Promoting Strategic Relationship Management Amongst Stakeholders for Organizational Success: A Case of Tertiary (University) Students in Ghana

Dr. Francis Kwadade-Cudjoe, PhD

Senior Lecturer, Knutsford University College and Adjunct Lecturer, Regional Maritime University, Accra, Ghana.

ABSTRACT: *Strategic management entails planning, organizing, developing, controlling and implementing activities effectively within the organization to achieve corporate strategic goals and objectives. Furthermore, strategic management involves effective resource allocation, reviewing internal processes and monitoring the external factors that might impact the enterprise. It is in this vein that when the relationship management of stakeholders within the entity is not handled / tackled expertly and there are squabbles and nuances, the success of the business would be jeopardized. This would lead to loss of investment from shareholders, which consequently, would cause irreparable damage and possibly, demise of the enterprise. Management should therefore, be circumspect to alleviate all misunderstandings amongst the stakeholders for transparency in all facets of the organization, and allow the conditions of service to work as endorsed and agreed upon by the stakeholders. Moreover, communication should be effective and allowed to flow seamlessly with harmony amongst the stakeholders and effective decision making by management to promote a viable organization for competitive advantage.*

KEY WORDS: Strategic management, relationship management, organizational success, stakeholders, transparency, communication and harmony.

INTRODUCTION

Hornby (2020) defines management as the act of running and controlling the activities of a business. Again, according to OECD (2015), management is about efficient planning, organizing, directing, controlling and governing an organization. Furthermore, in view of Daft (2022), management is the attainment of organizational goals / objectives in an effective and efficient manner through planning, organizing, leading, and controlling organizational resources.

However, strategic management predominantly involves planning, organising, developing, controlling and implementing activities of an organization effectively and efficiently to help it achieve its corporate goals and objectives (Hornby, 2020). These activities are made of processes, but not limited to formulating strategies, planning organizational structures and resource allocation, change management initiatives and controlling the use of resources. According to Kenton (2023), strategic management is the administering of an organizational resources efficiently to achieve its goals and objectives; it involves setting objectives, analysing the competitive environment and internal organization, evaluating strategies to ensure that management comes out with the best of strategies (developed) from the internal resources (Kenton, 2023; Kenton, 2022).

Furthermore Pathak (2024) and Sheldon (2024) added that strategic management includes reviewing the internal processes, external factors impacting the business, development of action plans and analysing their effectiveness to the achievement of organization goals and objectives. The internal processes might be affected by the factors, including strategy, structure and systems (the hard elements), and shared values, skills, style and staff (as soft elements); the external factors impacting the business might also include – political, economic, socio-cultural, technology, environmental / ethical and legal (Kenton, 2022; Peterdy, 2022).

Nevertheless, the approach the organization adopts to perform these activities are so vital and as the fulcrum of the organization to reach its goals and optimize results. Promoting strategic management within an organisation therefore, is exclusively dependent on the plan and controls adopted by the organization to enable it efficiently achieve the purpose, goals and objectives earmarked (Hornby, 2020; Kenton, 2023; Pathak, 2024; Sheldon, 2024).

When considering the most important element in the organization, people expect the pronouncement of resources and knowhow, but it is the engagement of the right stakeholders (Mueller & Lowe, 2023). According to Hornby (2020), stakeholders are interest groups / persons with concern in undertakings, especially within the business environment; they are involved in an organizational set up, and may include, amongst others:

a. employer – a person or an organisation that pays money to people to work for them;
b. employee – a person who is paid to work for somebody and has a concern in the organization's success;
c. management – takes charge of the activities within the organization; makes sure the resources of the organization are effectively and efficiently utilized to create a conducive business environment to enable the production of specified products and services to clients, and for the achievement of business goals;
d. director – a senior manager who is in charge of the organization or a department within the firm;
e. customer – a person or an organization that buys something, normally goods (products or services or both) from a shop / store / business;
f. consumer – a person who buys goods or services of an entity for personal use;
g. **creditor** – a person or firm that somebody or an entity owes money;

h. supplier – a person or firm that provides (raw) materials / goods / services for a retailer;
i. union – a society or association formed by people with a common interest or purpose. Unionized associations normally have agreement / power with / from management to negotiate for more favourable working conditions and other benefits for workers through collective bargaining arrangement with management of organizations;
j. government – the group of people with the authority to rule a country or state in which the organization is established; and
k. shareholder – an owner of shares / money / property or investor in a company / business (Hornby, 2020).
The above form the stakeholders for an organization / entity.

Background and Statement of Problem

There are many organizations that are operating successfully globally. However, there are others, likely in the majority, who are always embroiled in turmoil. These other companies which do not see harmony within their enterprise is the target of this research. There is always confusion amongst the various stakeholders within such organizations, and they normally go through a lot of problems and challenges.

A good relationship amongst the stakeholders, especially between management and the employees within an organization has repeatedly been chorused to be the best ingredient every entity should aspire for. However, in most organizations, this is not the case. This is generally because the employees, championed by the union, who periodically engage management for collective bargaining meeting for enhance conditions of service for the unionized workers, do not have confidence in management to give them what they deserve.

Management alone cannot administer the organization, and similarly, employees. There is therefore, the need for good rapport to exist between them and by extension all the other stakeholders, for a successful management of the organization. The functions of management are quite distinct from employees, and similarly that of employees.

The author is therefore, undertaking this research to enable him come out with recommendations to promote a good relationship amongst the stakeholders of an organization, especially between management and the employees (mostly through the union, the leadership of the employees) for harmony to exist within the organization to enable the churning out of good quality products / services for clientele, which automatically would lead to a successful achievement of goals and objectives.

Objectives of the Study

The main purpose of this study is therefore, to investigate the causes of friction and misunderstanding amongst the stakeholders within an organization and promote harmony to exist amongst them for the successful management of its resources and achievement of goals and objectives.
The objectives of the study are therefore, to determine the:

i. functions of management and employees (and by extension the contributions of the other stakeholders) within an organization,
ii. causes and settlement of misunderstanding amongst the stakeholders, especially between the management and employees, and
iii. promotion of good relationship / harmony amongst the stakeholders within an organization for effective decision-making by management.

Research Questions
The research questions that would help collect reliable data from respondents to achieve the objectives are:
i. What are the functions of employees and management (and by extension the other stakeholders) within the organization?
ii. What are the causes and settlement procedures of misunderstanding / discrepancies / nuances amongst stakeholders, especially between employees and management?
iii. How to promote good relationship / harmony amongst the stakeholders within an organization for effective management decision-making and achievement of goals and objectives*?*

Significance of the Study
A good relationship atmosphere / environment existing amongst organizational stakeholders, especially between management and the employees, within an organization, has repeatedly been hammered to be the best ingredient every entity should aspire for to enable the achievement of organizational goals / objectives. However, in most enterprises, this is not the case.

According to Hornby (2020), Kenton (2023), Pathak (2024) and Sheldon (2024), strategic management is the good administering of an organizational resources to achieve its goals and objectives; it involves planning, analysing the resources of the internal and external factors impacting the organization, setting objectives, organising, developing, controlling and implementing correct activities to enable an organization achieve its corporate goals and objectives.

However, the above important ingredients are not mostly achieved by organizations, especially where there are misunderstandings / misgivings amongst the stakeholders, leading to short-changing the corporate goals and objectives earmarked by the shareholders of these enterprises. This hugely affects the efforts / sacrifices of the shareholders and negatively affects the life and progress of such organizations to achieve these important landmarks set up by the owners of the organization. The organization may collapse eventually, leading to the destruction of the investments by the shareholders.

