

THE EFFECT OF WORKERS RELATION IN AN ORGANIZATIONAL EFFECTIVENESS

By

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ABSTRACT

One of the most pressing issues facing most organizations today is the need to raise Workers productivity. There is a widespread belief that productivity improvements can only be achieved through a fundamental reform in the area of Workers relations. Changes are thought to be necessary both in the organization and structure of work and in the way in which Workers are trained, remunerated and motivated. Moreover, it is argued that these changes cannot be separated from the need to overhaul our system of interest representation and dispute resolution. The activities of trade unions and the operations of arbitration tribunals are often viewed as impediments to management efforts to lift the competitive performance of their organizations. The purpose of this study is to evaluate these arguments, identify ways Workers relations affect productivity, and how to improve productivity in organizations. GTB Bank was used as a case study for this research, as various Workers and management of the bank were used as respondents for the study. Responses gotten from the Workers and employers were analyzed to bring out findings as well as recommendations for this study. With regards to the research methodology of this study, the casual research design was chosen as the most appropriate research design for the study. Data was gathered from both primary and secondary sources of information. Responses from questionnaires and interviews with management of the bank formed the basis for the primary data, while books, articles and journals on Workers relations acted as the secondary data. Findings from this study revealed that Workers relations practices affect productivity through Workers morale, quality and quantity of output/product. Other findings include various challenges that Workers face at workplace and various ways to enhance healthy relationship between Workers and their employers in an organization. The most valuable recommendation given is to treat Workers with great care.

Keywords: Workers productivity, Workers relations, Organizational productivity, Employee performance, Management efforts, Competitive performance

INTRODUCTION

Maintaining healthy Workers relations in an organization is a pre-requisite for organizational success. Strong Workers relations are required for high productivity and human satisfaction. Workers relations generally deal with avoiding and resolving issues concerning individuals which might arise out of or influence the work scenario. Strong Workers relation depends upon healthy and safe work environment, cent percent involvement and commitment of all Workers, incentives for Workers motivation, and effective communication system in the organization. Healthy Workers relations lead to more efficient, motivated

and productive Workers which further lead to increase in production level. Over 40 percent of the companies listed in the top 100 of Fortune magazine's "America's Best Companies to Work For" also appear on the Fortune 500. While it is possible that Workers enjoy working at these organizations because they are successful, the Watson Wyatt Worldwide Human Capital Index study suggests that effective human resources practices lead to positive financial outcomes more often than positive financial outcomes lead to good practices.

Research design

The research design used was cross sectional, explanatory and descriptive research design. Cross sectional is a research design where data are gathered once perhaps over period of days, weeks and months. Explanatory research design it seek to explain the variable by associating it, with the study and this was used because the researcher was interested in explaining why and how the variable behave the way they do. Descriptive research design was used to describe the variable which was under study. Descriptive aspect of the study laid in identifying the relationship between Workers relation and organization performance.

Survey population

The researcher used GTB Bank as the case study. This was composed of Workers totaling to 26 where the researcher concentrated on both management and other Workers. Out of 26 members 25 peoples were selected and given questionnaires to fill.

Sampling design

Simple random sampling

Simple random sampling was used in selecting respondents from the sample frame. The researcher used this technique to ensure that each members of the target population has an equal and independent chance of being included in the sample of this study.

Sampling size

A sample size of 25 respondents was selected using simple random sampling consisting of top, middle and lower Workers 4 top management, 10 middle management and 11 lower level Workers. Kralje and Morgan (1970)

$$S = \frac{X^2 NP (1-P)}{d^2 (N-1) x^2 p (1-p)}$$

S= required sample size

X^2 =the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841)

N= the population size

P= the population proportion assumed to be 0.50 since this provided the max size

d =the degree of accuracy expressed as proportion (0.05)

$$3.841(26)(0.50) (1-0.5) \div 0.05 \times 0.05 (26-1)3.841 (0.50)(1-0.50)$$

$$=24.96665 \div 1.02275$$

$$=25$$

Sources of data

The researcher used both primary and secondary data.

Primary data

Primary data is original data which has not been published anywhere. It was obtained for the first time for a specific research problem. It was got using different methods for example questionnaires and observation. Primary data was collected where secondary data was not available.

Secondary data

Secondary data are that which already exist prepared or developed for some purpose rather than to solve the problem at hand. A researcher got this information from reading journals, text books, previous research, publication, magazines and reports.

Tools of data collection

Questionnaires

A questionnaire is a research instrument consisting of a series of written questions which were given to respondents who were Workers in this case and filled in their free time and were collected at a later date from those respondents. The questionnaire consisted both open ended questions and closed ended questions.

