



Influence of Employee Relations on Organizational Performance: The Case of Nyamasheke District, Rwanda

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Abstract

Employees are among an organization's most important resources and coined as most valuable assets. It involves maintaining a work environment that satisfies the needs of individual employees and management. An effective employee relation involves creating and cultivating a motivated and productive workforce. Happy employees are the Potentials employees and happy employees are always productive employees. The Study was confined within the district of Nyamasheke one of districts of Rwanda. The study employed a descriptive research design. The target population for this study was employees of Nyamasheke district. As local government, they are in a position to give reliable information on Influence of employee relations on organization performance. The sample was 63 respondents all employees of district's office. Data was collected mainly by use of questionnaires. The data was analyzed using quantitative research techniques with the help of SPSS, was presented into frequency distributions, pie chart, tables, means and percentages. Further, inferential analysis such as Pearson's correlation was performed to establish relationships among study variables, while regression analysis was done to establish the effect of independent variables on the dependent variable. The study revealed that there was a relationship between the independent variables: employee communication, employee health and safety, employee bargaining, and conflict resolution and the dependent variable organisation performance. The study concludes that there is a relationship between independent variables and dependent variable. The study recommends that all employers have to develop effective communication to provide frequent pertinent information and create avenues for suggestions, opinions, and feedback from staff. Conflicts have both negative and positive effects, the employer and the employees should work towards achieving the positive effects rather than the negative. Another recommendation is that all employees take responsibility to perform at work for organisation satisfaction.

Keywords: *Employee Relations, Communication, Collective Bargaining, Employees Health and Safety, Employee Conflict and Organisational Performance.*

1.0 Introduction

Employee relations have replaced industrial relations as the term for defining the relationship between employers and employees. Today, employee relations is seen as focusing on both individual and collective relationships in the workplace, with an increasing emphasis on helping line managers establish trust-based relationships with employees. A positive climate of employee relations with high levels of employee involvement, commitment and engagement can improve business outcomes as well as contribute to employees' well-being. Today, employee relations are a broad concept that involves maintaining a working environment that satisfies the needs of employees and managers. An effective employee relations program involves creating and cultivating a productive workforce. It covers all the relations between employers and employees in industry. Employee relations also include defining the scope for employee participation in management decisions that relate to health and safety, collective bargaining, communication, and conflict resolution. In the current dynamic and competitive environment it is necessary for all organizations to maintain suitable employer-employee relationships as a way of achieving sustainable competitive advantage.

1.1 Background

Armstrong (2009) defines employees' relationship management as a strategic and coherent approach to the management of an organization's most valued assets; which are the people who work individually and collectively to contribute to the achievement of the organisation's objectives. People are an organization's most valuable resource. They are the active resource that also activates other resources and enables the organization to achieve corporate goals. Having the right people at the right place and at the right time is of utmost importance to the survival and success of any organization. Employees are one of the major stakeholders for all types of organizations whether public or private, profit or non-profit making, small or large since employees give the best part of their lives to organizations, managers have a moral obligation to let the employees know how they are performing. At the same time organizations have to measure the performance of all their employees. Employees have expectations and interests which are manifested in their behaviour which in turn impacts their performance. Improving the quality of working conditions, job enrichment, promotion, credits for work done and job security can help create positive relationships with employees. Employee relations are key to the success of engagement initiatives or performance (Nzuve, 2007).

Good relationship with peers and leaders impact positively on employee performance. Therefore employee relations imply the creation of a working environment that motivates employees towards the goals of the organisation. The objective of employee relationship is to achieve harmonious employee relations and minimize conflicts (Raneen Jamaledine, 2017). Employee relationships are known to play significant roles in fostering organizational performance. According to Deming (2007) good relationships with employees can be created through motivating them and having good working conditions and effective communication systems. Organizational effectiveness depends on constantly improving the performance of organization members and maintaining the human potential that serves as the backbone of the organization (Kerning, 2009). This creates a necessity of employer-employee relationship, which is good for the growth of any organization (Bratton & Gold, 2003). Rwanda, the case of our study, has adopted the contractual system to achieve the goals that the districts set each fiscal year. But to

get there they need to establish the right relationship with the employees so that they can complement each other.

1.2 Statement of Problem

Employees have a very critical role to play towards the achievement of organizational goals. Scholars have argued that making employees happier and healthier increases their effort, contributions and productivity (Fisher, 2003; Harter *et al*, 2006; Judge, 2002) and that improving their motivation requires that workers perceive a match between their own goals and those of the organization (Kanfer, 1999). After the civil war in Rwanda in 1994, the country went through a process of national reconciliation. However the process of reconciliation is often long and to date some issues related to the genocide still arise at the work place. Currently at the Nyamasheke District in Rwanda there are some problems related to negative attitude at workplaces or conflicts, communication challenges and health and safety concerns among the employees. The issue of employee relations and how it relates to performance has not been given the attention it deserves by management. Most employees at the districts do not put up their best performance because of unhealthy relationships with their employers. When employees are not happy, then it is unlikely that they will make their clients happy. For that reason management should take care of relationships with employees.

