

**THE EFFECTS OF HUMAN RELATIONS ON EMPLOYEE PERFORMANCE A  
CASE STUDY OF BAKLIM FOUNDATION LIMITED MBARARA WESTERN  
UGANDA**

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**UGANDA CHRISTIAN  
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## DECLARATION

I, **AGUMENAITWE SHARON** hereby declare that this research dissertation is as a result of my own work and knowledge and it has never been submitted to any university or institution for any academic award.

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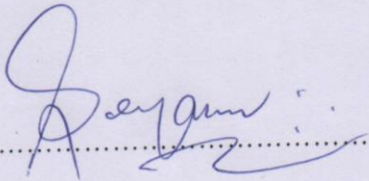
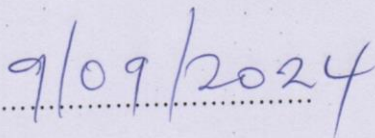
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## APPROVAL

This is to certify that AGUMENAITWE SHARON has completed her academic research titled THE EFFECTS OF HUMAN RELATIONS ON EMPLOYEE PERFORMANCE under my supervision. With my approval as a university supervisor, this research is ready for submission.

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(UNIVERSITY SUPERVISOR)

## **DEDICATION.**

This work is dedicated to my parents Mr. Bahindi Rwabushajja Ven-Vens and Mrs. Bahindi Keneema Scodinah, my siblings and my friends.

## **ACKNOWLEDGEMENT**

I would like to thank the almighty God who granted me good health and enabled me to complete my research successfully. I greatly give the glory back onto Him.

In a special way, I extend my sincere thanks to my parents Mr. Bahindi Rwabushaija Ven-Vens and Mrs. Keneema Scodinah for their financial support in my academic journey and welfare. I also thank my brothers, sisters, relatives and friends for the continuous support and encouragement throughout this academic journey.

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**MAY THE ALMIGHTY GOD REWARD YOU ALL.**

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## **LIST OF ABBREVIATIONS**

BFL: Baklim Foundation Limited

C: Communication

CR: Conflict Resolution

Cl: Collaboration

EP: Employee Performance

B: Beta

SD: Standard Deviation

## **ABSTRACT**

The purpose of this study was to investigate the impact of human relations on employee performance, with a focus on Baklim Foundation Limited, located in Mbarara city, Western Uganda. The study aimed to address three specific objectives: to assess the effect of communication on employee performance, to evaluate the influence of conflict resolution on employee performance, and to explore the impact of collaboration on employee performance. A cross-sectional survey research design was employed, utilizing a quantitative research approach. A sample of 40 respondents was selected from the organization using simple random sampling. Data collection was conducted through questionnaires, and the analysis was performed using descriptive statistics, correlation and multiple regression analyses. The findings also revealed the significant effect of communication, collaboration and conflict resolution on the performance of employees at Baklim Foundation Limited. Finally, the study recommended that BFL and other organizations should focus more on implementing fair conflict resolution mechanisms, open and flexible communication channels and assign some work to employees in groups to encourage collaboration with in the organization.

## **CHAPTER ONE**

### **INTRODUCTION**

The aim of the study was to examine the effects of Human Relations on employee performance taking a case study of Baklim Foundation located in Mbarara City Western Uganda.

This chapter presents the background, statement of the problem, purpose, objectives, research questions, scope, significance, justification and also the conceptual frame work of the study.

### **1.2 BACKGROUND**

The relationship of employees is very essential in the way they perform in an organization. This is so since the formation of a good employee performance is geared by human good human relations. Horland (2011) and Efendy (2009) defined Human relations as a human relationship that is included in interpersonal communication because it generally takes place between two people in a dialogical manner. Sinambela et al (2011) defined employee performance as an employee's ability to perform certain skills. Organizations and employees cannot perform better and achieve their objectives if there is a bad relationship between employees and employers, there for it is very important for managers to create and maintain good relationship with their employees.

#### **1.2.1 Historical Background**

Historically, the concept of Human Relations has its roots in the late 19<sup>th</sup> and early 20<sup>th</sup> centuries. This concept emerged as a response to the social and economic changes brought about by the industrial revolution. As many people moved from rural areas to cities for work, they faced harsh working conditions and long hours, this led to social and economic challenges. Early management theories focused on efficiency and productivity but neglected workers' well-being and social aspects. (Taylor 1911) However, the Hawthorne studies (1924-1932) conducted by Elton Mayo and his colleagues revealed that social factors such as worker relationships and supervision significantly impact productivity and job satisfaction. (Mayo 1933)

In addition, findings from different scholars such Mary Parker Follett (1941) and Douglas MC Gregor (1960) emphasized the importance of social relationships, employee satisfaction and communication in organization success. These two scholars argued that workers are not just

economic units but also social beings with emotional and psychological needs. This shift or change in perspective led to the development of the Human Relations approach which prioritized employee well-being, social relationship or collaboration and communication. It is therefore important for organizations to recognize the value of employees as individuals and also foster a supportive work environment that can unlock human potential and drive productivity. (Hackman and Johnson (2014))

### **1.2.2 Contextual background**

Baklim Foundation is a non-profit organization that was established in 2019 dedicated to generate and distribute content that is valuable and advances society both academically and professionally that will help people attain better affordable life. Since its establishment, Baklim Foundation has been actively involved in offering education bursaries to vulnerable and clever pupils and students with priority given to the orphans and offering opportunities for both casual and white-collar jobs within Uganda with the aim of filling the unemployment gap.

Over years, the organization has developed and its workforce has expanded to include employees from diverse backgrounds. In addition, the organization has been operating in a competitive and dynamic environment and it is facing some challenges such as high employee turnover, conflicts among management and employees and poor employee performance. These impact the organization's ability to deliver services effectively. Through this study that aimed at examining the effects of human relations on employee performance at Baklim Foundation, different aspects of Human relations such as collaboration, communication and conflict resolution were explored, more knowledge and practical recommendations of enhancing employee performance together with organizational success were provided.

### **1.2.3 Conceptual background**

The Human Relations concept was rooted from the behavioral sciences, drawing on concepts from psychology, sociology and anthropology. This concept has been influenced by many works such as Chester Barnard's organizational behavior (1938) and Elton Mayol Hawthorne's studies (1924-1932) prioritizing understanding human behavior and social interactions, building positive relationships, recognizing emotional and psychological needs, fostering open communication and promoting leadership and management practices that prioritize employee well-being and

social responsibility. A more human and effective work environment is created by integrating these concepts.

#### **1.2.4 Theoretical background**

The study was guided by Herzberg's Two-Factor theory and Maslow's Hierarchy of needs. Herzberg's Two-factor theory (1959) posits that employees' satisfaction and motivation are influenced by two factors; Hygiene factors and Motivator factors. Hygiene factors can lead to dissatisfaction if they are not met but do not necessarily lead to motivation or satisfaction if they are met. Herzberg (1979) These include; salary, benefits and working conditions. When motivator factors are met, they lead to motivation and satisfaction. Herzberg (1959) These include; recognition, growth and opportunities. Human Relations which are the interpersonal relationships and interactions among employees and between employees and management play a big role in influencing employee motivation and performance. Robbins (2013) Positive human relations such as open communication, collaboration and conflict resolution can satisfy employee's social and esteem needs (Maslow's 1943) and provide motivator factors that enhance performance. (Herzberg 1959)

Maslow's theory of Hierarchy of needs is also very crucial in understanding human relations and employee performance in the workplace or organization. (Maslow 1943). The theory posits that employees have different types of needs ranging from basic physiological needs to self-actualization needs (Maslow 1943) These needs go hand in hand, if lower-level needs are unmet, employees may be dissatisfied, demotivated and distracted (Herzberg 1959). Meeting employees' safety needs (safe environment), love and belonging needs (positive relationships and social interactions) is essential for employees to engage freely in their workplace. (Baumeister and Leary (1995)). Also, recognizing and addressing employee's esteem needs and self-actualization needs can foster creativity, productivity and motivation. (Amabile 1988, Hackman and Johnson 2014). Communication, collaboration and conflict resolution mechanisms being part of the needs, this theory brought out a better way of understanding and addressing the needs of employees to create a supportive work environment that promotes productivity, customer satisfaction and also provides quality services.

By critically examining these aspects of human relations within the specific context of Baklim Foundation, the study provided insights into how organizational practices can be optimized to enhance employee performance in the organization.