The author is therefore worried / disturbed, as investments from shareholders, which may be loans contracted at astronomical high interest rates from, for example banks and venture capitals, are lost and eventually the organization would collapse and die. How to avoid this tragic situation happening and rather promoting a good relationship / camaraderie /

comradeship amongst the stakeholders of an organization to successfully achieve its goals and objectives, have been the concern of the researcher of this study.

Scope of the study

The research is concerned with investigating the misunderstanding / nuances amongst stakeholders of an organization, especially between management and employees, where these problems exist and come up with an approach to resolve the discrepancies, for harmony to exist to successfully achieve the organization's goals and objectives. This would greatly encourage shareholders to continue their good works of funding enterprises to enable them re-coup their investments and with gains.

To avoid biases in data collection from stakeholders in organizations, the author decided to collect and use primary data from tertiary (university) students in Ghana, whose prerogative is to study for academic degrees. Hopefully and as matured individuals they would give reliable data to the problems / challenges existing in these troubled organizations in their data submission. This optimistically, would garner fair ideas from respondents to resolve the differences amongst stakeholders and promote the achievement of strategic and good relationship management for achievement of organizational goals and objectives for the success of the organization.

The data collection was, consequently, restricted to respondents from the universities in Ghana, as the data collected was sensitive and therefore, only such matured individuals were contacted. Optimistically, the conclusions from the findings were generalized to reflect the promotion of cohesiveness and good working relationship management amongst stakeholders within an organization and how they contribute to strategic and achievement of successful objectives / goals for the enterprise (Mueller & Lowe, 2023), globally.

LITERATURE REVIEW

The review has been structured to bring to the fore the dynamics of activities that promote or affect the good relationship management amongst stakeholders within the organization for churning out products and services to successfully achieve its goals and objectives. These dynamics would be explored in the literature review.

Dynamics / elements that affect the relationship amongst stakeholders of organizations

There are various forms of these dynamics and ingredients of activities the organization performs, and which invariably may affect the strategic relationship management that must exist amongst the stakeholders of the organization. Six (6) considerations / dynamics / elements / factors would be discussed and analyzed to indicate the importance of these elements in shaping a good strategic relationship management amongst the stakeholders. These include, amongst others:

i. recruitment,
ii. communication,
iii. chain of command,

Publication of the European Centre for Research Training and Development-UK

iv. management of change,
v. motivation, and
vi. security.

Recruitment

The first element that helps to explain the nature of the friendly / co-operative relationship between management and employees (and by extension amongst stakeholders) within an organization is recruitment. Daft (2022) and Hornby (2020) define recruitment as the activities or practices that outline the desired characteristics of finding new applicants to join an organization for specific jobs. If recruitment is not done properly to secure a good employee, it may lead to an edgy relationship between an employee and his / her manager, and this would damage the relationship between them.

Recruitment may be done internally or externally, or both approaches may be adopted depending on the style of the organization. The type of newcomers recruited into an organization play a major part in shaping the nature of relationship amongst the stakeholders, especially between management and employees. This may surely be due to a lot of factors, including the upbringing, behaviour, friends encountered in the organization and the objectives in joining the organization, of the newly employed.

The Human Resource Management (HRM) Department of the organization, the custodian for recruitment, is to attract individuals who show indication of becoming valued and productive employees. This involves HR planning, in which managers and HRM professionals predict the need for new employees based on the categories of vacancies that exist in the organization (Daft, 2022).

The ideal of recruitment should be to invite employees with a matching pattern, in the areas of, for example needs, service, interests and values that the employee would offer to the organization. This would surely be determined from the skills and expertise needed from the employee, to add superlative value to the organization (Daft, 2022). According to Daft (2022), recruiting employees from external is advantageous, as there are a variety of outside sources to pick the newcomer from; these include: advertising, state / city / region employment sources, private employment agencies and job fairs. However, most unions would prefer management to recruit from within, to give opportunity to employees already in the organization, especially if it would lead to the promotion of the employee. Since it is advantageous to recruit from outside, based on the points raised above, management should be able to thoroughly explain to the union the reason to go external, as this could create a serious problem and damage the relationship between management and employees of an organization (Kwadade-Cudjoe, 2020).

It is always important to recruit the right employees, so the interview time is very important, to solicit a lot from the interviewee. The team of experts that form the panel to conduct the interview should be abreast with current trends in business, to enable them select candidates with good knowledge about the activities of the organization (Daft, 2022). Furthermore, checks on the background of the newcomer to make sure that, s/he has a good character and would

also not be redundant, based on the projections and strategies of the organization are equally important. This would enable the new employee to be secured within the organization to contribute his / her quota, for the organization to achieve its goals and objectives (Kwadade-Cudjoe, 2020).

Communication
The second factor that helps to explain the nature of the friendly / co-operative relationship between management and employees (and by extension amongst stakeholders) within an organization is communication. It is the activity / process / impartation of ideas, expression and feelings exhibited by speaking, writing or use of other medium to convey a message (Hornby, 2020). Daft (2022), on the other hand, defined communication as the process by which information is delivered, exchanged and understood by two (2) or more people, usually with the purpose to inspire an action.

It is a two-way process and can take place vertically and horizontally. For an effective communication, there should always be a sender and receiver, and a feed-back from the receiver to sender, to make sure the message is effectively communicated (Daft, 2022). See Appendix. 1 for the model of communication channel.

According to Coursera (2024), effective communication is the process of exchanging ideas, thoughts, opinions, knowledge and information unambiguously so that the message is received, understood and with clarity of purpose; when communication is done effectively, both the sender and the receiver feel satisfied. Coursera (2024) added that communication occurs in many forms, such as verbal and non-verbal, written, visual and listening. Furthermore, it can be given in person, on the internet (social media, websites and conferences), over the phone (through apps, calls and video or by mail). However, for communication to be effective, it must be clear, correct, complete, concise and compassionate, which are popularly known as the 5Cs of communication (Coursera, 2024).

Communication in an organization is the means whereby people exchange information on the operations of the business. Face-to-face meetings with teams and groups are the preferred channel of communication (Coulson-Thomas cited in Kwadade-Cudjoe, 2020). It could be durbars (face-to-face, as used by some top executives, downward communication and upward movement, horizontal, team channels and informal communication channels (Daft, 2022). See appendix 2 for the pyramid of channel richness.
However, when communication is poor, barriers to communication are created, which every management should do well to avoid (Daft, 2022), as it may strain the relationship between an employee and his / her manager or by extension any of the stakeholders in an organization. These include:
a. individual barriers, and
b. Organizational barriers.

Individual barriers - interpersonal barriers, involving problems with emotions and perceptions held by employees. For example, selecting the wrong channel for sending

Publication of the European Centre for Research Training and Development-UK

communication and use of semantics, especially wrong words and the way they are used (Daft, 2022). However, to solve this problem, it is important for the listener to pay extra attention, where questions are asked, showing of interest, paraphrasing what the speaker has said to ensure that one is interpreting correctly and providing feedback to complete the communication loop (Daft, 2022).

Organizational barriers – this pertains to the problem of status and power differences within the organization. Low-power people may be reluctant to pass bad news up the hierarchy, example, for fear of losing his/her job, and higher-power people may think that low-status people have little to contribute to ongoing discussions. To overcome this problem, it is important for managers to create a climate of trust and openness, as this could encourage people to communicate honestly with one another (Daft, 2022).