The vital determinants of work place performance are employee relationship which has been given little attention. Few organizations (if any) can survive without paying attention to their employees. To achieve strong and healthy relationships with employee a comprehensive employee relations program should be put in place because good relationship positively impacts on performance and organisation growth, Bratton & Gold, (2003). To achieve strong and healthy relationships between the organization and the workforce, a comprehensive employee relations program should be put in place. This research endeavors to find out the factors affecting organizational performance that relate to the employee relationship in Nyamasheke District of Rwanda.

1.3 Research objectives

This research was led by the following research objectives:

- i). To investigate the effects of employee relations on organizational performance
- ii). To determine the role of communication on organizational performance
- iii). To examine how collective bargaining affects organizational performance
- iv). To assess how employees health and safety influences organisational performance
- v). To find out the effects of employee conflict on organisational performance

1.4 Research questions

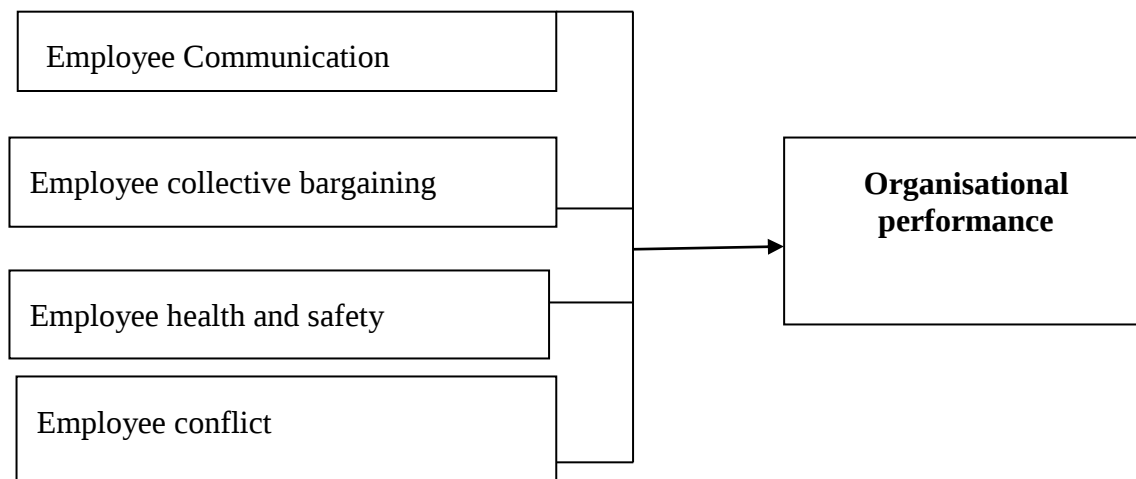
The following research questions were crafted for the research:

- i). What is the effect of employee relationships on organizational performance?
- ii). What is the role of communication on organisational performance?
- iii). How does collective bargaining affect organizational performance?
- iv). How does employee health and safety affect organisational performance?
- v). How does employee conflict affect organisational performance?

Conceptual Framework

Independent variables

Dependent Variable



Source: Developed for this research

Figure 1: Conceptual Framework

2.0 Literature review

2.1 Human Relations Theory

This theory comes from the human relations school. In this case the reduction of organizational tension is held to rest on the ability of individuals to achieve self fulfillment in the workplace. Workers are regarded as qualitatively different to other resources used in production. Thus, if workers are denied autonomy on the job, or are reduced to acting as mere extensions of the machinery they operate, or are given work that inhibits their capacity to create and think, it is argued that they will invariably find ways to subvert the methods of control that enforce these conditions.

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, companies operating on this basis are expected to recognize the right of employees to have a say in how they are governed (Judge, 2002). They are also expected to take an active interest in developing the skills of employees as a means of demonstrating a commitment to their personal well-being. In whatever form, the aim of this managerial approach to employee relations is one that seeks to reduce internal tensions by developing the sense of workplace satisfaction felt by employees through techniques that involve them in the organization and regulation of work (Cropanzano, 1998).

2.2 Employee relations

According to Marwat, (2010) Employee relations take preventive measures to resolve problems that adversely affect the working environment. Blyton and Turnbull (2004) define employee relations as a study of the rules, regulations and agreements by which employees are managed both as individuals and as a collective group, the priority given to the individual as opposed to the collective relationship varying from organization to another one depending upon the values of management. As such it is concerned with how to gain people's commitment to the achievement of an organisation's goals and objectives in a number of different situations. Employee relations refer therefore to the total interaction that occurs between an employer and the employee in regard to the establishment of good conditions of employment. Guidice, (2015).

