



Workplace Human Relation Skills and Job Performance of Employees of Hotels in Rivers State, Nigeria

Ebikebina Tantua (Jnr.) PhD.

Department of Office and Information Management, Faculty of Management Sciences, Rivers State University, Nkpolu-Oroworukwo, PMB 5080, Port Harcourt, Niger

Akere, Catherine Barikuma

Department of Office and Information Management, Faculty of Management Sciences, Rivers State University, Nkpolu-Oroworukwo, PMB 5080, Port Harcourt, Niger

Abstract: This study investigated the relationship between workplace human relation skills and job performance of employees of hotels in Rivers State. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire. The population of the study consisted of 1, 312 employees as at the time of study while the sample size consisted of 307 employees from 61 hotels in Rivers State. The sample size of 307 was determined using calculated using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The findings shows that there is a significant relationship between workplace human relation skills and job performance of employees of hotels in Rivers State. Specifically, anger management and empathy significantly correlated with job performance of employees of hotels in Rivers State. The study recommends that managers and employees should develop key human relation skills, to form and uphold stronger relationships within teams and maintain a positive work environment which is the most critical part of human relations skills.

Keywords: Human Relation Skills, Job Performance, Anger Management, Empathy

INTRODUCTION

Good workplace human relation skills referred to the ability to cooperate in a right manner with others and build strong relationships. Looking at human relations skills from the perspective of managers in hospitality industries, it involves the process of creating systems, communication channels to enable group employees relationships as well as strong one-on-one relationships, it also includes the process of training people for specific roles, addressing their needs, resolving conflicts between employees or between management and employees, being empathic and

creating a positive and good work environment as well as workplace principles to increase employees' job performance (Balakrishnan, Gopalakrishnan & Pattabhiraman, 2014).

Human relations are as old as organization and being fundamental in organizations which always remain a feature of administrative life (Lussier, 1996). . The loner prefers to live alone however, people live in wavering degrees among others and need to adjust their distinct conducts to those around, they prefer to work on their own and relate with only a few chosen acquaintances. This sort of individual's approach towards human relations must stay constantly in the mind of investigators who deal with hitches of human relations. If the lives of employees are to be largely accessible, it is important that working conditions should be healthy, safe, convenient and attractive. Through developing key human relations skills, managers and employees can form and uphold stronger relationships within teams and maintain a positive work environment which is the most critical part of human relations skills.

Earlier findings have suggested that lack of genuine empathy at the hospitality industries has a huge effect on employees' job performance. When people don't feel understood or cared for, they start to pull back, and thus, the team is not getting their best efforts. (Fried, Levi, & Laurence, 2008 and Morgeson, & Humphrey, 2008). An empathetic workplace equals an engaged workforce, and that translates to organizations' success (Sprinkle, 2000). At the same time, there are sufficient pragmatic evidences showing that financial offers have varying effects and may not be of much significance for escalating employees' performance (Gupta, & Shaw, 2014). This is due to the changing nature of work and rise of knowledge workers in post-globalization, which has defied the familiar views of individual work performance (Frese & Fay, 2001).

The term "employee performance" signifies individual's work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around (Hellriegel, Jackson, & vV Slocum, 1999; Karakas, 2010). In order to utilize HR fully and augment organizational success, effective employee performance management system is imperative for a business organization. The performance-driven objective is expected to be aligned with the organizational policies so that the entire process moves away from being event-driven to become more strategic and a people-centric perspective (Jena, & Pradhan, 2014; London, 2003; Mone, & London, 2009). Why do some organizations perform better than others and get listed as most preferred employer of the year? Earlier findings have suggested for deploying lucrative incentive schemes for motivating the employees toward meaningful job participation (Friedman, & Sunder, 1994; Roth, 1995; Smith, 1991; Sprinkle, 2000). At the same time, there are sufficient pragmatic evidences showing that effective communication, application of empathy and good work environment have varying effects for escalating employees' job performance (Bonner et al., 2001; Camerer, & Hogarth, 1999; Gupta, & Shaw, 2014). Pfeffer and Salancik (1978) say that human beings are important asset to any organization and so deserve to be treated very fairly in order to contribute positively to the achievement of organizational goal. He believes that for a good human relations practice, employee participation and motivation must be brought into consideration.

Bergeron (2007) stated that human relations are the integration of people into work situations that motivates them to work together productivity, cooperatively and with economic; psychological and social satisfaction.