Chain of command
This is about the unbroken line of authority, which links all persons in an organization and specifies who reports to whom (Daft, 2022). If the chain of command is not well structured within the organization, it may strain the relationship between an employee and his / her manager and create a tense situation within the organization. It has two (2) underlying principles:

a. unity of command – each employee is held accountable to only one supervisor, and
b. scalar principle - there should be a clearly defined line of authority in the organization (hierarchy), as all persons in the organization should know whom they report to, as well as the successive management levels all the way to the top (Daft, 2022).
The chain of command illustrates the authority structure of the organization; the four (4) aspects are:
- authority,
- responsibility,
- accountability, and
- delegation.
- **Authority** – it is the formal and legitimate right of a manager to make decisions, issue orders and allocate resources to achieve organizational desired results. It is distinguished by three (3) characteristics. These are:
a. it is vested in organizational positions, not people. Managers have authority because of the positions they occupy;
b. it is accepted by subordinates, and it flows top down through the organization's hierarchy. Subordinates comply because they believe that managers have a legitimate right to issue orders; and
c. it flows down the vertical hierarchy. Positions at the top of the hierarchy are vested with more formal authority than are positions at the bottom (Daft, 2022).
- **Responsibility** - the duty to perform the task / activity an employee has been assigned. Typically, managers are assigned authority commensurate with responsibility. When managers have responsibility for task outcomes, but less authority, the job is possible, but difficult to perform (Daft, 2022).

- **Accountability** - the mechanism through which authority and responsibility are brought into association. This means that the people with authority and responsibility are subject to reporting and justifying task outcomes to those above them in the chain of command (Daft, 2022).
- **Delegation** – this is about the process managers use to transfer authority and responsibility to positions below them in the hierarchy. Organizations encourage managers to delegate authority and responsibility to the lowest possible level to provide maximum flexibility to enable the enterprise meet customer needs and adapt to the environment (Daft, 2022).

Every organization is supposed to have a well and appropriately set-up chain of command, as a properly arranged authority within an entity is very essential, to allow for the smooth flow of command and the enablement of the achievement of organizational goals / objectives.

Management of Change

The fourth factor that helps to explain the nature of the friendly / co-operative relationship between management and employees (and by extension amongst stakeholders) within an organization is change management. It is a systematic approach to dealing with a new circumstance / situation / condition, whereby there is a movement from one position to another, e.g. transition of an organization's goals, processes, policies or technologies. This can occur both from the perspective of an organization and on the individual levels (Rouse, 2019). At the organizational level, some managers do normally re-structure their organizations without the knowledge of employees. This situation creates problems for many organizations, as employees would want to be involved right from the beginning the idea of introducing change, as is conceived by management (Rouse, 2019). This surely would create nervousness in the employees and would affect the relationship between employees and management, and by extension create a serious misalignment amongst the stakeholders.

Change is an integral part of any leadership / management's approach to adding value to the organization, be it internal or external. To realize benefits in change management, it is imperative that the leader and followers understand the reason for the change (Huntoon cited in Kwadade-Cudjoe, 2020). A plan for the change should include an orientation for the change, a powerful and credible leader, a vision and communication with empowerment for the change, creation of quick wins (rewards in the short-term) and consolidation of improvement to sustain the change. Change must be embraced, adapted to, and used positively to impact an organization or one's situation. No organization has a choice, but the leader has a choice to face and manage the process for a successful change or leave it to chance, and possible failure and disgrace (Huntoon cited in Kwadade-Cudjoe, 2020).

Organizational change management may mean defining and implementing processes, policies, methodologies, and / or different technologies to dealing with modifications in the business environment and to profit from the varying strengths and opportunities. To survive and prosper, businesses need to be able to change and adapt to internal (micro) and external (macro) environmental pressures, but there are issues around managing the process of change (Rouse, 2019).

Adaptation to change might involve establishing a structured methodology for responding to changes in the business environment, e.g. threat of fluctuation in the economy, or establishing coping mechanisms for responding to changes in the workplace, e.g. introduction of new policies, strategies, guidelines, processes, methodologies, apps or technologies (Rouse, 2019). In this contemporary world of business, change is inevitable. Nobody would seriously argue against that, especially at a time when Information Technology developments are sweeping through all areas of work and changing how things are done, and who does them. But when change does come, not everybody agrees on what it means. How one views change depends on his / her position in the organization, and managers and employees usually have very different perspectives (Rouse, 2019).

Since managers are usually the advocates of change, they tend to be more enthusiastic about it. Management normally focuses on results, so they see the change as the best way to realise them, especially if results were not being realized initially. Management is more aware of the business' overall goals, objectives and targets, the financial state of the company and its position regarding competitors and market share. However, if one deals directly with customers, the people issues, the focus is more on the immediate task of getting the job done. The frontline personnel seldom are involved by management in considering how their work fits into the overall scheme of things; they do not therefore, share the broader perspective of the company directors, are usually less enthusiastic about it, and may rebel (Ireland, West, Smith & Shepherd, 2019; Cadle & Yeates cited in Kwadade-Cudjoe, 2020; Coulson-Thomas cited in Kwadade-Cudjoe, 2020).

With such differences about change within the organization, it is not surprising that innovation often fails. Planned changes in the organization are very costly and difficult business, and therefore need to be carefully thought out and managed well. If not, morale will suffer as employees may feel that they are being forced to change against their will. There will surely be resistance, and some highly valued employees may even decide it is time to leave. It therefore, behoves on management to be very circumspect when dealing with change, so that the organization does not suffer and come to an abrupt halt, which may even lead to collapse of the company (British Council, 2024).

A crucial feature of change management, therefore, lies in fostering a positive mindset, that shifts from the culture of fear and impossibility to the discovery and opportunity, which ultimately enhances resilience and well-being of team members. Emotional intelligence skills, example self-awareness, understanding colleagues, showing empathy and navigating emotions are important for cultivating the mindset in self and team-members. This would lead the team members to surely go through the challenges of change (British Council, 2024).

Motivation
The fifth element that could help to explain the nature of the friendly / co-operative working environment for sound relationship between management and employees (and by extension amongst stakeholders) within an organization is motivation. Motivation refers to the influences, either within or external, to a person that arouse enthusiasm and persistence to

Publication of the European Centre for Research Training and Development-UK

pursue a certain course of action (Daft, 2022). Furthermore, Hornby (2020), on the other hand, described motivation as the rationale why somebody may do something or behave in a unique way to acknowledge a gesture extended to him / her.

It is important to know that employee motivation affects productivity, and it is the manager's task to channel motivation toward the accomplishment of organizational goals. High employee motivation goes together with high organizational performance and profits. It is the responsibility of managers to come out with the right combination of motivational techniques and rewards to satisfy employees' needs for great work performance; people go to work with set of needs and those needs influence their behaviour greatly at the workplace (Daft, 2022). Furthermore, when an employee is motivated, there is an accompaniment of commitment. Commitment is the state or quality of being dedicated and loyal to a cause, activity or pursuit (Thompson, Peteraf, Gamble, & Strickland, 2022; De Wit, 2020). See Appendix 3 for a diagram of simple model for motivation.