2.3 Employee communications

According to David (2011) communication is the exchange of messages between people for the purpose of achieving common meanings. Unless common meanings are shared, managers find it extremely difficult to influence others. Verbal communication is the written or oral use of words to communicate. Both written and oral communications are pervasive in organizations. The two communication skills of prime importance to managerial effectiveness are listening skills and feedback skills. Communication is not only important in our daily lives but also plays a crucial role at workplace. It is one of the most important factors which improves or spoils the relationship among employees, Kovach, (1995).

The communication has to be transparent and precise for a warm relationship to develop among employees. Clarity in thoughts is important. The employees must be very clear about what is being expected of them. The roles and responsibilities of employees must be communicated before the start of the job and in case of any change or urgency that should also be communicated to the concerned employees, Kahya, E. (2007). Every employee should have the liberty to give his or her point of view and to advance his ideas to contribute to the development of the organization. The management has an obligation to encourage employees to talk freely, and support one another. Good communication helps to build trust, support positive negotiations and resolve disputes, Pincus, J. (2012).

2.4 Employee collective bargaining

According to Gershenfeld and Kochan (2015), Collective bargaining agreements are the term for a broad, flexible, adaptable relationship or process involving a group of employees and an employer. A collective agreement is a negotiated agreement between an employer and a union or a group of employees, Muller-Jentsch, (2014). The agreement deals with the pay and working conditions for the people employed in that enterprise. It is used in a variety of occupational situations, including many professional ones. It includes meetings between employers and union officials to discuss issues of wages, benefits, and working conditions, Hipp and Givan (2015). The lack of a collective bargaining agreement may have consequences to organizational efficiency. Management may seek flexibility in bargaining agreements to replace staff.

According to Lehr, Akkerman, and Torenvlied (2014), collective bargaining requires greater efforts on the part of both management and employees. Both must define problems and interests precisely, and both must devote a certain amount of time to negotiate and administer the contract and any differences must be resolved before a contract can be signed. The organization should have an environment that fosters transparency, respect and trust, with both union and management working towards the common goal of sustainability for the organization and its stakeholders, Muller-Jentsch, (2014).

2.5 Employee health and safety

Marc (2010) defines health and safety programs as demonstrating a model program that emphasis management commitment and employee involvement. Management commitment provides the motivating force and the resources for organizing and controlling activities within an organization. The most important function of safety programs is to identify potential hazards, provide effective safety facilities and equipment and to take prompt remedial action. According to Alman (2010), Improving organizational performance involves applying a systems thinking about the organization, its processes and roles as well as supporting employees' well-being, which includes addressing both employee satisfaction and employee physical mental, and social health.

Armstrong, (2006) opines that the achievement of the highest standard of health and safety in the work place is important because the elimination or at least the minimization of health and safety hazards and risks is the moral as well as the legal responsibility of employees, this call for managers to continuously monitor health hazards that can affect employees. Angel, (2013) recommends that egoistic behavior relates positively to injuries and negatively to safety in the workplace. This suggests that the life style of an individual significantly affects safety and health in the workplace. Accidents prevention is the responsibility of the management particularly Human Resource Manager. In some organizations it is the responsibility of managers and workers.

2.6 Employee conflicts

According to Rau-Foster (2017), conflicts are a normal and natural part of our work and personal lives. Conflicts can be helpful in making necessary changes within the home or working environment. However, unresolved conflicts can result into feelings of dissatisfaction, unhappiness, hopelessness, depression, and other emotions. Awan and Anjum (2015) opine that a properly managed conflict promotes open communication, collaborative decision making, regular feedback, and timely resolution of disputes. Open communication and collaboration enhance the flow of new ideas and strengthen work relationship, which can have a positive effect on employee morale. Regular feedback and timely resolution of conflict has the potential of improving employee satisfaction and job performance. Conflict is endemic to all social life. It is an inevitable part of life because it is related to situations of scarce resources, division of functions, power relations and role-differentiation.

According to Awan and Ahson (2015), conflicts are a natural and inevitable among people working together but they should be kept at manageable levels. Within any organization, there are usually different positions and jobs. People occupying these positions have different perceptions, goals, thought systems and concerns. It is difficult to conceptualize society or an organization without inherent differences and contradictions and these leads to conflicts. Some problems lead to serious conflicts that negatively affect relationships at the workplace. Some of the negative effects off conflicts are employee dissatisfaction, insubordination decreased production, and economic loss among many others. A firm's management has to develop strategies for minimizing conflicts in order for organization to succeed, (Onwuchekwa (2007).