Open lines of communication are essential to any workplace, but this is especially vital for leaders practicing human relations management. Effective communication helps ensure that all employees not only are on the same page, but also feel motivated and valued in their work. This refers to in-person conversations as well as written communication such as emails and social media. According to (Bommer et al., 1995; Lawler, & Worley, 2006; Schiemann, 2009) the following are the methods of making human relations to work in an organization. The manager and supervisor should make each other feel useful, important and wanted. The subordinates should be constantly informed of the changes in rules, schedules and policies through effective communication. The management should be empathetic, believe in people's ability, know how to manage anger in conflicts situations and allow subordinates to exercise control over routine affairs as this will improve esprit de corps among team members for greater productivity.

Bateman and Snell (2007); Fay and Luhmann (2004); Hellriegel et al. (2004) further said that managers ability to recognize what workers want, to use his discretion, experience, intuition and the necessary understanding organization has a social system that is made up of interdependent systems and the appreciation that execute skill in human relations can be developed; all constitute good human relations. Therefore, the purpose of this study is to investigate the relationship between workplace human relation skills and job performance of employees' of hotels in Rivers State, Nigeria.

This study was guided by the following specific objectives:

- iii. To examine the relationship between anger management and job performance of employees' of hotels in Rivers State.
- iv. To examine the relationship between anger management and job performance of employees' of hotels in Rivers State.

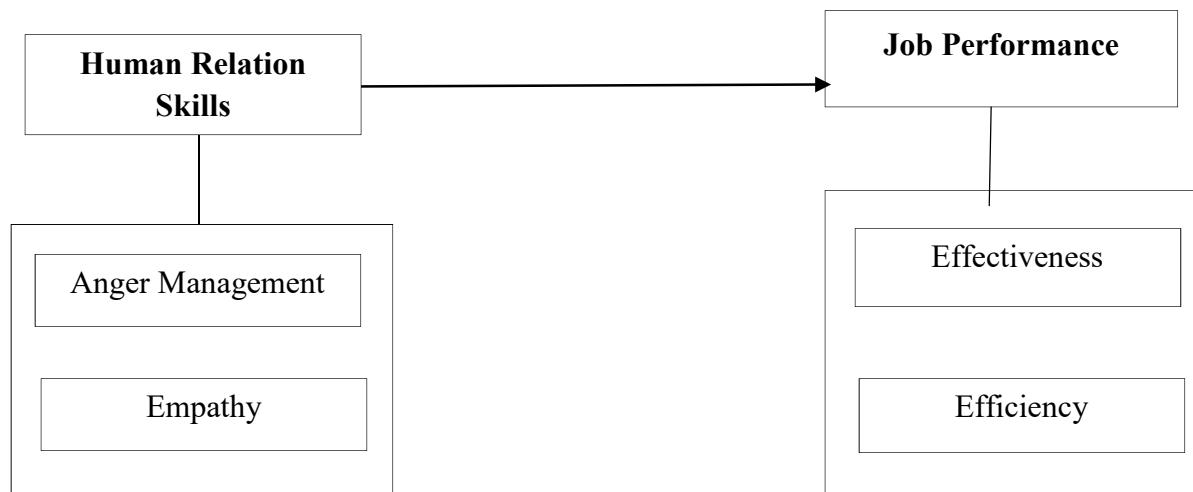


Fig.1 Conceptual framework for human relation skill and job performance

Source: Author's Desk Research (2021)

LITERATURE REVIEW

Theoretical Foundation

The Human Capital Theory

According to Psacharopoulos and Patrinos (2004), the theory has root in the work of a classical author such as Adams (1776). He concluded that managers are equip for productivity virtue of anger management, empathy, esprit de corps, communication, customer satisfaction and customer retention; in his view of explanation a comparison on a quality and expensive machines was made. The much money for its purchase, more time and labour by discipline manufacturers during production determine the quality of output. The theory is relevant because workplace human relation skills that enhance employees' job performance are very paramount to hospitality industries.

Schultz (1902-1998) and Becker (1930-) in Ayara (2002) gave 'meat' to this theory when they affirmed that anger management, empathy, esprit de corps, communication, customer satisfaction and customer retention of human capital enhances the hotels productivity. Human capital development of the employees stressed some ingredients for effective organization. Becker (2006) emphasized that human capital theory includes training, work attitude, management of an organization/institution etc. Becker (2006) viewed human capital in the area of manufacturing/construction process. More explicitly, human capital development promotes employees' output in management.