### **1.3 STATEMENT OF THE PROBLEM**

In today's organizational setting, the role and relationship between Human Relations and employee performance has gained significant attention. Despite this relationship and the critical role human relations play in enhancing employee performance, there remains a gap in understanding the precise nature and effects of this relationship. Many organizations including Baklim Foundation continue to struggle with poor employee performance which hinders productivity, quality of service, customer satisfaction and efficiency. A study conducted at Kampala International University revealed that poor human relations characterized by lack of effective communication, inadequate feedback and un supportive work environment significantly contribute to poor employee performance (KIU study report 2020). Many organizations including Baklim Foundation have tried to work on their forms of communication, negotiation systems between employees and management and conflict resolution mechanisms. However, this was and is still not enough because some of them are at the verge of folding up due to poor employee performance that is brought about by poor human relations. It is from the explanation above that this study was necessary in order to fill gap by critically examining the effects of human relations on employee performance at Baklim Foundation with specific focus on; examining the effects of communication, conflict resolution and collaboration on employee performance.

### **1.4 PURPOSE OF THE STUDY**

The purpose of the study was to examine the effects of human relations on employee performance of Baklim Foundation.

### **1.5 OBJECTIVE OF THE STUDY**

The general objective of this research study was to examine the effect of Human Relations on Employee performance.

The specific objectives were to;

- I. To examine the effects of communication on employee performance.

- II. To examine the effects of conflict resolution on employee performance.
- III. To examine the effect of collaboration on employee performance.

## **1.6 RESEARCH QUESTIONS**

- I. What is the effect of communication on employee performance?
- II. What is the effect of conflict resolution on employee performance?
- III. What is the effect of collaboration on employee performance?

## **1.7 SCOPE OF THE STUDY**

### **I. Geographical scope**

This study was conducted at Baklim Foundation located in Western Uganda, Marknshingh Street Mbarara city.

### **II. Time scope**

This study took a period of three months which were long enough to allow the researcher collect and analyze the data obtained using the specific objectives of the study.

### **III. Subject scope**

This study concentrated on examining the effects of human relations on employee performance. The study specifically considered communication, negotiation and conflict resolution as the independent variable and employee performance as the dependent variable.

## **1.8 SIGNIFICANCE OF THE STUDY**

It is hoped that the findings of the study may be helpful to Baklim Foundation as it aspires to improve on the employee productivity and retention into the organization.

It is also hope that the findings of this study may provide guidance to managers of different organizations on how to improve their relationship with their employees.

It is hoped that the findings of this study will be of great help to academicians in their move to advance in research as they refer to it for their literature review.

## **1.9 JUSTIFICATION OF THE STUDY**

The justification behind this study is that human relations play a vital role in enhancing employee performance and overall organizational success. Effective communication, collaboration and conflict resolution are essential components of positive human relations and these elements are crucial for fostering a supportive work environment encouraging employee



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

This chapter presents the theoretical framework and the discussions and interrelations of the variables of the study as put forward by various researchers and scholars. These are arranged according to the objectives of the study.

#### **2.2 THEORETICAL FRAMEWORK OF THE STUDY**

This study was based on Herzberg Two-Factor theory (1959) and the theory of Maslow's Hierarchy of Needs. The framework of this study posits those human relations encompassing interpersonal relations and interactions among employees and between employees and management influence employee performance. Herzberg's Two-factor theory (1959) This theory bases on two factors; Hygiene factors and motivator factors. Hygiene factors such as salary, benefits and working conditions are expected to prevent dissatisfaction but do not motivate employees and Motivator factors such as employee recognition and freedom foster satisfaction and motivation among employees. Positive human relations such open communication, conflict resolution and collaboration fulfill employee's social and esteem needs which leads to increased job satisfaction and motivation. Maslow's Hierarchy of Needs (1943) Motivator factors are also obtained from positive human relations and these increase employee performance and productivity in the organization. On the other hand, negative human relations dissatisfy employees and this reduces their morale at work and hence reduction in their level of performance. This theory works hand in hand with Maslow's Hierarchy of needs which was proposed by Abraham Maslow in 1943 and it posits that human beings have different types of needs, hierarchically ranked in order of importance. The theory suggests that people are motivated to fulfill their basic needs before moving on to higher-level needs. The hierarchy consists of the five levels of needs in ascending order and they include; Physiological needs, Safety needs, Love and belonging needs, Esteem needs and Self-actualization needs. Maslow's theory argues that people are driven to move up the hierarchy and satisfied before they can focus on higher-level of needs.

The theory suggests that employees have different types of needs that must be fulfilled in order for them to reach their full potential. The independent variable of the study (Human relations) is

broken down into three components; communication, collaboration and conflict resolution. Effective communication involves open and transparent sharing of information, regular feedback and active listening and this helps to build trust and clarity which are essential for employee performance. Collaboration includes team work, shared goals and mutual support. When employees work together towards achieving common goal, they feel a sense of belonging and purpose which boosts their morale and productivity.

These components of human relations fulfill different levels of employees' needs as per Maslow's Hierarchy. Communication fulfills Physiological needs by providing clear expectations and feedback which helps employees to feel secure and stable. Collaboration fulfills love and belonging needs by encouraging team work and a sense of belonging and this helps employees feel connected and valued in the organization. Conflict resolution fulfills safety needs by ensuring a safe and stable work environment where employees feel protected from conflict or disputed and negativity. Maslow (1943) Finally, the combined effect of these components fulfills esteem needs by recognizing and representing employees' contributions and supports self-actualization needs by promoting autonomy, creativity and personal growth. There for, when these needs are fulfilled, human relations practices can lead to higher employee performance, job satisfaction and employee engagement as hypothesized by the study.

## **2.3 LITERATURE REVIEW**

### **2.3.1 Communication and employee performance**

Communication is one of the components of Human Relations. Research by George and Jones (2008) shows that human relations involve communication and relationships that in the end contribute to satisfactory productivity, job satisfaction and employee morale. Edwin F (2011) defined communication as an activity that can cause other people to interpret a statement, mainly what is meant by a speaker or a writer. Miller and Sumafrank (2018) also defined communication as a process of exchanging information, ideas or messages through a common system of symbols, signs or behavior.

Communication plays a vital role in enhancing employee performance as evidenced by various studies. Janes and Samwel's (2018) research study showed that effective communication is positively correlated with employee performance as it fosters clarity, trust and collaboration. Similarly, Herinah, Buyung and Mansur (2021) discovered that communication has a significant

effect on employee performance. This is so because it allows the organization to develop by providing the media for employees to achieve organization goals and objectives. In addition, Buyung and Mansur's (2021) research study showed that if communication between employees and employers is not carried out properly in the organization, the implementation of operational activities will stop and there is no significant growth.

Effective communication helps to clarify expectations, provide feedback and address conflicts, leading to employee performance. Janes and Samwel (2018) Furthermore, open communication channels enable employees to share ideas, participate in decision making and in this they feel valued hence resulting into enhanced motivation and better performance. Herlinah et al (2021) In addition, communication influences employee engagement which is a critical driver of performance (Herlinah et al 2021) when employees feel informed, heard and supported through effective communication, they become more committed, motivated and productive leading to improved overall performance. Janes and Samwel (2018)

Korach (1995) also focused on the need for effective communication that it is one of the most important factors which either improves or spoils the relationship among employees. The findings clearly show that employees with open line of communication with managers are more likely to build effective work relationships with those managers and this increases their organizational identification and enhances their performance which at last contributes to organization productivity. Tsai, Chuang and Hsieh (2009)

In conclusion, this literature suggests that communication is a crucial factor in enhancing employee performance. Therefore, organizations should put forward communication channels that fit the employees' success and also prioritize effective communication strategies to foster a supportive work environment, promote employee engagement and improve overall performance.

### **2.3.2 Conflict resolution and employee performance**

Lewicki and Saunders (2016) defined Conflict resolution as a process aimed at finding mutually acceptable solution to a conflict and Folbery (1983) defined conflict resolution as a process that aims to find a solution that satisfies the interests of all parties involved. According to Intech Opens, there are five conflict resolution styles and these include; avoiding, competing, compromising, accommodating and collaboration. Conflict resolution has been identified as a crucial factor in enhancing employee performance as evidenced in various studies. Janes and

Samwel (2018) found that effective conflict resolution leads to improved employee performance by reducing stress, increasing job satisfaction and fostering a positive work environment. Similarly, Buyung and Mansur (2021) discovered that conflict resolution is positively correlated with employee performance as it promotes collaboration, creativity and innovation.

According to Janes and Samwel (2018), conflict resolution helps to build trust, improve communication and enhance employee relationships, leading to improved employee performance. Buyuny and Mansur (2012) also noted that effective conflict resolution results into increased employee engagement, motivation and productivity, ultimately leading to improved performance.