Human motivation is implanted and entrenched in his / her basic needs, such as food, achievement, monetary gain or peace of mind. This need normally translates into an internal tension that inspires specific behaviours, with which to fulfil the need, leading to an award (Daft, 2022). There are two (2) main types of rewards. These are:

i. intrinsic, and
ii. extrinsic.
i. intrinsic – they are the satisfactions / fulfilments that a person receives in the process of performing a particular action. The completion of a complex task may bestow a pleasant feeling of accomplishment / achievement or solving a problem that benefits others may realize / fulfil a personal mission; and
ii. extrinsic – these normally are given by another person, typically a manager, and include promotions, endorsements and pay increases. They originate externally, mainly because of pleasing others (Daft 2022).
Furthermore, Daft cited in Kwadade-Cudjoe (2020) mentioned that there are four (4) distinctive approaches of employee motivation which have evolved, and also known as the foundation of motivation. These are:
a. traditional,
b. Human relations,
c. Human resource, and
d. Contemporary.
a. Traditional approach – Frederick W. Taylor's work on scientific management introduced employee motivation into the organizational set up. Scientific management relates to the systematic analysis of an employee's job for the purpose of increasing efficiency, where economic rewards were provided to employees for high performance. This approach was known as the economic man, i.e. people would work harder for higher pay. This led to the development of incentive pay systems, where people were paid strictly on the quality and quantity of their work outputs (Daft cited in Kwadade-Cudjoe, 2020).

b. Human relations approach – the economic man was progressively replaced by a more sociable employee in the manager's mind. Hawthorne studies at the Western Electric Plant brought in the non-economic rewards, such as congenial work groups, who classified social needs as more important than money as a motivator of work behavior. The economic man was therefore changed to the concept of social man (Daft cited in Kwadade-Cudjoe, 2020).

c. Human resource approach – this approach transformed the earlier concepts of economic man and social man into the concept of whole person. Human resource theory suggests that employees are complex and motivated by many factors, such as people want to do a good job, and that work is as natural and healthy as play, i.e. McGregor Theory X and Theory Y (Daft cited in Kwadade-Cudjoe, 2020).

Protagonists of this approach believed that the earlier approaches had tried to manipulate employees through economic and social rewards. This approach assumes that employees are competent and able to make major contributions to enable managers enhance organizational performance. This consequently laid the groundwork for contemporary perspectives on employee motivation (Daft cited in Kwadade-Cudjoe, 2020).

d. Contemporary approach – this is dominated by three (3) types of theories. These are:

- process theories: about the thought processes that influence behavior, by focusing on how employees seek rewards in work place;
- reinforcement theories: focus on employee learning of desired work behaviours; and
- content theories – emphasizes the needs that motivate people, by highlighting that at any point in time, people have basic needs, example food, achievement and monetary reward.

These needs internally translate into the drive that motivates specific behaviours in employees, and attempt to fulfil the needs (Daft, 2022). The content theories emphasize the analysis underlying human needs, by providing insight into the needs of people in organizations and help managers understand how needs can be satisfied in the workplace. The organization's reward system can then be designed to meet the employee's needs and reinforces employees for directing their energies and priorities toward attainment of organizational goals (Daft, 2022). The most famous content theory was developed by Abraham Maslow. Maslow's **hierarchy of needs theory** proposes that humans are motivated by multiple needs, and that these needs occur in a hierarchical order (Daft, 2022).

Maslow's Hierarchy of Needs Theory

This is a content theory that proposes that human beings are motivated by five (5) categories of needs – physiological, safety, belongingness, esteem, and self-actualization (Daft, 2022).

a. Physiological – the most basic human physical needs, such as, food, water and oxygen. In the organizational situation, these are reflected as the need for warmth, air and basic salary to ensure survival.

b. Safety – a safe, secured and emotional physical environment, and freedom from threats of violence and disorderly society. In the organizational workplace, these are the need for safe job, fringe benefits and job security. Safety needs assumed priority for many employees during the COVID-19 pandemic, as nobody was ready to be infected by COVID-19 because of death (WHO, 2024).

c. Belongingness – being accepted by one's peers, have friendships, be part of a group and be loved by others. In the organizational work environment, these needs influence the desire for

good relationships with co-workers, participation in a work group, and good relationship with supervisors.

d. Esteem – a desire for a positive self-image and to receive attention, recognition and appreciation from others. Within the organization, these needs indicate a motivation for recognition, an increase in responsibilities, high status and credit for contributions to the organization.

e. Self-actualization – the need for self-fulfillment is the highest need order. It concerns with developing one's full potential, increasing one's competence, and becoming a better person. In the organizational environment, it is concerned with providing people with opportunity to grow, be creative and acquire training for handling challenging assignments, and advancement in expertise (Daft, 2022).

According to Maslow theory, the low-order needs must be satisfied before the higher-order needs are triggered; physiological needs are the most important human need, as they come before all the other needs. See Appendix 4 for a diagram of Maslow Hierarchy of Needs.

vi. Security

The sixth and not the least of attributes for congenial / co-operative working environment for sound relationship between management and employees (and by extension amongst stakeholders) within an organization is security. Hornby (2020) defined security as the activities involved in protecting a country / building / person against attack / danger or against something bad that might happen in the future. The latter part of the definition is well suited for cyber security of an entity's data / information against hackers and the earlier part (country, building or person) deals with physical security which is easily manageable. However, is cyber security well understood by students, academia and business, as demanded by Houlden, Jackson and Youssef (2023)? According to Piggin (2023), cyber security has become an encompassing terminology, with a variety of definitions and intended meanings; this is a problem for institutions and a common understanding is essential.

This has been the newest area of attention that management and employees, and stakeholders, both in academia and organizations, should agree on how to handle / tackle it, as it is virtual / digitalized and takes a lump sum of the institution's finance to control cyber fraud. The destruction of an organization data / information through the negligence of an employee may injure the relationship between an employee and his / her boss; and by extension affect all stakeholders of the organization to the extent that the business will incur huge debt in solving the problem. The under-listed items are important to guide the organization from losing its hard-earned data / information to cyber criminals:

i. information security,
ii. human factor,
iii. system patches, bug fixes and updates, and
iv. security standards and policy (Edwards, 2019).

i. Information security – this has become the most valuable and important task of management currently, due to the advancement and use of technology by contemporary organizations. Basically, every business must generate revenue from supplying reliable products / services to clientele, consumers and customers, and protect its most valuable assets from thieves. This

Publication of the European Centre for Research Training and Development-UK

quickly brings in the idea of confidentiality, integrity and availability (CIA), which are cyber security fundamentals (Edwards, 2019).

ii. The human factor – it is the most important area of information security, as the organization is constantly targeted by threat actors whilst at work, home and away. Fraudulently, hackers send fictitious emails purportedly from reputable companies to induce individuals to reveal personal information, including credit card numbers, known as **phishing.** This has been one of the greatest attacks against company data / information, yet management is yet to have control over this problem, bring awareness and give understanding to employees, making it still a huge global issue (Edwards, 2019).

Developing the human firewall is one of the lowest cost security controls, as touted by Edwards (2019). Employees should be given the necessary training that will engage and empower them to know when phishing is being thrown around to have access to the organization's data, so that they could be blocked / prevented to secure the organization's data / information.

iii. System patches, bug fixes and updates – Almost every modern organization is striving for the latest technology, but still use older apps, software and hardware systems in running critical business processes (Edwards, 2019). Unfortunately, these older technologies and apps do not receive security patches for updating the system software (operating systems) within reasonable timescale to fix bugs introduced by such machines. The bugs create avenue to allow virus to invade the system software and thereby cause havoc to the users. At least the impact and damage caused by the ransomware WannaCry to UK NHS should not be forgotten so soon and easily; this happened in May 2017, and caused the NHS £92m (Telegraph.co.uk, 2018).

iv. Security standards and policy – Policy statements on activities for organizations form the backbone of security standards and these are very important for reading by employees (Edwards, 2019). However, do employees and stakeholders in general read these manuals of information to enable them to protect their systems at all? These manuals set out the approach to security and boundaries for employees to follow, however, hardly would they read them. From a business perspective, policy statements are important tool to lean back on when developing a defensible position for the organization (Kwadade-Cudjoe, 2020).

