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STRENGTHENING ORGANISATIONAL SUCCESS THROUGH HUMAN RELATIONS: A STUDY OF WORKPLACE COHESION, EMPLOYEE ENGAGEMENT, AND SUSTAINABLE PERFORMANCE

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ABSTRACT

In the modern organisational setup that is characterised by high change and competition, human relations have gained increased relevance in defining organisational success. This paper will focus on the application of human relations towards the enhancement of organisational performance by cohesion in the workplace, employee engagement, and sustainable performance. The study follows the conceptual and descriptive research design and uses secondary data sources that include scholarly articles, books and published studies in the human resource management and organizational behaviour discipline. Besides, demographics and workplace dynamics are analyzed, with the help of the frequency and percentage approach, through a sample of 100 organizational employees. The results represent good gender, age, and experience balance in the respondents, which is a good starting point to analyze. The analysis indicates that a positive human relations contributes to a unified work environment, an employee engagement, and a long-term performance of an organisation. The paper brings about the strategic relevance of human relations as one of the most critical drivers of sustainable organisational success through a balance between theoretical understanding and descriptive results.

Keywords: *Human relations, workplace cohesion, employee engagement, sustainable performance, organisational success*

1. INTRODUCTION

The organizations nowadays are facing an environment that is changing very fast in terms of technology, globalization and there is growing intensity on competition as well. Although innovation, digitization, and operational efficiency still remain essential factors of competitiveness, the human element has now become the factor of determination of organisational success and its maintenance. The contemporary organizations are gradually appreciating the fact that people are not just economic resources or factors

of production, but are social beings whose attitudes, values, interpersonal relations and emotional involvement largely determine the organizational performance. In this regard, the human relations concept will play a central role in management and organizational studies.

Human relations are the scientific knowledge and control of human interrelationships in the workplace which includes the pattern of communication, leadership style, teamwork, trust, and respect. Good human relations provide an enabling organizational environment that fosters collaboration, psychological safety and a sense of purpose in employees. This positive working environment is essential in the process of building a stronger workplace cohesion and collaboration and unity among the employees and the increased engagement of employees, which is the emotional and cognitive attachment of employees towards their work and organization.

In addition, good human relations can play a big role in ensuring sustainable organisational performance through conflict minimisation, minimisation of employee turnover, and promotion of long-term commitment and adaptability. Companies that do not foster positive human relations tend to develop tension at work, lack of engagement, low morale and reduced productivity which hinder the success of organizations in the long run and organizations stability. Conversely, those organizations with human relations tendencies are in a better level of responding to change, talent retention, and attaining stable performances.

In a bid to understand how human relations can enhance organisational success, the paper discusses three key constructs that include cohesion in the workplace, employee engagement, and sustainable performance. The paper will offer an all-inclusive knowledge of the functioning of human relations as not just a supportive practice of management, but as also a strategic force behind organizational performance and long-term success by synthesizing the knowledge of the available theoretical and empirical research.

1.1 Objectives of the Study

The main objectives of this study are:

1. To discuss how human relations contribute to enhancing workplace cohesion.
2. To examine how human relations affect the engagement of the employees.
3. To investigate how workplace cohesion and employee engagement can help in enhancing sustainable organizational performance.

4. To come up with a conceptual framework that relates human relations with organisational success.

2. REVIEW OF LITERATURE

Abdelwahed and Doghan (2023) studied the connection between work engagement, organizational aspect, and employee productivity in an educational society. Their research proved the fact that the increased rates of employee engagement had a great impact on performance of the individual and general productivity. The authors identified that positive interpersonal relationships, good leadership, and supportive organizational environments were important in improving the level of engagement. The results highlighted that organizations that had high human relations and engagement oriented practices had better employee outputs and long lasting performance.

Abu-Mahfouz et al. (2023) examined how sustainable human resource management practices affect the performance of the organization, and the mediating effects of knowledge management and work engagement in particular. The authors found that sustainable HRM practices had a positive impact on the performance of the organization through enhancing the motivation of the employees and the sharing of knowledge. The authors made the conclusion that those organizations, which invested in sustainable people-centered practices and positive workplace relationships held higher long-term performance. The research supported the need to embrace human relations, and engagement strategies in sustainable organizational structures.