The development of the employees' managerial effectiveness posited by Psacharopoulos and Patrinos (2004) that human capital theory is the stock of knowledge or managerial skills; this stock contributes to sound or effective organization. They further added that no nation grows above the apparatus of education in place which is the backbone of nations' wealth. Also, Fitzenz (2000) asserted that human capital theory is the employees' holistic investment in the outfit which makes the organization more effective and productive.

Human Capital Skills

Anger Management

Anger is a construct that is most commonly viewed as an emotion. According to Averill (1983), anger is elicited by the appraisal that one has been wronged intentionally and unjustifiably by another person. Anger can be defined as a socially constituted syndrome, or a transitory social role (Plutchik, 2003). Anger, on this account, rests first and foremost on a moral judgment. Besides, anger, like other emotions, results from the complex interplay of social, psychological, and physiological factors (Cornelius, 2000). Anger-related terms signify a negative, active, and

potent emotion. Among negative emotions, anger differs from sadness, which is inactive and impotent, and from fear, which is active but impotent.

Thus, as anger is a negative, potent, active emotion, this study is based on the negative feature of the concept. According to the statements of Thoits in Klein (2011), emotions involve four key concepts; -appraisals of situational stimulus, changes in physiological sensation, free display of expressive gestures, and a cultural label applied to specific constellations of the previous three. Thus, it is addressed that emotions are a product of "social influences". Anger has also been discussed as either a "state" or a "trait" that "personality factors" as well as temporary states are factors in anger (Klein, 2011).

The authors pointed out that anger is a discrete emotion with universally recognizable expressions with specific types of physiological reactions (Koç, 2008; Gibson and Callister, 2010). Anger was seen as a social emotion that is often generated in response to the actions of others and, as such, it is often directed at others (Gibson and Callister, 2010). Besides, it was indicated that anger serves a social function of signaling to the individual that a personal violation has occurred, and in this way, anger acts as a transaction between the individual and his or her environment. As further, it was stated that anger episodes usually begin with work-related events, which result with the primary causes of anger, such as; perceptions of hotels environment, fairness and justice, interpersonal states, and personality traits (Koç, 2008; Gibson and Callister, 2010; Meier and Semmer, 2012).

Empathy

The happiness of employees is the key driver to achieve the vision of any organization and empathy forms a crucial component of this process. Ward (2013) justly point out that it is naïve to think that a happy worker is invariably a productive worker, but much evidence collected from a variety of occupations suggests that a worker's satisfaction does influence job performance. For instance, a negative relationship can appear between job satisfaction and absenteeism and employee turnover. The employees' motivation to expend effort would therefore be a function of their expectancies that expending a given effort on their tasks would lead to improved job behavior and performance.

Stein and Book (2001) confirm that empathy entails: The ability to be aware of, to understand and to appreciate the feelings and thoughts of others, Empathy is "tuning in" (being sensitive) to what, how and why people feel and think the way they do, and Being empathic means being able to "emotionally read" other people. Empathetic people care about others and show interest in and concern for them.

Stein and Book (2001) further justly point out that many people are prohibited from using empathy to their advantage because of three misconceptions about it. In the first instance, people confuse empathy with being "nice" – as opposed to what empathy really means. Secondly, many people confuse empathy with sympathy, and, thirdly, some people believe that by making an empathic statement, they would appear to be agreeing with or approving of the other person's position, when in fact they may be totally opposed to it.

According to Kouzes and Posner (2013), asking about and acknowledging how employees feel makes them more likely to reciprocate and care more about their work. When you're empathetic toward your team, it creates a positive ripple effect throughout your organization. People are more understanding of and helpful toward one another – decreasing conflicts and improving collaboration. Palmer (2013) states that empathy is one of the most important skills that both employees and managers must possess in order to foster a peaceful work environment while Goleman, (2011) claim that empathy is the most important skill that should be part of organizational culture.

In hotels, keeping calm with human relations skill at work is considered the prime professional composure to maintain. As employees pride themselves on acting professional in the workplace, they try to keep their emotional state under wraps. However, by not feeling encouraged to bring their full, authentic selves to work, much potential is lost (Wang & Huang 2009). For leadership and management leaders, from HR directors to executives to team leads, to be effective leaders to the people they lead; they need to integrate empathy into their communication with their team members.