METHODOLOGY

Most organizations are going through hard times in achieving their goals and objectives due to the problems and challenges of good relationships management amongst stakeholders that confront these establishments. This research therefore, looks at the activities / functions of organizations and the causes of friction / hostility amongst stakeholders that are denying these institutions the good, cordial and workable relationships management amongst the stakeholders for the achievement of goals and objectives.

Consequently, the main purpose of the research is to investigate the causes of friction, nuances and misunderstanding amongst stakeholders within organizations, especially between management and employees, and promote harmony and cordiality amongst them for the successful management of resources and achievement of corporate goals and objectives.

Survey / Questionnaire design methodology was fundamentally employed to collect primary data from tertiary (university) students in Ghana. This was purposely done to discourage the biases in data collection from organizational employees and managers, who would be sentimental to the research topic and show biases in their data provision. A favourable and quite sizeable sample size was covered, and an appreciable number of respondents completed the Questionnaire.

The Qualitative research style was adopted for the study, as it enabled the researcher to collect good primary data from these matured tertiary students in Ghana. The data was edited where necessary, coded, analysed and transformed into frequencies, which provided averages and summations for good interpretations from the analyses of the primary data (Bryman & Bell, 2016).

Questionnaire was adopted for the data collection, as it provided an efficient and effective way of collecting responses quickly from the respondents. The instrument of Questionnaire was created, transposed into goggle-form, piloted and tested to corroborate with the questions, that they were unambiguous; this was to inspire the respondents to be consistent with the purpose of the study.

Questions were reviewed where necessary, based on the response from the respondents, during the pilot study. This was purposely done to improve the reliability, trustworthiness and validity of the questionnaire.

Secondary data was collected from the library and other reliable sources and was merged with the primary data collected from the Questionnaire, where necessary. This was then coded for easy access, keyed into the computer system, qualitatively accessed, analyzed and presented in statistical summary Tables, as specified at the bottom of the study.

Findings were then arranged in sequential and logical formats, which led to conclusions to be drawn from the analyses. Respondents were aware that their participation was confidential as the bio-data indicated and voluntary too, and they were moreover, assured of a copy of the results from the research, when a request is made.

Analyses and brief discussions of Results
This section deals with the data gathered from respondents through the questionnaire survey; the data was edited where necessary, coded and categorized, and further summarized and analyzed for presentation. For a sample, a total of about seventy (70) Questionnaire Forms were distributed (using online Google Forms) to the students of sampled tertiary / university institutions in Ghana. Sixty-two (62) out of the seventy (70) Questionnaire Forms sent out were responded to, duly completed and returned.

This gave the total Questionnaire for the analysis to be sixty-two (62) out of seventy (70) sent out, which furnished a response rate of 89% which was very good, as it completely represented the views of tertiary (university) students in Ghana and by extension the entire research population of university students in Ghana. This was specialized research to eliminate biases from the data collection, and as such, the Questionnaire was limited to be completed by only tertiary / university students in Ghana.

Bio Data Statistics

The bio data characteristics of the sample included sex, educational level and type of university education (public or private) being pursued. These characteristics were found to be indicators of the importance of respondents in their university education and were therefore, very vital for the research.

For sex, the study identified two (2) types – 'Female' and 'Male'. 'Female' obtained 21% and 'Male' obtained 79%, indicating that the respondents were mostly men; the number of male were more than female in this research. See Table 1.

For the educational level, the study identifies the types – '1st Degree', 'Masters' and 'Doctorate'; however, the prominent educational level who completed the Questionnaire Forms was 1st Degree which obtained 82%, followed by Masters with 16% and then Doctorate, 2%. This indicates that all the levels of university students in Ghana were respondents to this research; these are learned members of the society and would surely supply enhanced information / knowledge from their knowledge for this important research. See Table 2.

About the type of university institution, the study identified 'Public' (11%) and 'Private' (89%). Those from Private University were in the majority, as they dominated the respondents used for the research. The results indicate that all types of tertiary / university students in Ghana completed the Questionnaire, implying that these two (2) types of tertiary institutions were captured in the research work. See Table 3.

DETAILED FINDINGS & ANALYSES OF RESULTS

Functions of management, employees and stakeholders

To a question on the functions of management, the scores received on the four (4) answers provided for the respondents were: (a) - 'takes charge of the activities within the organization & makes sure the resources of the organization are effectively and efficiently utilized for the achievement of business goals' scored 82%; (b) - 'directs the activities of the organization' scored 13%; (c) - 'utilizes resources of the organization' had 2%; and (d) - 'looks for achievement of organizational goals' scored 3%. The first answer is the most popular and it explains what management does for the organization. See Table 4.

About the question on the functions of an employee, the respondents scored on three (3) out of four (4) answers supplied to them. These were: (a) – 'a person who is paid to work for somebody and has a concern for success of the organization' – 92%; (b) – 'a person paid to work' – 6%; and (c) – 'a person with concern for an organization' – 2%. The first answer was the most popular and connotes who an employee is. Unfortunately, the respondents did not

Global Journal of Human Resource Management

Vol.12, No.4, pp.1-30, 2024

Print ISSN: 2053-5686(Print),

Online ISSN: 2053-5694(Online)

Website: https://www.eajournals.org/

Publication of the European Centre for Research Training and Development-UK

score on (d) – 'a person with success in mind' (0%), indicating the maturity of the respondents. See Table 5.

To a question on the functions of a stakeholder, the scores from the four (4) answers supplied to the respondents were: (a) – 'interest groups in a business set up' - 5%; (b). 'interest groups with concern in business undertakings' – 9%; (c) – 'interest groups/persons with concern in undertakings, especially within the business environment and they are involved in an organizational set up' – 81%; and (d) – 'groups within a business environment' – 5%. The third answer was the most popular and invokes the character of a stakeholder. See Table 6.

Misunderstanding between employees (unionized group) and management

The Question on the main cause of misunderstanding between management and employees (unionized workers) produced the following scores from suggestions for respondents: (a) – 'the fact that the employees (championed by the union, who periodically engage management for collective agreement for enhance conditions of service for the unionized workers) do not have confidence in management to give them what they deserve from the benefits of the organization' – 61% ; (b) – 'employees believe that management are cheats' - 11%; (c) – 'employees know management to be bossy' – 7%; and (d) - 'employees believe management allocate to themselves the best from the benefits of the organization' – 21%. Majority of the respondents were in favour of the first answer. Employees' confidence in management giving them what is due them is very low, has been a long feud between these two (2) stakeholders in the organizational set up. See Table 7.

Additional views on the cause of misunderstanding between management and employees produced responses, such as: (a) – 'Non-attention of welfare concerns of employees' – 15%; (b) – 'Non-appreciation of employees output' – 10%; (c) – 'Lack of feedback on performance evaluation' – 10%; (d) – 'unhealthy working conditions' – 5%; (e) – 'poor communication and motivation' – 55%; and (f) – 'poor dispute resolution' – 5%. From the views of the respondents, the five (5) above listed items are the causes of the misunderstanding between management and employees within the organization, however, the most popular is the 'poor communication and motivation' experienced by employees in the organization. See Table 8.