2.7 Organization performance

Performance is the ability to achieve organizational goals more effectively and efficiently, Organization performance refers to how well an organization is performing in different aspects. Meek (2009). The organization's management should talk with its employees about what makes the organization great, how it brings value to the customers, and how the employees make that possible. According to Otley (1999), the performance of organizations is dependent upon the performance of employees and other factors such as the environment in which the organization operate. An organization performs well successfully attains its objectives. Harvey and Bowin (1996) refer to performance management as the total system of gathering information and cascading it down to the employees in order to improve organization performance.

According to Sultan (2016) business performance can be measured by many indicators, such as asset base, market share, quality, customer satisfaction and profitability. As detailed by Pollitt (2002), the success of organization performance leans on basic fundamental rights like professional management, specific use of performance indicators, performance monitoring and enforcement, greater discipline in use of resources, decentralization of organizations, introduction of flatter organizational designs, introduction of competition for resources and service delivery through competitive tendering, establishment of remuneration linked to results and promoting personnel rotation, pursuit of user satisfaction, implementation of measuring and evaluation systems, shift in the focus of management systems from inputs and processes to out puts and outcomes.

Poor organizational performance has been defined as characterizing of sluggishness, excess bureaucracy and over control of organizations as frustrating the self development effort of individual members and failing to capitalize on potential, Margerison (2016). Managers influence organizational outcomes by establishing context, and context is the result of a complex set of psychological, sociological, and physical interactions.

3.0 Methodology

The descriptive design as applied in the study was used to obtain and describe information on influence of employee relations on organisation performance in Rwanda. Descriptive studies are not only restricted to fact-findings, but they also result in the formulation of important principles of knowledge and solution to significant problems. Primary data was gathered from respondents through structured questionnaires comprising of closed ended questions.

According to Kothari (2004) a case study involves careful and complete observation and analysis of a unit in its relationship to any other unit in the group that is why Nyamasheke District was chosen as case study. A survey design is associated with a guided and quick collection, analysis and interpretation of data (Mugenda & Mugenda, 2003).

The study population was drawn from all employees of Nyamasheke District's office, which has a total of 63 employees and all of them were involved in the research. This information was obtained from the staff register managed by Human Resource Department, which enlists staff by department and type of contract.

The data for this study was collected using structured questionnaires and the overriding objective of the questionnaire was to translate the researcher's information needs into a set of specific statements that respondents were able to answer. The questionnaire was divided into sections, where section one contained the personal details of the respondents and other sections contained the various factors influencing employee relations. For completeness and consistency the questionnaire was edited then coded to enable the responses to be grouped into various categories. The researcher used descriptive and inferential statistics to analyse data and SPSS version 23 was used to generate the statistical outputs such as frequency tables, charts and graphs.

4.0 Research Findings and Discussion

The study findings are presented to determine the role of communication on organisation performance, to determine how collective bargaining structure affect organisation performance, to assess how employee's health and safety influence organisation performance, and to find out the consequences of employee's conflict on organisation performance in Rwanda with a focus on Nyamasheke District. The data was gathered exclusively from the questionnaire as the research instrument and the questionnaire was designed in line with the objectives of the study.

4.1 Demographic Profile of Respondents

Table 1: Sampling Frame

Population	Gender	Sample size	Total	%
Staff of all departments of Nyamasheke's District	Females	29	29	46%
	Males	34	34	54%
Total		63	63	100%

The data displayed in table 1 shows that majority of the respondents were male 34 (54%) while female respondents were 29 (46%).

Table 2: Age of the respondents

[18 – 25] Years	[26 – 35]years	[36 – 45]years	[46 – 55]years years	Total
1	43	15	4	63
1.6 %	68.3%	23.8%	6.3%	100%

Table 2 shows that the majority of the respondents were aged 26 and 35 years (68.3% or 43 respondents).

Table 3: Level of education of the respondents

Bachelor's degree	Master's degree	PhD	Total
61	1	1	63
96.8%	1.6%	1.6%	100%

The higher percentage of the respondents (96.8%) represents those holding bachelor's degrees

Table 4: Respondents according to their experiences

Less than a year	[1 – 5]years	[6 – 9] years	10 and more years	Total
6	43	13	1	63
9.5%	68.3%	20.6%	1.6%	100%

Source: Research data, 2018

Table 4, indicated that 68% of the respondents have spent 1 to 5 years in the local government administration.

4.2 Empirical Results

4.2.1 Communication

The study sought the view of the respondents in regard to communication in the workplace. Respondents' opinion about communication with regard to the district performance was captured using 1-Strongly disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 –Strongly agree. The statements, respondents' opinions and their percentages are as shown in Table 5.

