

# Human Relations and Industrial Peace and Harmony: A Conceptual Review

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**Abstract:- Disputes or conflicts among workforce are inevitable. It is indeed a fact, typical of an organization to have conflicts. This is because an organization is a structure that involves humans, and humans have different behaviors. Human being, as an individual is faced with peculiar character traits. This makes man a complex being in nature. As a result, there is a need to research current challenges in human relations, as well as industrial peace and harmony in an organization. Thus, the work adopted literature review method and qualitative analysis technique. The objective is to study how human relations affect the peace and harmony of an organization. Human relations components include negotiation, emotional intelligence, multitasking, and communication, while measures for industrial peace and harmony include better workplace, trust and confidence, employee activities and royalty, and increased motivation. The study confirms that human relations require having positive interactions among members of the team, to achieve industrial peace and harmony in an organization. As a result, it is recommended that management be attentive to organizational conflict, as well as engage interactive sessions, good communication skills, and other strategies to preserve a cordial relationship, co-operation, and high productivity in the organization.**

**Key words:** *Human Relations, Industrial Peace and Harmony.*

## I. INTRODUCTION

Conflict among employees in an organization is inevitable. Complex organizations are prone to conflict (Putnam & Krone, 2016). It's worth noting that if Human Relations is properly-managed, it can have a beneficial impact on employees' peaceful coexistence, excellent teamwork, job satisfaction, and performance, as well as a reduction in misunderstandings and conflicts.

Within an organization, however, peace/harmony signifies organizational empowerment and stability. Without contradictory ideologies in the present complicated and extensive organizations, there would be no challenge to the opinions as well as no motivation to change in the organization. As a result, managers' capacity to handle and overcome difficulties is considered as dependent on their ability to maintain peace and harmony. As previously stated, the organizational culture parameter is a powerful

component that can represent interpersonal relationships and interactions among employees. As a result, understanding corporate culture is critical since it aids in forecasting outcomes, particularly in terms of how employees react to a lack of peace and harmony.

There are perceived and instrumental conflicts which people assume as the sources of conflict. For example, in the individualist culture, a person believes the source of disunity is instrumental by nature. According to research, management executives spend a significant amount of time resolving employee conflicts. If the personality features of each individual employee are examined, this can be reduced. Managers and employees can respect and comprehend their peers' personality traits and personalities as a result of this. Effective Human Relations therefore enables workers to contribute their individual quota and deliver effective and efficient services with the view of attaining organizational goal and objectives.

To put it another way, if organizational conflicts are effectively managed through Human Relations skills, the organization's performance in terms of maximizing scarce resources and meeting organizational goals will improve (Awan & Anjum, 2015). Unmanaged disagreements, on the other hand, may have a detrimental influence on employee satisfaction and performance. This occurs when all managerial factors result in industrial peace and harmony.

As a result of the potential for conflict resolution time management to increase employee certification and work performance (Awan & Anjum 2015), management should resolve disagreements to improve organizational performance. This is because it is only a peaceful environment that can enjoy productivity and generate revenue and environmental harmony.

Human Relations, on the other hand, is the study of human relationships. When Human Relations is used successfully, the organizational structure will be able to function efficiently. It will enable employees achieve career successes. It will also enable workers to work professionally and personally. It is a vital human trait since it allows one to know how to deal with and get along with people. This means that disagreement can be resolved by sound decision-making, resulting in a great workplace with contented employees.

## II. THEORETICAL FRAMEWORK

The work anchored on human relations theory as its theoretical review. This theory is postulated by Elton Mayo in 1932. His focus on the behaviour of people in groups and how it affects individuals in the workplace, known as the Hawthorne studies (Sean, 2020). Productivity was the focus of business during the Industrial Revolution and early improvements in the 1920s. In his organizational psychology movement, Professor Elton Mayo, the Father of the Human Relations Movement, demonstrated the importance of people engaged in productivity via machine (the Hawthorne Studies). He looked at how people behave in groups and how that affects their performance at work. Workers, he believes, are machines that can operate in difficult, unethical, or unrealistic conditions. He believes that people wishing to be part of the supportive team facilitates growth. As a result, a worker is extremely motivated. He reviews/focuses attention on work, for example, and encourages others to join in their profession. They regard their work as extremely vital, and as a result, they are driven to perform at a high level. They are more productive as a result, creating high-quality work.

Elton believes that worker output and satisfaction were all linked together. This theory claims that the factor that influences productivity are relationship. The relationship here is that productivity increases due to relationship. This has a significant impact on the team's performance. It is vital to highlight that employee motivation contributes to increased productivity, resulting in the so-called "Hawthorne Effect."

