

An Evaluation of Human Relation in an
Organization (A Case Study of Ministry
of Economic and Empowerment Dutse,
Borno State)

BY

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**AN EVALUATION OF HUMAN RELATION IN AN ORGANIZATION (A CASE
STUDY OF MINISTRY OF ECONOMIC AND EMPOWERMENT DUTSE,
JIGAWA STATE)**

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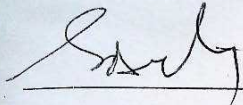
**BEING RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF
PUBLIC ADMINISTRATION: COLLEGE OF BUSINESS AND MANAGEMENT
STUDIES, JIGAWA STATE POLYTECHNIC, DUTSE. IN PARTIAL
FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF HIGHER
NATIONAL DIPLOMA IN PUBLIC ADMINISTRATION.**

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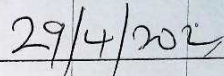
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APPROVAL PAGE

This research project has been read and approved as meeting the requirement of the public Administration Department, Jigawa state polytechnic, college of Business and management studies, (C B M S-DUTSE), in partial fulfillment for the award of Higher National Diploma in public Administration.



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DECLARATION

I hereby declared that besides the references made in this research work, the ideas contained are solely the product of my research efforts undertaken under the supervision of Malam Sunusi Tijjani and that the work is not copied, neither has it ever been presented here in Jigawa state polytechnic nor elsewhere for the award of a certificate. All sources are duly acknowledged and to best of my knowledge, all information herein is original.

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CERTIFICATION

This is to certify that the research work for this project has been conducted and prepared by Yusuf Ibrahim Ahmed HND/PAD/18/010M was carried out under my supervision.

Malam Sunusi Tijjani

Date / sign

DEDICATION

This project is dedicated to my parents Alhaji Ibrahim Ahmed and my beloved mother Hajiya Maimunat Yusuf, may Allah protect them throughout their life span, Amin.

ACKNOWLEDGEMENT

All praise is to Allah, the beneficiary, the most merciful; we praise him and seek his help and his forgiveness. Thanks to almighty Allah who has simplified the difficulty ways for me in completion of this project work. Peace and blessing of Allah be upon his last messenger Muhammad (S. A. W) his family, his companions and all those that follow their path.

My gratitude's goes first and foremost to my supervisor Malam Sunusi Tijjani, for his guidance, advice, helpful suggestions, and endless encouragement which all led to the successful completion of this work.

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My special gratitude goes to my unforgettable father Alhaji Ibrahim Ahmed and my mother Hajiya Maimunat Yusuf who supported me with their advice and shouldered all my financial responsibility and difficulties throughout of my study, may Allah reward them, Amin.

I also wish to express my gratitude to my brothers and sisters Ahmed Ibrahim, Sani Ibrahim, Salihi Ibrahim, Rabi Ibrahim, Amina Ibrahim, Aisha Ibrahim, Bilkisu Ibrahim and all my relatives whose are not mentioned, I am equally grateful.

Lastly, not the end of my special prayers and regards goes to my beloved parent Hajiya Maimunat Yusuf and Alhaji Ibrahim Ahmed peace and blessing of Allah be upon them, protect to them and guidance of Allah be with them throughout of their life. Amin.

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This research work is focused on finding an evaluation of human relation in an organization. A case study of ministry of economic and empowerment Dutse, Jigawa state. This study reviewed literature that relate to the concept under study, importance of human relation in an organization, A guide to good human relation in an organization, Herzberg's Hygiene theory, Victory Varoom Expectancy theory, the fifty-fifty Rule theory, Maslow's Hierarchy of needs. The study would provide a framework to other student who intend to carry out similar studies. The study would be of immersed help and use to Jigawa state ministry of economic and empowerment Dutse, Jigawa state and other private and public organization in proffering solution in setting this problem of poor human relation that exist in an organization.

ABSTRACTS

CHAPTER ONE

1.0 INTRODUCTION

Over the years, human relation has played a vital role in improving organizational performance. According to Elto Mayo, (1950): "Human relation is a situation where by one tries to understand the need and aspirations of the employees and to motivate them toward fulfillment of organizational objectives" Mayo went on to say that the economic motive as suggested by scientific scholars laid so much stress.

He further stated that the need for recognition, security and sense of belonging is more important in determining a worker's morale and productivity in an organization. An evaluation of human relation has been applied to philosophy, that a comfortable environment is a good treatment; effective communication in an organization would encourage employee's initiative enthusiasm in an effect toward improving efficiency and productivity.

Human being are termed as "social animal" therefore, managers are faced with challenges of knowing how to interact with individuals. They came in contract with employee's in the discharge of their duties, such as those employees' in the satisfied with attention according to the towards enhancing organizational efficiency and effectiveness.

Since human relation has been described as a study of how employees can achieve satisfaction within an organization. We therefore, we see the importance of managers in possessing a good quality of human relation as a means of attaining organizational productivity. Human relation must be needed in both the public organization and private organization, where the ultimate goal is to make profit. The maxims say that "customers is always right" hence the manager and other employee's should show high degree of courtesy and

friendly disposition, as contrary to that may lead to dispatronage from customers/clients.

Consequently, it can be seen that human relation is in two ways process and as such, both the employer and employee should maintain a sense of human and both of them must examine from time to time each other's contribution to their partnership for they must both have an equal input of interest, trust, confidence and enthusiasm in each other in the interest of the organization.

1.1 BACKGROUND OF THE STUDY

Relationship between employees and management are of substantial value in any organization. Human relation is the process of training employees addressing their needs, fastening organizational culture and resolving conflicts between employees and management. Understanding some of the ways that human relations can impact this core competitiveness and long-term economics sustainability of a business helps to underscore their importance. Human relations in the organization are major part of what make a business together on projects, communicate ideas and provide motivation to get thing done. Without a stable and inviting organizational culture, difficult challenges can arise both in the logistic of managing employees and in the bottom line. Business with engaging organization and a well-trained workforce are more likely to retain and attract qualified employees, foster loyalty with consumers and more quickly adapt to most the needs of a changing organization. The quality of organization relation is critical to employee retention. Employee retention may seem trivial especially in an organization that is used to a higher turnover is financially very costly. Every new employee requires a substantial investment and training. In addition, severing ties with old employees can sometimes be challenging, especially if the circumstance are not particularly

amicable. Making sure quality employees remain interested and engage in the business requires patience, compassion and flexibility, but can actually make the business more financially sound. Organizational relationships provide a source of employee motivation, which is important to maintaining productivity. Employees who are interested in their work and in the wellbeing of other employees tend to be more productive than those who are not.

This productivity pays obvious financial dividends to the organization, as it can get more done in less times with fewer costs. Building relationships, by both recognizing an employees values to the organization and a concern for their needs, often goes a long way.

According to Sally port magazine, research shows that creativity is based to large degree in social interaction. Employees creativity is often dependent on their ability to communicate with other employees and share ideas. Without quality organizational relationships, employees are less likely to be able to develop and share the solutions that a business need to survive.