Table 5: Communication on employee relation in Nyamasheke District

	1		2	3	4	5		
Items	%		%	%	%	%	Mean	Std. Dev.
In Nyamasheke District's organization you communicate freely with employer	0		0	0	61.9	38.1	4.3810	.48952
The Mayor , vice mayors and executive secretary can deliver clear messages to employees about matters relating to work	0		0	0	73.0	27.0	4.2698	.44744
The executive Secretary, Mayor and vices mayors of District devote part of his time to understand and know the employee's needs.	0		0	0	76.2	23.8	4.2381	.42934
Communication in your district's organization is transparent and precise for a warm relationship among employees	0		0	11.1	74.6	14.3	4.0317	.50699
Delivery information process to employees is considered quick and clear	0		0	28.6	63.5	7.9	3.7937	.57245
The mayor takes the employee's opinion before making decisions.	4.8		49.2	36.5	6	0	2.5079	.73776

In Table 5, the ranking of the variations in responses from the highest SD to the lowest SD showed the following; the item with the highest standard deviation (0.73) was “The mayor takes the employee's opinion before making decisions” because of majority of the respondents 49.2% disagreed, 36.5% were neutral, 6% agreed and 4.8% strongly disagreed with a Mean of 2.50, the dispersion is high. The item with the lowest standard deviation (0.42) was the Executive Secretary, Mayor and vices mayors of District devote part of his time to understand and know the employee's needs” (SD=0.42) being lowest SD this means that majority of the respondents 76.2% are agreed and 23.8 were strongly agree with a Mean 4.23 of the above item, The dispersion is low.

4.2.2 Employee's health and safety

Table 6: Effects of employee's health and safety on employee relations in Nyamasheke District

	1	2	3	4	5		
Items	%	%	%	%	%	Mean	Std. Dev.
Employees are well informed about the personal health, diet, sleep, positive thinking	0.0	0.0	0.0	73.0	27.0	4.2698	.44744
Employees are advised on personal security	0.0	0.0	1.6	68.3	30.2	4.2857	.48952
Provision of enough spacing in the Offices is respected	0.0	0.0	1.6	79.4	19.0	4.1746	.42273
Employees are trained on fire fighting	0.0	76.2	19.0	1.6	3.2	2.1905	.50344
Medical covered for employees is respected for everyone by the employer	0	4.8	3.2	68.3	23.8	4.1111	.67468

Source: Research data, 2018

In Table 6, the item with the highest standard deviation (0.67) was Medical covered for an employee is respected for everyone by the employer with a mean of 4.11 because of 68.3% of the respondents were agree, 4.8% were disagree and 3.2% neutral, 23.8% strongly agreed, the dispersion is high. The item with the lowest standard deviation (0.42) was provision of enough spacing in the Offices is respected, with a mean of 4.17 because majority of the respondents 79.4% agreed that provision of enough spacing in the Offices is respected, 19 % were strongly agree, and 1.6% were neutral. The dispersion is low.

Table 7: Effects of employee's safety and motivation on employee relations

	1	2	3	4	5		
Items	%	%	%	%	%	Mean	Std. Dev
There is no injuries at workplace	20.6	49.1	15.9	11.1	32.2	2.2698	1.01927
The employees are motivated in many ways to complete their work	0.0	0.0	1.6	77.8	20.6	4.1905	.43467
The service given to the people is appreciated by the government as well as the beneficiaries	0.0	0.0	60.3	39.7	0.0	3.3968	.49317
The maintenance of the computers is regular so that it never happens that the work is blocked.	6.3	87.3	4.8	0.0	1.6	2.0317	.50699

Source: Research data, 2018

In Table 7, the ranking of the variations in responses from the highest to the lowest St D showed the following; “There is no injuries at workplace” (Std. Dev=1.01) being highest with a Mean of 2.2 because Majority of the respondents 49.1% disagreed, 20.6% were strongly disagree, 15.9% were neutral, 11.1% were agree and 3.2% were strongly agree so the dispersion is high and “the employees are motivated in many ways to complete their work” (Std. Dev =0.43) being lowest among the motivations items with a Mean of 4.1 because the dispersion is low, 77.8% of the respondents agreed that the employees are motivated in many ways to complete their work, 20.6% were strongly agree and 1.6 were Neutral.