Abraham Maslow and Douglas McGregor also show how the motivated theory connects to Human Relations theories. As motivational elements, Maslow proposed five (5nos) basic needs (Physiological, Safety, Love, Esteem, and Self-actualization). These consider the value of an employee's labor as well as how much he or she contributes. This is due to the fact that when employees' basic needs are met, they become more motivated and committed to the organization. However, McGregor and associates though support this theory, they however believe that employees contribute more to the organization if they feel responsible and valued. This basis is what people want to have, as a sense of belonging. It helps being considered important, while being valued and respected. The theory is also more on informed social aspect of workers' whose overriding need is seen as a desire to belong, and to be accepted by his/her work group (Chand, 2017).

When people are treated with value and respect, they want to feel like they belong and are important. This will boost productivity and work quality, which will help the organization achieve its goals and objectives. The notion directs managers' attention away from production and toward employee excitement, morale, and contentment.

## III. CONCEPTUAL FRAMEWORK

This project focuses on a review of relevant material obtained from primary and secondary sources, such as papers, journals, books, and the internet. Hence, it promotes its validity. It contains the conceptual, theoretical reviews related to digitalization and organizational communication.

### Concept of Human Relations

We are social animals. We crave contact with others for support, wellbeing and entertainment. But as our lifestyles become ever more compassing and reliant on digital tools, these simple interactions are under threat. Interactions are relationships between coworkers, supervisors and staff, and employees with the general public in the workplace. Positive interactions boost happiness, boost morale, and boost job satisfaction. Negative relationships cause confusion, worry, tension, and uncertainty, all of which have a negative impact on job efficiency and productivity (Titilayo, 2017). One of the most significant developments in recent years has been the increased importance of human relations in almost every type of work setting. Human relations are a key component for many organizations to consider if they want to improve their operations and performance. As a business leader, you should avoid allowing unfavorable workplace interactions to develop in the workplace. It is crucial to emphasize, however, that management of companies must ensure that human relations in the organization are focused toward positive interactions, as there are advantages to having a good human relations system.

Scholars in management and social sciences have given many definitions and meanings to the idea of human interactions. To support our research, we will look into some definitions of human connections. According to John (2018), human relations is the systematic study and application of data on how individuals and groups function and interact within the organizations in which they work. This idea suggests that, rather than physical torture, the worst punishment for someone in an organization is to go undetected by everyone else.

Some economists in the social sciences have recognized the importance of human relationships. They claim that it indicates some of their advantages, such as sentimental correspondence, nurturing, moral support, and so on. Dana et al., (2013) refers human relations as relationship with or between people, particularly in a workplace or professional setting. This means that human relations are present in every organization and industry. De Simone (2014) defines human relations as "the act of situating people in work contexts in order to encourage them to collaborate amicably." The process of putting things together should improve organizational efficiency while giving economic, psychological, and social satisfaction to front-line workers.

The researcher defines human relations as any sort of interactive activity that an employee or employer engages in when speaking on work-related issues within a company,

according to the aforementioned definition. Human relations, then, are activities that aid in the integration of interactions between employers and employees, as well as other stakeholders, for the advantage of everyone. One of the most common causes for people being dismissed in the workplace is a lack of interpersonal skills. It's important to note, nevertheless, that in order to increase operations, performance, and harmony among claimants, the organization's management must create an enabling environment for the human relations system to grow. The inability to work as part of a team or group, insufficient job autonomy, and unsupportive supervision, for example, all contribute to a lack of appropriate human connections in a company. Conflicts, cooperative activities, and group connections are all examples of human relations. It is the study of how our personal and professional beliefs, attitudes, and behaviors can lead to interpersonal conflict. When there are appropriate human ties in terms of interactions, happiness is contagious in nature.

#### Effects of Lack of Effective Human Relations

As a result of a loss of influence in human relations, the following contemporary difficulties will arise:

1. It results in the failure of human-to-human relations.
2. It could result in poor overall performance and failure to meet specified objectives.
3. It may cause the organization's entire operations to be disrupted.
4. The revenue generation could be stalled due to low productivity.
5. It could lead to poor relationship amongst workers

#### Benefits of Human Relations

There are various advantages and benefits to working in Human Relations. - A few of them are:

1. Effective Human relationship could result to organizational harmony and friendship amongst individual players.
2. High productivity: Production and output will steadily increase, resulting in deliverables based on goal achievement.
3. It promotes career success in workplace.
4. It leads to personal and professional improvements.
5. It teaches employees how to manage others and deal with coworkers about work-related concerns and challenges.
6. Assists employees in getting along with one another and avoiding potentially damaging disputes.