According to Harris and Moran, (1987) and Korkaew and Suthinee (2012), improving organizational culture starts by improving relationship between employees and customers within it. Since organizations are about people, they should be given a chance to both create value and be valued at work. The impact of recognition from one's team goes a long way in establishing trust and loyalty. Employees want to feel belonging and connection at work, and that relies on treating each other with empathy. Nelson and Low (2011) opined that; empathy is the ability to understand someone else's feelings and experiences. Being empathetic can allow you understand someone else's perspective, strengthen your ability to connect with others and develop a broader view of the world. This also allows you to better understand that your actions impact other people, which can lead to more productive conversations, especially when interacting with customers' from different backgrounds and perspectives.

There are three main types of empathy:

- a) **Emotional empathy:** This type of empathy is where you can share someone else's emotions. For example, if you see someone who is happy, you feel happy.
- b) **Cognitive empathy:** This type of empathy is being able to understand what someone else may be thinking or feeling. You seek to understand the other person's perspective.
- c) **Compassionate empathy:** This type of empathy is when you understand someone's feelings and take action on them. For example, you may offer to pick up coffee for a co-worker who has an important presentation in the morning.

Job Performance of Employees

Performance is a multicomponent concept and on the fundamental level one can distinguish the aspect of performance, that is, behavioral engagements from an expected outcome (Roe,

1999). The behavior over here denotes the action people exhibit to accomplish a work, whereas the outcome aspect states about the consequence of individual's job behavior. Apparently, in a workplace, the behavioral engagement and expected outcome are related to each other (Borman, & Motowidlo, 1993), but the comprehensive overlap between both the constructs are not evident yet, as the expected outcome is influenced by factors such as motivation and cognitive abilities than the behavioral aspect. Performance in the form of task performance comprises of job explicit behaviors which includes fundamental job responsibilities assigned as a part of job description. Task performance requires more cognitive ability and is primarily facilitated through task knowledge (requisite technical knowledge or principles to ensure job performance and having an ability to handle multiple assignments), task skill (application of technical knowledge to accomplish task successfully without much supervision), and task habits (an innate ability to respond to assigned jobs that either facilitate or impede the performance) (Conway, 1999).

Therefore, the primary antecedents of task performance are the ability to do the job and prior experience. In an organizational context, task performance is a contractual understanding between a manager and a subordinate to accomplish an assigned task. Entrusted task performance is broken into two segments: technical administrative task performance and leadership task performance. The expected job performance comprising of planning, organizing, and administering the day-to-day work through one's technical ability, business judgment and so on are called technical administrative task performance. Leadership task performance is labeled through setting strategic goals, upholding the necessary performance standards, motivating and directing subordinates to accomplish the job through encouragement, recognition, and constructive criticisms (Tripathy, 2014).

Borman and Motowidlo (1997) defined job performance in the context of task performance as "effectiveness with which job occupants execute their assigned tasks, that realizes the fulfillment of organization's vision while rewarding organization and individual proportionately." Werner (1994) has synthesized the earlier propositions of task performance through relating it to organizational formal reward stating as "the demonstrated skill and behavior that influences the direct production of goods or service, or any kind of activities that provides indirect supports to organization's core technical processes." An individual's ability to acclimatize and provide necessary support to the job profile in a dynamic work situation is referred to as adaptive performance.

Earlier studies have found that once the employees derive certain amount of perfection in their assigned tasks, they try to adapt their attitude and behavior to the varied requirements of their job roles (Huang et al., 2014). An effective adaptive performance necessitates employees' ability to efficiently deal with volatile work circumstances (Baard, Rench, & Kozlowski, 2014), for example, technological transformations, changes in one's core job assignment, restructuring of organization and so on. Evolutions of various new occupations as an offshoot of

technological innovation need employees to engage in fresh learning and get oneself adaptable with changes in an efficient manner (Griffin, Parker, & Mason, 2010).

The employees are also expected to adjust their interpersonal behavior in such changed circumstances to work successfully with a wide range of peers and subordinates. In the context of wholesome work performance, Griffin, Neal, and Parker (2007) cited that job proficiency may aid for task performance, but adaptability and proactiveness to one's job role is important to address uncertain business environments. Along with the task and adaptability, efforts have been carried out toward ascertaining the significance of non-job components of performance to create a better workplace (Viswesvaran, & Ones, 2000). Contextual performance is a kind of pro-social behavior demonstrated by individuals in a work set-up. Such behaviors are expected of an employee but they are not overtly mentioned in one's job description. These kind of unstated expectations are called pro-social behavior or extra role behavior. Borman and Motowidlo (1993) defined it as a behavior that is; accomplished by a member of an organization, which is directed towards an individual, group, or organization with whom the member interacts while carrying out his or her organizational role, and Finally such behavior is performed with the intention of encouraging the betterment of individual, group, or organization towards which it is directed.