Interview guide

This entails the uses of unstructured instrument such as open ended questions as well as various scaling methods such as ranking and likert scales. It was used to understand the characteristic and attitudes of staff to various aspects of Workers relationship.

Methods of data collection

Survey

The researcher used the survey method whereby he followed a drawn interview guide he asked the selected respondents the structured questions. This method was good where the respondent did not have time to fill the questionnaires and those who were illiterate

Observation

The researcher used observation method whereby he used certain official documents that Workers presented in relation to some elements of the study.

Data analysis

Correlations and multiple regressions was part of the analysis. Pearson correlations was used to determine the degree of relationship between variables .Regression analysis was used to determine the contribution of the independent variable to the dependent variable.

Table 1 Showing Respondent gender

Gender	Frequency	percent
Male	15	60
Female	10	40
Total	25	100

Source primary data.

From Table 1 above, it's indicated that 60% of the respondents were male, while 40% were Female. This implies there more male Workers than female Workers in GTB Bank.

Table 2 Showing Respondents age

Age	Frequency	percent
Below 20years	1	4
20-30 years	9	36
31-40years	10	40
Above 50 years	5	20
Total	25	100

Source primary data

From Table 2 above, its indicated that the biggest numbers of respondents were in the age bracket of between of 31-40 represented by 40% of the total respondents. 36% were in the age bracket of 20-30 years, below 20 years 4% and 20% above 50 years this implies that GTB Bank employs mature Workers who are experienced.

Table 3 Showing Respondents education level

education	Frequency	percent
O LEVEL	7	28
A LEVEL	5	20
DIPLOMA	2	8
DEGREE	8	32

MASTERS	1	4
PRIMARY	2	8
TOTAL	25	100

Source primary data

From Table 3 above it's indicated that the categories of degree level of education, respondent were 32% of the total respondents. 8% were diploma holders, 20% A level, 28% O level, 4% masters and 8% Primary level.

The majority had degree this implies that GTB Bank Workers more workers with higher education than with lower education.

Table 4 Showing Number of years worked

Number of years worked	Frequency	percent
Less than 1 year	2	8
1-2 years	12	48
3-4 years	10	40
Above 5 years	1	4
Total	25	100

Sourceprimarydata

From Table 4 above its indicated that Majority of the Workers has worked between 1-2 years representing 48% of the total respondents. 40% of the Workers have worked between 3-4 years, 8% less than 1year and above 5 years 4%

This implies that GTB Bank recruits new Workers than it retain them.

Table 5 Showing Respondent marital status

Marital status	Frequency	percent
Married	14	56
Single	11	44
Divorced	–	–
widowed	–	–
Total	25	100

Source primary data

From Table 5 above its indicated 56% were married, while 44% were single and none of the respondent was divorced or widowed. This implies there more married than single Workers in GTB Bank.

Table 6 showing respondent occupation

Occupation	Frequency	Percentage
Storekeepers	4	16
Drivers	5	20
Security guard	4	16
Accountant	2	8
Cashier	1	4
Sale marketer	6	24
Secretary	1	4
Receptionists	1	4
Messengers	1	4
TOTAL	25	100

Source primary data

From Table 6 above, its indicated that 16% were store keepers, 20% Drivers, 16% security guards, 8% accountant, 4% cashier, 24% sale marketer, 4% secretary, 4% receptionists and 4% massager. This implies there more professional Workers than low staff since majority were sale marketer representing 24 % of the respondent.

All Workers make contribution to the organization according to the duties that are assigned to them, the organization employ them because of the qualification and skills that they have.

Table 7 Showing whether the organization performance has increased over the last five years

Category	Frequency	Percent
Yes	24	96
No	1	4
TOTAL	25	100

Source primary data

From the Table 7 above, it's indicated 96% of the respondents agreed that the organization performance have improved for the last five years. This implied that

Organization was producing at maximum capacity. They based this on the figures which they were reading from the GTB Bank reports. While 4% said the firm was not performing for the last five years.

Table 8 showing factors that have contributed to organization performance

Category	Frequency	Percent
Collective decision making	9	36
Good working condition	–	–
Workers participation	12	48
Motivation	4	16
Total	25	100

Source primary data

From the table 8 above majority of the respondent shows that Workers participation is the major cause of growth representing 48% of the total respondent this implies that Workers plays a significant role in fostering the growth of the organization if they participate fully in attaining the goals of the organization. 36% of the total respondent represented collective decision making meaning that Workers are involved in making decisions. There is no good working condition in GTB Bank since 0% of the total respondent represented good working condition .The nature of work in cement manufacture is quite hazardous the process produces dusts, unfavorable operating temperature and loud noise emanating from machines. 16% represented motivation of the total respondent meaning that management does not motivate Workers sufficiently.According to most Workers think that management should motivate their Workers, increase salaries to reduce strike and improve the working conditions.