Furthermore, research has revealed that most employees personalize official obligations when delegated, and hence do not delegate responsibility. This is a bad habit to get into, and you should make an effort to teach transfer of responsibility when the scenario calls for it.

Organizational performance, according to Armstrong (2000), refers to situations in which employees are motivated to fulfill tasks that have been given to them, resulting in a division of labor. These are in view of achieving both short term or long term organizational goals. They must understand the value and beauty of existing delegation of responsibilities. The Head officer has other

subordinates who could be delegated duties to perform, coach or mentor to enhance continuity.

#### Dimensions of Human Relations

Human Relation dimension are negotiation, emotional intelligence, multitasking, and communications.

**Negotiation:** Negotiation occurs frequently in the workplace, whether it's to navigate an employment offer, reach an agreement between stakeholders and the organization, or just manage competing opinions. Strong negotiation abilities are essential for maintaining peace between two parties while obtaining an agreement that is satisfactory to all sides. In negotiations, effective communication tactics like mirroring and tailoring your language to your audience can be beneficial.

#### IV. THE COLLECTIVE BARGAINING OF NEGOTIATION PROCESS COMPRISES OF FIVE CORE STEPS

**Preparation:** This requires assembling a bargaining team. Members of both parties' negotiation teams should have sufficient negotiation knowledge and talents. During this phase, both the employer's and union's representatives assess their own situations in order to create the issues they believe will be most significant. The first stage is to determine whether there is even a need to bargain.

It is necessary to have a thorough awareness of the primary topics to be discussed, as well as a thorough understanding of operations, working conditions, production regulations, and other essential factors.

**Discussion:** Here, the parties come to an agreement on the ground rules for the negotiations. A procedure that has gotten off to a strong start is only half completed, and collective bargaining is no exception. In order to establish a collective bargaining agreement, an environment of mutual trust and understanding is also fostered.

**Proposal:** The initial opening remarks, as well as the several options for resolving them, are covered in this phase. This phase is referred to as "brainstorming" in a nutshell. A communication exchange takes place, and both sides' opinions are sought.

**Bargaining:** When you approach negotiations with a problem-solving perspective, they become much easier. The formulation of "what ifs" and "supposes," as well as the drafting of agreements, are all part of this step.

**Settlement:** Following the conclusion of the negotiating process, the parties reach a consensual agreement in which both parties agree on a common solution to the problem or issue at hand. This level is defined as the effective cooperative implementation of the agreement.

This result of effective negotiations / bargaining could lead to:

**Win-win Collective Bargaining Outcome:** The win-win outcome occurs when each side of a dispute feels they have won. Because both parties benefit from such a circumstance, any dispute settlements are likely to be accepted voluntarily. Negotiators who seek a win-win situation frequently overlook the fact that this method necessitates the parties to collaborate and investigate all options before settling on a strategy that is most likely to result in a mutually beneficial agreement (Thompson, 2005). The adoption of the collaborative technique, in which all disputing parties meet and directly discuss the issue of the conflict, with each party seeking to care about the aims of the other parties, results in a win-win situation (Newstorm, 2007). By minimizing friction, animosity, and distraction among team members, a win-win collective bargaining conclusion can assist increase team performance (Mannix, 2001).

**Win-Lose Collective Bargaining:** When one side of a conflict believes they have won and the other believes they have lost, this is known as a win-lose situation (Beckno, 2006). Industrial conflicts, for example, denote a temporary stoppage of work as a result of workers pursuing grievances and a win-lose collective bargaining outcome in a win-lose scenario. They typically arise as a result of a breakdown in collective bargaining as well as disagreements between employer(s) and employees. As a result, collective bargaining is viewed as a means of getting your way, driving a hard bargain, or defeating the adversary. However, in the near term, negotiating may well achieve one side's objectives (Tressler, 2007). This means that while one side wins, the other loses, and this conclusion could harm the parties' future relationships. It also raises the likelihood of broken connections, people walking out or refusing to contact with the winners again, and the process ending in a squabble. (2007, Tressler) Bargaining for a win-win situation is arguably the most common type of negotiation. Azamoza (2004) argued that win-lose collective bargaining outcome can help strengthen the organization and enable an organization improve its performance.