4.2.3 Employee bargaining agreement

Table 8: Effects of employee bargaining agreement on employee relations in Nyamasheke

	1	2	3	4	5		
Items	%	%	%	%	%	Mean	Std. Dev.
Collective bargaining agreements are used in your organization.	3.2	87.3	7.9	1.6	0.0	2.0794	.41354
Collective bargaining agreements enable employers to create high-performance workplace	3.2	88.9	4.8	1.6	1.6	2.0952	.53019
Employee performance standards included in collective bargaining agreement	0.0	41.3	49.2	9.5	0.0	2.6825	.64321
Union affect organization performance	1.6	0.0	1.6	81.0	15.9	4.0952	.55979
Unions improve workers morale and motivation and hence the organization performance	0.0	0.0	0.0	82.5	17.5	4.1746	.38268

Source: Research data, 2018

In Table 8 above, the item with the highest standard deviation (0.64) was employee performance standards included in collective bargaining agreement with a mean of 2.68 because of 49.2% of the respondents were neutral, 41.3% were disagree and 9.5% agreed, the dispersion is high. The item with the lowest standard deviation (0.38) was “Unions improve workers morale and motivation and hence the organization performance” with a mean of 4.17 because majority of the respondents 82.5% agreed that unions improve workers morale and motivation and hence the organization performance and 17.5% were strongly agree, the dispersion is low.

4.2.4 Employee conflict

Table 9: Employee conflict: Causes of conflict in workplace

	1	2	3	4	5		
Cause of conflict in your place	%	%	%	%	%	Mean	Std. Dev.
Poor communication / miscommunication	1.6	0.0	1.6	61.9	34.9	4.2857	.65816
Repetitive negative behavior by the employees	0.0	1.6	74.6	4.8	19.0	4.1111	.54213
Differences in values	0.0	4.9	39.7	52.4	3.2	3.5397	.64321
Issues of wages and salaries	17.5	63.5	9.5	9.5	0.0	2.1111	.80545
Lack of cordial relationship between labor and management	12.7	49.2	9.5	28.6	0.0	2.5397	1.04458
Unresolved disagreement that was escalated to an emotional level	1.6	4.8	4.8	81.0	7.9	3.8889	.67468

Source: Research data, 2018

In Table 9 above, the item with the highest standard deviation (1.04) was “Lack of cordial relationship between labor and management is a cause of conflict in a workplace” with a mean of 2.53 because of 9.5% of the respondents were neutral, 49.2% were disagree and 28.6% agreed and 12.7% strongly disagreed, the dispersion is high. The item with the lowest standard deviation (0.54) was Repetitive negative behavior by the employees is a cause of conflict in workplace with a mean of 4.11 because majority of the respondents 74.6 % were neutral, 1.6% were disagreed, 4.8% agreed, and 19.0 % were strongly agree. The dispersion is low.

Table 10: Effect of conflict on organisation performance

	1	2	3	4	5		
Items	%	%	%	%	%	Mean	Std. Dev.
Communication breakdown	0.0	1.6	1.6	68.3	28.6	4.2381	.55979
Fragmentation	1.6	1.6	3.2	68.3	25.4	4.1429	.69229
Lack of new ideas	3.2	41.3	20.6	12.7	22.2	3.0952	1.25357
Low morale	3.2	11.1	4.8	66.7	14.3	3.7778	.94091
Competitive among conflicting parties	9	43	4	4	3	2.1905	.93078

In Table 10 above, the item with the highest standard deviation (1.25) was “Lack of new ideas is an effect of conflict on organization performance” with a mean of 3.09 because of 41.3% of the respondents were disagree, 22.2% were strongly agree and 12.7% agreed and 3.2% strongly disagreed, the dispersion is high. The item with the lowest standard deviation (0.55) was Communication breakdown is an effect of conflict on organization performance with a mean of 4.23 because majority of the respondents 68.3 % were agree, 28.6% were strongly agree , 1.6% neutral, and 1.6 % were strongly disagree, the dispersion is low.

Table 11: The way used to resolve conflict in organisation

Items	1	2	3	4	5	Mean	Std. Dev.
	%	%	%	%	%		
Improvement in communication	0.0	1.6	0.0	5.4	46	4.4286	.58790
Constant dialogue	0.0	0.0	0.0	61.9	38.1	4.3810	.48952
Accommodating	1.6	0.0	1.6	68.3	27.0	4.1746	.68485
Solving the problem	0	1.6	1.6	22.2	74.6	4.6984	.58571
Avoidance	6.3	87.3	4.8	1.6	0	2.0159	.42091
Dominating by force on other party	20.6	69.8	4.8	4.8	0	1.9365	.66897

Source: Research data, 2018

In Table 11 above, the item with the highest standard deviation (0.68) was “Accommodating is the way used to resolve conflict in organisation” with a mean of 4.17 because of 68.3% of the respondents were agree, 27% were strongly agree and 1.6% were neutral and 1.6% strongly disagreed, the dispersion is high. The item with the lowest standard deviation (0.42) was Avoid conflict is a way used to resolve conflict in organization with a mean of 2.01 because majority of the respondents 87.3 % were disagree, 6.3% were strongly disagree , 4.8% neutral, and 1.6 % agreed, the dispersion is low.

