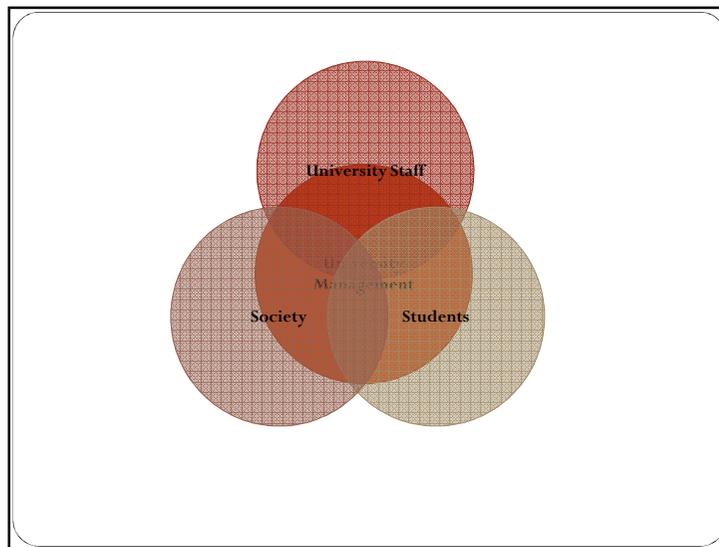
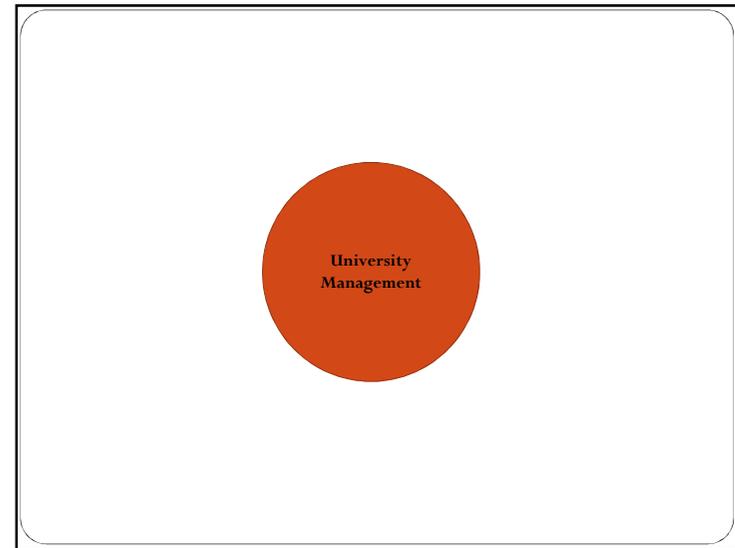


**Human Relations:  
Human/Social Relations with  
Community Organs & Society**

UniJos Workshop for Principal Officers, Deans, Directors, and HODs  
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**Conclusion of Human Relations**

- Positive human relations are a win-win situation
- Positive human relations improves:
  - Goodwill towards the organization
  - Productivity
  - Employee satisfaction

### Human Relations with University Staff

- Think of a supervisor you have had who motivated you to excel in your work.
  - What did that supervisor do that motivated you?
- Think of a supervisor you have had who frustrated your motivation and efforts in your work.
  - What was it about that supervisor that discouraged you?

### History of Human Relations: Classical Theories

- Classical theories in organizational management emphasized control of employee behavior to maximize organizational productivity and efficiency
  - Rules, regulations, and procedures
  - Strict hierarchies
  - Impersonal relationships between management and workers

### History of Human Relations: Hawthorne Studies (1924-1932)

- Relay-Assembly Test Room Study: Effect of working conditions on productivity
  - Unexpected Result: Production and satisfaction increased regardless of IV
    - Worked in small groups with an understanding supervisor that fostered relationships
- Interviewing Program: Factors contributing to employee morale
  - Unexpected result: Productivity increased simply by asking employees about their feelings
- Bank-Wiring Observation Room Study: Effect of payment incentives on productivity
  - Unexpected result: Productivity actually decreased due to social norms