**Lose-Lose Collective Bargaining:** All parties are worse off in this circumstance. Most of the time, the disagreement is an emotional issue that leads to a choice in which neither party wins. In a lose-lose situation, neither party gets what they desire or need.

However, in some lose-lose situations, all players recognize that losses are unavoidable and that losses will be shared equally. In some situations, lose-lose outcomes may be preferred than win-lose outcomes since the distribution is regarded more equitable.

Not all outcomes of a collective bargaining exercise will be accepted by the antagonizing parties, thereby resulting into third party intervention to solve the issue at hand (Petkovic, 2008). A win lose outcome may have a successful outcome.

**Compromising Effect of Collective Bargaining:** Compromise frequently necessitates both sides of a conflict giving up elements of their respective perspectives in order

to reach an acceptable compromise. This method is best effective in situations if both parties have roughly equal power.

When both parties stand to lose something important, such as a customer or a critical service, business owners frequently utilize compromise in contract negotiations with other companies. Most people in a conflict situation are familiar with this track.

It is usually based on the principle of giving and receiving. It is hoped that the outcome of the dispute situation will benefit both parties, or that the individuals will feel that a fair settlement has been reached at the very least. This approach of dispute resolution is based on the premise of goodwill between the parties. It is assumed that neither partner is fully committed to an adversarial relationship. There is room for giving or adapting. Both parties are willing to negotiate directly or with the help of a third party. The final deal is also likely to improve the situation for both parties.

Negotiation, as a result, is a direct process of interaction and conversation involving at least two persons who are involved in a problem or conflict. Both parties acknowledge that they have a problem and that they can address it by talking to each other.

The advantages of a compromise solution are thought to outweigh the risks of refusing to negotiate.

They claim to have reached their limit in terms of what they are willing to contribute. They aren't interested in negotiating any longer. They therefore believe that other dispute resolution tactics, such as avoidance, direct command, arbitration, or adjudication, are better than compromise.

When a satisfactory compromise is reached, both sides usually feel rewarded or satisfied. They may not be completely satisfied, though, because they each had to give up a piece of their previous views, viewpoints, or possessions in order to get along. As a process and contribution to peace-building, both people invariably win and lose something they value. **Negotiation:** Strong negotiation skills are required to keep the peace between two parties while reaching an agreement that is acceptable to both parties.

**Emotional Intelligence:** Emotional intelligence entails being sensitive to other people's feelings and being able to intelligently enable improved performance based on this understanding. This has a positive impact on the development of human relations as well as other strategies of acquiring employee emotional engagement.

This also refers to an employer's or employee's ability to understand how emotions influence conduct and attitudes. As a result, the organization's output will be high. Employers and employees who have a high level of emotional intelligence are aware of their own emotions as well as the emotions of others they engage with.

Relationships, communication, teamwork, and mutual respect between employers and their bosses define an organizational structure. As a result, coworkers and supervisors may better understand and motivate individuals thanks to 'Emotional Intelligence.'

Emotional intelligence improves a company's culture. Emotional Intelligence has a huge impact on a manager's ability to self-develop and lead. It demonstrates a positive impact that can be measured in terms of increased productivity and performance. It encourages employees to form healthy relationships while also prompting emotional participation. In the long run, its effects on organizational culture sharpen resilience and stretch flexibility, resulting in a better competitive edge in the market.

When emotional intelligence is used, a culture of trust emerges. It will even result in a boost in team member cohesion. Employee-employer empathy communication promotes synergy in a variety of ways, including inspiring workers' creativity, which may lead to new innovation, and providing solutions to meet demands. It's also known as "Emotional Intelligence," and it's used by managers to signify smart workplace strategy. As a result, management is able to prosper and remain relevant in today's competitive business world.

In summary of total commitment of an employer, 'Emotional Intelligence' must be incorporated as an organizational strategy, philosophy and culture, since employee are human being before being, first workers, with emotions and real live that impact on how, they think, feel, and act.

**Multitasking:** Managers are faced with a myriad of responsibilities, queries, and issues on a regular basis. They are responsible not just for their own success, but also for the success of their team, which demands spending time with them and ensuring that everything is operating well.

A effective leader must be able to manage multiple, often competing priorities at the same time without missing deadlines. Flexibility is another crucial feature of multitasking. As a manager, you must adjust to changes in policy or the workplace that affect your staff' everyday operations.