De Prins, Stuer, and Gielens (2020) examined how cooperative industrial relations and sustainable HR practices can revitalize social talk in workplaces. Their study revealed that a collaborative relational climate went a long way in minimizing the harm to the employees, conflict at work and stress. The paper has pointed out that the interpersonal relationship, transparent communication, and participative management employee interaction have led to enhanced employee welfare, and organizational stability. The results highlighted the importance of good human relations in promoting the unity of the workplace and maintaining the organisational performance.

Farmanesh et al. (2023) investigated how sustainable human resource management and trust in leadership affect job performance of employees using a mediation model. The findings showed that the belief in leaders was a vital mediating factor between sustainable HR practices and employee performance. The researchers made the conclusion that employees tended to be more committed and achieve better job performance in case they felt fair, supported and ethically led by the leaders.

The authors pointed out that human relations based on trust and sustainable HR practices were critical to increasing the engagement of the employees and ensuring long-term organizational success.

3. RESEARCH METHODOLOGY

The research methodology presents the systematic methodology of the study to explore the role of human relations in enhancing organisational success by cohesion at the workplace, employee engagement and sustainable performance. To achieve credibility, consistency and rigour of the study, a well-defined methodological framework is required. The section will elaborate how the study was conducted, research design, nature of the research, data collection process and the sample size used to accomplish research objectives. Using a conceptual and descriptive design with the help of secondary data and systematic sampling pattern, this methodology has a valid foundation in analysing the available knowledge and explaining trends associated with human relations and organisational effectiveness.

3.1 Research Design

The present study uses conceptual and descriptive research design as it is introduced to explore the role of human relations in enhancing organisational success by cohesion in the workplace, employee engagement, and sustainable performance in the workplace. Conceptual research design will also suit because the study will be focused on the creation of theoretical knowledge and the formation of conceptual connections between the main variables without evaluating the hypothesis based on primary data. The descriptive study framework facilitates a methodical account of the available theories, models as well as empirical evidence regarding human relations and organizational effectiveness.

3.2 Nature of the Study

This study is theoretical and is based solely on secondary data sources. It is not associated with field surveys, experiments, and interviews. The study is rather a review, synthesis, and interpretation of prior published research to produce results on the role of human relations in creating cohesive and engaged workplace and sustainable organisational performance.

3.3 Data Collection Procedure

Secondary data were obtained by conducting a systematic literature review. Academic databases, institutional repositories, and online scholarly platforms were used to identify the relevant literature. The keywords were human relations, workplace cohesion, employee engagement and sustainable organisational performance which were used to retrieve relevant studies. The literature that was selected

underwent thorough screening to make sure that it is relevant, credible and meets the objective of the study.

3.4 Sample Size

The study sample will include 100 respondents who were selected among the organizational workers. A population of 100 was deemed desirable because it gives a good representation of the target population to be studied and enables a significant descriptive analysis that can be done in the form of frequency and percentage. This size is the most accepted size in social science and management research studies which seek to examine workplace behavior and human relations and engagement of employees.

The chosen sample allows performing a balanced analysis of demographic factors, including gender, age, and work experience, which will help in interpreting the patterns concerning the area of cohesion at the workplace, employee engagement, and organisational performance. A sample size of 100 also makes statistical presentation clear since frequencies are directly proportional to the percentage value, thus making the interpretation of the findings easier.

4. RESULT AND DISCUSSION

Table 1 shows the gender breakdown of the respondents that will be used in the study. The table includes male and female respondents and presents their number and percentage with a total of 100 respondents.

Table 1: Gender-wise Distribution of Respondents

Gender	**Frequency**	**Percentage (%)**
Male	56	56
Female	44	44
Total	**100**	**100**

The table shows 56% of the respondents are males with 44% being females. This is a relatively even-handed representation of gender with slightly more male respondents. This kind of distribution will make sure that the views of both sexes are represented sufficiently in the study and this will add up to the credibility of findings regarding the human relations and the dynamics in the workplace.

