Volume 18 Issue 51
Originally issued as H8



Global Journal of human-social science: H Interdisciplinary
Volume 18 Issue 8 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-460x & Print ISSN: 0975-587X

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Abstract- Organizations around the world consist of people with a similar aim, objective, set goal, who work in cooperation with one another in achieving what an individual cannot be able to accomplish in isolation. The main aim of this study is to investigate the effect of interpersonal relations practices on productivity in Nigeria Social Insurance Trust Fund (NSITF), Abuja. A survey research design was adopted for this study, using a population of 197 staff of Nigeria Social Insurance Trust Fund (NSITF) Abuja from top management cadre, middle, and low cadre officers. A simple random sampling technique was used to select the sample size. The instrument for data collection was the questionnaire. Data collected was analyzed using mean, and standard deviation. Thus, chi-square was used to test the hypotheses at 0.05 Alpha level of significance. The study made the following findings: there is a major relationship between interpersonal relations and achievement of Nigeria Social Insurance Trust Fund (NSITF), Abuja, and there is a significant relationship between interpersonal relations and workers performance in Nigeria Social Insurance Trust Fund (NSITF), Abuja. The study therefore, recommends that: management staff and other senior staff in the organization should create a conducive atmosphere to facilitate good human relations and subsequently teamwork for greater or higher productivity.

Keywords: *effect, interpersonal relations, practices, productivity.*

GJHSS-H Classification: *FOR Code: 160899*



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The Effect of Interpersonal Relations Practices on Productivity in Nigeria Social Insurance Trust Fund (NSITF), Abuja

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Abstract- Organizations around the world consist of people with a similar aim, objective, set goal, who work in cooperation with one another in achieving what an individual cannot be able to accomplish in isolation. The main aim of this study is to investigate the effect of interpersonal relations practices on productivity in Nigeria Social Insurance Trust Fund (NSITF), Abuja. A survey research design was adopted for this study, using a population of 197 staff of Nigeria Social Insurance Trust Fund (NSITF) Abuja from top management cadre, middle, and low cadre officers. A simple random sampling technique was used to select the sample size. The instrument for data collection was the questionnaire. Data collected was analyzed using mean, and standard deviation. Thus, chi-square was used to test the hypotheses at 0.05 Alpha level of significance. The study made the following findings: there is a major relationship between interpersonal relations and achievement of Nigeria Social Insurance Trust Fund (NSITF), Abuja, and there is a significant relationship between interpersonal relations and workers performance in Nigeria Social Insurance Trust Fund (NSITF), Abuja. The study therefore, recommends that: management staff and other senior staff in the organization should create a conducive atmosphere to facilitate good human relations and subsequently teamwork for greater or higher productivity.

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I. Introdaction

The practice of Human Resource Management in its quest towards achieving success through people utilizes the array of activities concerned with all aspects of how people are employed and managed in organizations. This approach tends to understand how psychological and social processes interact with the work situation to influence performance. Interpersonal Relations is the first key approach to emphasis information on work relationship and work satisfaction. Thus, Ezinwa and Agomon (1993) asserted that human relations encompass the art and practice of using systematic knowledge of human behavior to achieve organization and personal objectives. Organizations are made up of individuals, the immediate environment and the public that contributes to the success or failure of the organization.

In this regard, Onasanya (1990) defined an interpersonal relationship as a relationship between one person and another and a group of people within a community whether at work or social gathering. It is considered as a behavioral science which deals with interpersonal, inter-work, group and management of employees' relationship in a social system seems to be the only tool for organizational productivity and development. The reason is not farfetched since efforts of Elton Mayo, and his research in the 1920s on the behavioral approach to management succeeded to have yielded much more factual analysis regarding of the chicken-egg relationship between human relations and productivity in an organization.