1.2 STATEMENT OF THE RESEARCH PROBLEMS

Despite several advantages, human relation has in any organization couple with huge amount spent on training employee's and other top management staff, still there are complaints of poor human relation from employer's/ employee's and even customers/ visitors as well. Why do these problems necessitated good human relation in ministry of economic and empowerment, Dutse Jigawa state. The employee's also complain of lack of involvement in decision making and group participation in the organization. They also complain of insufficient attention accorded to safety and security needs at work. Another problem is poor channel of communication in the organization.

Furthermore, countries survival of any organization lies in its ability to relate well. It is this research, as set to expose all problems necessitated electric human relation in organization.

1.3 AIMS AND OBJECTIVES OF THE STUDY

The main objective of carrying out the study will include:

- i. To examine the effect of human relation on employee's in relation to their performance as productivity.
- ii. To identify how safety and security needs encourage punctuality, education, creativity and loyalty to the organization.

To develop guidelines for effective communication in bringing cordial relation between managers and subordinate in the organization.

iii. To find out the negative impact of it, towards organizational effectiveness of efficiency.

iv. Other objective of this study is to pool resources i.e. employer's/ employee's meet a time together to achieve goals.

1.4 RESEARCH HYPOTHESIS

For the purpose of carrying out this research successfully the following the hypothesis are to be tested to find out the evaluation of human relation in an organization:

- i. the better relationship between the management and employee's, the higher will be productivity in an organization.
- ii. the better the relationship between the management and employee's, the lower will be the productivity in an organization.

RESEARCH QUESTIONS

1. What is the nature of human relation and its effect on workers' productivity?

This research study explores the evaluation of human relation in an organization with a particular reference to Jigawa state ministry of economic and empowerment.

Hence, many factors act as limitation of this study, but prominent among this are:

1.6 SCOPE AND LIMITATION

The study will contribute knowledge by reviewing human relation technique that make employees to perform better.

The study will serve as academic reference materials to those who will conduct a similar research work and related topic.

To highlight some organization particularly Jigawa state ministry of economic and empowerment in introducing the need, which satisfy employee at work. The study will serve as academic reference materials to those who will conduct a similar research work and related topic.

The study will contribute knowledge by reviewing human relation technique that make employees to perform better.

To educate both staff and students to understand the effect of human relation in an organization and to educate general public society at large about the important of human relation in their day to day activities.

The main significance of carrying out this study will include:

1.5 JUSTIFICATION/ SIGNIFICANCE OF THE STUDY

2. What is the nature of human relation and its effect on workers' productivity in ministry of economic and empowerment Dutse Jigawa state?
3. What step can be taken by an organization to make human relation more effective?
4. What are the factors that lead to poor human relation in an organization?

The period given for this research work is not sufficient to cover a study of this magnitude within the frame given long with normal academic schedules and other obligation is not an easy task.

The economic hardship prevalent in this state is another limitation to the study, because these are higher cost of stationary printing, binding and fates toward completion of the study.

Material used for this study were not easily accessible, paragraph and appointment were either cancelled or reschedule due to bureaucracy in government organizations. Management had to be convinced that information collected was going to be strictly applied for academic pursuits, before they were able attention to the researcher.

1.7 HISTORICAL BACKGROUND

The Directorate of Economic and Empowerment was established by the Governor Alhaji Sule Lamido, shall be deemed to have come into operation on the 1st march, 2008.

The Directorate of Economic Empowerment was established as a direct response to the dire consequences of unemployment. Thus with a view of ship improving economic potentiality of people and state at large.

The Directorate was mandated among other things. Designed and implemented programs to convert mass unemployment as well as articulate policies aimed at developing work programs and scheme, Entrepreneur development, training Empowerment, Rural employment development creation, skill acquisition training, employment promotion through trainings and loan facilities.

These programs and schemes are put in place and direct towards the general economic empowerment of people of Jigawa state. A part from programs, there

are branch and units that perform function which facilitate economic empowerment delivery activities across the state.

1. Poverty alleviation.
2. Job creation.
3. Employment generation.
4. Placement of youth, retire, retiring an interested civil truant in the productive sectors of economy.
5. Reactivation of traditional crafts.
6. Agricultural production and processing.

1.7.1 THE MAIN POLICY TRUST OF THE DIRECTORATE

- A. Vide economic empowerment service for youth, women, and other vulnerable group that is physically challenge widow's e t c.
- B. Skill acquisition, training entrepreneurship.
- C. Development of traditional crafts.
- D. Agricultural production and processing.
- E. Exile strategy for the interested civil servants.

1.7.2 THE STRUCTURE OF THE DIRECTORATE

The approach of the Directorate is to reduce bureaucracy to the barest minimum through the utilization of services of reputable agencies, department, consultancy, firms local, national, international and individual expertise.

The administrative structure is expected to be small and cute for the purpose of achieving the desired objectives. It will have care department.

- 1) Programmed department.
- 2) Administrative department.
- 3) Monitoring and evaluation department.

1.7.3 OPERATIONAL MODALITIES

The Directorate job includes training technicians through short term vocational courses in the skill centers and other institutions, emphasizing practical knowledge, problem solving and expected satisfaction of the participants.

1.7.4 PROGRAMES DEPARTMENT

Skills development service: The Directorate provides skill acquisition training through its skill acquisition centers on nine (9) trades as follows:

- Block making/ block lying.
- Electrical installation.
- Metal work /welding.
- Carpentry and joinery.
- Air conditioning and refrigeration.
- Auto mechanic.
- Fashion design.
- House decoration (Hadejia & Gumel).
- Computer appreciation (Gumel).
- Blacksmithing (Gumel).
- Leather work (B/ Kudu).
- Small engine repairs (Ringim).

1) Dutse pilot center (there are equipment's on the ground housing is to be built) but presently we are using Birnin-kudu center an arrangement with L. G. A.

- 2) Gumel center.
- 3) Hadejia center.
- 4) Ringim center.
- 5) Kazaure center.

In addition, the Directorate will subject to government approval take over all skill centers in the L. G. A.'S that were not formally under defunct GC & E. The centers include Birnin-kudu skill center and the computer center set up by local government. This is to enforce standardization of training and certification.

Entrepreneurship service: The Directorate as part of its training package also provides the following service:

- a. Micro credit using micro-finance banks, commercial banks.
- b. Marketing, storage and processing.
- c. Monitoring and partnership.

1.7.5 MONITORING AND EVALUATION DEPARTMENT

The department is charge with responsibilities of monitoring and inspection of all directorate programs. It also ensures that programs are in place and with proper implementation. It collects and collects data for response writing. It also advice the management and success and short coming of Directorate.

1.7.6 ADMINISTRATION AND FINCE DEPARTMENT

The department is charged with overall general administration of directorate as directed by the civil service.

1.7.7 DRAFT WORK PROGRAMME AND BUDGET

It is expected that the directorate will be a very modest organization with a substantial budget flexibility managed to achieve minimum impact in terms of reducing the size of the public service and increasing economic activity in the state.