As to the Question **What should be the remedial action to make employees to trust management,** the scores received from respondents on remedies suggested to respondents were: (a) – 'there should be transparency between (all) the activities of management and employees' – 46%; (b) – 'there should be transparency in sharing of organizational benefits between management and employees' – 13%; (c) – 'condition of service between the management and employees should be agreed upon and endorsed by both' – 33%; (d) – 'there should be transparency in determining both the emoluments of both management and employee' – 8%. Over here, respondents selected all the answers that could address the problems between management and employees. The answer that was popular amongst the respondents is the answer (a) – 'there should be transparency between (all) the activities of management and employees', as it scored 46%. See Table 9.

Additional view on how management and employees would trust each other produced the following answers: (a) – 'giving the employee the safe environment to bring out the best in them' – 14%; (b) – 'management should not preach virtue and practise vice' – 7%; (c) – 'empowering employees by involving them in decision-making' – 29%; (d) – 'effective communication amongst all levels of the organization' – 36%; (e) – 'consistency in action and

follow-through on commitments' – 7%; (f) – 'the true financial position of the organization should be given to all' – 7%. The respondents, for an additional view on how to create trust between management and employees, believe that effective communication amongst all the levels of the organization is important. See Table 10.

Promoting good relationship amongst the stakeholders within an organization for effective decision-making and achievement of goals

The question on what is an organizational good relationship gave out the following answers from the respondents: (a) – 'harmonious/friendly working relationship amongst all' – 38%; (b) – 'respecting the views / contributions of all' – 39%; (c) – 'the organogram dictating the reporting procedure within the org. should be well explained & made available to all' – 12%; (d) – 'each employee is given the opportunity to defend themselves when at fault' – 11%. Most of the respondents were in favour of 'respecting the views / contributions of all' as the best for an organizational good relationship. See Table 11.

How would management be able to make effective decisions in an organization garnered in the following responses from the respondents: (a) – 'discharge their functions effectively & efficiently to promote the organization' – 42%; (b) – 'give good account of themselves in settling employees' complaints' – 19%; (c) – 'share/distribute organizational benefits transparently' – 10%; (d) – 'do not discriminate in following organizational ethics, guidelines & rules to punish offenders' – 29%. The most popular answer from the respondents is (a) - 'discharge their functions effectively & efficiently to promote the organization'. See Table 12. The responses supplied to the question **'how would the organization achieve its goals'** were the following: (a) – 'every worker being responsible to discharge their assigned responsibilities' – 39%; (b) – 'every worker respecting their immediate bosses for assistance when needed' – 18%; (c) – 'having periodic meetings to encourage workers to give their best & remunerated accordingly' – 28%; (d) – 'every worker being encouraged to express themselves freely and fairly' – 15%. Majority of the respondents hold the view that 'every worker being responsible to discharge their assigned responsibilities' will tremendously enable the organization to achieve its goals.

Any other information relevant for the study provided the following answers from some of the respondents:

i. both management and the union as employees of the organization should agree to always reach an equilibrium with the necessary checks and balances and separation of powers to enable the institution achieve its organizational goals;

ii. hardworking employees should be rewarded;

iii. performance appraisal system, job rotation and on-the-job training should be critically followed.

DISCUSSION OF RESULTS

The above findings are views strictly expressed by tertiary / university students in Ghana and are therefore, excluded from views of employees, management and stakeholders of entities. This was specially done to avoid biases in data collection from stakeholders of organizations who would be of interest parties and therefore, create conflict of interest for the data collection.

The findings are therefore, generated from university students and comprised female (21%) and male (79%); indicating that most of the respondents were male. The composition of the respondents was 1st Degree – 82%, Masters – 16% and Doctorate – 2%, indicating that most of the respondents were 1st Degree students. The respondents are adults eager to see that the working environment is well organized and structured to churn out good products and services for the society, after absolving them following the completion of their degree programmes. Furthermore, both Public and Private University students took part as respondents in this study and in the proportion of 11% and 89%, respectively.

The functions of management were given by most of the respondents as 'taking charge of the activities within the organization and making sure that the resources of the organization are effectively and efficiently utilized for the achievement of business goals'; this scored 82% as against the other options.

To a question on the functions of an employee, the respondents scored 92% for 'a person who is paid to work for somebody and has a concern for success of the organization', as against the other answers, which together scored only 8%; this indicates how resolute the respondents were, on who is an employee of an organization.

For the functions of stakeholders. most of the respondents selected 'the interest groups / persons with concern in undertakings, especially within the business environment and they are involved in an organizational set up', as the best and this scored 81%, as the against the other alternative answers.

Regarding the misunderstanding between employees (unionized group) and management, the respondents favoured the answer that 'the employees (championed by the union, who periodically engage management for collective agreement for enhance conditions of service for the unionized workers) do not have confidence in management to give them what they deserve from the benefits of the organization'; this scored 61% as against the others – 'employees believe that management are cheats' (11%), 'employees know management to be bossy' (7%) and 'employees believe management allocate to themselves the best from the benefits of the organization' (21%). Really, employees' confidence in management to give them what is due them is very low, and this has been a long feud between these two (2) stakeholders in the organizational set up, since time immemorial. Additionally, respondents believed other causes of this feud are; 'poor communication and motivation' (55%); 'non-attention of welfare concerns of employees' (15%); 'non-appreciation of employees output' (10%); 'lack of feedback on performance evaluation' (10%); 'unhealthy working conditions' (5%); and 'poor dispute resolution' (5%).

On the question of what should be the remedial action to make employees to trust management, the scores received from respondents on the remedies suggested were: 'there should be transparency in all the activities between management and employees' (46%); 'condition of service between the management and employees should be agreed upon and endorsed by both' (33%); 'there should be transparency in sharing of organizational benefits between

management and employees' (13%); and 'there should be transparency in determining both the emoluments of both management and employee' (8%). Over here, the respondents produced the answers themselves and the 1st answer above was the most popular; scoring 46%. Additionally, the respondents were of the view of these points: 'effective communication amongst all levels of the organization' (36%) - the highest; 'empowering employees by involving them in decision-making' (29%); 'giving the employee the safe environment to bring out the best in them' (14%); 'management should not preach virtue and practise vice' (7%); 'consistency in action and follow-through on commitments' (7%); and 'the true financial position of the organization should be given to all' (7%).

Promoting good relationship amongst the stakeholders within an organization for effective decision-making and achievement of goals, the ultimate of business existence, were the next to be highlighted. The question on what is an organizational good relationship gave out the following answers from the respondents: 'respecting the views / contributions of all' (39%); 'harmonious / friendly working relationship amongst all' (38%); 'the organogram dictating the reporting procedure within the organization should be well explained & made available to all' (12%); and 'each employee should be given the opportunity to defend themselves when at fault' (11%). The majority of the respondents were in favour of 'respecting the views / contributions of all' as the best for the organizational good relationship; it scored 39%.

About management being able to make effective decisions in an organization gave out the following responses from the respondents: 'discharge their functions effectively and efficiently to promote the organization's outputs' (42%); 'do not discriminate in following organizational ethics, guidelines and rules to punish offenders' (29%) 'give good account of themselves in settling employees' complaints' (19%); and 'share / distribute organizational benefits transparently' (10%). The most popular answer from the respondents was management discharging their functions effectively and efficiently to promote the organization's outputs, which scored 42%.