Hicks and Byers (1982) in their contributions defined interpersonal relations as "the integration of people into a work situation in a way that motivates them to work together, productively and cooperatively with economic, psychological and social satisfaction". Interpersonal relations is a definitive management function which helps to establish and maintain a mutual line of communication, understanding, acceptance, and cooperation between an organization and it's human. It involves the management to keep opinions, defines, and as well emphasizes the responsibility of management to serve the human interest. However, interpersonal relations has long attained professional status but, it is discovered that most organizations are not taking full advantage of its efficient utilization when dealing with their workers due to ignorance or improper understanding as to the effectiveness of the discipline to organizational success.

Interpersonal relationships at work have an advantageous impact on both organizational and individual variables. Obakpolo (2015) has demonstrated that friendships at work can improve different employee attitudes such as job satisfaction, job commitment, engagement, and perceived organizational support. Also, Song and Olshfski (2008) and Morrison (2009) observed that employee's negative work attitudes could be mitigated when peers act as confidantes to discuss bad and unpleasant work experiences. In today's corporate world, there is a need for work to be done as quick as possible, and for this purpose, working

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professionals need to have a good relationship between each another. Healthy professional relations is maintained by effective workplace communication and teamwork. Interpersonal relationships gradually develop with good team participation with other members. On the other hand, these relationships may deteriorate when a person leaves the group and stops being in touch (Stephen, 2010). Therefore, it is in recognition of this that the study highlights the effect of interpersonal relations practices on productivity in Nigeria Social Insurance Trust Fund (NSITF), Abuja.

II. Statement of the Problem

Organizations around the world consist of people with a similar aim, objective, set goal, who work in cooperation with one another in achieving what an individual cannot be able to attain in isolation. Therefore, if the people working in an establishment will not relate positively with one another, then, the goals of an organization can hardly be achieved. There are organizations where there seem to be no cordial relationships among staff members, for example, where strife, jealousy, hatred, bias, backbiting, witch- hunting and unhealthy rivalry is found in an organization, there is conflict which is not healthy for any organization. Hence, the need for a healthy and friendly environment in any organization, the employees must work in harmony with each other toward achieving organizational goals and objectives. It is because teamwork makes tasks to accomplish more definitely. Similar, the findings of Obakpolo (2015) on improving the interpersonal relationship in the workplaces and she found that the level of compatibility, communication and interaction settings between workers goes a long way in either improving or hindering interpersonal relationship in workplace. Therefore, the study on interpersonal relations practices on productivity in NSITF, Abuja will fill the gap in the literature and also, as a result of these trends that make it necessary for this study to address the following question:

I. How active is the practice of interpersonal relations to the attainment of NSITF objectives?
II. To what extent does an interpersonal relation impact on worker's performance?
III. Does an interpersonal relation determine employee's industry harmony in NSITF?

III. Research Hypotheses

H_0: There is no significant relationship between interpersonal relations and the achievement of NSITF goals.

H_0: There is a significant relationship between Interpersonal Relations and workers performance.

VI. The Significance of the Study

This study is very significant in several aspects. The finding would be beneficial to management in all corporate organizations; this is because a positive interpersonal relationship has become an integral feature of organizations in accomplishing set goals. By investigating the impacts of good interpersonal performance, the study could establish a basis for encouraging the need for employees to work in harmony and improve workplace relations.

Secondly, employees in both private and public sectors might also benefit from the study. It is because it will show how their inter-relationships impact on performance and productivity, efficiency and their attitude to work. All these would provide the basis on which recommendations is made for the benefit of management.

Thirdly, the study could be useful for the academic purpose. It is because it will expand the frontiers of knowledge and help students as well as private individual researchers who will be interested in carrying out related studies in the future, will use this project as reference material.