Furthermore, conflict resolution has been linked to reduced turnover intentions and absenteeism Gupta and Singh (2017) When conflicts are resolved effectively, employees feel valued, respected and supported leading to increased loyalty and commitment to the organization. Rahim (2017). In contrast, unresolved conflicts can lead to decreased employee performance, reduced job satisfaction and increased stress. Robbins and Judge (2013)

In conclusion, the literature supports the positive effect of conflict resolution on employee performance. Therefor organizations that prioritize effective conflict resolution strategies should expect to see improvements in employee performance, job satisfaction and overall success. By prioritizing effective conflict resolution strategies, organizations can promote a positive work environment, improve employee relationships and enhance overall performance.

### **2.3.3 Collaboration and employee performance**

Merriam-Webster's 11<sup>th</sup> collegiate dictionary defined collaboration as working jointly with others or together especially in an intellectual endeavor. Collaboration has been identified as vital component of modern workplaces and its impact on employee performance has been extensively studied by various researchers. Research consistently shows that collaboration significantly enhances employee performance leading to improved productivity, job satisfaction, high quality services and innovation. Hackman and Johnson (2013), Deci et al (2017).

Hackman and Johnson (2013) believe that collaborative environments foster a sense of community promoting shared goals, active listening and open communication. This is so because it encourages employees to share knowledge, expertise and resources leading to better problem-

solving and decision-making. Deci et al (2017) Thus, employees become more engaged, motivated and committed to achieve organizational objectives. Herlinah et al (2021)

Furthermore, Latham's and Pinder's (2005) research findings show that collaboration has been linked to increased creativity, innovation and adaptability. Likewise, Pauls and Brown (2005) demonstrated that when employees collaborate, they bring diverse perspectives and ideas leading to novel solutions and improved performance. Moreover, collaboration facilitates feedback, learning, skill development and further enhancing employee performance. London and Smither (2002).

Janes and Samwel (2018) found that collaboration among employees leads to improved job satisfaction, productivity and engagement ultimately resulting into enhanced employee performance. Similarly, Buyung and Mansur (2021) discovered that collaboration is positively correlated with employee performance as it fosters a sense of community, promotes knowledge sharing and encourages active listening. Findings from Janes and Samwel (2018) study also show that collaboration facilitates the sharing of ideas, skills and experiences leading to better problem-solving and decision-making. Thus, enhancing employee performance by promoting innovation, creativity and adaptability. Moreover, both studies emphasized the importance of a collaborative work environment that fosters a positive work culture, promoting team work and encouraging open communication. Janes and Samwel (2018) This boosts morale and enhances employee moral ultimately leading to improved employee performance.

Therefore, collaboration has a significant effect on employee performance. So, organizations that foster collaborative cultures and work environment provide opportunities for team work, knowledge sharing, open communication and innovation hence improving employee performance and productivity.

## CHAPTER THREE

### METHODOLOGY

#### 3.1 INTRODUCTION

This chapter presents the research design, study population and the sample size. In this chapter, the researcher also described the data collection methods and tools, validity, reliability, data collection procedures, data analysis and ethical considerations.

#### 3.2 RESEARCH DESIGN

This research study was carried out using a cross-sectional survey design taking a quantitative approach. A cross-sectional survey research design involves collecting data from a sample of respondents at a single point in time providing a snapshot of the population's characteristics, attitudes or behaviors at that specific moment. Creswell, J.W (2014). This research design was the best for the study because it helped the researcher to collect large amounts of data from a representative sample and also allows for the generalization of findings to the large population.

#### 3.3 STUDY POPULATION

The study population comprised of all employees of Baklim foundation Limited Mbarara branch. The population consisted of 60 employees.

#### 3.4 SAMPLE SIZE

A sample of 40 respondents was taken and this included 5 directorate and management staff, 8 administrative staff, 17 field staff and 10 support staff as shown in the table below;

**Table 1: Sample size**

TARGET OF THE RESPONDENTS.	POPULATION SIZE.	SAMPLE SIZE.	SAMPLING TECHNIQUE.
Directorate and management staff.	10	5	Simple random sampling
Administrative staff.	13	8	Simple random sampling.
Field staff.	24	17	Simple random sampling

Support staff.	13	10	Simple random sampling
TOTAL.	60	40	

**Source:** Based on Krejcie and Morgan (1970) and Baklim Foundation employee directory 2024.

### 3.5 SAMPLING TECHNIQUE

Creswell (2014) defined sampling as a process of selecting a subset of individuals from a larger population known as the sampling frame to participate in the study. In this study, the researcher used simple random sampling technique. This technique is one of the probability sampling techniques and under this, all people in the population of interest have equal chances to participate hence minimizing bias and enhancing the generalizability of the findings. The researcher was helped by the top management of Baklim Foundation to get all the names of the employees and she picked names randomly until she got the number of her choice that represented the whole population.

### 3.6 DATA COLLECTION METHODS

The researcher used both primary and secondary data and she employed different data collection methods such as observation, interviews and questionnaires. Under observation method, the researcher clearly observed the participants the way they did things and how they behaved and related with each other in the organization. During interviews, the researcher provided interview guides to employees and also interviewed them face to face. In addition, respondents were provided with both open ended and closed ended questionnaires to provide data to the researcher.

### 3.7 DATA COLLECTION TOOLS

The researcher used tools such pens, phone and questionnaires to collect data.

### 3.8 VALIDITY

Amin 2005 defined validity as the extent the extent to which the instruments are relevant in measuring what they are supposed to measure. The researcher requested her supervisor to score the content in the questionnaire. The questionnaire was approved by the supervisor because the scales for measuring and assessing the collected data were valid.

### **3.9 DATA COLLECTION PROCEDURES**

The researcher got a letter from Uganda Christian University that introduced her to Baklim. After, she was able to approach the respondents and explained to them the purpose of the study. In addition, she also explained to the selected respondents the method she used to select them and why.

### **3.10 DATA ANALYSIS**

The researcher used statistical techniques to analyse numerical data objectively. These include, correlation analysis, descriptive analysis, hypothesis testing.

### **3.11 ETHICAL CONSIDERATION**

The researcher provided consent forms to the staff of BFL to seek prior consent before she took a step of seeking information. Only those who consented were able to participate. In addition, the researcher also provided an introductory letter from the university to the employees at Baklim Foundation to clear the doubts from them.

## CHAPTER FOUR

### PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS

#### 4.0 INTRODUCTION

This chapter contains the presentation, interpretation and discussion of findings and data analysis. The data was obtained from the field by use of questionnaires and interviews which were presented, analyzed, interpreted and discussed. The results are presented according to the objectives and research questions.

#### 4.1 RESPONSE RATE

A total of forty (40) questionnaires were distributed to BFL staff and 38 were returned. The response rate of the distributed questionnaires therefore was 95% as clearly shown in the table below. The study is perfectly done when it scores above 80%. Daren Sherka (2002) This shows that the study was successful since most of the questions were answered by the respondents.

**Table 2: The response rate of BFL staff**

<b>NATURE OF RESPONSE</b>	<b>TARGET SAMPLE</b>	<b>ACTUAL RESPONSE</b>	<b>PERCENTAGE</b>
Directorate and management staff	5	5	100%
Administrative staff	8	7	87.5%
Field staff	17	16	94.1%
Support staff	10	10	100%
<b>Total</b>	40	38	95%

**Source: Primary Data 2024**

## 4.2 CHARACTERISTICS OF RESPONDENTS

The respondents' background information was very necessary because variables are affected by their background. The following were considered under the background information; age, gender and education level.

**Table 3: Age of respondents**

<b>AGE</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE</b>
Below 25	5	13.2%
25-34	20	52.5%
35-44	4	11.5%
45-64	5	13.2%
65 above	4	10.5%
<b>Total</b>		100%

### **Source: Primary Data**

According to the finding in the above table, majority of the staff at BFL are in a range of 25-34 years (52.5%). Age has a significant impact on how employees relate to each other and their relationship has an effect on how they perform in the organization. The findings show that 52.5% of the staff at BFL who are in a range of 25-34 years relate with each other.

**Table 4: Respondents' level of education**

<b>Level</b>	<b>Frequency</b>	<b>Percentage</b>
Post graduate	8	21
Graduate	20	53
A 'level	6	15.7
O' level	4	10.5
<b>Total</b>	<b>38</b>	<b>100</b>

**Source: Primary Data**

The study findings in the table above revealed that majority (53%) of Baklim Foundation Limited (BFL) staff attained a Bachelor's degree as their highest level of education, 21% attained masters degree/ post graduate, 15.7% attained A' level certificates and 10.5% had O' level certificates. The findings in figure 5 implied that BFL has a competent staff that are able to execute their knowledge into the organization's activity.

In addition, information about the level of education was collected to find out if the difference in the level of education has an influence or effect on how people relate and perform in an organization.