Supporting the aforesaid ideology, many prominent researchers in this field have advocated that expected job performance carries two vital dimensions; one as the work required by an organization concomitant to one's role and the other one as the discretionary work behavior (LePine, Erez, & Johnson, 2002). Impressing on the importance of voluntary work behavior or non-task performance, later psychologists have coined it as contextual performance which connotes helping others to adapt with the varied job roles (Borman, & Motowidlo, 1993). Bergeron (2007) recommends that contextual performance should consist of multiple "sub-dimensions" such as teamwork, allegiance, and determination. It is believed that an engaged employee works with a sense of passion which leads to translation into not only high performance but extra role behavior as well.

Job Performance of Employee that improves individual work performance has become one of the key objectives for every organization. According to Quick and Nelson (2011) organizations must have a clear outline of what employee performance entails. For employees to perform efficiently and effectively they should have an understanding of what is expected of them. Hunt (2014) states that to define employee performance, organizations use different measures which include; the achievement of set goals, timely completion of assigned task and quality of output.

Employee performance is also defined by the demonstration of competencies determined by whether employees behave in a way that is expected of them on their jobs (Fakhr, 2013). These criteria correspond to each other; however, they are different. Mensah (2015) stated that most managers are able to identify goals but confuse competencies and skills. Cook and Crossman (2004) highlight that achieving goals is a function of the competencies people demonstrate on

their jobs which depend on the skills and other attributes. Thus, it is important for managers to understand the difference for effective planning (Padmashree, 2012). Anderson (2002) emphasizes that it is extremely important for public sector departments to measure the performance of their employees constantly in order to ensure that talent management strategies implemented are effective.

Measures of Employees' Job Performance

Effectiveness

Effectiveness oriented companies are concerned with output, sales, quality, creation of value added, innovation, cost reduction. It measures the degree to which a business achieves its goals or the way outputs interact with the economic and social environment. Usually effectiveness determines the policy objectives of the organization or the degree to which an organization realizes its own goals (Zheng, 2010). Meyer et al (2002) analyzed organizational effectiveness through organizational commitment and Involvement in the decision making process, psychological attachment felt by an individual. Effectiveness measures the extent to which the service provided meets the objectives and expectations of the organization or a customer. Effectiveness refers to the extent to which the stated objectives of a business are met as well serves as incentives to employees.

Effectiveness measures how well the outputs of a program or service achieved stated objective (desired outcomes) of that program or service. Common measure of the organizational performance is effectiveness (Bounds, 2005; Robbins, 2000). Although managers and investors often place effectiveness with efficiency, yet according to Mouzas (2006), each of these terms have their own distinct meaning. Most organizations assess their performance in terms of effectiveness. Their main focus is to achieve their mission, goals and vision, effectiveness oriented industries such as hotels are concerned with output, sales, quality, creation of value added, innovation, cost reduction, customers' satisfaction and customers' retention. it measures the degree to which a business achieved its goals or the way output interact with the economic and social environment.

Zheng (2010) said that effectiveness determines the policy objectives of the hospitality industries or the degree to which they realize its own goal. Meyer and Herscovitch (2001) analyzed organizational effectiveness through organizational commitment. According to Heilman and Kennedy-Philips (2011) organizational effectiveness helps to assess the progress towards mission fulfillment and goal achievement. To improve on organizational effectiveness management should strive for better communication, interaction, anger management, empathy, and positive environment.

Efficiency

Vanbruaenene (2004) asserted that, efficiency refers to how an organization uses its resources to achieve organizations' objectives. Efficiency measures include, per unit costs which refers to a measure of per unit cost and reveals how many resources are consumed in producing a unit of service. Cycle time: Measures the amount of time it takes for a process to be completed. Efficiency is all about resource allocation across alternative uses (Kumar and Gulati, 2010). Efficiency measures relationship between inputs and outputs or how successfully the inputs have been transformed into outputs (Low, 2000).