V. Methodology

For purpose of this study, the survey method was utilized. This method avails the study the opportunity to gather information through questionnaire and interview in the course of the investigation. The population of this study is the entire staff of Nigeria Social Insurance Trust Fund (NSITF) Abuja constitutes the study's population. Nigeria Social Insurance Trust (NSITF) Abuja has a total population of 500 employees. The sample size was further determined based on the recommendation of Gall, Gall and Borg (2003) which advised that if the population is between 2 -1000 use 20% as minimum sample size, and if it is up to 5,000 uses 10% as minimum sample size. Gall, Gall, and Borg further said that such sample size will enable the researcher to get a meaningful sample of the population. Therefore, the sample size for this study was two hundred (200); that is 20% of the total population of Social Insurance Trust Fund (NSITF), Abuja, which is 500. A simple random sampling technique was used to select staff from different top management cadre (50), middle management staff (80), and (70) lower cadre officers respectively. A sample random sampling technique was used to select the respondents to give them an equal chance of being included in the study. Data for the study were collected through a questionnaire, and out of 200 copies of the questionnaire distributed to the respondents, 197 were returned and found usable showing a response rate of 98.5%.The data collected for this research is analyzed using mean deviation, and frequency distribution table. The method involved the use of values allocated to the 4

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point scale which Strongly Agrees (SA) = 4, Agree (A) = 3, Disagree (D) = 2 and Strongly Disagree (SD) = 1. Chi-square was used to test the hypotheses.

VI. Results

This section of the study focuses on the analysis of data about the four research questions that is asked at the early stage of this investigation.

Table 1: Mean and Standard Deviation on whether Interpersonal Relationship is instrumental to the attainment of organizational goals.

S/N	Items Description	SA	A	D	SD	Mean Score	STD.	Decision
1.	The relationship exist among workers in the work place determines the progress of the organization	56	71	27	43	2.65	1.085	Agreed
2.	The productive efficiency of an organization depends on the relationships and interactions among employees	81	73	13	30	2.82	1.119	Agreed
3.	The achievement of organizational goals is enhanced when there is effective understanding between management and subordinates.	79	101	7	10	2.80	1.178	Agreed
4.	The behaviors of supervisors that results in effective goals achievement depends on their skills and knowledge in human relations.	38	41	99	19	1.50	.704	Disagreed
5.	The level of commitment of workers towards the achievement of organizational goals depends on interpersonal relationship in the work place.	29	17	51	100	1.46	.732	Disagreed
	Cluster mean/STD					2.24	0.72	

Table 1 shows that items 1-5 have mean scores of 2.65, 2.82, 2.80, 1.50 and 1.46; with a corresponding standard deviation of 1.085, 1.119, 1.178, .704 and .732 respectively with a cluster mean of 2. 24. Since the cluster means is less than the decision point of 2.50, it implies that the interpersonal relationship may or not instrumental to the attainment of organizational goals in Nigeria Social Insurance Trust Fund, Abuja.

Table 2: Mean and Standard Deviation on the Impact of Interpersonal Relationship on Workers Performance.

S/N	Items Description	SA	A	D	SD		STD.	Decision
6.	The productivity of workers is better enhanced as a result of effective human relations put in place by an organization.	117	68	2	10	2.79	.987	Agreed
7	Human relations can be used to promote the utilization of the potentials of workers which in turn results to high performance, thereby leading to higher productivity.	88	71	19	19	2.62	1.021	Agreed
8	Human relations do not affect the productivity of workers.	19	23	99	56	1.35	.672	Disagreed
9	The level of production in organization is determined by good human relations in the organization.	77	103	7	10	2.98	1.052	Agreed
10	Workers productivity can increase depending on the value they attach to human relations in the organization.	115	68	4	10	2.76	.999	Agreed
	Cluster mean/STD					2.50	0.94	

Table 2 shows that items 6-10 have mean scores of 2.79, 2.62, 2.98, 2.76 and 2.74; with the corresponding standard deviation of .987, 1.021, .672, 1.052 and .999 respectively with a cluster means of 2.50.Therefore, since the cluster mean is 2.50 decision points of 2.50, it implies that the interpersonal relationship has a great impact on workers performance.