**Communication:** Communication tools, which are a sort of human relations, are required in every successful organizational structure. Departments have their own problems and requirements, and they usually rely on other departments to accomplish their objectives. Collaboration is the term for this. Internal memoranda, letter writing, e-mail, and other media platforms could be used to do this (whatsapp, facebook etc). Face-to-face communication is beneficial, but it has limitations due to distance and other factors.

The following are the indicators of industrial peace and harmony.

**Ensures a Better Workplace Culture:** The culture of an organization is what defines it. Employees and job seekers alike want to work for companies that have a positive work culture. Trusting your colleagues, rewarding employees for their efforts, and stepping out to support employees in difficulty are all examples of good work culture.

Like the other factors, a healthy employee relationship contributes to the establishment of a stronger work culture. Employees are more inclined to obey the company's policies and principles if they have a positive relationship with their employer. This, in turn, has a favorable impact on employee satisfaction.

**Improves the Trust Confidence:** Fostering trust and confidence in the workplace involves a lot of effort on the part of both the employer and the employees. It's reasonable to compare it to a puzzle, with solid employee relations as the most important piece. Positive employee interactions plant the roots of workplace trust and confidence. As a result, the majority of companies employ an employee relations manager. These executives are in charge of keeping the company's employee relations activities on track.

**Heightened Employee's Loyalty:** Employees are more likely to abandon their employers than their employment.

If they believe the work culture is unfavorable, most people are not afraid to change jobs. When companies fail to stand up for stronger ties with their employees, this is the most prevalent result.

Ignoring opportunities to improve employee relations cost employers not just money, but it also damaged their brand image, preventing new talent from entering the workforce.

As a result, businesses must be constantly aware of how their employees are feeling and how far their careers have progressed. Employee trust and confidence are influenced by how firms communicate with their employees. As a result, it is vital to maintain healthy workplace communication.

**Increased Motivation:** Employees that have good working relationships are more inclined to give it their all and put in extra effort. Maintaining healthy relationships with your employees includes more than just effective communication; it also entails recognizing and acknowledging their contributions at work. Employees like it when their superiors compliment them because it enhances their motivation. Employees who are motivated become excellent team members.

Employees who are more motivated are less likely to experience burnout.

## V. CONCLUSIONS

The impact of 'Human Relations, Industrial Peace, and Harmony on Organizational Performance' was investigated in the study. After completing a literature study, the investigation provided strong evidence that organizational management employs good human relations techniques, which leads to peace and harmony inside the organization and, as a result, improves organizational performance. The study also examines the effects of the Human Relations dimensions of collective bargaining/interaction, emotional intelligence, multitasking, and communication on total organizational performance, with enhanced workplace culture, trust, and confidence as the final results. It also motivates and fosters employee loyalty. Communication is the most effective human interaction factor, according to the findings.

Human interactions, on the other hand, should be used for 'Industrial Peace and Harmony,' industrial progress, and high industrial productivity. Industrial peace and harmony, as well as industrial growth and high productivity, necessitate a unified Industrial Human Relations framework. This is because it has a positive effect on organizational performance. As a result, in order to increase mutual understanding between management and subordinates, workers must be included in decision-making. This is done in order to boost individual productivity.

In order to foster peaceful cohabitation, dispute resolution, organizational development, advancement, and well-being, it is also suggested that ideas, knowledge, experience, and creativity be supported.

## RECOMMENDATIONS

Because employee performance is influenced by industrial peace and harmony, management should adopt the following steps:

1. To begin, in accordance with corporate policies or decision-making processes, as much emphasis as possible should be placed on worker wellbeing.
2. Second, management should allow workers to express their concerns through the union. Management achieves this through creating a favorable work atmosphere that attracts employees and boosts productivity.
3. Finally, employers should have a say in decision-making, especially when it impacts them.

Maintaining industrial peace and harmony is a delicate matter in any firm. It's also a difficult problem to solve, which may be due to an increase in self-awareness. It's no surprise that Izidor (2005) noted, "The difficulty of modern-day company is growing employee understanding of their rights and benefits." Because industrial crises are so often, it's also a good idea to foster effective communication and open discussion of human interactions. This is done in order to avert industrial strife and division between employees and their managers. In recent years, industrial discord has reached unprecedented proportions in businesses. In many respects, the problem between employees/employers and

employees/employees leads to low productivity.

A reduction in organizational objective performance could also have negative consequences. It causes activity to be disrupted and employees to leave their jobs. It is also recommended that a strategy be developed and implemented to support a daily interaction process in order to foster harmonious human interactions, a peaceful working environment, and decrease the occurrence and reoccurrence of industrial conflict and other grievances.

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