With respect to the question on 'how would the organization achieve its goals', the responses from the respondents were the following: 'every worker being responsible to discharge their assigned responsibilities' (39%); 'having periodic meetings to encourage workers to give their best and be remunerated accordingly' (28%); 'every worker respecting their immediate bosses for assistance when needed' (18%); and 'every worker being encouraged to express themselves freely and fairly' (15%). Majority of the respondents hold the view that 'every worker being responsible to discharge their assigned responsibilities' will tremendously enable the organization to achieve its goals – scoring 39%.

Any other information relevant for the study provided the following answers from the respondents:

i. both management and the unionized staff (employees) of the organization should agree to always reach an equilibrium with the necessary checks and balances and separation of powers to enable the institution to achieve its organizational goals;

ii. hardworking employees should be rewarded; and

iii. performance appraisal system, job rotation and on-the-job training should be critically followed.

These findings have helped the researcher to come to the knowledge that students, especially tertiary students, are generally interested in helping to shape a better working environment for the organization to thrive and achieve its goals. The students see that their future, after graduating from their academic pursuits, depend on the good business environment to enable them to get employment and fulfil their cherished aspirations. Based on this, they followed the guidelines of the questionnaire and contributed enthusiastically as respondents. Furthermore, the unbiased data collected from the students makes the research important to bring harmony amongst stakeholders and moreover resolve the ingrained feud that exists between management and employees in most organizations, globally.

CONCLUSION

The organization as a business enterprise has stakeholders who come together as a working group. However, most often the goals and objectives set at the establishment stage are not achieved, due to unco-operative attitude exhibited by some of the stakeholders.

The study has examined the parameters that might affect the good relationships management amongst stakeholders, especially between the employees and management in an organization, and thereby denying harmony to flourish for the achievement of business goals and objectives. Normally, the problem of misunderstanding between management and unionized staff stems from the fact that the unionized staff do not have confidence in management to allocate to them what they deserve from the benefits of the organization. In addition, poor communication and motivation, and non-attention to welfare concerns of employees create the misapprehension between them.

To alleviate the misunderstanding amongst stakeholders within the organization, there is the necessity of having transparency in all the activities of the organisation; again, the agreed and endorsed conditions of service should guide both management and unionized staff for peacefully co-existence. Additionally, employees should be empowered by involving them in decision-making and with effective communication amongst all levels of stakeholders.

Furthermore, for good organisational relationship to exist within the organization, there should be harmonious / friendly working relationships amongst all stakeholders and with the respect of views / contributions of all. Finally, management should discharge their functions effectively and efficiently with good decision making to promote a competitive and viable organization.

Recommendation

Share-holders funds cannot be wasted and as such management should do well to manage events within the organization appropriately to bring in the returns expected by the board of directors. Management cannot negate on this important assignment.

Furthermore, management is entrusted by the board of directors of the organization to champion the corporate mindset of the organization for business success and achievement of competitive advantage (De Wit, 2020). Nowadays, competition amongst organizations is very keen and management needs to sit up and command harmony amongst all stakeholders for success of the organization.

Moreover, as the organization is a working environment where stakeholders congregate to churn out / manufacture products and services for consumers and customers for the fulfillment of organizational goals and objectives, management should live to the expectations of the board.

To enable the organization therefore, to fulfil its purpose and achieve its goals and objectives, it is recommended that attributes of good relationship management should be deployed in carrying the following organizational responsibilities:

i. recruitment – this should be properly done to enlist good-nurtured employees into the organization, as the enlistment of bad employees may lead to the damaging of relationship amongst stakeholders.

ii. communication – this is a two-way process between sender and receiver, and a feed back to make sure the message is effectively communicated (Daft, 2022).

iii. chain of command – it should be well structured within the organisation in order not to strain the relationship between an employee and his / her manager, which might create a tense situation and affect a cordial working environment.

iv. management of change – when a new circumstance of movement from one position to another in the organization arises, management should involve their employees early enough and not wait at the end to inform them, as the employees would not be enthusiastic and kind to accept the change. The employees should share the broader perspective of the company directors to enable them become enthusiastic and not rebel when there is the need for change (Ireland, West, Smith & Shepherd, 2019; Coulson-Thomas cited in Kwadade-Cudjoe, 2020).

v. motivation - employee motivation affects productivity and it is management's task to channel motivation toward the accomplishment of organizational goals. High employee motivation goes together with high organizational performance and results. It is the responsibility of managers to come out with the right combination of motivational techniques and rewards to satisfy employees' needs for greater work performance and results.

vi. security – modernization has led to the cyber security of an entity's data / information against hackers to be taken very seriously. As the newest security area of organizational attention, management, employees and stakeholders in general, should agree on how to handle it and prevent cyber fraud (Piggin, 2023). The destruction of an organization data / information through the negligence of an employee may injure the relationship between an employee and his / her boss(es); and by extension affect all stakeholders of the organization to the extent that the business will incur huge debt in solving the problem.

REFERENCES

British Council (2024). EQ: The essential skill for effective change management. Retrieved from: https://corporate.britishcouncil.org/insights/eg...

Bryman, B., & Bell, E. (2016). *Business research methods international (4th ed).* NY: Oxford University Press.

Coursera (2024). What is Effective Communication? Skills for work and life. Retrieved from: https://www.coursera.org/article/communication-effectiveness.

Daft, R. L. (2022*). Management (14th ed).* MA: Ceenage Learning Inc.

De Wit, B. (2020). *Strategy: An international perspective (7th ed).* Hampshire: Cengage Learning.

Edwards, I. (2019, December-Winter). Don't forget the fundamentals of security. *BCS, The Magazine for the IT Professional, ITNOW*. p.37.

Hornby, A. S. (2020). *Oxford advanced learner's dictionary* (*10th ed).* Oxford: Oxford University Press.

Houlden, N., Jackson, V., & Youseff, M. H. (2023). Is cyber security being taught correctly? *The Magazine for the IT Professional - Digital Health. ITNOW, 46,47.* Spring 2023.

Ireland, R., West, B., Smith, N., & Shepherd, D. I. (2019). *Project management for IT-Related projects (3rd ed).* Swindon: BCS Learning and Development Ltd.

Kenton, W. (2022). How to use the McKinsey 7-S model for strategic planning. Retrieved from: https://www.investopedia.com/terms/m/mckinsey-7s-model.asp...

Kenton, W. (2023). What is strategic management? Retrieved from: https://www.investopedia.com/terms/s/strategic-management.asp...

Kwadade-Cudjoe, F. (2020). Fostering an effective organizational relationship between management and employees: A co-operative arrangement would promote the achievement of goals and delivery of projected products and services. *Archives of Business Research*, 8(8), 321-333. ISSN: 2054-7404.

Mueller, H., & Lowe, N. (2023). Financial regulation and governance in the age of AI. *The Magazine for the IT Professional – Where do you fit in? ITNOW, 23-25.* Winter 2023.

OECD (2015). *OECD Guidelines on corporate governance of state-owned enterprises – 2015 edition.* OECD Publications. ISBN:92-64-24412-2.

Pathak, S. (2024). Strategic Management. Retrieved from: https://www.wallstreetmojo.com/strategic-management...

Peterdy, K. (2022). What is pestel analysis? Retrieved from: https://www.corporatefinanceinstitute.com/resources/knowledge/strategy/pestel-analysis...

Piggin, R. (2023). Leading cyber security in the UK civil nuclear sector. *The Magazine for the IT Professional – Where do you fit in? ITNOW, 44,45.* Winter 2023.

Rouse, M. (2019). Change Management. Retrieved from: https://www.searchcio.techtarget.com.

