

HUMAN RELATIONS AS A CATALYST FOR WORKPLACE COHESION: EXAMINING ITS IMPACT ON EMPLOYEE COLLABORATION, TRUST, AND TEAM PERFORMANCE

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ABSTRACT

Human relations have been important in determining the social and functional processes within contemporary organizations. The current paper will look into human relations as a driver of workplace cohesion, bearing particular reference to the effect of such on employee collaboration, interpersonal trust, and team performance. The research design is descriptive in nature and the study is founded on primary data gathered on 120 employees who worked in team based organizational settings and analyzed using frequency and percentage techniques. The results show that the workforce consists of the young and middle-aged employees with diverse work experience which makes the sample balanced and representative. Most of them stated that they had positive views of human relation at the workplace and a good percentage of them rated them as good or very good. The findings show that a good human relationship will lead to a supportive and collaborative working environment, hence reducing cooperation and mistrust amongst the workforce. On the whole, the research determines that good human relations are the best means of cohesion at the workplace and are crucial in fostering better performance by teams as well as organisational performance.

Keywords: *Human relations, workplace cohesion, employee collaboration, interpersonal trust, team performance*



1. INTRODUCTION

The contemporary world is characterized by a highly diverse and competitive business environment where human capital has become a determining factor in ensuring sustainable success. Technological advancement, automation, and structural efficiency still remain significant in the development of organizations, but in order to guarantee their long-term efficiency, the factors are not enough. Interpersonal relationships in the workplace have a great impact on the attitudes of the employees, satisfaction at work, motivation, and performance in general. Here, the human relations, which are concerned with comprehending, controlling, and enhancing the relations between the employees are very critical in presenting the behavior and performance of the workplace.

Workplace cohesion can be defined as the level of unity, cooperation and understanding between the employees working towards a common goal as an organisation. A cohesive work environment is one that is typified by trust, open communication, teamwork and shared sense of responsibility. This kind of environment will help the employees to work in harmony, exchange knowledge, and also assist each other in the attainment of individual and organizational goals. Conversely, having bad human relations usually leads to inter-personal conflict, breakdown of communication, low morale and low productivity and therefore, bad performances in an organization.

The role of good human relations has been highlighted as more and more organizations adopt team based organization structures and collaborative work practices. Effective communication and mutual trust coupled with positive interpersonal relationships are necessary in teams to ensure they work effectively. In the light of this need, this paper investigates human relations as a force of workplace integration, in view of its influence on employees working together, trusting amongst themselves, and on team work. Through evaluating the perceptions of the employees and the behavioral outcomes of employees, the study will be able to illustrate that positive human relations can lead to increased cohesion within the workplace and the overall effectiveness of the organization.



1.2 Objectives of the Study

The study is guided by the following objectives:

1. To study the aspect of human relations in an organizational context.
2. To examine how human relations influence cohesion at work.
3. To evaluate the impact of human relations on the collaboration among employees.
4. To assess the correlation between the human relations and interpersonal trust.
5. To explore how human relations impact on team performance.

2. LITERATURE REVIEW

Adham and Sukkkar (2024) explored the impact of organizational culture on managing teams and how these factors and managerial strategies impacted team effectiveness. The research question that they undertook was on the influence of organizational values, norms, leadership style, and work practices on the behavior of employees and coordination of teams. The results demonstrated that the existence of a favorable and people-centred culture of the organization contributed greatly to team cohesion, pattern of communication, and efficiency of the manager. The authors found that in cases where the employees felt that they were treated fairly, their recognition and open communication was perceived in the organizational culture and commitment to the team objectives was higher. The research has found that organizational culture was a backbone factor in improving interpersonal relationship, trust, and collaboration performance in a team to reinforce workplace cohesion.

Carmeli et al. (2015) examined respect as an important motivator of creativity and innovation in teams through the relationship between respectful engagement, relational information processing, and employee creativity. Their research highlighted the importance of good interpersonal relationships in influencing the cognitive and emotional engagement of the employees in the workplace. The findings reported that workplace conditions that were marked by respect among each other provided open communication, psychological safety, and sharing of knowledge among team members. The authors discovered that a proper human relationship resulted in the employees being more willing to share ideas and contribute to work without the



fear of being judged. The research also proved that trustful and respectful relationships led not only to the creativity but also to the enhanced performance and the continuation of organizational innovation by the team.