To maximize the output Porter's Total Productive Maintenance system suggests the elimination of six losses, which are: reduced yield—from start up to stable production; process defects; reduced speed; idling and minor stoppages; set-up and adjustment; and equipment failure. The fewer the inputs used to generate outputs, the greater the efficiency. According to Pinprayong and Siengthai (2012) there is a difference between business efficiency and organizational efficiency. Business efficiency reveals the performance of input and output ratio, while organizational efficiency reflects the improvement of internal processes of the organization, such as organizational structure, culture and community. It is important to understand that efficiency doesn't mean that the organization is achieving excellent performance, although it reveals its operational excellence in the source of utilization process.

Organizations can be managed effectively, yet, due to the poor operational management, the entity will be performing inefficiently (Karlaftis, 2004). If the organization is able to manage its resources effectively, yet it does not realize its long term goals, then it is not efficient. Efficient but ineffective organization cannot be competitive and it will go into bankrupt eventually. If the company is inefficient but effective it might survive, but the cost of operational management, processes and inputs will be too high. Cost inefficient organizations do not have proper resource allocation management. From the accounting perspective they might break even or have very little profit. Although, such organizations have excellent long term perceptions of the degree of the overall success, market share, profitability, growth rate, and innovativeness of the organization in comparison with key competitors (Zokaei, 2006). Inefficient organizations should consider the assessment of their recourse allocation. Usually, the morale in such entities is high. Delicate changes brought in the operations and introduced in a subtle manner should result the increase in the efficiency, which would lead organization to desired competitive advantage.

Workplace Human Relation Skills and Job Performance

Rabindra and Lalatendu (2017), the present study explores the concomitant areas for extending the scope of employee performance as a major domain of human resource (HR) effectiveness. We have interviewed researchers and corporate practitioners regarding their understanding of performance at workplace. On the basis of literature and feedback from academicians and industry professionals, a conceptual framework along with 42-item instrument on employee performance was proposed for empirical validation. The instrument obtained empirical views from experts on its proposed dimensions and statements. The initial analysis of content validity ratio (CVR) of the instrument had resulted in 38 items having CVR value of 0.49 and above with 75 percent acceptability from expert analysis. The retained items were taken for field survey. In total, 361 executives from Indian manufacturing and service organizations responded to the 38-item employee performance scale. Exploratory factor analysis revealed three distinct factors of employee performance that constitute the new scale: task performance, adaptive performance, and contextual performance (TAC). Reliability study on the sample reported significant internal consistency on the total scale ($\alpha = 0.80$) along with the three subscales (α ranging from 0.80 to

0.91). The prescribed framework offers an inclusive understanding of the nature and subtleties of employee performance. It is proposed that, HR managers and organizational behavior (OB) practitioners must use the insights from the explored factors to create and maintain a better work environment. In applied perspective, the proposed instrument and its corresponding findings are expected to provide insights for designing organization-specific policies for improving employee performance.

Ali (2020). Human Capital Development and Employee Job Performance of Selected Local Government Areas in Rivers State, Nigeria. The study evaluated the relationship between talent management strategies and employee job performance of Local Government Areas in Rivers State. The design of the study was descriptive survey study. The population was one hundred and forty four (144) senior staff and head of department of eight selected Local Government Areas in Rivers State. Taro Yamane formula was used to determine the sample size. Questionnaire was distributed to one hundred and six (106) respondents of the 8 Local Government Areas for the study. Ninety (90) copies of the questionnaire were returned, Eight five (85) copies were usable; five (5) copies were wrongly filled and were not usable. While sixteen (16) were not retrieved. Questionnaire was the major instrument for data collection. Cronbach's alpha test was used to measure the reliability of the questionnaire with the aid of Statistical Package for Social Sciences (SPSS version 23). The study concluded that there is a significant relationship between talent management strategies and employee job performance in Local Government Areas in Rivers State. Performance management, career development and human capital development influence employee job performance in the Local Government Areas in Rivers State. It was recommended that career development should be prioritized in order for employee to be efficient in their functions and career.

Jalal (2015) examined improving employees' productivity through work engagement. Employees' productivity is one of the important management topics that received significant research attentions from several scholars and considered as a primary mechanism to enhance organizational success. Knowing what are the key factors that influence productivity is vital to ensure long term performance. This study examines the effect of work engagement on employee productivity in higher education sector. To accomplish this purpose, the primary data using survey instrument were collected from a sample of 242 employees at public universities in northern Malaysia using an online survey method. The collected data was analyzed using SPSS and Structural equation modelling on AMOS. The results indicated that work engagement had significant positive effect on employee productivity. Moreover, this study provides an evidence that all of the dimensions of work engagement namely vigor, dedication, and absorption have significant positive effects on employee productivity.