4.2.4 Organisation performance

Table 12: Organisation performance

Items	1	2	3	4	5	Mean	Std. Dev.
	%	%	%	%	%		
Nyamasheke District continually enhances staff skills through continuous performance monitoring	0.0	0.0	0.0	82.5	17.5	4.1746	.38268
Achievement of district contract performance depends of good communication and the result of conflict management	0.0	0.0	0.0	76.2	23.8	4.2381	.42934
Task conflicts have an effect on organizational performance at Nyamasheke District	0.0	0.0	30.2	58.7	11.1	3.8095	.61846
Innovation consists to the District organization developing new projects to better execution	0	0	0	27.0	73.0	4.7302	.44744
Conflict management may prevent wasted time and help an organization achieve its goals	0	0	0	81.0	19.0	4.1905	.39583
Innovation is the act of creating and popularizing new financial instruments, technologies, institutions and markets	0	0	0	81.0	19.0	4.1905	.39583

Source: Research data, 2018

In Table 12 above, the item with the highest standard deviation (0.61) was “Task conflicts have an effect on organizational performance at Nyamasheke District “, with a mean of 3.8 because of 58.7% of the respondents were agree, 11.1% were strongly agree and 30.2% were neutral. The dispersion is high. The item with the lowest standard deviation (0.38) was Nyamasheke District continually enhances staff skills through continuous performance monitoring, with a mean of 4.1 because majority of the respondents 82.5 % were agree, 17.5% were strongly agree. The dispersion is low.

4.3. Correlation Analysis

Table 13: Correlation Matrix of employee relations on organization performance

	Employee communication	Employee health and safety	Employee bargaining agreement	Employee conflict	Organizational performance	
Employee communication	Pearson Correlation	1.000				
	Sig. (2-tailed)					
Employee health and safety	Pearson Correlation	0.114	1.000			
	Sig. (2-tailed)	0.374				
Employee bargaining agreement	Pearson Correlation	0.167	-0.148	1.000		
	Sig. (2-tailed)	0.191	0.248			
Employee conflict	Pearson Correlation	-0.243	0.109	-.499**	1.000	
	Sig. (2-tailed)	0.055	0.395	0.000		
Organizational performance	Pearson Correlation	0.099	0.019	0.074	0.041	1.000
	Sig. (2-tailed)	0.442	0.885	0.567	0.751	
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: Research data, 2018

From the correlation matrix in Table 13 above, a correlation coefficient has a value ranging from -1 to 1 and -1 indicate that there is a perfect negative correlation and 1 indicate that there is a strong relationship between the variables being correlated. Also from the correlation matrix table above, there is a positive correlation (relationship) between independent variables and the dependent variable. For example, the ranking of the relationships in responses and in strength showed the following; employee communication (.099), employee health and safety (.019), Employee bargaining agreement (.074) and employee conflict (.041). The researcher concluded that actually there is a modern perfect correlation between the employee parameters and organisation performance in Nyamasheke District.

4.3. Regression Analysis

Table 14: Regression Model Summary of the Predictors of organization performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.845 ^a	.714	.290	.32251

a. Predictors: (Constant), employee communication, employee health and safety, employee bargaining and employee conflict

In Table 14 above, the R value (multiple correlation coefficients) of 84.5% indicates that there is a relationship between (small variance shared by) the independent variables and the dependent variable. The R square (coefficient determination) value 71.4% of the variance in the dependent variable is explained by the independent variables in the model of the variability in the success of organisation performance is accounted for by the explanatory variable in Nyamasheke District while the remaining percentage could be attributed to the random fluctuation on other unspecified variables. The model was significant as $p < 0.01$.

Table 15: ANOVA Results of the organization performance Variables

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.479	37	.175	1.684	.087 ^b
	Residual	2.600	25	.104		
	Total	9.079	62			

a. Dependent Variable: organization performance

b. Predictors: (Constant) employee communication, employee health and safety, employee bargaining and employee conflict

Source: Research data, 2018

The F statistics usually used to test whether the expected values of the regression coefficients are equal to each other and that they equal zero. The F statistic is significant at F (1.684) and a small significance level ($P < 0.087$) two tailed, indicate that the four predictor variables are not equal to each other and can be used to predict the dependent variable organisation performance. Hence, the model is a good descriptor of the relation between the independent variables and the dependent variable.

Table 16: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.233	3.181		3.217	.004
	Employee communication	-.183	.200	-.215	-.918	.367
	Employee health and safety	-.207	.126	-.366	-1.644	.113
	Employee Bargaining agreement.	-.427	.244	-.592	-1.752	.092
	Employee conflict	-.001	.186	-.001	-.003	.997

a. Dependent Variable: organization performance.