Chukwudi and Eusebius (2023) investigated the potential of diversity, equity, and inclusion (DEI) practices in promoting inclusive and unified working environments in Nigerian companies. Their study has evaluated the impact of human resource policy and inclusive management practices on employee engagement, cooperation and harmony within the organization. In the research, it was found that inclusive policies facilitated respect and minimized workplace conflict as well as enhanced inter-personal trust among diverse workforce. The authors noticed that fair treatment and inclusive leadership fostered teamwork and the sense of belongingness by employees. The results indicated that diversity-oriented human relations practices were very important to enhance the strength of cohesion in the workplace, the teamwork, and the overall performance within the organization.

Darmawan and Marsal (2025) carried out a critical study of the psychology of teams, organization culture, leadership behavior, and collaboration to enhance work group performance. This paper has reviewed the impact of psychological variables, including motivation, emotional intelligence, and group identity on leadership styles to affect team dynamics. The results showed that, with the help of effective leadership and positive team psychology, the collaboration, mutual trust and shared responsibility among the team members were greatly improved. The authors brought out the fact that leaders who promoted open communication, empathy and participation were more effective in creating cohesive and high performing teams. The paper has highlighted that good interpersonal relationships and the use of favorable leadership practices played a crucial role in maintaining teamwork, ensuring improved performance, and attaining organizational goals in the long run.

3. RESEARCH METHODOLOGY

The research methodology presents the systemic approach that will be taken in the current study in order to attain the mentioned objectives and to guarantee reliability and validity of the results. It describes the research design, data sources, and the sample selection procedure in which the researcher was to analyze the contribution of the human relations to workplace



cohesion, employee collaboration, trust, and team performance. A clear and properly outlined methodological framework was adhered to in order to gather and process the appropriate data, which permitted to obtain the real picture regarding what employees feel and see in the team-based organizational settings.

3.1 Research Design

The present study design is a descriptive research design. This design would be appropriate because the study will present and discuss the prevailing situation of human relations at the workplace and explore their influence on employee cooperation, trust and group performance. Descriptive research assists in a systematic description of the perceptions and experiences of the respondents without maneuvering any variables.

3.2 Source of Data

The study is grounded on primary data that were gathered directly among employees via a structured survey questionnaire. Primary data was selected because it was simply necessary to obtain first hand information about the perception of employees about human relations and workplace cohesion.

3.3 Sample Size and Sample Selection

The study sample will be comprised of 120 employees who will be working in an organizational set up based on teams. A diversity and representativeness of the respondents were guaranteed by the fact that they were selected based on the age, level of work experience, and functional roles. The diversity assisted in the attainment of a holistic view of the human relations in the workplace.

4. RESULT AND DISCUSSION

Table 1 will show the distribution of the respondents which have been chosen to take part in the study based on gender. The table categorizes the respondents into males and females and their percentage and frequency respectively.

Table 1: Gender-wise Distribution of Respondents

Gender	Frequency	Percentage (%)
Male	72	60.0
Female	48	40.0
Total	120	100.0

A total of 120 respondents were sampled and 72 respondents (60.0%) are male and 48 respondents (40.0%) are female. It means that most of the respondents are men, and the female employees are also represented in the sample in great numbers, which guarantees equal gender representation in the study.

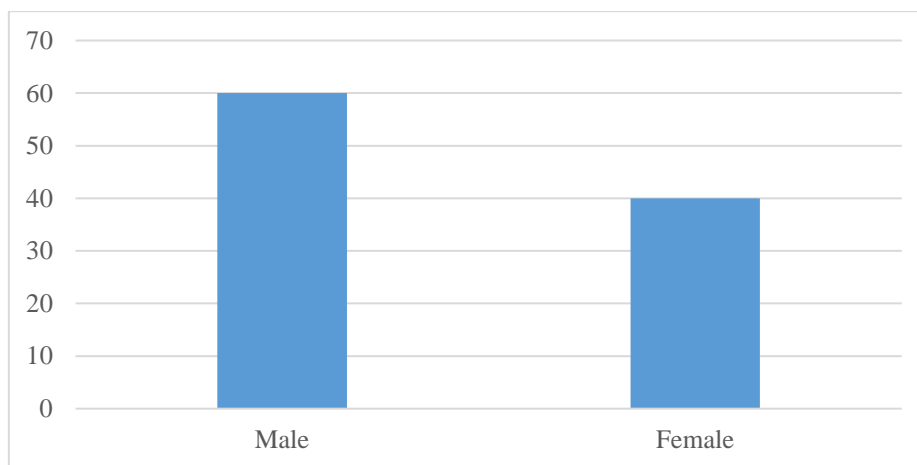


Figure 1: Graphical representation of the Percentage of Gender-wise Distribution of Respondents

Figure 1 is a graphical representation of the percentage distribution of the respondents in terms of gender. As is evident in the figure, the proportion of male respondents is more than that of female respondents, implying that the sample population is dominated by men.