Asongo and Ishongi (2011) examined the effect of interpersonal relations practices on productivity in Nigeria Social Insurance Trust Fund (NSITF), Abuja. 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.

Osibanjo, Kehinde and Abiodun (2012) examined human resource management and employee job satisfaction: Evidence from the Nigerian Banking Industry. The study examined the effect of human resources management (factors) on employees' job satisfaction using data collected from two banks in the Nigerian banking industry. The study attempts to determine the effect of training and development on employee job satisfaction; to determine the influence of working conditions on employee job satisfaction and to determine the impact of human resources factors on employee job satisfaction. The survey instrument used in the collection of data was the questionnaire. The population of the study covered the entire staff of Intercontinental and Ecobank and the sample size of 200 employees were selected, using the simple random sampling techniques. Correlation and Regression analysis was adopted and the data generated was in line with the objectives of the study. The hypotheses were tested, and valid result was achieved i.e. Human Resources Management has an effect on employee job satisfaction. This suggests that for organization to develop, it must invest more in the human capital. The business environment is dynamic and there is need for organizations to adopt strategies to motivate and equip their staff, so as to ensure their loyalty and be source of competitive advantage.

Aiya, Omorogie and Ogbeide (2013) examined human resources management practices and organizational performance in Nigeria. This study focused on the impact of human resource management practices in Nigeria organizations using the manufacturing industry as case study. This study tries to understand the need for HRM practices and specifically questions how HRM practices, such as the importance of HR department, objectives, recruitment, promotion, transfer and staff separation, performance appraisal and compensation, enhance organizational performance. A multiple-respondent survey of 120 staff of the selected manufacturing companies in Nigeria was undertaken to study the impact of HRM practices on organization performance. The data was collected using structure questionnaire and was analyzed using simple percentages and hypotheses tested using chi-square (χ^2) analysis. The survey found that a well-coordinated HRM practices, adds value to the company's production processes and the contribution made by each employee have more effect on the results obtained by the

organization as a whole. More so, the result of the study reveals that a good HRM practice enhances staff productivity and therefore boosts organizational performance in Nigeria organizations.

Ake (2007) viewed the impact of workplace human relation skills on the job performance of secretaries (a case study of some selected banks in Auchi). The purpose of this study is to investigate human relations skills in the job performance of secretaries with new Nigeria bank, Auchi Community bank all in Auchi as case study. Questionnaire were used to collected data from a total of fifty respondents made up of twenty five official staff and twenty five non official staff of the bank covered. The simple percentage method was used in analyzing the data collected from the respondents based on the responses from the questionnaires. This study revealed that good human relation is a motivator of workers towards job performance and productivity. It also revealed that there is no positive relationship if there are no good human relations. Since situations some times change, if good human relations are not done in the bank, there will be difficulties in getting the best out of the workers. Based on the study of the findings, appropriate recommendations were made.

Based on this position, the following hypotheses are put forward:

- H_{o1}:** There is no significant relationship between anger management and employee effectiveness in hotels in Rivers State.
- H_{o2}:** There is no significant relationship between anger management and employee efficiency in hotels in Rivers State.
- H_{o3}:** There is no significant relationship between empathy and employee effectiveness in hotels in Rivers State.
- H_{o4}:** There is no significant relationship between empathy and employee efficiency in hotels in Rivers State.

METHODOLOGY

The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire. The population of the study consisted of 1,312 employees as at the time of study while the sample size consisted of 307 employees from 61 hotels in Rivers State. The sample size of 307 was determined using calculated using the Taro Yamane's formula for sample size determination. The test-retest method of reliability was adopted. The pre-test and post- test scores were correlated using Pearson's Product Moment correlation analysis and a reliability coefficient of 0.85 was obtained which indicated that the instrument was reliable enough to carry out the study. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

The level of significance 0.05 was adopted as a criterion for the probability of accepting the null hypothesis in ($p > 0.05$) or rejecting the null hypothesis in ($p < 0.05$).