This is approved will enable us to kick off with youth training for a period of six to nine month and will provide the financial resources to start off other programs especially vocational on traditional crafts and other skills that can be used to empower our youth women and other vulnerable groups.

1.8 DEFINITION OF THE TERMS

Evaluation: A preliminary evaluation of the health care system a frame work for the evaluation process.

Human relation: Has played vital role in improving organizational performance.

Organization: An organized group of people, a system: the world health organization. Work for a business/ charity organization.

1.9 PLAN OF THE STUDY/OUTLINE CHAPTERS

The research study is divided in to five (5) chapters viz-a-viz, chapter one consist of the background of the study, statement of the problem, aims and objective of the study, scope and limitation of the study, Historical Background of the study area, Definition of the terms/concepts. Plan of the study terms chapters, reference.

Chapter two consist of introduction, conceptual framework, empirical literature, other think, theoretical framework, reference.

Chapter three consist of introduction, research design, sampling techniques, methods of data analysis, reference.

Chapter four consist of introduction, Demographic data of the respondents, responses presentation and analysis, reference.

Chapter five consist of introduction, summary, conclusion, recommendation, Bibliography, appendix (Questionnaire design).

CHAPTER TWO

REVIEW OF RELATED LITERATURES

2.0 INTRODUCTION

Various researchers have been conducted on different aspect of human relations, either in public or in private organization in country. However, the importance of understanding of the significance of human relation toward attainment of organizational objectives/ goals cannot be emphasized.

More so, one significant aspect of human relations is the impact of managerial decision on the behaviors of individual's employee at work. Hence no organization can achieve its objective/ goals with materials resources only. Therefore, a successful manager depends upon his ability to predict and control human behavior in an organization. Therefore, definition, relevant theories, and the importance of human relations could be critically examined in this chapter.

2.1 CONCEPTUAL FRAMEWORK

The concept of human relations is used today in organizations to denote a systematic body of knowledge devoted to explaining the behavior of man in relations to task performance in organization.

According to flicks and Byers (1972), human relation is an integration of people into work situation in a way that motivates them to work together productively, cooperatively and with economic, psychological and social satisfaction. They went further to say that many factors influence a person's behavior and attitude such as age, sex, appearance, health, emotion, environment, education, religion, nationality, and culture. They also influence reaction of others to the individual and more so, frustration makes people to be disagreeable.

Ife Chukwu (1977) asserted that, "human relation as driving force that stimulate our individual worker to action" the researcher, here observed that human relation is a driving force that undoubtedly stimulate employee's to carry out an efficient service in the organization, in which without attainment of organizational goals cannot be possible.

Hones (1955) stated that: human relation has to do with how behavior gets stated, is organized, is sustained, is directed, is stopped and what kind of subjective reaction is present in the organization, while the are going on it is

the encouragement given to employee's in order to put in their maximum effort towards the achievement of organization objective i. e such an encouragement that urges the expected in organization.

2.2 EMPIRICAL LITERATURES

It was observed that scientist and measurement scholars paid insufficient attention to the human factor in productivity. The economic motive as suggested by the scientific scholars laid so much stress, was unimportant compared with an emotional and non-logical attitude. Many of Mayo and his colleagues such as Rensis linked Chris Argyris, J. A. B Brown William Dickson, Eljist Jaches, Fritz Roethlis Beger e. t. c investigating industrial efficiency, they conduct a series of experiments at the Hawthorne plant of the western electrical company near Chicago, and they divided the experiment in two phases. In the first phase (1924-7) they investigated the effect of changes in illumination on productivity and showed without doubt that there were certain factors, apart from physical ones which affected the human relation and productivity of group of workers. The second phase (1927-32) of the investigation consists of four main experiment in relay assembly and mica splitting test room and in the bank wining observation room.

Furthermore, the investigation in relay assembly test room involved five girls for an experimental period of two years under almost constant monitoring by the researchers. Changes were made in there working condition, in their hours of work, in the length and periodically of rest pauses in the tasks, which as individual they had to perform in the style of supervision and in the incentive payment scheme which were chare according to their performance. Generally, it was found that productivity within the selected group was higher throughout that of control group, there was greater cohesion and better communications and relationship the implication of which are that any group or individual selected as an object of interest will acquire ego satisfaction which will have a positive effect on performance.

The later bank writing room observation were conducted with a team of fourteen men engaged in writing and soldering banks of equipment's unlike the telephone relay study when the researchers sat with girl's observation were generally over. This cohesive sub-group was observed acne and norms of

production for a fair day's work considerable social pressure in the form of ostracism was placed informally by the group on the members to conform to an accepted level of output. Out of the confusion surrounding the Hawthorn studies a number of important points emerged. They suggest that motivation and productivity are the result of complex behavior patterns and can influence by a range of variables. Meanwhile, time and motion studies and the physical condition of work are clearly not whole study. So also, in order to produce need to what incentive employees will be responsible and the working environment must be so instructed as to provide opportunities for the satisfaction of needs, which is the main concern of human relations.

In summary to their experiment, Mayo and his colleagues analyze their basic finding as follows:

- a) Work is a group activity.
- b) The need for recognition, securing and sense of belonging is more important in determining a worker's morale and productivity than the physical condition in which he works.
- c) The worker is person whose attitude and effectiveness are conditioned by social demands from both inside and outside of the organization.
- d) Informal groups within the organization exercise strong social control over the habits and attitudes of an individual worker.

f) It is included that employee need some internal rest periods in the working environment and a sense of acceptance, belonging and mutual inter-relationship through information of groups tend to constitute one of the basic needs of the workers in the working environment.

The researcher therefore expresses that human relation in an organization is not improving only higher productivity, but also encouraging responsibilities, pride of work and cooperation, as well as increasing general efficiency of workers, what is needed must motivate workers at work is not only an economic in creative, but employee needs sense of acceptance, belonging and

mutual inter-relationship with management toward achieving organizational objectives.

Peter Druker (1968) observed the "the trend today is towards a more thinking workforce. The stimuli from newspapers and television and catering employee's attitudes towards work as well as thousand leisure. The input is not yet measurable in output terms, but the movement is towards providing employee's need to know what is going on, what the rule of organization are, who is playing and how well," and what the opposite is up to. They also want to give advice and have it listened to and acted no, or receive a good reason why it has not been needed. They want share in decision and fortunes of the organization, to achieve and have their achievement recognized, to talk effectively to each other and listen.

The researcher observed that the human relation mainly concerned with our employee's satisfaction. That is the higher level of morale in organization that leads to adequate output, high involvement, initiative, creativity and reduce unnecessary dispute over discipline. Employment therefore wants to be part and pertaining the plan of the organization towards goals achieving. The performance of every employee in an organization depends on the extent to which the worker is satisfied at work.