**Table 5: Gender of respondents**

SEX	RESPONDENTS	PERCENTAGE
Male	12	31.6%
Female	26	68.4%
Total	38	100%

**Source: Primary Data**

According to the findings in table 6, majority of the respondents from BFL are female. (68.4%)

**4.2.1 Reliability Analysis**

The researcher established the reliability of the measurement tools that were used by calculating Cronbach's Alpha for the independent variables and the dependent variables.

**Independent variables (IVs)**

**I. Communication**

Cronbach's Alpha= 0.85

Item: 13

Mean: 3.95

Standard Deviation: 0.72

**II. Conflict Resolution**

Cronbach's Alpha= 0.88

Items: 16

Mean: 3.74

Standard deviation: 0.71

### **III. Collaboration**

Cronbach's Alpha 0.482

Items: 14

Mean:4.03

Standard deviation: 0.80

### **IV. Employee performance.**

Cronbach's Alpha 0.90

Items: 11

Mean: 4.20

Standard deviation: 1.0

The above Cronbach's Alpha values indicate that the measurement tools used are reliable and consistent in assessing the effects of human relations on employee performance.

**Table 6: Cronbach's Alpha Value.**

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Items</b>	<b>Mean</b>	<b>Standard Deviation</b>
Communication	0.85	13	3.95	0.71
Conflict resolution	0.88	16	3.74	0.70
Collaboration	0.82	14	4.03	0.80
Employee performance	0.90	11	4.20	1.0

**Source: Primary Data 2024**

From the table above, the reliability analysis shows that there is a good consistence in the items used in the measuring the study.

### 4.3 EMPIRICAL FINDINGS

The objectives of this study aimed at examining the effects of human relations on employee performance at BFL. The findings were collected using questionnaires, interviews and were discussed and analyzed according to the objectives as explained below.

I. What is the effect of communication on employee performance?

#### 4.3.1 Descriptive statistics on communication and employee performance

The first objective of this study was to examine the effects of communication on employee performance at Baklim Foundation Limited. The findings of this objective were gathered using questionnaires and the effect of communication on employee performance was assessed and measured using four main items. (Transparency, Consistency, Timeliness and Feedback) These were scored on the five-point Likert scale of 1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree and 5= Strongly Agree as displayed in the table below;

**Table7: Respondents’ view on communication**

	<b>Transparency</b>	<b>Mean</b>	<b>SD</b>	<b>1=SD</b>	<b>2=D</b>	<b>3=N</b>	<b>4=A</b>	<b>5=SA</b>
C1	At BFL, decisions and actions are explained to all staff members.	3.82	3.68	2(5.3%)	18(47.4%)	3(7.9%)	10(26.3%)	5(13.2%)
C2	BFL management clearly communicates changes that are likely to be made and those that have been made.	3.78	3.67	8(21.1%)	9(23.7%)	5(13.2%)	10(26.3%)	6(15.8%)
C3	Information is openly shared among team members.	3.90	3.71	7(18.4%)	10(26.3%)	3(7.9%)	9(23.7%)	9(23.7%)
	<b>Consistency</b>			<b>1=SD</b>	<b>2=D</b>	<b>3=N</b>	<b>4=A</b>	<b>5=SA</b>
C4	Messages are consistent across all channels at BFL	3.92	0.69	6(15.8%)	12(31.6%)	2(5.3%)	10(26.3%)	8(21.1%)

C5	Policies and procedures at BFL are consistently communicated to employees.	3.98	0.70	7(18.4%)	8(21.1%)	5(13.2%)	8(21.1%)	10(26.3%)
C6	Memos, messages and emails are normally used to ensure consistency in communication	3.78	3.68	7(18.4%)	10(26.3%)	6(15.8%)	8(21.1%)	7(18.4%)
	<b>Timeliness</b>			<b>1=SD</b>	<b>2=D</b>	<b>3=N</b>	<b>4=A</b>	<b>5=AS</b>
C7	Messages, emails and memos are delivered in a timely manner	3.92	3.71	5(13.2%)	14(36.8%)	0(0%)	10(26.3%)	9(23.7%)
C8	Information is shared in time before it becomes irrelevant	3.98	0.70	6(15.8%)	9(23.7%)	3(7.9%)	11(28.9%)	9(23.7%)
C9	We are informed in time when our salaries are to be paid late	3.78	3.68	11(28.9%)	7(18.4%)	9(23.7%)	6(15.8%)	5(13.2%)
	<b>Feedback</b>			<b>1=SD</b>	<b>2=D</b>	<b>3=N</b>	<b>4=A</b>	<b>5=SA</b>
C10	Clear feedback is given to employees after carrying out performance appraisal	3.98	3.70	7(18.4%)	15(39.5%)	0(0%)	9(23.7%)	7(18.4%)
C11	My team is always open to feedback and takes it seriously	3.82	3.68	9(23.7%)	7(18.4%)	1(2.6%)	11(28.9%)	12(31.6%)
C12	Feedback is delivered in time to employees.	3.90	3.71	11(28.9%)	7(18.4%)	9(23.7%)	6(15.8%)	5(13.2%)
C13	The message in the feedback is always clear, concise and easy to	3.82	3.68	9(23.7%)	8(21.1%)	5(13.2%)	8(21.1%)	8(21.1%)

understand.							
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**Source:** Primary Data 2024

From table7 above, the respondents were asked in C1 whether the decisions and actions at BFL are explained to all staff members. The findings revealed that out of the total respondents, 39.5% were agreeable, 52.7% disagreed and 7.9% were neutral. Communication is a primary function that sets the stage for subsequent employee performance. The findings show that BFL does not usually communicate the decisions and actions, they make as indicated that 52.7% disagreed with the statement.

Findings from C2 indicate that 42.1% agreed that BFL management clearly communicates changes that are likely to be made and those that have been made, 44.8% disagreed and 13.2% were neutral. Communication is very essential in ensuring transparency in effective change management. It is from this change management that employees improve their performance at BFL.

The findings from C3 showed that 47.4% of the respondents agreed that information at Baklim is openly shared among team members, 44.7% disagreed with the statement and 7.9% were neutral. Transparency in communication improves employee performance hence proving the hypothesis that communication has an effect on employee performance.

To find out whether there is consistency in communication at BFL, In C4 respondents were asked whether messages are consistent across all channels at BFL and out of the total respondents, 21.1% strongly agreed, 26.3% agreed, 31.6% disagreed, 15.8% strongly disagreed and 5.3% were neutral. This shows that BFL values consistency in communication as a way of improving the performance of their staff.

The findings in C5 indicated that out of all the respondents, 26.3% (10) strongly agreed that policies and procedures at BFL are consistently communicated to employees and this shows that there is consistence in communication, 21.1% also agreed and the rest disagreed strongly and others were neutral. Consistency smoothens the flow of communication to improve on employee performance at BFL.

In determining the timeliness of communication at BFL, In C8, respondents were asked whether information is shared in time before it becomes irrelevant. 52.6% of the respondents were

agreeable, 39.5% disagreed and 7.9% were neutral. When information is shared late, it becomes useless to the users and this affects their performance.

In C9, 13.2% respondents strongly agreed with the statement that we are informed in time when our salaries are to be paid late, 15.8% agreed, 28.9% strongly disagreed and 23.7% were neutral with the statement. Timely remuneration plays a vital role in improving employee performance. The findings show that at BFL timely communication is still missing and this slows down the performance of their staff.

Findings in C10 indicate that 18.4% of the respondents strongly agreed that clear feedback is given to employees after carrying out performance appraisal, 23,7% also agreed, 18.4% strongly disagreed with the statement. Feedback has a great effect on employee performance and since feedback is part of communication, the findings from BFL clearly show that communication as an element of employee relations has strong effect on the performance of the staff.

Basing on the findings that were collected using the above measuring tools in the questionnaire, communication has greatly affected employee performance at BFL. Improvement in communication (transparency, feedback, timeliness and consistency) helps to improve the performance of employees in organizations like BFL.

The study therefore validated the hypothesis that there is a significant relationship between communication and employee performance at BFL. The study noted that BFL has to concentrate and improve on communication that will help BFL improve on the performance of employees.

#### **4.3.2 Descriptive statistics on conflict resolution and employee performance**

The second objective of the study was to examine the effects of conflict resolution on employee performance at BFL. The findings were gathered and the effects of conflict resolution on employee performance were assessed and measured basing on four main terms, effective conflict resolution, respect and empathy, problem solving and compromise, accountability and follow through.