Table 1: Correlation for anger management and job performance

Spearman's rho	Anger Management	Correlation Coefficient	Anger		
			Management	Effectiveness	Efficiency
		t	s	y	
	Effectiveness	Correlation Coefficient	1.000	.753 **	.743 **
		Sig. (2-tailed)	.	.000	.000
		N	284	284	284
	Efficiency	Correlation Coefficient	.753 **	1.000	.716 **
		Sig. (2-tailed)	.000	.	.000
		N	284	284	284
		Correlation Coefficient	.743 **	.716 **	1.000
		Sig. (2-tailed)	.000	.000	.
		N	284	284	284

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS output version 23.0

The table illustrates the test for the two previously postulated bivariate hypothetical statements. The results show that for:

H_{o1}: There is no significant relationship between anger management and employee effectiveness in hotels in Rivers State.

The correlation coefficient (r) shows that there is a significant and positive relationship between anger management and employee effectiveness. The ρ value 0.753 indicates this relationship and it is significant at $p < 0.05$. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate held. Thus, there is a significant relationship between anger management and employee effectiveness in hotels in Rivers State.

H_{o2}: There is no significant relationship between anger management and employee efficiency in hotels in Rivers State.

The correlation coefficient (r) shows that there is a significant and positive relationship between anger management and employee efficiency. The ρ value 0.743 indicates this relationship and it is significant at $p < 0.05$. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis

earlier stated is hereby rejected and the alternate held. Thus, there is a significant relationship between anger management and employee efficiency in hotels in Rivers State.

Table 2: Correlation for empathy and job performance

			Empathy	Effectiveness	Efficiency
Spearman's rho	Empathy	Correlation Coefficient	1.000	.723 **	.755 **
		Sig. (2-tailed)	.	.000	.000
		N	284	284	284
Effectiveness	Effectiveness	Correlation Coefficient	.723 **	1.000	.716 **
		Sig. (2-tailed)	.000	.	.000
		N	284	284	284
Efficiency	Efficiency	Correlation Coefficient	.755 **	.716 **	1.000
		Sig. (2-tailed)	.000	.000	.
		N	284	284	284

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS output version 23.0

H_{o3}: There is no significant relationship between empathy and employee effectiveness in hotels in Rivers State.

The correlation coefficient (*r*) shows that there is a significant and positive relationship between empathy and employee effectiveness. The *rho* value 0.733 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate held. Thus, there is a significant relationship between empathy and employee effectiveness in hotels in Rivers State.

H_{o4}: There is no significant relationship between empathy and employee efficiency in hotels in Rivers State.

The correlation coefficient (*r*) shows that there is a significant and positive relationship between empathy and employee effectiveness. The *rho* value 0.755 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate held. Thus, there is a significant relationship between empathy and employee effectiveness in hotels in Rivers State.

DISCUSSION OF FINDINGS

The findings are in line with Ohakwe (2010) that said human relation is the integration of people into a work situation in a way that motivate them to work together productively, co-operatively and with economic, psychological and sound satisfaction.

This finding equally agrees with Yedovo (2001) who observes that human relation represents an attempt to improve employee morale and motivation through employee participation in decision making. Human relations includes a desire to understand others, their needs and weaknesses and their talents and abilities. For everyone in a workplace setting, human relations

also involves an understanding of how people work together in groups, satisfying both individual needs and group objectives. If an organization is to succeed, the relationship among the people in the organization must be monitored and maintained (Lamberton & Minor-Evans, 2002).

The principal task of management on this conception is to manipulate workplace relations in ways that enable employees to feel personal satisfaction with being involved with the organization. To this end, public healthcare sector operating on this basis are expected to recognize the right of employees to have a say in how they are governed (Hirsch, 2004). In whatever form, managerial approach to employee relations is seeks to reduce internal tensions by developing the sense of workplace satisfaction felt by employees through practices that involve them in the organization and regulation of work. Most importantly, the goal of human relations theory is to make workers feel like they belong to something bigger than themselves, and thus the worker's work is important to the overall effort of the organization (Kaufman, 2005).

CONCLUSION AND RECOMMENDATIONS

Based on the findings, the study concludes that when hotels in Rivers State adopt workplace human relation skills it invariably improves employees job performance. Specifically, anger management and empathy significantly correlated with job performance of employees of hotels in Rivers State.

The following specific recommendations are made based on the findings of this study:

- i. Managers and employees of hotels should develop anger management skills, to form and uphold stronger relationships within teams and maintain a positive work environment which is the most critical part of human relations skills.
- ii. Managers and employees of hotels should train employees in the application of empathy and good work environment have varying effects for escalating employees' job performance; it should therefore be practiced in every business organization.

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