Augustine Aliazu (1956) on his assertion he says that "the Nigerian managers must fully understand their workers so that they can be in position to diagnose the appropriate motivational characteristics of the Nigerian working environment. This clearly emphasizes the effect of human relations by the drawing attention of managers and employee's, the essence of cordial relationship at work for the attainment of organizational objectives. Writing on management and employee's performance and result, M. K. O. Abiola asserted that, "the most important factor in any production enterprise is the human element (the employee's involved). According to him, without employee's, there can be no performance up on which an anticipation of result can be based. However, the most critical issue is how to get employer to work in a manner that will achieve desire result and given the employee's a sense of fulfillment. He further stated that without a properly motivated workforce, even the best of managers cannot produce tangible result.

The researcher understood that any organization that needs to achieve its maximum result must properly manage its workforce. Meanwhile human element served as very vital toward organizational efficiency.

2.3 THEORETICAL FRAMEWORK

Theories are reasoned supposition put forward to explain facts or events. Several number of events taking place all over the world. However, theories are usually subjected to rigorous process to prove facts or phenomena. Relevant theories on human relation will apply.

Various theories have been propounded by various scholars on human relation. Therefore, human relation theory sees employees as human beings who have feelings and emotion, like and dislike, love and hate, independent and philosophy that a comfortable environment, good medical treatment, effective communication and other benefit will automatically have motivated employees to work hard and as well as boost organizational efficiency reduce absenteeism, disloyalty, feeling, insecurity and to some extent contribute in higher productivity.

Hence some theories that relate to human relations are going to be examine below:

2.4.1 MASLOW'S HIERARCHY OF NEEDS

Abraham Maslow's (1983) theory (hierarchy of needs) which is based on the assumption that human behaviors are affected when people try to satisfy their unsatisfied need saw in the hierarchy will motivate behavior. Maslow identifies the following order of hierarchy of need:

- i. Physiological needs.
- ii. Safety needs.
- iii. Social or belongingness needs.
- iv. Esteem needs.
- v. Self-actualization

The theory which we referred as "Holistic dynamic theory based on two fundamental principles" Viz:

- 2.4.2 MASLOW'S ASSUMPTION
- 1) A person will have many needs.
 - ii. This need varies in importance and can be ranked in hierarchy.
 - iii. A person will seek to satisfy the most important need first.
 - iv. When a person succeeds in satisfying a need it will no longer be a motivator for time being.
 - v. The person then turn his attention to the next important need.
- 1) Deficit principle: when a need satisfied is no longer a trivial of behavior, people act to satisfy deprived needs.
- 2) Progression principle: it stated that the five (5) needs are in hierarchy, one only needs to satisfy a higher need when a lower need is satisfied.

A. The psychological needs: these are needs that must be satisfied to sustain life, e.g. hunger, shelter, sex and other body needs. These needs cause employees to act, because then their essential need has been provided. They form the basis that every human would work to enable him survive.

B. Safety needs: these need arise from the natural tendency of human need for protection from anything harmful, e.g. disaster, illness and security of income.

C. Social belonging: these include the need for affection, belongings, friendship, interaction, acceptance by peer and support feeling of belonging in all society fact.

D. Esteem needs: the need to have a firm and reasonable high evaluation for one self. This has internal and external aspects. This internal aspect includes the personal feeling and assurance of one's achievement, knowledge and competence. The external aspect is the need to be recognized, appreciated and respected by others.

E. Self-actualization: this moves individuals into action to exploit one potential, so as to become what he wants to become. These need include the realization of one's potentials, self-fulfillment. As each of these need is substantially satisfied the next need become dominant that is the individuals as shown below.

- i. Self-actualization.
- ii. Esteem need.

!!!. Need for safety or security.
iv. Psychological or biological need.

Maslow explains that these needs could in hierarchy or as show above. He further separates these needs into higher and lower need, i.e. psychological and safety needs were described as lower needs. And social, esteem and self-actualization as high order level needs. The difference between the two is that higher needs are satisfied internally, while lower need is satisfied externally. He exposed to us the basic main needs that people bring with them to work; he suggested the manager's work is to:

- i. Create avenue that will enable individuals satisfy their needs and at the same time support the goals of the organization.
- ii. Managers should do away with obstacle prevention needs satisfaction

carassing for castrating and negative attitudes.
However, managers should observe their employees in order to know what their need are, individually and differently, that is not insensitive to the needs of their subordinate with a view to improve workers' performance.

The researchers here are of the opinion that Maslow's theory could not be workable in the absence of human relations. The relationship between managers and the subordinate determine the success of failure of applying this theory became satisfying.

Wrong need could not encourage a worker to perform better. Furthermore, a successful manager is one who has the ability to relate well with subordinate to understand their needs and aspiration in order to motivate them toward attainment of organizational objectives.

2.4.3 HERTZBERG'S HYGIENE THEORY

Hertzberg believes that the relationship of employees to the work is a basis one that their work can be very well determines their success or failure. Fredric Herzberg (1959), investing the question on what do employees want from their job? And come up with the hygiene theory. Under this the manager controls the factors which, they interviewed (200) two hundred accountants and engineers to describe the factors in the job which when present will make them fell exceptionally happy or unhappy with their jobs. Based on the interview, they observe that reports of feelings, happiness was not brought about by the presence of the "intrinsic factors" the satisfied relate to the nature

or content of the job he does e.g. recognition, the work itself, achievement, responsibility and advancement. If a job does not offer workers advancement, challenging, worker's responsibility, recognition for a job well done or the chance to complete a task successfully. The workers are not necessarily dissatisfied with it but neither will he derived any satisfaction from it. The researchers observed that feeling of unhappiness were not caused by the absence of dissatisfying maintenance or extrinsic factor. Herzberg called this hygiene, as hygiene operates remove health hazards from the environment of man, it is not curative, but prevention, such hygiene factor described worker's relationship with the work environment.

Hence satisfies relates to what workers do, while dissatisfies include organizational policy and administration, technical supervisors and working condition.

The data suggested that:

- a) The factors that were present in job satisfaction was produce were separate and distinct from factors that led to job dissatisfaction.
- b) The opposite of job satisfaction "is not" jobbing satisfaction, but no job dissatisfaction.
- c) Similarly, the opposite job dissatisfaction is not jobbing satisfaction "But" no job dissatisfaction.

According to Herzberg it is possible to increase job satisfaction without reducing job dissatisfaction and vice versa.

2.4.4 VICTORY VROOM EXPECTANCY THEORY

A person may be something in the belief that the effort put forth will satisfy certain goals. In behaviors will be attempted by the individual victor vroom (1964) developed an expected theory model. This theory differs substantially from Maslow's notion of uniform structure of need and Herzberg's dual class of motivation. Expectancy theory asserts that "an individual's motivation to perform/ produce as any giving time depends on his/ her particular goals and perception of the relative's usefulness of performance as a path to the attainment of these goals.

2.4.5 THE FIFTY- FIFTY RULE THEORY

John Adair (1990) is of the opinion that fifty percent (50%) of motivation comes from within an employee and fifty percent (50%) from his/ her environment.