Table 9 showing organizational annual turnover

Turnover	Frequency	Percent
Less 5m	–	–
5-10m	1	4
11-14m	–	–
Above 15 m	24	96

Total	25	100
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Source; primary data.

From the Table 9 above, its indicated that 96% of the respondent shows the annual turnover of the organization is above 15 m while 4% shows that the annual turnover is between 5-10 m. This implies the annual turnover is high because of the market share.

Table 10 showing organization performance is as result of good Workers relationships

Category	Frequency	Percent
Yes	13	52
No	12	48
Total	25	100

Source primary data.

From table 10 above ,52% of the respondent responded yes that organization perform as a result of good Workers relationship giving reasons that good Workers relationships has enhanced communication and that organizational performance depend on the relationship between management and Workers those are in the lower level middle level and Top management. If there is good relationship with Workers performance is achieved and if relationship is poor there is poor performance. Good relationship increases morale at work and Workers are motivated to work at their level best.

While 48% of the respondents think that performance is not as a result of good relationship since there is no good relationship between the Workers performance is caused by the company reputation that it have, weak competitors within the industry, there is poor working condition and the organization is still performing and increased market share.

The organization management should improve the relationship with Workers by improving the working condition and motivating the Workers. This because good Workers relationship increases the organization performance. According to Peter Drucker(1999) Management by objectives ,it argued that decision should be made where the managers together with Workers come and seek goals of the organization.

Table 11 showing what organization offer to Workers to improve relationship and improve performance

Incentives	Frequency	Percent
Allowances	10	40
Promotions	2	8
Training	8	32
Salaries	5	20
Total	25	100

Source primary data

From table 10 above it's indicated that In order for organization to create relationship with Workers the organization provides the following incentives allowances represent 40%, Promotion 8%, Training 32% and salaries 20%.

Table 12 Showing Workers management relationship

Category	Frequency	Percent
Moderate	8	32
Good	4	16
Fair	5	20
Poor	9	36
Total	25	100

Source primary data

From table 12 above, Majority of the respondents represented 36% stating the relationship between management is poor giving reasons that there is no effective communication, motivation, and low wages. 16% represented relationship between management is good since the organization is giving allowances to Workers such as medical allowances and housing allowances while 20% represented that relationship between Workers and management is fair.

Table 13 finding the relationship between Workers and Organization performance

Workers relationships	Organization performance
13	24
12	1

Source primary data r =Pearson correlation coefficient.

N=number of respondent

X=Independent variable.

Y=dependent variable

Table 14 Showing calculation between variables

X	Y	xy		Y ²
13	24	312	169	576
12	1	12	144	1
25	25	324	313	577

Source primary data

$$r = \frac{25(324) - 625 \div 25(313) - (25 \times 25)(25(577) - 25 \times 25)}{8100 - 625 \div (7825 - 625)(14425 - 625)}$$

$$= \frac{7475 - 7200 \times 13800}{= 7475 \div \sqrt{99360000}}$$

$$= 7475 \div 9968$$

$$= 0.75$$

$$= 0.8$$

$$\text{Correlation} = 0.8$$

The study requested the respondents to provide information about the relationship between Workers and organizational performance in GTB Bank as calculated above.

The results reveal a positive and strong relationship between Workers and organizational performance in GTB Bank since $r=0.8$. This shows that Workers affects the performance of the organization .All organizations which aim at high performance need to have a policy agenda to create relationship with their Workers or working people ,which support their business objectives what this calls for is to have an Workers management relation.

Conclusion

The result from Pearson correlation shows that there is a strong positive relationship between Workers and organizational performance.

The study findings revealed that poor performance is as a result of poor working condition, lack of motivation, ineffective communication and lack of Workers participation. Workers relation has a big Effect on the organization performance if relationship is poor organization performance will be negatively affected.

Recommendations

The organization management should improve the working condition to create a good conducive environment for Workers.

The organization management should motivate the Workers through giving incentives such as increasing salaries, promotions and giving allowances. Motivation increases morale at work. The organization should improve communication within the organization therefore Workers should interchange ideas, feelings and opinions with management.

Workers involvement in decision making, Workers should be involved in consultation and decision making it will improve trust between them.

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