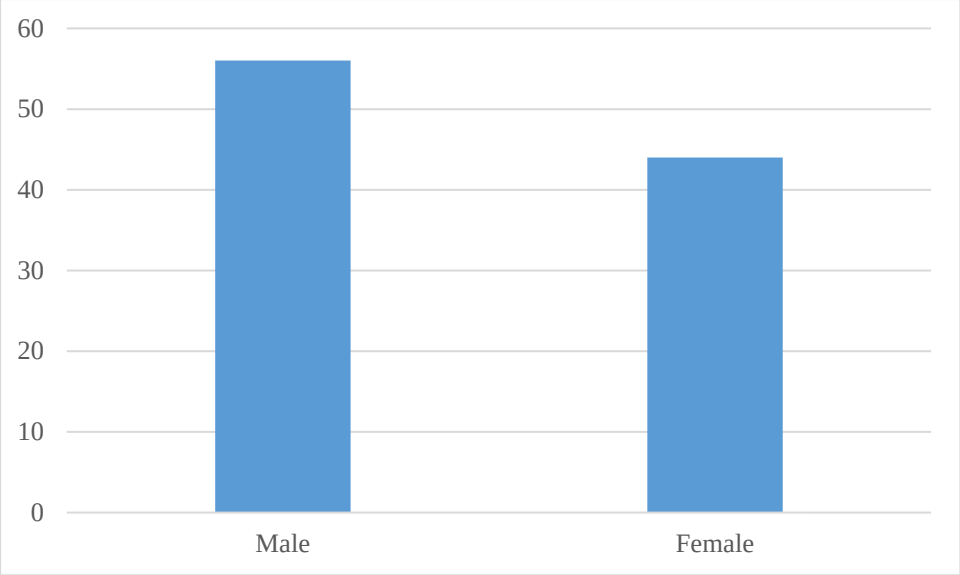


Figure 1: Graphical Representation of the Percentage of Gender-wise Distribution of Respondents

Figure 1 graphically shows the percentage distribution of the respondents in terms of gender. The graphical representation indicates clearly that the male respondents constitute marginal majority over the female respondents. The equal mix would indicate inclusivity on the respondent selection and the extensive interpretation of the organisational human relations between genders.

Table 2 indicates how the respondents were classified according to age with four classes including those who are below 25 years, 2535 years, 3645 years, and above 45 years. The frequency and the percentage of the respondents in each age group have been emphasized in the table.

Table 2: Age-wise Distribution of Respondents

Age Group (Years)	**Frequency**	**Percentage (%)**
Below 25	20	20
25–35	40	40
36–45	25	25
Above 45	15	15
Total	**100**	**100**

The statistics indicate that the highest percentage of the respondents (40%) belongs to the age group of 25-35 years, and the next group (25%) is 36-45 years old. The population below 25 years will be 20%,

and 15% years will be above 45 years. This distribution shows that the sample mostly represents employees at their active and mid-career stages, which are also at the risk of being highly exposed to human relations and engagement practices at work.

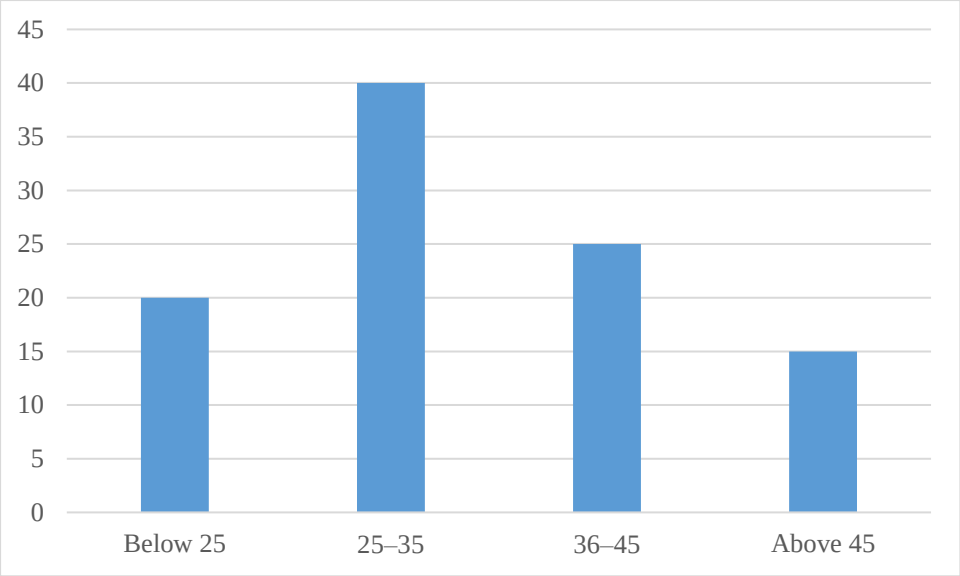


Figure 2: Graphical Representation of the Percentage of Age-wise Distribution of Respondents

Figure 2 gives a vivid visual comparison of respondents of various age groups. The 25-35 years dominance is noticeable then the dominance of the 36-45 years. The graphical trend emphasizes that the sample of workforce predominantly comprises young and middle-aged employees, and thus, the information is appropriate to study the modern organisational practices.