John believes that leadership and motivation are like brother and sister. Therefore, it is difficult to think if a leader who does not motivate others. However, apart from the individual's needs there are other needs emanating from the common task and group organization which have at least a potential motivation upon us. The value worth williness or importance of the work we are doing in the context of a changing and challenging environment can enlist our deepest interest and engage our purposive energy.

He further contended that if a leader is not part of a solution to a problem, he is part of the problem; fifty percent of success depends on the team (employees) and fifty on the leader. The fifty- fifty rule challenge the leader to get his part right, first before criticizing the contribution of other part.

The researchers here wish to stress that despite the tremendous importance of Sir Adair's view that relationship between leadership and motivation could not be effective and straight without human relation. The ability for a leader to lead depends considerable on his human relation with subordinates. More so, an effective are not necessarily be effective leaders and that it is hard to have effective leader managing wrongly. This is to say human relation is of great importance of goals attainment in the organization.

2.5 IMPORTANCE OF HUMAN RELATION IN AN ORGANIZATION

Human relations enhance nice atmosphere at work and improve effective communication which is a welcome development for our increase of productivity as well.

In order, that the organization can achieve its goals/ objective the work of individual employee must to be linked into coherent pattern of activities and relationship.

Meanwhile, human relation is the process of bringing employee's closer to the organization so that the objectives of both parties can be achieved under a friendly atmosphere. It bridges the gap that usually exists between managers and their subordinates.

However, before an individual can be induce to behave in certain desirable ways, i.e. to work better and more happily, a fundamental knowledge of his mine and personality is important. Because employees generally begin to use their initiative and ability to a greater advantage. Falling of pride and importance is usually contributing something more than the usual day's work,

when compared with respect received from supervision, raised employees well beyond their accepted standard of ability. It is essential for moral to be kept at a high level. Particularly where poor working condition are beyond the control of the management. Because a low level of moral can lead to inadequate output, absenteeism, disloyalty or unnecessary disputes over discipline and waste of materials.

In spite of the importance observation, the following point also serves as essentials of good human relation in our organization.

- a) Human relation encourage employees to develop initiative, make use of intelligence and promote active and constructive cooperation between supervisors and workers.
- b) Human relation encourages employees to be more predictive in the organization.
- c) It brings mutual understanding between employee's and loyalty in the workers.
- d) It minimizes suspicious and encourage confidence, trust loyalty in the workers.
- e) Human relation encourages employees to express view on all aspect of the organization (individual democracy).
- f) Encourage employees to be self-motivated and self-respect.
- g) Foster unity among workers.
- h) Enhance organization to achieve a maximum benefit.
- i) Give room to settle dispute from within the organization by use of trade union.
- j) Human relation can help you develop appreciate solution to problem at work.

2.6 MANGEMENT APPROACH TO GOOD HUMAN RELATION

According to peter Drunker (1968) the following are the step that management of the organization can take in the direction of enhancing a better human relation.

- a) Provide a standard of living: employee's and salary/ wages that will compensate their skills and responsibility, unless workers feel that their

wages are adequate then efficient production or service can be expected from the workforce.

- b) Make their job worthwhile: no employee can have expected to make a minimum contribution to a job, which he thinks is insignificant. Therefore, a few words of explanation concerning the "why" of job cannot stimulate interest and create a solution of employee's.
- c) Effective communication: both management and employees should have opportunity and desire to exchange views before effective human relation can be maintained. It fosters motivation by clarifying to employee's what is to be done, how well they are to do it and what can be done to improve performance if its workforce.
- d) Provide security: although absolute security is impossible in a free enterprise system, but the employee can be guaranteed/ safeguard against any irresponsibility or haphazard is responsible of good management to provide this security.
- e) Provide recognition for ability and effort: employee quite rightly expect recognition for their effort and are disappointed when it does not appear. Failure of knowledge accomplishment to an inevitable falling performance/ recognition needs not always materials. The rise that comes with public acknowledgment of a well desire is often ample recompense for the work or particularly in the short runs.
- f) Provide good leadership: a good human relation programmer must consider the quality of the leadership in the organization as well as the work of subordinate. A firm and crisp leadership can create confidence and assurance without such guidance the employee's output must lie below the optimum.

2.7 A GUIDE TO, GOOD HUMAN RELATION IN AN ORGANIZATION

According to victor vroom (1964) human relation in an organization is a two-way process and as such both employer/employees should maintain a sense of humour, and both of them must be examine, from time to time, each other contribution to their office partnership. They must both have an equal amount interest, trust, confidence and enthusiasm in each other, in the interest of the organization and public at large.

The following guidelines should be strictly adhering in maintaining an effective human relation in an organization:

- a) A minimum requirement for the protection, safety, health and security of the workers should be moved statutory obligation on the of the employer(s) according to the various labor laws. A good employer is always ahead of law. Meanwhile, hours of work, rest, and safety, prevention of accidents, ventilation, light, washing facilities, latrines e. t. c. should be strictly taken care of by the organization.
- b) Employee's must be given a condition, as to place them a position to devote to their work all the intelligence, physical skills, energy and enthusiasm they possess so that their work be efficient and output production both quantity and quality will be highest.
- c) A strict code of discipline with no favoring of any employee will be maintained in the organization for the exercise of justice and fair play.
- d) Ability understands what type of incentives an employee will respond to, and the working environment must so structure so as to provide the opportunities for satisfying that needs.
- e) Different method of training employee's such as on the job, off the job, seminar and conferences, e. t. c. should be established to encourage the workers to be more productive, motivated, creative, imaginative and loyal to the organization.
- f) Management should consult the employee's representatives on any matters, which affect them, viz change in the organization methods and products e. t. c. no real cooperation is possible without effective participation. Change must be made carefully, because it is the psychology of workers to view every change with suspicious.
- g) The employer should organize an effective communication flow between managers and subordinates or between supervisors with workers, toward the attainment of organizational goals. Thus no organization can survive well without effective communication.
- h) An experience and quality personal manager is needed, who stand together with his subordinates, decide on what to do, how and

when it should be done. He understands what motivate them to perform even better. To lead employees successfully one has to exercise some to day do to ineffective human relation. What is needed most in the human understanding in his role as human engineers who hold the respect of all employees in the organization with whom he is associated. In short, integrity, personality, impartially, imagination, diplomacy, tact and power require being successful manager. Management must accept the principle that in the industrial field, the two factors "employees" are counterparts. In organization and that the two must to work together to create wealth and then share it on basis of agreed proportion.

ORGANIZATION

2.8 FACTORS THAT LEAD TO POOR HUMAN RELATION IN AN ORGANIZATION

- Augustine Alinzu (1956), the following are among the factors that lead to poor human relation in organization.
- a) Poor communication system: - wrong communication between supervisors and subordinates create a bad atmosphere in the organization. It is essential that all correspondence, notices, instruction e. t. c. should be explaining and adequately put over.
 - b) Lack of incentives: - a subordinate may be denied some certain right or privileges, which may psychologically affect his output of work.
 - c) Traditional treatment of employees: - (automatic fashion) employees need to be flexible and fully involved in the decision making, which is no doubt to develop appropriate solutions to problem at work.
 - d) Frustration on the part of the employees: - in a whereby a manager does not praise their subordinate when they deserve to do so, they even look for their down fall rather, than their progress. Many people overlook the importance of sense of performance of his duty.
 - e) Inadequate of organization structure: - lack of proper standard organizational structure brings wrong approach to employees.