These were scored on the five-point Likert scale of 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4= Agree and SA= Strongly Disagree as displayed in the table below;

**Table 8: Respondents' view on conflict resolution and employee performance**

	<b>Effective conflict resolution</b>	<b>Mean</b>	<b>SD</b>	<b>1=SD</b>	<b>2=D</b>	<b>3=N</b>	<b>4=A</b>	<b>5=SA</b>
CR 1	Conflicts are addressed promptly and resolved fairly at BFL through an efficient conflict resolution process	3.14	0.51	7(18.4%)	9(23.7%)	6(15.8%)	10(26.3%)	6(15.8%)
CR 2	I and my team focus on finding solutions rather than placing blame	3.95	0.67	6(15.8%)	11(28.9%)	4(10.5%)	10(26.3%)	7(18.4%)
CR 3	I use conflicts as opportunities for growth and learning.	3.14	0.51	9(23.7%)	14(36.8%)	0(0%)	9(23.7%)	6(15.8%)
CR 4	I ask questions to clearly understand other people's needs.	3.82	0.60	7(18.4%)	11(28.9%)	2(5.3%)	9(23.7%)	9(23.7%)
	<b>Respect and empathy</b>			<b>1=SD</b>	<b>2=D</b>	<b>3=N</b>	<b>4=A</b>	<b>5=SA</b>
CR 5	I treat fellow team members with respect and dignity even in conflicts.	3.78	0.59	4(10.5%)	11(28.9%)	3(7.9%)	12(31.6%)	8(21.1%)
CR 6	I acknowledge and validate other people's emotions and concerns.	3.14	0.63	6(15.8%)	15(39.5%)	1(2.6%)	11(28.9%)	5(13.2%)
CR	I listen actively and	3.14	0.63	8(21.1%)	8(21.1%)	5(13.2%)	10(26.3%)	7(18.4%)

7	try to understand other people's perspectives.			%)	)	%)	%)	%)
CR 8	My team members show empathy and understanding towards each other.	3.78	0.59	9(23.7%)	10(26.3%)	4(10.5%)	10(26.3%)	5(13.2%)
	<b>Problem solving and compromise</b>			<b>1=SD</b>	<b>2=D</b>	<b>3=N</b>	<b>4=A</b>	<b>5=SA</b>
CR 9	My team works together to find mutually beneficial solutions	3.95	0.67	4(10.5%)	10(26.3%)	8(21.1%)	13(34.2%)	3(7.9%)
CR 10	I am always willing to adjust my approach to resolve conflicts.	2.96	0.35	5(13.2%)	13(34.2%)	4(10.5%)	10(26.3%)	6(15.8%)
CR 11	My team finds creative solutions to complex problems.	3.14	1.50	3(7.9%)	13(34.2%)	7(18.4%)	12(31.6%)	3(7.9%)
CR 12	I seek common ground and compromise when necessary.	3.74	0.63	10(26.3%)	11(28.9%)	0(0%)	9(23.7%)	10(26.3%)
	<b>Accountability and follow through</b>			<b>1=SD</b>	<b>2=D</b>	<b>3=N</b>	<b>4=A</b>	<b>5=SA</b>
CR 13	I take responsibility for my actions and commitments	3.14	0.51	6(15.8%)	15(39.5%)	5(13.2%)	11(28.9%)	1(2.6%)
CR 14	My team holds each other accountable for	3.78	0.59	3(7.9%)	10(26.3%)	6(15.8%)	10(26.3%)	9(23.7%)

	resolving conflicts.							
CR 15	At BFL, conflicts are documented and tracked to ensure resolution.	3.95	0.67	8(21.1%)	12(31.6%)	2(5.3%)	11(28.9%)	5(13.2%)
CR 16	BFL follows through on agreements and resolutions.	3.14	0.51	6(15.8%)	13(34.2%)	1(2.6%)	12(31.6%)	6(15.8%)

**Source:** Primary Data

From table 8 above, respondents were asked about effective conflict resolution and in CR1, 15.8% strongly agreed that conflicts are addressed promptly and resolved fairly at BFL through an efficient conflict resolution process, 26.3% agreed, 18.4% strongly disagreed, 23.7% disagreed and 15.8% were neutral. This shows that BFL still lacks effective conflict resolution and this affects the performance of the staff in the organization.

In CR2 18.4% respondents strongly agreed to the statement that I and my team focus on finding solutions rather than placing blame, 26.3% agreed, 15.8% strongly disagreed, 28.9% disagreed and 10.5% were neutral.

Respondents were also asked about respect and empathy, 21.1% respondents strongly agreed to the statement that “I treat fellow team members with respect and dignity even in conflicts, 31.6% agreed, 10.5% strongly disagreed, 28.9% disagreed and 7.9% were neutral. Staff members that treat people with respect and empathy relate easily with each other and this relationship helps in improving their performance at the work place.

Findings from CR6 indicate that 13.2% of the total respondents strongly agreed that they acknowledge and validate other people’s emotions and concerns, 28.9% agreed, 15.8% strongly disagreed, 39.5% disagreed and 2.6% were neutral. This increases the level of employee engagement hence improving the performance of employees. Therefore, BFL has to ensure that other people’s emotions are valued and considered first before decisions are made.

Problem solving and compromise were also considered under conflict resolution. In CR9, 7.9% of the total respondents strongly agreed that their team works together to find mutually beneficial solutions, 34.2% agreed, 10.5% strongly disagreed, 26.3% disagreed and 21.1% were neutral. Problem solving and compromise are the key elements that gear up conflict resolution hence offering support to the improvement of employee's performance.

In determining the willingness of the staff of BFL to adjust their approach to resolve conflicts (CR 10), 15.8% respondents strongly agreed, 26.3% agreed, 13.2% strongly disagreed, 34.2% disagreed and 10.5% un decided. The willingness of employees matters in adjusting their approach whether to accept the conflict resolution or to refuse and the conflict expands. At BFL a percentage of 47.4 staff were not willing and this affects their performance.

Respondents were also asked about accounting and follow through 31.5% respondents were agreeable that they take responsibility for their actions and commitments 45.3% disagreement and the rest were neutral. As evidenced by the above findings, conflicts are resolved easily when every staff is accountable for their actions and commitment in the organization. 45.3% of the staff at BFL are not responsible for their actions and commitment and this negatively affects conflict resolution mechanisms hence affecting the performance of employees in the organization.

In CR14, respondents were asked whether they hold each other accountable for resolving conflicts in the team. 23.7% strongly agreed, 26.3% agreed, 7.9% strongly disagreed and the rest were neutral (15.8%).

The findings from CR15 indicated that 13.2% of the total respondents strongly agreed that at BLF conflicts are documented and tracked to ensure effective resolution, 28.9% agreed, 21.1% strongly disagreed, 31.6% disagreed and 15.8% were neutral the findings above show that conflict resolution has a great effect on the performance of employees. Therefore, as evidenced in the findings BFL has to ensure that there is effective conflict resolution respect and empathy, problem solving and compromise, accountability and follow through for employee performance to improve.

### 4.3.3 Descriptive statistics on collaboration and employee performance

The third objective of the study was to examine the effects of collaboration on employee performance at BFL. The findings under this objective were collected from the respondents using questionnaires and the effects were assessed and measured basing on four main terms; Team work, trust, inclusivity and adaptability. These were scored using the five-point Likert scale where 1=Strongly Disagree, 2= Disagree, 3= Neutral, 4 = Agree and 5= Strongly Agree. The results are displayed in the table below;

**Table 9: The effects of collaboration on employee performance at BFL**

	<b>Team work</b>	<b>Mean</b>	<b>SD</b>	<b>1=SD</b>	<b>2=D</b>	<b>3=N</b>	<b>4=A</b>	<b>5=SA</b>
CL1	My team works together towards a common goal because we prioritize teamwork over individual goals.	4.23	1.07	6(15.8%)	11(28.9%)	1(2.6%)	14(36.8%)	6(15.8%)
CL2	I am aware of strengths and weaknesses of my team members.	3.74	0.63	8(21.1%)	15(39.5%)	5(13.2%)	10(26.3%)	0(0%)
CL3	We make decisions collaboratively as a team.	4.05	1.20	3(7.9%)	12(31.6%)	7(18.4%)	10(26.3%)	6(15.8%)
	<b>Trust</b>			<b>1=SD</b>	<b>2=D</b>	<b>3=N</b>	<b>4=A</b>	<b>5=SA</b>
CL4	I trust my fellow team members to do my job.	3.15	0.31	12(31.6%)	9(23.7%)	4(10.5%)	7(18.4%)	6(15.8%)
CL5	We rely and depend on each	4.41	1.21	4(10.5%)	10(26.3%)	2(5.3%)	15(39.5%)	7(18.4%)

	other in my department.							
CL6	I respect confidential information.	4.03	0.71	9(23.7%)	13(34.2%)	1(2.6%)	10(26.3%)	5(13.2%)
CL7	My supervisor trusts me and delegates me some of her work.	3.81	0.80	7(18.4%)	9(23.7%)	8(21.1%)	7(18.4%)	7(18.4%)
	<b>Inclusivity</b>			<b>1=SD</b>	<b>2=D</b>	<b>3=N</b>	<b>4=A</b>	<b>5=SA</b>
CL8	All my team members are included and valued.	3.81	0.80	5(13.2%)	16(42.1%)	0(0%)	10(26.3%)	7(18.4%)
CL9	My team is welcoming and inclusive to new members in the organization.	3.90	0.83	7(18.4%)	10(26.3%)	4(10.5%)	12(31.6%)	5(13.2%)
CL10	There is a sense of belonging among employees at BFL.	4.05	1.20	9(23.7%)	11(28.9%)	7(18.4%)	5(13.2%)	6(15.8%)
	<b>Adaptability</b>			<b>1=SD</b>	<b>2=D</b>	<b>3=N</b>	<b>4=A</b>	<b>5=SA</b>
CL11	I am flexible and willing to adjust to new changes made by my team	3.90	0.08	7(18.4%)	10(26.3%)	1(2.6%)	11(28.9%)	9(23.7%)
CL12	My team members are open to new ideas and approaches.	4.31	1.01	0(0%)	14(36.8%)	3(7.9%)	14(36.8%)	7(18.4%)