Table 2 presents the age distribution of respondents with four age groups in their turn including their frequency and percentage.

Table 2: Age-wise Distribution of Respondents

Age Group (Years)	Frequency	Percentage (%)
Below 25	18	15.0
25–35	46	38.3
36–45	34	28.3
Above 45	22	18.4
Total	120	100.0

As indicated in the table, the largest percentage of the respondents is in the age bracket of 25-35 years, which consists of 46 respondents (38.3%). The next age group is the 36-45 age group that contains 34 respondents (28.3%). The highest group is made up of respondents aged 45 years and above which is 18.4, with the lowest group being 15.0 years. The statistics indicate that there are a large number of young and middle-aged employees in the workforce.

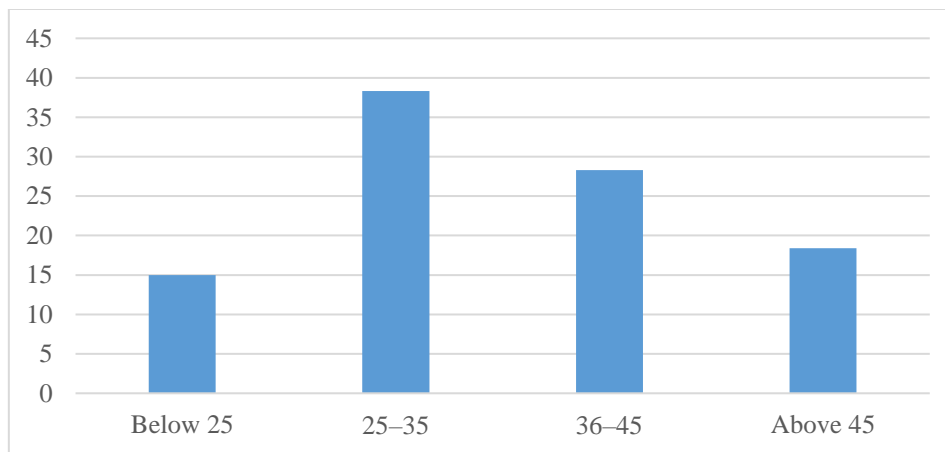


Figure 2: Graphical representation of the Percentage of Age-wise Distribution of Respondents

Figure 2 shows the percent distribution of the respondents in various age groups. The figure shows that the age group of 25-35 years has the highest number of sample, which means that the group is active and productive workforce.

Table 3 shows the distribution of the respondents in the three groups in terms of their years of work.

Table 3: Work Experience of Respondents

Work Experience	Frequency	Percentage (%)
Below 5 years	36	30.0
5–10 years	44	36.7
Above 10 years	40	33.3
Total	120	100.0

The data reveal that there is a majority of respondents with work experience of 5-10 years (N=44, 36.7%). This is then succeeded by respondents who have above 10 years of experience (33.3%), and 30.0% are the respondents who have less than 5 years of experience. The distribution means that there is a combination of older and comparatively new workers in the organization.