Source: Research data, 2018

Inspection of the standard regression coefficients in Table 16 above shows that the employee conflict possessed the highest explanatory power on the organisation performance. (Beta= - 0.001). Thus we can conclude that change in communication by one unit makes organizational Performance to change by -0.183, change for health and safety by one unit makes organizational performance to change by - 0.207, change in Bargaining agreement by one unit makes organization performance to change by -0.427 and conflict resolution by one unit makes the organizational performance to change by - 0.001.

The results indicate that conflict resolution affects the organizational performance in Nyamasheke District highly, while communication and health safety influence considerably District's organization performance and Bargaining agreement does not affect a lot organizational performance of Nyamasheke District.

4.3 Discussion of findings

The first objective of the study was to determine the role of communication on the performance at Nyamasheke District. The study established that majority of the workers get their information from HRM unit. The study also established that employees communicate freely with their employer and that the mode of communication affects employee performance. At the centre of any successful employee relationship is the important aspect of keeping employees informed about general matters affecting their work role. Communication and consultation within the organization contribute to increased understanding of management actions, Alman,(2010).

According to Noordin et al., (2010), communication allows interaction among team members and this can happen in various ways that consist of face-to-face meetings, telephone, e-mails and others. Communication in the organization is important because employees well informed in order to perform well.

The second objective of the study was to examine how collective bargaining structures affect organization performance. The consensus was that the union affect organisation performance because it improves workers morale and motivation. According to Salom (1971), collective bargaining simply is a way in which a group can make decisions, marsh all its power, and enters into a relationship with management. Labor representatives use the collective bargaining process to get wage concessions from management in return for increased performance output (Marginson, 2015). The lack of a collective bargaining agreement may have consequences to organizational efficiency and integrative bargaining is possible when organizational conditions and cooperation between management and unions are collaborative or oriented towards an industrial democracy (Muller-Jentsch, 2014). Integrative bargaining is identified as representing the outcome of trust, respect and cooperation between management and unions to achieve a desired outcome during the negotiation process (Markey and , Knudsen, (2014). Collective bargaining is a good tool used by a union to further its goal of improving conditions for its members.

The third research objective was to assess how employees' health and safety influence organisation performance. Majority of the respondents (77.14%) agreed that employee's health and safety affect so much organisation performance in Nyamasheke District. Bennet, (2002) argues that the concerns of safety and health management are aspirations arranged in point form to be met by management as envisaged goals. He argues that management systems are always silent as to how safety and health at the workplace looks like, how it is structured, how it functions, how it relates to the management of the enterprise in general and how it is reconciled with the functions and responsibilities of other parties.

Moral, economic and logical reasons, from moral perspective managers under take accidents prevention measures on purely humane grounds to minimize the pain and suffering, the injured worker and family are often exposed to as a result of the accident, Memoria et al., (2011). The workers are not objects to be managed like machines or other factors of production. According to Kale (2013), the safety and health in the workplace seeks to benefit the workers who are always vulnerable to occupational incidences by advocating that total safety and health specifications should be given priority over performance standards

The fourth research objective was to find out the consequences of employee's conflicts in organisational performance at Nyamasheke District. Majority of the respondents (68.3%) agreed that communication breakdown is the effect of conflict in organization performance. Conflict in an organization is inevitable and arises as people carry out their functions by means of adjustments and compromises among competitive elements in its structure and membership (Shelton, 2004). According to Armstrong (2009) Conflicts can have either positive or negative effects on organizational performance but unmanaged conflicts for instance have a negative effect since they disrupt the organization and prevent optimal performance, Murthy,(2016).

Effective conflict management succeeds in providing a solution that is satisfactory and acceptable and minimizing disruption stemming from the existence of conflict, All organizations, simple or complex, possess a range of mechanisms or procedures for managing conflict. Schultz, (2016).

5.0 Conclusions and Recommendations

This study sought to analyze the influence of employee relations on organization performance. The main variables considered were communication, collective bargaining, and employee health and safety and employee conflict. Based on the study findings, it is concluded that free communication and information flow is important in promoting of organization performance. It further concludes that districts have to involve their staff in decision making and they have formal disciplinary procedures to avoid conflicts. The study also indicated that the independent variables have a positive and significant influence on organizational performance of Nyamasheke District.

The study recommends Nyamasheke District has to develop and maintain a positive attitude to employees, they should maintain effective communication channels and explore on other ways to improve the organizational performance. It is recommended that Nyamasheke District should ensure that they implement the health and safety programs at their work places not just because it is a government requirement but also because it will result to improved employee performance which is a positive result and an achievement of their goals. It is recommended also that employees have to create a favourable working environment to make the job more effective, cost-effective, safe or gratifying and to accomplish by a union, which provides, for the employer, an efficient way of responding and communicating with the workers. It is recommended also that employer must adopt conflict resolution strategies that will improve on the performance of the organization.

6.0 References

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