CHAPTER THREE
3.0 RESEARCH METHODOLOGY

3.1 INTRODUCTION

This is described as instrument used or employed in collecting information for the study. Here the researcher highlighted methodology of the study, as it relates to population and sample size in the investigation. These hypotheses have information from the population of the study. Sampling technique will be used so as to case analysis in chapter four.

3.2 RESEARCH DESIGN

The study shall be descriptive and under taken through oral interview, questionnaire. The for the choice of descriptive research method is to ensure detailed systematic analysis of facts and characteristics of collected data of the study to help proper analysis, comparison and evaluation of finding.

3.3 POPULATION OF THE STUDY

Agbe (2000) defines population as the total number of people sampled for the study. This mean that to study everyone resident in an area marked for the study is impossible, as a result the researcher selects from a certain number of the population also known as the respondents.

3.4 SAMPLE SIZE

Davis (1979) sees sample as the process of obtaining a finite part of the total population to make an inference.

Thus, a sample size of a 50 shall be selected at random to have equal representation.

3.5 SAMPLING TECHNIQUE

According to DR. R Somen (1974) it is an internally accepted norm, that a maximum sample for a social science research should not exceed fifty (50) questions. Therefore, for the success of this study only fifteen (15) question will be asked on the questionnaire designed to be distributed to (50) respondents. The printed questionnaires will be distributed to different cadres of the organization using both close and open-ended questions.

3.6 METHOD OF DATA COLLECTION

Two major sources of data collection are to be used which are primary and secondary sources.

PRIMARY DATA: -

i. Under these sources, interview will be conducted to the staff of the board. Moreover, some questionnaires with (15) question has been designed and is to distributed to two departments as a sample within the organization with both close and open ended questions.

ii. INTERVIEW: -

This is the process of face to face conversation between in the interview and respondents, question could still be asked for comprehensiveness. Moreover, the researcher used this method due to the following reason: -

To clarify certain issues which are difficult to out forward or to be expressed in the questionnaire?

iii. SECONDARY DATA: -

Under this source of information, the data has been extracted from textbooks, files, memos, and all documentary works.

Research instrument

Primary data was required and used in this research project. Primary data was collected through various administering questionnaire to staff of the board. The questionnaire was administered to respondents and information obtained.

3.7 METHOD OF DATA ANALYSIS

Tabular presentation (using simple percentages) will be the main method of analysis to be used in this research work to represent the data gathered from the staff of organization.

Meanwhile, this format will also be used to assess the degree of responses to questionnaires distributed to the staff of the organization. This enable the researcher to rest the hypothesis formulated in chapter one.

3.8 DELIMITATION OF THE STUDY

To avoid inaccuracy of data collection, the researcher will be focused on the area of the impact of human relation in an organization for improvement of performance.

CHAPTER FOUR
DATA PRESENTATION AND ANALYSIS
4.0 INTRODUCTION

This chapter is focuses on data presentation as well as analysis of the research findings. The data is therefore presented infrequency distribution and simple percentage tables.

Moreover, out of the fifty (50) questionnaires distributed to the staff of the organization, and forty-two (42) were successfully filled and returned, where either eight (8) were not returned. So, the analysis will be based on 42 questionnaire collected.

Personal interview (sample questions)

- Q1. When was the board established?
- Q2. What is present staff strength?
- Q3. How many department and division does the board have?
- Q4. Does the board fulfill its objectives?
- Q5. How does the management employee's relationship exist?
- Q6. How does the board communicate its activities?

4.1 DATA PRESENTATION.

Questionnaires administrative are presented. Therefore, the researcher used tabulated method of data presentation using (simple percentage) to show the degree of responses.

4.2 Demographic Data of the respondents

This part of the research work considers the demographic data of the respondents to this study with specific consideration to such as sex, age, staff cadre/rank of the respondents.

TABLE 1: SEX DISTRIBUTION

SEX	RESPONDENTS	PERCENTAGE
Male	40	95.24%
Female	2	4.76%
Total	42	100%

Source: questionnaire administered 2021

COMMENT:

From the table above, the majority or 95.24% of the working population of the board are male, while only 4.76% are female. This illustrates that majority of the workforce are male.

TABLE 2: DEPARTMENT

OPTIONS	RESPONDENTS	PERCENTAGE
Admin. and general service	16	38.01%
Engineering	26	61.90%
Total	42	100%

Source: questionnaire administered 2021

COMMENT:

From the above table we can deduce that majority or 61.90% belong to engineering department, while only 38.01% go to administration and general service department. This the highest number of staff goes to engineering.

TABLE 3: CADRE/ RANK

POSITION/ RANK	RESPONDENTS	PERCENTAGE
PTO	4	9.52%
HTO	7	16.67%
TO	4	9.52%
TECHNICAL ENGINEERS	3	7.14%
GRANTS MEN	4	9.52%

FOREMEN	4	
PEO	2	8.52%
ADMIN OFFICERS	2	4.76%
SFO	4	4.76%
HFO	3	9.52%
EO	3	7.14%
AFO	2	7.14%
TOTAL	42	4.7%
		100%

Source: questionnaire administered 2021

COMMENT:

From the above table, the majority or 16.67% are for the rank of higher technical officers' while 9.52% position comprises principle technical officers, craftsmen, foremen and senior executive officers 7.14% also comprises of technical engineers, Higher executive officers. 4.76% include principal Executive officers, Administration officers and Assistant Executive officers, this indicate that majority of the staff enroll higher position in the organization.

TABLE 4: AGE

RANGE	RESPONDENTS	PERCENTAGE
18-25 Years	4	9.52%
25-30 years	6	14.29%
35-40 years	21	50%
41-Above	11	26.19%
Total	42	100%

Source: questionnaire administered 2021

COMMENT:

From the above table, we can deduce that the majority or 50% of the Board employees are between the ages of 35-40 years. 26.19% are between the ranges of 18-ranges of 41-and above years, while only 9.52% are between the ranges of 18-25 years while only 14.29% are between the ranges of 25-30 years. This clearly shows that the majority of the board employees are between the ranges of 35-40 years of age. Therefore, the board constitutes a young middle age generation of workforce.

TABLE 5: LEVEL OF EDUCATION

OPINION	RESPONDENTS	PERCENTAGE
Primary	Nil	0%
SSCE/grade ii certificate	8	19.04%
University/ Higher institutions.	20	47.62%
Others	14	33.33%
Total	42	100%

Source: questionnaire administered 2021

COMMENT:

The table above illustrated that majority or 47.62% were B.Sc., HND, OND holders, with most of them senior or intermediate staff, 33.33% attended other courses which are much relevant to their work, with most of them being intermediate and few being senior workers, while only 19.04% were the shows that the higher the quality the higher the status.