CL13	I am willing to learn from my mistakes and failures.	3.74	0.70	5(13.2%)	18(47.4%)	4(10.5%)	6(15.8%)	5(13.2%)
CL14	I am resilient when I face challenges.	3.74	0.70	5(13.2%)	11(28.9%)	6(15.8%)	12(31.6%)	4(10.5%)

**Source:** Primary Data 2024

Basing on the findings that were assessed and measured using team work as the main measurement tool in table 9 above, CL1 indicates that 15% of the respondents strongly agreed to the statement “my team works together towards a common goal because we prioritize teamwork over individual goals”, 36.8% of the respondents agreed, 15.8% of the respondents strongly disagreed, 28.9% of the respondents disagreed and then 2.6% were neutral. Team work is a key element in human relations and through it employees are able to produce better results.

Finding in CL2 indicate that 26.3% of the total respondents agreed that they are aware of strengths and weaknesses of their team members, 21.1% strongly disagreed ,39.5% disagreed and 13.2% were un decided. Awareness of a team member’s strength and weaknesses helps the team to offer support and guidance to their weak fellows and this motivates them to improve on their performance. As evidence by a percentage of 39.5 of respondents at BFL who are not aware of the strength and weakness of their fellow team members, the organization should emphasize the spirit of team work among employees to improve on their performance.

In CL3, respondents were asked about how they make decisions and 15.8% of the respondents strongly agreed that they make decisions collaboratively as a team, 26.3% agreed, 7.9% strongly disagreed, 31.6% agreed, 31.6% disagreed and 18.4% were neutral. Trust is very essential in human relations and when employees trust each other, they work collaboratively and perform better in the organization. The findings at BFL show that collaboration has a strong effect on the performance of employees there for the organization has to maintain collaboration among employees.

The findings in CL7 indicate that 13.2% of the total respondents strongly agreed that they respect confidential information, 26.3% agreed, 23.7% strongly disagreed, 34.4% disagreed and 2.6% were neutral. Respect of confidential information increases trust among employees and hence improving their performance in the organization.

Respondents were also asked inclusivity and the findings in figure 9 indicate that 18.4% of the respondents strongly that all their team members are included and valued. 26.3% agreed, 13.2% strongly disagreed, 42.1% disagreed.

The respondents were also asked about adaptability and the findings indicate that 23.7% of the respondents strongly agreed to the statement “I am flexible and willing to adjust to new changes made by my teams, 28.9% agreed, 18.4% strongly disagreed, 26.3% disagreed and 2.6% were neutral.

In CL13, the findings indicate that 13.2% of the respondents strongly agreed to the statement “I am willing to learn from my mistakes and failures”, 15.8% agreed, 13.2% strongly disagreed, 47.4% disagreed and 10.5% were neutral. Employees who are always willing to learn from their mistakes have high level of collaboration and this motivates them in their performance at the work place. Therefore, collaboration is an essential element in employee performance in the organization.

Through team work, trust, inclusivity and adaptability, employees are able to work together and perform better in the organization. Basing on all the findings in figure 9 above, BFL has to ensure that there is a high level of collaboration as an element of employee relation in the organization.

#### **4.3.4 Descriptive statistics on employee performance**

Employee performance as a dependent variable was assessed and measured in terms of task performance, contextual performance and adaptative performance. These were scored using the five-point Likert scale where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree as shown in the table below;

**Table10: Respondents view on employee performance**

	<b>Task performance</b>	Mean	Standard deviation	1=SD	2=D	3=N	4=A	5=SA
EP1	I consistently meet or exceed the expectations of my job role	4.05	1.20	11(28.9%)	7(18.4%)	9(23.7%)	6(15.8%)	5(13.2%)
EP2	I possess the necessary skills and knowledge to perform my job effectively	4.42	1.02	8(21.1%)	9(23.7%)	5(13.2%)	10(26.3%)	6(15.8%)
EP3	I efficiently manage my workload and prioritize tasks	4.25	1.05	9(23.7%)	8(21.1%)	5(13.2%)	8(21.1%)	8(21.1%)
	<b>Contextual performance.</b>			1=SD	2=D	3=N	4=A	5=SA
EP4	I am supportive and cooperative with my colleagues.	3.95	0.70	10(26.3%)	11(28.9%)	0(0%)	9(23.7%)	10(26.3%)
EP5	I maintain a positive and helpful	4.0	1.1	8(21.1%)	12(31.6%)	2(5.3%)	11(28.9%)	5(13.2%)

	attitude at work.							
EP6	I actively participate in team activities and collaborate with others.	3.9	0.9	6(15.8%)	13(34.2%)	11(28.9%)	12(31.6%)	6(15.8%)
	<b>Adaptive performance.</b>			1=SD	2=D	3=N	4=A	5=SA
EP7	I am able to adapt to changes in my work environment.	4.0	1.20	6(15.8%)	11(28.9%)	1(2.6%)	14(36.8%)	6(15.8%)
EP8	I effectively handle unexpected challenges and obstacles.	4.25	1.08	0(0%)	15(39.5%)	3(7.9%)	14(36.8%)	7(18.4%)
EP11	I am quick to learn new skills and knowledge.	4.31	1.05	7(18.4%)	7(18.4%)	1(2.6%)	11(28.9%)	12(31.6%)

**Source:** Pradhan, R.K and Jens LK (2017) Employee Performance at workplace. Conceptual model and empirical validation. Business Perspective and research, 5(1), 69-87

Basing on the findings in table 10 above, respondents were asked about task performance and 13.2% of the respondents strongly agreed that they consistently meet or exceed the expectations of their role, 15.8% agreed. 28.9% strongly disagreed, 18.4% disagreed and 23.7% were neutral.

This shows that only 28% of the staff at BFL perform well and therefore BFL should encourage and emphasize human relation for better employee performance.

In EP2, findings indicate that 15.8% of the respondents strongly agreed that they possess the necessary skills and knowledge to perform their jobs effectively., 26.3% also agreed, 21.1% strongly disagreed, 23.7% disagreed and 13.2% were neutral. Employees who possess necessary skills and knowledge about the job perform better in the organization and at BFL findings indicate that only 42.2% of the staff possess those skill and the rest do not perform high and to the expectations of the organization. BFL should encourage employees to have better relationship while at the work place in order to improve on task performance.

In EP4, findings about contextual performance indicate that 26.3% the respondents strongly agreed that they are supportive and cooperative with their colleagues. As evidenced by 50% only of the staff who are supportive, BFL has to encourage employees to improve on the contextual performance of the organization.

In EP6, respondents were also asked whether they actively participate in team activities and collaborate with others, 15.8% of the respondents strongly agreed, 31.6% agreed, 15.8% strongly disagreed, 34.2% disagreed and 28.9% were neutral. Active participation of employees at a work place encourages high performance among employees.

Respondents were also asked about adaptive performance and 15.8% of the respondents strongly agreed that they are able to changes in their work environment, 36.8% agreed, 15.8% strongly disagreed, 28.9% disagreed and 2.6% were neutral. Changes are inevitable in the organization and therefore BFL and other organization should encourage employees to adopt to changes in their jobs and in the organization because this leads to improved performance.

The above findings indicate that communication, collaboration and conflict resolution have a significant effect on the performance of employees in the organization.

#### **4.4 Test of the Hypothesis**

The hypothesis of the study was tested to find out whether there is a significant relationship between the Independent Variables (IVs) and the dependent variable (DV). However, before testing the hypothesis, I first conducted Pearson correlation analysis to ascertain the relationship among variables. The results are presented in Table 11.