Table 3 explains the distribution of the respondents according to their work experience as below 5 years, 5-10 years and above 10 years. Each category is given the frequency and the percentage in the table.

Table 3: Work Experience of Respondents

Work Experience	**Frequency**	**Percentage (%)**
Below 5 years	32	32
5–10 years	38	38
Above 10 years	30	30
Total	**100**	**100**

The findings indicate that 38% of the participants are 5-10 years of work experience, which constitutes the majority sample. This is preceded with below 5 years experience which is 32% and above 10 years

experience at 30%. The spread indicates that there is a equal representation of early, mid-career, and experienced workers which allows the study of the human relations and involvement at various experience levels.

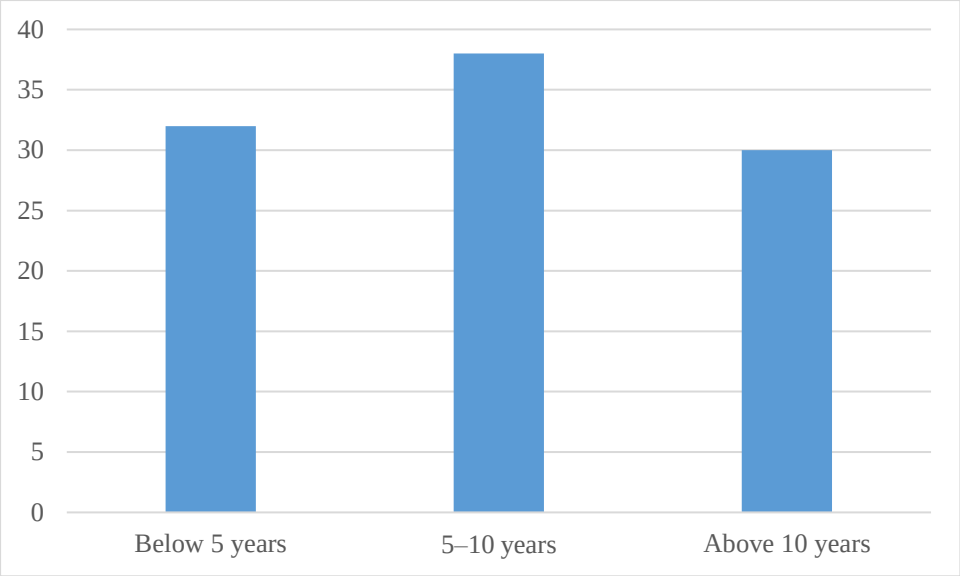


Figure 3: Graphical Representation of the Percentage of Work Experience of Respondents

Figure 3 is a graphical presentation of the percentage distribution of respondents according to the work experience. In the chart, there is a fairly balanced distribution of the ones in the experience categories, with a slight skew to 5-10 years. Such a well-represented sample is powerful in enhancing the results of this study because various experiential views on workplace cohesion and organisational performance are included.

5. CONCLUSION

The present study also indicates the importance of human relations towards enhancing organisational success by increasing organisational cohesion, employee engagement, and sustainable performance in a global and dynamic organisational environment. The results show that interpersonal relationships quality will play a great role in employee attitudes, behaviour, and the general effectiveness of the organisation. The fact that the respondents have been characterized by a balanced demographic also enhances the reliability of the analysis because it will be discovered that organisations with positive human relations are more likely to have cohesion and engagement among the employees. These highly coherent and committed work environments bring trust, collaboration, motivation and readiness by the employees to perform in addition to the job expectations serving the interests of the organisation in the long-term. The research comes to the conclusion that human relations must not only be considered as supportive managerial role but as a strategic organizational resource that should be carefully considered

by leaders in terms of effective communication, participative decision-making, and supportive leadership practices. The study is constrained by its conceptual and descriptive nature but it forms a solid basis on how future empirical studies should be able to prove and elaborate further on the relationships found in the study.

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