TABLE 6: HAVE YOU EVER BEEN SENT FOR TRAINING

OPINION	RESPONDENTS	PERCENTAGE
YES	36	85.71%
NO	6	14.29%
TOTAL	42	100%

Source: questionnaire administered 2021

COMMENT:

We can deduce from the table above that the majority or 85.71% attended different type of training in the organization, which only 14.29% have not benefited. This is indicating that the majority of staff have undergone/benefited from the training organized by the board.

TABLE 7: If (yes), to what extent does your training affect your relations with other employee's at work?

OPINION	RESPONDENTS	PERCENTAGE
---------	-------------	------------

It makes me to be a team worker.	20	47.62%
It makes me to be more skeptical with other employees at work.	8	19.05%
It makes me to be more individualistic.	10	23.81%
None of the above	4	9.52%
Total	42	100%

Source: questionnaire administered 2021

COMMENT:

From the table above, the majority or 47.62% believed that training make them to be a team worker, 19.05% believed that training make them to be skeptical with other employees at work, 23.81% believed that it makes them to be more individualistic, while only 9.52% selected none of the above. This shows clearly that the higher the training the more the employee's relationship will be improvement at work.

TABLE 8: Do you agree that the better the relationship between management and employee's the higher will be the productivity in the organization?

OPINION	RESPONDENTS	PERCENTAGE
YES	42	100%
NO	0	0%
TOTAL	42	100%

Source: questionnaire administered 2021

COMMENT:

We can deduce from the above table that 100% of the respondents agreed that the better the relationship between the management and employees the higher the productive in the organization. This shows that the effect of relationship in the organization cannot be over emphasized.

TABLE 9: Can employee's performance be improved upon through participation of workers in group activities

OPINION	RESPONDENTS	PERCENTAGE
YES	28	66.67%
NO	14	33.33%
TOTAL	42	100%

Source: questionnaire administered 2021

COMMENT:

From the above table we can deduce that majority or 66.67% of our informants agree that employee's financial incentives, while only 33.33% disagreed on that. However, this shows that allowing workers participation in a group activities improved employee's performance.

TABLE 10: Do you agree that the use of first aid boxes, helmets, hand gloves, climbing belts, and rubber boots help in ensuring safety of employees?

OPINION	RESPONDENTS	PERCENTAGE
YES	38	90.48%
NO	4	9.52%
TOTAL	42	100%

Source: questionnaire administered 2021

COMMENT:

From the above table the majority or 90.48% believed that the use of first aid boxes, helmets, hand gloves, climbing belt, rubber boots, help greatly in ensuring safety of employees; while only 9.52% of the respondents have their own opinion. This indicates that the use of the above materials will ensure safety at work as is popularly known that prevention is better than cure.

TABLE 11: Do you think that improvement on safety measure of employee by the management can improve human relation in an organization.

OPINION	RESPONDENTS	PERCENTAGE
YES	42	100%
NO	0	0%
TOTAL	42	100%

Source: questionnaire administered 2021

COMMENT:

This table shows that 100% of the employees agreed that improvement of safety measures by the management will no doubt improve human relation in an organization. This indicates and supports the saying "Health is wealth" and "a happy man at home is a heavy man at work."

TABLE 12: What are the likely consequences of lack of effective communication in an organization?

OPINION	RESPONDENTS	PERCENTAGE
Low workers morale	4	9.52%
Low productivity	6	14.3%
Regular workers and management conflicts	5	11.9%
All of the above	25	59.52%
Others	2	4.70%
Total	42	100%

Source: questionnaire administered 2021

COMMENT:

In the above task, majority or 59.52% of the respondents believed that low workers morale leads to low productivity and cause regular conflicts between management and employees in the organization, while only 9.52% believed that ineffective communication could lead to low workers morale, 14.3% lead to low productivity, 11.9% lead to regular conflicts between management and employees and 4.76% didn't specify their own opinion meanwhile it could be observed that effective communication is very vital to every organization.

TABLE 13: How would employee's productivity and cordial relationship be enhanced?

OPINION	RESPONDENTS	PERCENTAGE
Through regular staff meeting.	4	9.52%

Through involvement of workers in decision making.	4	9.52%
By encouraging employees initiatives.	6	14.3%
All of the above.	26	61.90%
Others.	2	4.76%
TOTAL	42	100%

COMMENT:

From the above table 4 respondents with 9.52% answered through regular staff meeting, 4 respondents also with the same percentage of the 1st one answered through involvement of workers in decision making, 6 respondents with 14.3% also answered by encouraging employee's initiative and 26 respondents with higher percentage of 61.90% answered all of the above while others with 2 respondents have the remaining 4.76%.

TABLE 14: Effective communication part of management Approach to good human relation?

OPINIO	RESPONDENTS	PERCENTAGE
YES	42	100%
NO	0	0%
TOTAL	42	100%

Source: questionnaire administered 2021

COMMENT:

The above table review that 100% of the respondent believed that communication effectively is part of management approach to good human relation. Thus shows that employee who is working in doubt rapidly loses live feelings of security in the organization as well as his confidence in management.

TABLE 15: Do you think safety health and security work boost employee's morale.

OPINION	RESPONDENTS	PERCENTAGE
---------	-------------	------------

COMMENT:

Source: questionnaire administered 2021

NO	TOTAL
40	95.24%
2	4.76%
42	100%

from the above table, the majority or 95.24% of the respondents believed that safety, health and security of work boost employee's morale, while only 4.76% of the respondents disagreed of the statement. This indicates that with the provision of health, safety and security an employee can productive in the service of the organization.

4.2 TESTING OF THE HYPOTHESIS FORMULATED

In this section, all the data collected in this study particularly data presentation under section 4.1 would be analyzed in relation to our earlier formulated hypotheses which three (3) in number.

1. "The better the relationship between management and employees, the higher will be the productivity in an organization" this hypothesis has been tested and confirmed to be positive, with regards to the responses as indicated in table 8 and 13 which shows 100% and 61 agreed with the statement.

2. "The performance of employee could be improving upon through participation of workers in a group activities and safety measures" this hypothesis has been tested and confirmed to be positive with regard to the responses as indicated in table 9, 10 and 11 which shows about 66.76%, 90.5% and 100% agreed with the statement.

3. "Effective communication would enhance cordial relations and higher productivity". This hypothesis has been tested and compared to be positive, with regard to responses of the respondents as indicated in table 12 and 14 which shows about 59.53% and agreed with statement.

Through the personal interview, it was found out that the board was established by Edit No 1 of 2008. Therefore, it is now 13 years in existence i.e. from 2008 to 2021.

through the personal interview, it was found that the board present
force as one hundred and twenty (120) permanent staff and ninety are
workers (90), it also has three departments, i. e. Administration and
programs and Engineering department as well as one Centre in each
and monitoring and Evaluation Department respectively.