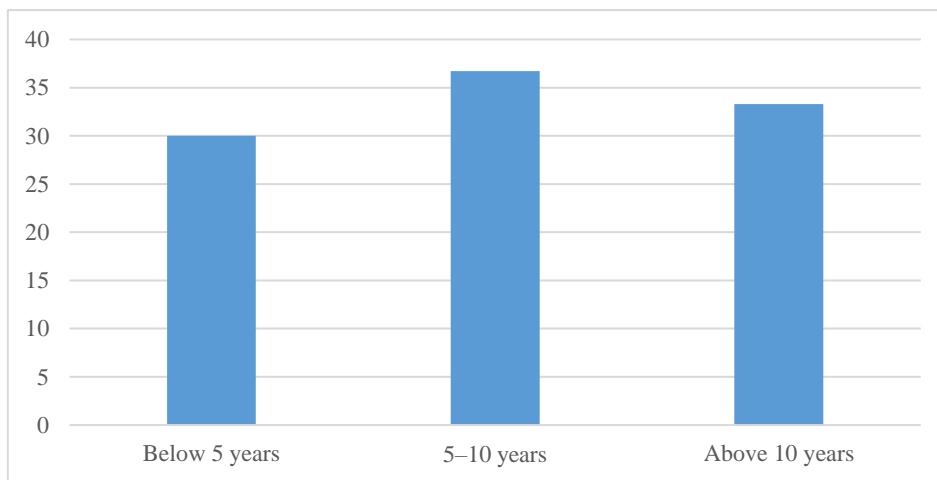


Figure 3: Graphical representation of the Percentage of Work Experience of Respondents

Figure 3 shows the percentage breakdown of the respondents in terms of the work experience. The distribution of the workforce in terms of the experience levels is fairly balanced, and the graphical representation indicates diversity in the professional exposure of the employees.

Table 4 illustrates the views that the respondents have on the status of human relations at the workplace, which are tabulated into five levels of opinions with the corresponding frequency and percentages.

Table 4: Opinion on Human Relations in the Workplace

Opinion	Frequency	Percentage (%)
Very Good	38	31.7
Good	46	38.3
Average	20	16.7
Poor	10	8.3
Very Poor	6	5.0
Total	120	100.0

The table reveals that most of the respondents have a positive perception about human relations. In particular, 38 respondents (31.7%) rated human relations as very good and 46 respondents (38.3%) rated it as good. With a smaller percentage, human relations were rated as average (16.7%), poor (8.3%), and very poor (5.0%). This indicates that there has been a positive view of human relations at the workplace.

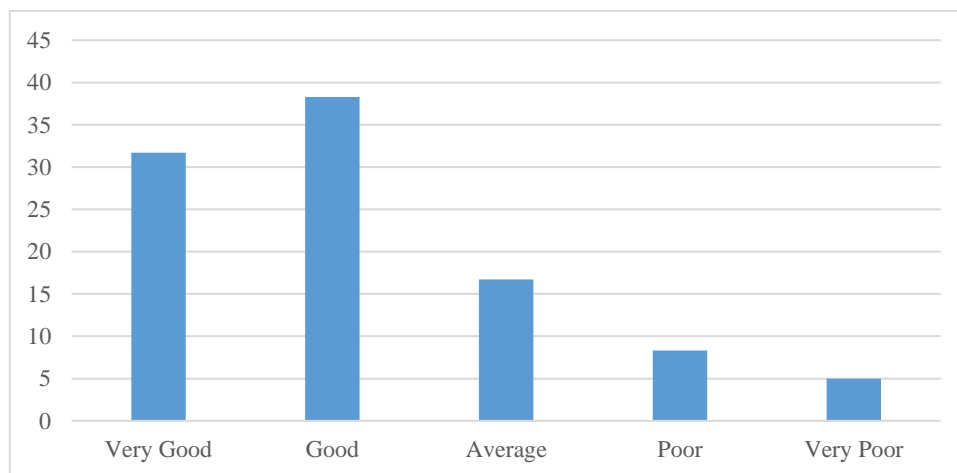


Figure 4: Graphical representation of the Percentage of Opinion on Human Relations in the Workplace

Figure 4 shows the graphical data about the views of respondents regarding human relations in the workplace. As it is obvious in the figure, there are more positive views (good and very



good), than negative perceptions (discriminating and uncooperative) which denotes a beneficial and favorable organizational climate.

5. Conclusion

The present study indicates the importance of human relations in promoting cohesiveness in the workplace and improving the performance of the organization. According to the interpretation of the information collected among 120 employees, the results indicate that positive interpersonal relationships are generally viewed as a vital element of the healthy working environment that is facilitated by the balanced demographic population with regard to gender, age, and working experience. Most of the respondents gave positive views on human relations at their workplace, and a significant number of respondents rated the human relation as good or very good indicating the existence of positive interaction, respect and good communication. The findings also show that good human relations are the key to enhancing the cooperation, confidence, and coordination among teams, which is critical to the realization of organizational objectives. On the whole, the paper confirms that human relations is a strong catalyst of workplace cohesion, and an organization with emphasis on supportive leadership, open dialogue and employee- status practices has a high chance of improving the performance of its team and ensuring the success of the organization in the long-term.

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