas: the relationship between management and local labour union in the organization; and the development of the individual employee in the organization.

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APPENDICES

APPENDIX A

UNIVERSITY OF CAPE COST

SCHOOL OF BUSINESS

HOW HUMAN RELATIONS INFLUENCE EMPLOYEE PERFORMANCE AT BENSO OIL PALM PLANTATION LIMITED

MANAGEMENT QUESTIONNAIRE

I humbly solicit your assistance in filling this questionnaire to enable me to gather data on the preceding topic in partial fulfilment of the requirements for award of Master of Business Administration. The information given shall be treated as confidential.

Please tick (√) where it is appropriate.

1. Sex   Male ( ) Female ( )

2. Age 25-35( ) 35-45( ) 45-55( ) 56 above ( )

3. Status in the organisation --

    ----

4. In your own opinion, do you think that your human relationship (that is, all types of interactions among people that sometimes cause conflicts in

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personal and work related situations) with employees influence their performance?

Yes ( ) No ( )

5. If no, please skip question 6?

6. If yes, how does it influence their performance?------------------------------

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7. Do you try to explain each job and its relation to the employees or workers in order to show its importance? Yes ( )   No ( )

8. Why (please, give an explanation to your answer in question 7).-----------

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9. Do you accept personal criticisms from your employees about how you operate without getting upset? ---

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10. Do you treat all employees with dignity? (that is, being worthy of respect)

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11. Do you ask for suggestions? Yes ( )   No ( )

12. Do you expect higher standards from your workers? Yes ( )   No ( )

13. Have your employees ever embarked on a strike? Yes ( )   No ( )

14. If yes, what accounted for such strike? --

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15. If no, what account(s) for that? --

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16. How is your relationship with your employees?

    Good ( )   Very Good ( )   Somewhat ( )

17. How often do you see an employee helping out when a co-worker is

    absent or not feeling well?--

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18. How would you describe the morale of your employees?
    Low ( )   High ( )

19. What account(s) for the low or high morale of your employee?

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20. In your opinion, what factors contribute to the current level of

    performance of your employees other than human relations? ---- ------------

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21. What type of commitment do you have as a manager or supervisor?

   Affective (   )   Continuance (   )   Normative (   )

22. Does your answer in question 21 affect your performance?

   Yes (   )   No (   )

23. Do you consider personal problems of employees as part of BOPP's
    problems?

   Yes (   )   No (   )

24. Please explain your answer to question 23.-------------------------------------

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25. Do you have wellness programme (any organisational sponsored events

    designed to keep employees healthy) for employees?   Yes (   )   No (   )

26. If yes, why should you have such a programme?------------------------------

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27. If no, explain your answer to question 25.-------------------------------------

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APPENDIX B

UNIVERSITY OF CAPE COAST

SCHOOL OF BUSINESS

HOW HUMAN RELATIONS INFLUENCE EMPLOYEE PERFORMANCE AT BENSO OIL PALM PLANTATION LIMITED

WORKERS QUESTIONNAIRE

I humbly solicit your assistance in filling this questionnaire to enable me to gather data on the preceding topic in partial fulfilment of the requirements for award of Master of Business Administration. The information given shall be treated as confidential.

Please tick (√) where it is appropriate.

1. Sex   Male ( )   Female ( )

2. Age 18-25 ( )   25-35 ( )   35-45 ( )   45-55 ( )   56 and above ( )

3. Status in the organisation--

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4. Do you like working for the organisation? ------------------------------------

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5. Why? (please give reason(s) for the preceding answer).---------------------

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6. Does your manager or supervisor keep you informed about what is going

    on?   Yes ( )   Rarely ( )   Never ( )

7. Does your manager or supervisor listen to your complaints and handle

    them quickly and fairly? Yes ( )   No ( )

8. How is your relationship with your manager or supervisor?

    Good ( )   Very good ( )   Somewhat ( )

9. How would you describe your relationship with your colleagues at the

    workplace? Good ( )   Very good ( )   Somewhat ( )

10. How do you relate with a manager or supervisor who is temperamental? --

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11. Do you empathise (seeing the other person's point of view)? ----------------

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    ----

12. Do you try to be a good listener?   Yes ( ) No ( )

13. Do you share in the failure of a team member?   Yes ( ) No ( )

14. Do you stay late to finish your job? Yes ( )   No ( )

15. Do you make self-disclosure (telling others about yourself)?

Yes ( ) No ( )

16. Were you able to achieve your target last year?   Yes ( )   No ( )

17. What account(s) for your answer in question 16.-------------------------------

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18. Do you receive personal and social recognition from your supervisors and

managers?   Yes ( )   Rarely ( )   Never ( )

19. Does your answer in question 18 influence your performance?

Yes ( ) No ( )

20. Have you been trained by your employer after your job placement?

Yes ( )   No ( )

21. Do you have employee assistance programmes (a programme designed to

assist employees overcome their personal problems) in your workplace?

Yes ( )   No ( )

22. If yes, how does employee assistance programme influence your

performance.--

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23. If no, does it affect your work output? Yes ( )   No ( )

24. Explain your answer to question 23.--

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25. Do you often absent yourself from work? Yes (   )   No (   )

26. What account(s) for your absence? ---