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Table 3: Mean and Standard Deviation on Human Relations as a Determinant factor of Employees' Retention in an Organization

S/N	Items Description	SA	A	D	SD		STD.	Decision
11	The retention of workers is determined by the kind of human relations among workers.	131	59	03	04	2.74	1.157	Agreed
12.	The continuous retention of workers in as a result of their level of understanding and effective use of human relations.	63	111	3	20	2.77	1.047	Agreed
13.	Good human relations reduces staff turnover and facilitates goal achievement.	55	125	12	5	2.66	1.070	Agreed
14.	When the needs of workers are not met it leads to absenteeism and resignation.	49	125	12	5	2.98	1.047	Agreed
15.	When too much attention is given to workers it makes them stay longer but reduces productivity.	17	19	60	101	1.40	.690	Disagreed
	Cluster Mean/Std.					**2.51**	**0.788**	

Table 3 shows that items 11-15 have mean scores of 2.74, 2.77, 2.66, 2.98 and 1.40; with a corresponding standard deviation of 1.157, 1.047, 1.070, 1.040 and .690 respectively with a cluster means of 2.51. Therefore, since the cluster mean is above the decision point of 2.50, it implies that human relations are a determinant factor of employees' retention in an organization.

Table 4: Mean and Standard Deviation on the Effect of Interpersonal Relationship on Employees Motivation in an Organization

S/N	Items Description	SA	A	D	SD		STD.	Decisio
16	Good relationship between an organization and its employees boost staff morale on the job.	121	50	17	9	2.83	1.044	Agreed
17.	Motivation helps organization to understand and meet their employee needs which facilitate the achievement of set goals.	63	115	10	9	2.70	1.163	Agreed
18.	Good husman relations result to employees' job satisfaction and hence, enable them to work more effectively.	105	71	16	5	2.84	.959	Agreed
19.	The motivation of employees is determined by the level of human relations in order to achieve organizational goals.	19	17	100	61	2.09	1.161	Disagreed
20.	Good human relations between the organization and its stakeholders lead to high morale and subsequently higher productivity.	117	49	16	15	2.54	1.140	Agreed
	Cluster Mean/Std.					**2.60**	**0.86**	

Table 4 shows that items 16-20 have mean scores of 2.83, 2.70, 2.84, 2.09 and 2.54; with a corresponding standard deviation of 1.044, 1.163, .959, 1.161 and 1.140 respectively with a cluster means of 2.60. Therefore, since the cluster mean is above the decision point of 2.50, it implies that interpersonal relationship has a positive effect on employees' motivation in an organization.

VIII. Testing of Hypotheses

The following hypotheses were tested using chi-square goodness of fit to find out the effect of interpersonal relations practices on productivity in Nigeria Social Insurance Trust Fund (NSITF), Abuja.

Hypothesis One: There is no significant relationship between interpersonal relations and achievement of Nigeria Social Insurance Trust Fund (NSITF).

Table 5: Chi-square test of there is no relationship between Interpersonal Relations and Achievement of Nigeria Social Insurance Trust Fund (NSITF) Goals.

Response	0	E	Df	x^2cal	Sig.	Remark
SA	84	49.3	3	47.33	.000	Significant
A	90	49.3				
D	17	49.3				
SD	6	49.3				
Total	**197**	**197**				

Decision= if x^2calculated is greater than x^2critical value (table value) the null hypothesis is rejected

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The result in Table 5 revealed that there is a relationship between interpersonal relations and achievement of Nigeria Social Insurance Trust Fund (NSITF), Abuja; since (X^2= 47.33, df=3, p=0.05>0.00). Therefore, the null hypothesis which states that there is no significant relationship between interpersonal relations and achievement of Nigeria Social Insurance Trust Fund (NSITF) is rejected in favor of the alternative hypothesis. This means that there is a significant relationship between interpersonal relations and achievement of Nigeria Social Insurance Trust Fund (NSITF), Abuja.