**Table 11: Correlation results on the relationship between the variables (n=38)**

Variables	Mean	Standard Deviation	1	2	3	4
Communication	3.95	0.71	1			
Conflict resolution	3.74	0.63	0.85	1		
Collaboration	4.02	0.71	0.82	0.88	1	
Employee Performance	4.20	0.80	0.90	0.92	0.89	1

**Source: Primary Data 2024**

P < 0.01

P < 0.05

From the correlation results presented in the table above, it was revealed that communication has a positive significant relationship with employee performance. ( $r = 0.90$ ,  $P < 0.05$ ), The analysis also shows that there is a strong relationship between conflict resolution and employee performance ( $r = 0.92$ ,  $P < 0.05$ ) This shows that for the organization to improve on its performance it has to focus on conflict resolution mechanisms of the organization. Similarly, the correlation results revealed that there exists a strong and significant relationship between collaboration and employee performance and this means that for the organization to improve on the performance of the employees, there has to be good and strong collaboration.

#### **4.5 Regression results on communication, conflict resolution, collaboration and employee performance.**

After conducting the correlation analysis, the study performed linear regression analysis to establish the likely effect that each of the variables may have on employee performance.

#### 4.5.1 Regression results on communication and employee performance

##### The effects of communication on employee performance.

The linear regression was performed in the table below in order to address the objective of the study that sought to examine the effects of communication on employee performance.

**Table 12: The regression results on the effects of communication on employee performance.**

Model	Unstandardized Coefficients		Standardized Coefficient		
	B	Std. Error	Beta	t	Std. Error
1 (Constant)	3.95	.230		17.127	.000
Communication	0.90	.069	0.83	12.941	.000
Model Summary R – Square = 0.69 Adjusted R – Square = 0.68 F – Value = 167.915 Dependent Variables Employee Performance					

**Source: Primary Data 2024**

From the table above, the regression model reveals that communication has a positive significant to employee performance. The regression also shows that R- Square =0.69 and adjusted R- Square =0.68 this shows that a positive change in communication causes a positive change in employee performance hence proving the hypothesis that communication has a positive significance on employee performance.

#### 4.5.2 The effects of conflict resolution on employee performance.

In order to address this study objective, a linear regression was performed as presented in the table below:

**Table 13: The regression results on the effects of conflict resolution on employee performance.**

Model	Unstandardized Coefficients		Standardized Coefficient		
	B	Std. Error	Beta	t	Std. Error
1 (Constant)	3.74	.230		16.217	.000
Conflict resolution	0.92	.069	0.84	13.351	.000
Model Summary R – Square = 0.71 Adjusted R – Square 0.70 F – Value = 179.073 Dependent Variable: Employee Performance					

**Source: Primary data 2024**

From the table above, the regression results revealed that there exists a positive significant between conflict resolution and employee performance and any positive change in conflict resolution causes a positive change in employee performance, these results are in support with the hypothesis.

#### **4.5.3 The effects of collaboration on employee performance**

A linear regression was carried out to address this objective of the study as presented in the table below;

**Table 14: The regression results on the effects of collaboration on employee performance.**

Model	Unstandardized Coefficients		Standardized Coefficient		
	B	Std. Error	Beta	t	Std. Error
1 (Constant)	4.03	.230		17.522	.000
Collaboration	0.89	.069	0.81	12.891	.000
Model Summary R – Square = 0.66 Adjusted R – Square = 0.65 F – Value = 166.219					

Dependent Variables:	Employee Performance					
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**Source: Primary Data 2024**

From the table above, the regression results revealed that collaboration has a significant effect on employee performance (beta = 0.81). This shows that collaboration 66% important in improving employee performance hence proving the hypothesis that Collaboration has a significant effect on employee performance.

**4.6 The effects of communication, conflict resolution and collaboration on employee performance**

The study performed a multiple regression in order to determine the combined contribution of communication, conflict resolution and collaboration on employee performance as presented in the table below;

**Table 15: The multiple regression results on the effects of communication, conflict resolution and collaboration on employee performance**

Variable	Model 1			Model 2			Model 3		
	B	Std. Error	Beta	B	Std. Error	Beta	B	Std. Error	Beta
Communication	0.83*	0.069	0.83*	0.82*	0.065	0.81*	0.83*	0.065	0.83*
Conflict resolution	0.92*	0.069	0.84*	0.91*	0.065	0.83*	0.92*	0.065	0.84*
Collaboration	0.89*	0.69	0.81*	0.88*	0.065	0.80*	0.89*	0.065	0.81*
R2	0.69			0.71			0.66		
Adjusted R2	0.68			0.70			0.65		
F-statistics	F =167.915, P < 0.05			F = 179.073, P < 0.05			F =166.219, P < 0.05		
<b>Note:</b>									
*P < 0.05, **P < 0.01									

**Source: Primary Data 2024**

The above multiple regression analysis consists of three models that are used to examine the combined effect of communication, conflict resolution and collaboration on employee performance. These models assess the relationship between all the variables and provide the combined effect on employee performance.

Considering the coefficient B, communication ranges from 0.82 to 0.83 in all the three models and this indicates that for every one-unit increase in communication, there is also an improvement in employee performance, the coefficient B in conflict resolution ranges from 0.91 to 0.92 across all three models and this indicates the positive and combined effect that improves employee performance and the coefficients B in collaboration also ranges from 0.88 to 0.89 in all the three models, this indicates that approximately the same range will be improved in employee performance.

Therefore, the models indicate that communication, conflict resolution and employee performance when combined, they have a strong and significant effect on employee performance and this is greater than their individual effect.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMEMENDATION

#### 5.1 Introduction

This chapter presents the summary of the findings of the study, conclusions and recommendations basing on objectives. It also presents the areas of further research.

#### 5.2 SUMMARY OF THE FINDINGS

The findings revealed that communication has a significant effect on the performance of employees and this was evidenced by 50% of the respondents. This supports the hypothesis that communication has a significant effect on employee performance. It was also revealed that transparency, consistency, timeliness and feedback are the key elements that ensure effective communication among employees in the organization. Through these elements, the findings revealed that communication helps in the improvement of employee performance. The findings also revealed that open and flexible communication channels enhance employee performance as well as driving to the best course of actions which in turn improves the performance of an organization.

The findings of this study also indicated that conflict resolution has a significant effect on the performance of employees in the organization as it was evidenced by results that were in support with the hypothesis during the hypothesis testing. The findings also showed that it is through effective conflict resolution respect and empathy, problem solving and compromise, accountability and follow through that an organizations can improve the performance of its employees. The findings in support of other researchers indicate that fair and flexible resolution mechanisms encourage fair treatment of employees and this motivates employees to perform better in their jobs.

Findings indicated that collaboration a relative importance of 81% on employee performance in an organization. It was also revealed that team work, trust, inclusivity and adaptability encourage collaboration among employees and this improves on their performance.

### **5.3 CONCLUSIONS**

The findings revealed that transparency, consistency, timeliness and feedback are the key elements of communication and they enhance employee performance in the organization. The study therefore concluded that for an organization to improve on the performance of employee, it has to opt to effective communication systems and channels.

The study also concluded empathy, accountability of one's actions and commitments have to be considered by the organization when solving problems to boost the working morale of employees hence proving support in their performance.

Basing on the finding that indicated that team work, trust, inclusivity and adaptability contribute a lot to the performance of employees if implemented and emphasized in the organization, the study concluded that organizations have to promote a collaborative workplace in order to improve the performance of their employees.

### **5.4 RECOMMENDATIONS**

The study recommended organizations to take communication seriously because it is one of the key elements of that enhance the performance of employees at a work place, transparency should also be emphasized and considered while choosing the channels of communication that are to be used in the organization and all policies and procedure used should be consistently communicated to all employees. Organizations should also implement fair and flexible feedback mechanisms such as 360 degrees to make sure that information in the feedback is delivered on time to the respective employees.

This study also recommends organizations to implement effective conflict resolution mechanisms such arbitration, negotiation to ensure that conflicts are addressed promptly and resolved fairly in order to enhance employee performance.

Accountability should be emphasized by the management in organizations like Baklim and every person in the organization should be held accountable for their actions and commitments, conflicts should also be documented for further follow up to ensure fair treatment of all employees in the organization in order to lift the moral and performance of employees in the organization.

The study recommended Baklim and other organizations to assign part of the work to employees in form of group work to encourage team work. In addition, the management should encourage group members to make collaborative decisions when carrying out the work. This encourages employees to prioritize team work goals over individual goals. The management of Baklim Foundation Limited should also delegate some work to their employees to enhance trust and maintain a strong relationship with them. This motivates employees to concentrate on their jobs and also work hard because they feel valued in the organization.