### Findings of Hawthorne Studies

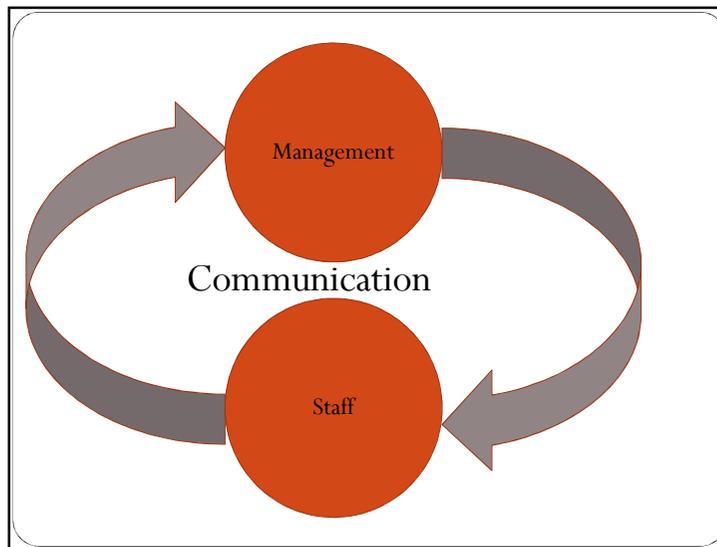
- **General conclusion:** Human relationships are a vital factor in productivity
- Employee motivation depends on much more than money and rewards
- Quality of supervisor-employee relationships considerably influence employees' productivity
- Reciprocal communication between management and staff is vital
- Social norms affect employees' attitudes and productivity

## Self-Determination Theory

- Assumes that intrinsic motivation is inherent to humans
  - The role of the teacher/supervisor is to create an environment that supports intrinsic motivation
- Three psychological needs must be met for individuals to be intrinsically motivated
  1. **Relatedness**: Feel close and connected to the teacher/supervisor
  2. **Competence** (Success): Feel successful in school/work
  3. **Autonomy** (Choice): Responsibilities should match an individual's interests and beliefs

## Management-Staff Relationships

- **Successful relationships result from mutual respect and trust**
- Demonstrate genuine care for the well-being of each staff member
  - Mentorship is a powerful way to demonstrate care
- Provide clear directions and guidelines
- Provide feedback on the quality of work with strategies for improvement
- Be accessible for staff to express questions or concerns
- Show appreciation for tasks well done



## Communication Skills

- Listen
- Provide rationales for tasks (particularly difficult or uninteresting tasks)
- Give both positive and negative feedback promptly
  - Praise publicly, criticize privately
- Communicate frequently, using multiple medias
- Rehearse difficult conversations
- Always speak the truth
- Be wise in when to speak and when to keep silent

### Social Norms in Organizations

- Be a role model for the desired social norm
- Set high expectations for staff behavior and productivity

### Human Relations with Students

- Think of a teacher you developed a good relationship with.
  - What did that teacher do that fostered the good relationship?
- Think of a teacher you had a bad relationship with.
  - What did that teacher do that caused the relationship to be bad?
- How did the quality of relationship with the teacher affect your performance and interest in the subject?

### Fostering Relationships with Students

- Interact with students in a caring, responsive and respectful manner
- Clearly communicate that you care for and are working for students' welfare
- Hold students to high standards and offer assistance to help students succeed
- Get to know students' backgrounds and interests
- Be available for students to ask questions and share concerns
- Lovingly correct students when they err

### Characteristics of Caring Teachers

- **Respectful:** Polite, Listen to comments and questions, Patient when students make mistakes, Respond with assistance to questions and concerns
- **Value individuality:** Know students as human beings
- **Give personal attention:** Provide assistance in academic and non-academic problems
- **Create safe learning environments:** Set fair rules that are consistently enforced

### Human Relations with Society

- Every organization depends on its reputation for success
- **Public Relations:** The planned and sustained effort to establish and maintain goodwill and mutual understanding between an organization and its publics...with the aim of...influencing opinion and behavior (Chartered Institute of Public Relations)
- UniJos's desired image: Encouraging and Promoting a Culture of Excellence (Strategic Plan 2015-2019)
  - The quality of our students and staff is the most important factor that influences our reputation

### Excellence

- **Excellence:** The quality of being outstanding or extremely good
  - Excellence in Teaching
  - Excellence in Research
  - Excellence in Community Service
  - Excellence in Administration

### Fostering Excellence to Improve Relations with Society

- Set high standards: Challenge staff and students to perform their best
- Provide support to help our colleagues achieve excellence
- Provide and encourage ongoing professional development
- Genuinely recognize and celebrate the excellence of others

### Fundamental Principle for Human Relations: Golden Rule

- *Matthew 7:12: So in everything, do to others what you would have them do to you, for this sums up the Law and the Prophets*
- *An-Nawawi's Forty Hadith No. 13: None of you truly believes until he loves for his brother what he loves for himself*

### Questions for Thought

- What strategies will you implement to improve relationships with your staff?
- What strategies will you encourage your staff to implement to improve relationships with your students?
- What strategies can your Department/Faculty/Unit/Centre implement to improve relationships with society?