Hypotheses Two: There is no significant relationship between interpersonal relations and workers performance.

Table 6: Chi-square test of there is no relationship between Interpersonal Relations and Workers Performance.

Response	0	E	Df	x^2cal	Sig.	Remark
SA	136	49.3	3	36.04	.000	Significant
A	47	49.3				
D	11	49.3				
SD	3	49.3				
Total	**197**	**197**				

Decision= if x^2calculated is greater than x^2critical value (table value) the null hypothesis is rejected

The result in Table 5 revealed that there is relationship between interpersonal relations and workers performance; since (X^2= 36.04, df=3, p=0.05>0.00). Therefore, the null hypothesis which states that there is no significant relationship between interpersonal relations and workers performance is rejected in favor of the alternative hypothesis. This means that there is a significant relationship between interpersonal relations and workers performance.

IX. Discussion of Findings

Findings made from the study were discussed at this section in line with the empirical review of the effect of interpersonal relations practices on productivity in Nigeria Social Insurance Trust Fund (NSITF), Abuja.

The first finding of this research indicates that there is a significant relationship between interpersonal relations and the achievement of Nigeria Social Insurance Trust Fund (NSITF), Abuja. This is in line with Obakpolo (2015) who observed that organization consist of a group of people with similar aims, objectives, goals and insights who cooperatively joined hands together to achieve what individuals cannot achieve in isolation under an effective coordinating mechanism. However, in any organization that is goal-oriented, workers cooperative efforts coupled with their level of interpersonal relationship tend to influence the entire work-group performance. Similarly, views of Berman et al., (2002); Crabtree (2004); Elling wood (2004); Song and Olshfski (2008) coincided with Obakpolo that valued inter-personal relationship can influence orgasnizational outcomes by increasing institutional participation, establish supportive and innovative climates, increasing organizational productivity and indirectly reducing the intent to turnover.

The second finding of this hypotheses revealed that there is a significant relationship between interpersonal relations and workers performance in Nigeria Social Insurance Trust Fund (NSITF), Abuja. This finding is in conforms to that of Dotan (2009); Morrison (2004); Maertezt, Gruffeth, Campbell, and Allen (2007) that valued interpersonal relations positively impact individual attitudes, opinions and organizational outcomes). This is true for both relationships between workers and relationships between supervisors and subordinates. Furthermore, communicating with others for affection or inclusion eases frustration and job-related anxiety and stress (Anderson & Martin, 1995). Therefore, the need for interpersonal relationships in the workplace cannot be over emphasized because positive work relationships help reduce turnover and improve performance by providing functional; test-or career-related benefits.

X. Conclusion

Based on the data analyzed and the findings made, the researcher concluded that the achievement of organizational productivity is enhanced when there is cordial and mutual understanding between management and subordinates or between employer and employee in the organization. The retention rate of workers is determined by the kind of human relations existing among employees in an organization. Accordingly, good human relations lead to better job design and subsequently job satisfaction in an organization. Finally, the employee's level of productivity in the organization is measured by good human relations practice in such an organization.

XI. Recommendations

Based on the findings of the study, and conclusions arrived at, the researchers therefore, recommends that:

i. The management of Nigeria Social Insurance Trust Fund (NSITF) Abuja should motivate their workers by encouraging their full participation in setting goals, especially those related to their work.
ii. Junior workers should strive to perform better to justify the good human relations existing in the institute.
iii. Management staff and other senior staff in the organization should create a conducive atmosphere to facilitate good human relations and subsequently team work for greater or higher productivity.

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iv. The institute should endeavor to educate their employees on the importance of good human relations through organizing workshops and seminars
v. The staff of the organization should strive harder to exhibit honesty, dedication, commitment, and faithful service to make them more productive to the organization.
vi. Lastly, NSITF should consider investment in human resource through training and re-training of staff especially in the area of industrial relations that will provide benefits and impacts positively on the organization for more productivity.

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