The organization should also implement anti-discrimination policies to ensure that all employees from different religions, countries are protected. This also promotes inclusivity at the work place hence encouraging employees to perform highly in their jobs.

### **5.5 Limitations of the study.**

The sample size in this study was small (40) and this affects the findings because they can not be generalized to other organizations.

### **5.6 Areas of further research.**

The effects of human relations on employee turnover.

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## APPENDIX

### QUESTIONNAIRE.

Dear respondent,

I am Agumenaitwe Sharon of Registration No. J22B42/039 and a student pursuing a Bachelor's Degree in Human Resource Management at Uganda Christian Mukono. I am conducting research study on a topic " The effects of Human Relations on Employee Performance a case study of Baklim Foundation Ltd Mbarara City.

The purpose of this research study is purely academic and your responses will be treated with extreme secrecy.

### SECTION A.

**Respondent's Data.** (please tick in the most appropriate box)

1. Sex:

Male

Female

2. Age.

Below 25 years

25-34 years

35-44 year

45-64 years

Above 65 years

3. Education Background.

O' level

A' level

Graduate

Post graduate

**SECTION B. Part 1**

(please tick in the most appropriate box and fill in the space provided for the questions that require filling in)

4. To what degree is the significance or importance of Human Relations at Baklim Foundation Limited.

- a) Very High
- b) High
- c) Low
- d) Very low
- e) Undecided

5. In your opinion, how do you rate the views of the stakeholders of Baklim Foundation Ltd about employee relation practices?

- a) Very strong
- b) Strong
- c) Weak
- d) Very weak

6. Do you believe that employee relations can improve the performance of employees at Baklim Foundation Ltd?

- I. Yes
- II. No
- III. Undecided

Explain briefly your answer.

.....  
.....

7. How would you rate the relationship between employees of Baklim Foundation and the Management?

- a) Very strong
- b) Strong
- c) Weak

d) Very weak

8. In your opinion, do you think employee-employee conflicts and management-employee conflicts are handled properly at Baklim Foundation Ltd?

I. Yes

II. No

I. If yes, mention some conflict resolution mechanisms used by Baklim Foundation Ltd to handle those conflicts.

.....  
.....

II. If no, mention some conflict resolution mechanisms that you would recommend Baklim Foundation Ltd to use.

.....  
.....  
.....

9. Do you believe that collaboration of employees at Baklim Foundation Ltd has a significant impact on their performance?

Yes

No

13.If yes, give a reason for your answer.

.....  
.....

14. Are there any policies at Baklim Foundation related to Employee Relations.

Yes

No

If yes, please name them.

.....  
.....  
.....

15. What employee relation practices would you recommend Baklim Foundation Ltd to use to enhance the performance of their employees.

**SECTION B Part 2**

**EMPLOYEE PERFORMANCE.**

This will be assessed in terms of task performance, contextual performance and adaptive performance.

The following statements ask you to indicate how you perceive your performance. Please indicate whether you agree or disagree with the following statements.

1= SD- Strongly Disagree, 2 = D- Disagree, 3 = N- Neutral, 4 = A- Agree, 5 =SA- Strongly Agree

<b>Task Performance</b>	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
I consistently meet or exceed the expectations of my job role.	1	2	3	4	5
I possess the necessary skills and knowledge to perform my job effectively.	1	2	3	4	5
I efficiently manage my workload and prioritize tasks.	1	2	3	4	5
	1	2	3	4	5
<b>Contextual Performance</b>	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
I am supportive and cooperative with my colleagues.					
I maintain a positive and helpful attitude at work.					
I actively participate in team activities and collaborate with others.					
<b>Adaptive performance</b>	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>

I am able to adapt to changes in my work environment.					
I effectively handle unexpected challenges and obstacles.					
I am quick to learn new skills and knowledge					

**Source:** Pradhan, R.K and Jena, L.K. (2017). Employee Performance at workplace. Conceptual model and empirical Validation, Business Perspectives and research, 5(1), 69-87

## COMMUNICATION

This will be assessed in terms of transparency, Consistency, timeliness and feedback.

For the following questions, please respond by ticking in the right box where; 1= SD- Strongly Disagree, 2= D- Disagree, 3= N- Neutral, 4= A- Agree, 5= SA- Strongly Agree.

<b>Transparency</b>	1=SD	2=D	3=N	4=A	5=SA
At BFL, decisions and actions are explained to all staff members.					
BFL management clearly communicates changes that are likely to be made and those that have been made.					
Information is openly shared among team members.					
<b>Consistency</b>	1=SD	2=D	3=N	4=A	5=SA
Messages are consistent across all channels at BFL					
Policies and procedures at BFL are consistently communicated to employees.					
Memos, messages and emails are normally used to ensure consistency in communication.					

<b>Timeliness</b>	1=SD	2=D	3=N	4=A	5=SA
Messages, emails and memos are delivered in a timely manner.					
Information is shared in time before it becomes irrelevant.					
We are informed in time when our salaries are to be paid late.					
<b>Feedback</b>	1=SD	2=D	3=N	4=A	5=SA
Clear feedback is given to employees after carrying out performance appraisal.					
My team is always open to feedback and takes it seriously.					
Feedback is delivered in time to employees.					
The message in the feedback is always clear, concise and easy to understand.					

## CONFLICT RESOLUTION

This will be assessed in terms of effective conflict resolution, respect and empathy, problem-solving and compromise, accountability and follow-through.

For the following questions, please respond by ticking in the right box where; 1= SD- Strongly Disagree, 2= D- Disagree, 3= N- Neutral, 4= A- Agree, 5= SA- Strongly Agree.

<b>Effective conflict resolution</b>	1=SD	2=D	3=N	4=A	5=SA
Conflicts are addressed promptly and resolved fairly at BFL through an efficient conflict resolution process.					
I and my team focus on finding solutions rather than placing blame.					
I use conflicts as opportunities for growth and learning.					

I ask questions to clarify and understand other people's needs.					
<b>Respect and empathy</b>	1=SD	2=D	3=N	4=A	5=SA
I treat fellow team members with respect and dignity even in conflicts.					
I acknowledge and validate other people's emotions and concerns.					
I listen actively and try to understand other people's perspectives.					
My team members show empathy and understanding towards each other.					
<b>Problem-solving and compromise</b>	1=SD	2=D	3=N	4=A	5=SA
My team works together to find mutually beneficial solutions.					
I am always willing to adjust my approach to resolve conflicts					
My team finds creative solutions to complex problems.					
I seek common ground and compromise when necessary.					
<b>Accountability and follow through</b>	1=SD	2=D	3=N	4=A	5=SA
I take responsibility for my actions and commitments					
My team holds each other accountable for resolving conflicts.					
At BFL, conflicts are documented and tracked to ensure resolution.					
BFL follows through on agreements and resolutions.					

## COLLABORATION

This will be assessed in terms of team work, trust, inclusivity and adaptability.

For the following questions, please respond by ticking in the right box where; 1= SD- Strongly Disagree, 2= D- Disagree, 3= N- Neutral, 4= A- Agree, 5= SA- Strongly Agree.

<b>Team work</b>	1=SD	2=D	3=N	4=A	5=SA
My team works together towards a common goal because we prioritize teamwork over individual goals.					
I am aware of strengths and weaknesses of my team members.					
We make decisions collaboratively as a team					
<b>Trust</b>	1=SD	2=D	3=N	4=A	5=SA
I trust my fellow team members to do my job					
We rely and depend on each other in my department.					
I respect confidential information					
My supervisor trusts me and delegates me some of her work.					
<b>Inclusivity</b>	1=SD	2=D	3=N	4=A	5=SA
All my team members are included and valued.					
My team is welcoming and inclusive to new members in the organization.					
There is a sense of belonging among employees at BFL.					
<b>Adaptability</b>	1=SD	2=D	3=N	4=A	5=SA
I am flexible and willing to adjust to new changes made by my team.					
My team members are open to new ideas and approaches.					

I am Willig to learn from my mistakes and failures.					
I am resilient when I face challenges.					

**THANK YOU**



**UGANDA CHRISTIAN  
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**SCHOOL OF BUSINESS**

18<sup>th</sup> July, 2024

**TO WHOM IT MAY CONCERN**

Name: **AGUMENAITWE SHARON**

Reg. No **J22B42/039**

A bachelor's student who is seeking permission from your office to collect data for her dissertation titled

**The effects of human relations on employee performance. A case study of baklim foundation ltd mbarara Uganda**

We shall be grateful if you could render assistance to her in collecting the necessary data for her dissertation

The Uganda Christian University School of Business thanks you in advance

.....  
Mukisa Simon Peter  
Research coordinator

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