In conducting the interview, it was found out that some staff stated that the
relationship between management and employees are cordial, while other
stated that it is not cordial and the last but not the least the board
communicates its plan to all segments of the organization through circulars for
effective and efficient prosecution of its plan.

CHAPTER FIVE

5.0 INTRODUCTION

This chapter presents the summary, conclusion and recommendations of the study, based on the findings of his research work.

5.1 SUMMARY

The main focus of this is centered on what must be done to effectively maintain good human relations in an organization, a case study of Ministry of Economic and Empowerment and it is hope that all the constitute border in the wheels of effective human relations shall be illuminated.

Meanwhile, chapter one of this research work contains general introduction of the research topic, which the researcher can be able to know about the impact of human relation in an organization. This chapter also show the background of the case study, statement of the research problem aims and objectives of the study formulation of hypothesis, limitation encountered while conducting the research and the scope of the research, as well as definition of terms.

Chapter two of this study is concerned with commentaries of human relation; relevant theories of human relation propounded by various scholars as well as factors that lead to poor human relation are all critically examined and reviewed.

Chapter three is mainly concerned with introduction, research methodology, sample, sampling techniques, and methods of data collection.

Chapter four of the research deals with data presentation and analysis.

The last chapter of this research is chapter five which is mainly concern with summary, conclusion of the study and some recommendation by the researcher to the management of Jigawa State Ministry of Economic and Empowerment as for the ways of improving employee's performance.

5.2 CONCLUSION

From the beginning of this study up to this juncture, several attempts have been made to find out ways on how effective human relation can be maintained in Jigawa state Ministry of Economic Empowerment. Hence, further efforts were made to collect relevant information concerning the topic. "The impact of human relation in an organization" the information collected during the study was classified, tabulated and interpreted to find some useful result in which the following problems have been illuminated:

1. There is ineffective system of communication used by the board. The instruction for feedback are not properly clarify due to one reason or another. This create bad atmosphere in the organization in an effort toward attainment of organizational objectives.
2. Employees in the organization are found to be inadequate or non-payment of some financial incentive such as night allowances, shifting allowances, overtime e. t. c. this discourages employees to performed better in the service of the organization.
3. Another problem is lack of cordial relation, which exists between management and employees in the organization.
4. There is no proper measure taken by board with regard to its employees' health, security and safety at work.
5. In spite of huge amount of money spent by the government in training employees of the board, the skills acquired during training are not allowed to be utilized by the staff in an effort to enhance high productivity in the organization.

5.3 RECOMMENDATION

The success of any organization be it public or private depends on how human relation is effectively maintained in that organization. The researchers meanwhile have made it possible to make the following recommendation to the management of Jigawa state Ministry of Economic Empowerment with a view to improve good human relation in its offices.

1. Always clarify instruction to subordinates and check that they have clearly understood the meaning of the statement. Both the management and employees should have the desire to exchange views towards attainment of organizational goals. No real cooperation is possible without effective participation. Therefore, management should consult the employees responsible on any matter and products e. t. c. changes must be made carefully, because it is psychology of employees to view every change with suspicious. Thus no organization can serve well without effective communication.
2. There is a need for the government to allocate the board sufficient funds to enable it pay some financial incentive to the staff. This assumption of money as the primary motivation factor shows to significance of human relation movement as Hertzberg place it among the hygiene factors, when assent course anxiety when present. Therefore, the board should introduce payment of some financial incentives regularly to stimulate the effort of employees at work.
3. There is a need for the board to organize monthly meeting with all level of employees with a view to discuss some impertinent issues which affect their job. This will no doubt foster unity and good cordial relationship between management and subordinate or between supervisors and employees at work. Perhaps, management must accept the principle that in the industrial field. The two factors (employee and employer) are counterpart in organization and that the two must work together to create wealth and then share it on the basis of general proportion.
4. Management should endeavor to promote safety, health and security at all level of responsibilities by providing necessary measures in protecting employees at work. This includes patronizing a private hospital to all staff of the board, and issuing some equipment for protecting other employees at work e.g. helmets, climbing belts, rubber boot, and first aid boxes. Sir Fredrick Cather wood has made related expression at European management symposium at Dave's, when he said "if we make losses we go out to business, if our profits are too low, we cannot expand and improve our products, so we must care for the interest of owners. But if we do not care for the interest of customers, he will buy elsewhere. If do

not care for the interest of the employees, they will work elsewhere" furthermore, hours for work, rest, ventilation, light, latrine, and washing facilities etc. should be strictly taking care by the board.

5. Employees sent on training should be strictly encouraged and accorded to practice what they have learnt in training.

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QUESTIONNAIRE

Department of public administration,
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PMB 7040.
Jigawa state.

Dear respondents,

I am final year student of the JIGAWA STATE POLYTECHNIC DUTSE. I am carrying out a study on the topic "An Evaluation of Human Relation in an Organization: A case study of Ministry of Economic and Empowerment Dutse, Jigawa State". This is in partial fulfillment of the requirement for the award of HIGHER NATIONAL DIPLOMA in Public Administration. It is purely an academic work and all the information given to me by you would be for the purpose of this research project only. Thanks.

Yours Faithfully,

YUSUF IBRAHIM AHMED.

INSTRUCTION

Do not write your name on the questionnaire read the statement carefully before attempting to answer any question. Where a question requires you to choose or write from the given alternative and indicate yours choose by putting a tick on space provided.

PART ONE: PERSONAL DATA

Q1. SEX

a) Male

b) Female

Q2. YOUR DEPARTMENT

[]

[]

Q3. AGE

- a) 18-25
- b) 25-30
- c) 30-35
- d) 35-40
- e) 40 and above

Q4. EDUCATIONAL BACKGROUND

- a) PRI-school certificate
- b) SSCE/grade ii certificate
- c) NCE/ Diploma certificate
- d) IIND/Degree certificate
- e) Masters and others

Q5. CARDRE/ RANK

PART TWO: OPINION OF THE RESPONDENTS

Q6. Have you ever been sent for training?

- a) Yes
- b) No

Q7. If (yes) to what extent does your training affect your relations with other employees at work?

Please comment:

Q8. Do you agree that the better the relationship between management and employees the higher will be the productivity in the organization?

b) No

Q9. Can employee's performance be improved upon through participation of workers in group activities?

a) Yes

b) No

Q10. Do you agree that the use of first aid boxes, helmets, hand gloves, climbing belts, and rubber boots help in ensuring safety of employees?

a) Yes

b) No

Q11. Do you think that improvement on safety measure of employee by the management can improve human relationship in an organization?

a) Yes

b) No

Q12. What are the likely consequences of lack of effective communication in an organization?

Please comment:

Q13. How would employee's productivity and cordial relationship be enhanced?

Please Comment:

Q14. Do you agree that effective communication is a part of management approach to good human relation?

a) Yes

b) No

Q15. Do you think that safety health and security work boost employee's morale?

a) Yes

[]

b) No

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