Sheldon, R. (2024). Strategic Management. Retrieved from: https://www.techtarget.com/.../strategic-management...

Telegraph.co.uk (2018). Damaged caused by the ransomware WannaCry to UK NHS. Retrieved from: https://www.telegraph.co.uk/technology/2018/10/11/wannacry ....

Thompson, A. A., Peteraf, M. A., Gamble, J. E., & Strickland III, C. A. J. (2022). *Crafting and executing strategy: The quest for competitive advantage (23rd edition)*. NY: McGraw Hill LLC.

WHO (2024). Coronavirus disease. Retrieved from: https://www.who.int.

TABLES
Bio Data

Table 1: Sex			
Sex Type	**Frequency**	**Valid Percent**	**Cumulative Percent**
Female	13	21	21
Male	57	79	100

Table 2: Educational Level			
Educational Level	**Frequency**	**Valid Percent**	**Cumulative Percent**
1st Degree	51	82	82
Masters	10	16	98
Doctorate	1	2	100

Table 3: University Type			
Type of University	**Frequency**	**Valid Percent**	**Cumulative Percent**
Public	7	11	11
Private	55	89	100

Functions of Management, Employees and Stakeholders
Functions of Management

Table 4: What are the functions of management?			
Functions	**Frequency**	**Valid Percent**	**Cumulative Percent**
Takes charge of the activities of the organization & makes sure its resources are effectively and efficiently utilized for the achievement of business goals.	51	82	82
directs the activities of the organization	8	13	95
utilizes resources of the organization	1	2	97

looks for achievement of organizational goals	2	3	100

Table 5: What are the functions of an employee

Functions	Frequency	Valid Percent	Cumulative Percent
a person who is paid to work for somebody and has a concern for the organization success	57	92	92

Table 6: What are the functions of stakeholders

Functions	Frequency	Valid Percent	Cumulative Percent
interest groups in a business set up	3	5	5
a person with concern for an organization	1	2	100
interest groups with concern in business undertakings	6	9	14
a person with success in mind	0	0	100
interest groups/persons with concern in undertakings, especially within the business environment and they are involved in an organizational set up	50	81	95
groups within a business environment	3	5	100

Misunderstanding between employees (unionized group) and management

Table 7: What is the main cause of misunderstanding between management and employees (unionized workers)?

Main Cause	Frequency	Valid Percent	Cumulative Percent
the fact that the employees (championed by the union, who periodically engage management for collective agreement for enhance conditions of service for the unionized workers) do not have confidence in management to give them	38	61	61

Publication of the European Centre for Research Training and Development-UK

what they deserve from the benefits of the organization			
employees believe that management are cheats	7	11	72
employees know management to be bossy	4	7	79
employees believe management allocate to themselves the best from the benefits of the organization	13	21	100

Table 8: Any additional views on cause of misunderstanding between management and employees

Respondents view on misunderstanding between management & employees	Frequency	Valid Percent	Cumulative Percent
Non-attention to welfare concerns of employees	3	15	15
Non-appreciation of employees output	2	10	25
Lack of feedback on performance evaluation	2	10	35
Employee working conditions may not be healthy	1	5	40
Poor communication & motivation from management	11	55	95
Poor dispute resolution practice	1	5	100

Table 9: What should be the remedial action to make employees to trust management?

Views from Respondents	Frequency	Valid Percent	Cumulative Percent
transparency in all the activities between management and employees	42	46	46
transparency in sharing of organizational benefits between management and employees	12	13	59
condition of service between the management and employees	30	33	92

Table 10: Any additional view on how management and employees would trust each other

Views from Respondents	Frequency	Valid Percent	Cumulative Percent
transparency in determining both the emoluments of management and employees	7	8	100
giving the employees the safe environment to bring out the best in them	2	14	14
mgmt. Should not preach virtue and practise vice	1	7	21
empowering employees by involving them in decision-making	4	29	50

Publication of the European Centre for Research Training and Development-UK

effective communication amongst all levels of the organization	5	36	86
consistency in action and follow-through on commitments	1	7	93
the true financial position of the organization should be given to all	1	7	100

Table 11: What is an organizational good relationship?			
Views from Respondents	**Frequency**	**Valid Percent**	**Cumulative Percent**
harmonious/friendly working relationship amongst all	37	38	38
respecting the views / contributions of all	38	39	77
the organogram dictating the reporting procedure within the org. should be well explained & made available to all	12	12	89
each employee is given the themselves when at fault	11	11	100

Table 12: How would management be able to make effective decisions in an organization?			
Views from Respondents	**Frequency**	**Valid Percent**	**Cumulative Percent**
discharge their functions effectively & efficiently to promote the organization	37	42	42
give good account of themselves in settling employees' complaints	17	19	61
share/distribute organizational benefits transparently	9	10	71
do not discriminate in following organizational ethics, guidelines & rules to punish offenders	25	29	100

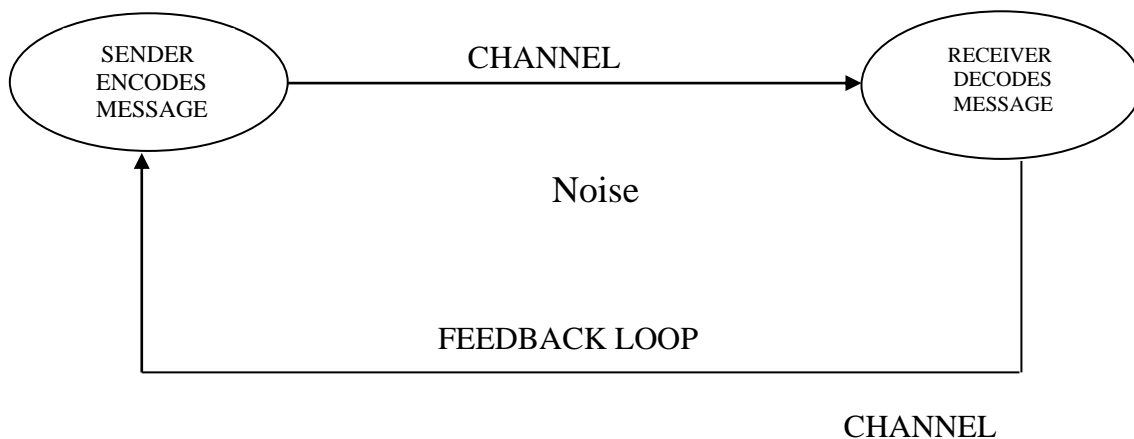| **Table 13:** How would the organization achieve its goals?			
Views from Respondents	**Frequency**	**Valid Percent**	**Cumulative Percent**
every worker being responsible to discharge their assigned responsibilities	43	39	39

every worker respecting their immediate bosses for assistance when needed	20	18	57	
having periodic meetings to encourage workers to give their best & remunerated accordingly	31	28	85	
every worker being encouraged to express	16	15	100	

Table 14: Any other information relevant for the study?

Respondents gave the following information
Both management and unionized staff should agree to always reach an equilibrium through separation of powers to enable the achievement of organizational goals
Hardworking employees should be rewarded
Performance appraisal system, job rotation and on-the-job training should be critically followed.

Appendices
Appendix 1

Model of the Communication Process
Source: Richard Daft (2022).

Appendix 2

High channel richness

Advantages
Personal two-way fast feedback

Disadvantages

No record spontaneous dissemination hard

Face-to-face talk

Telephone

E-mail, intranet

Memos, letters

Formal reports, bulletins

Advantage

Provides record premeditated easily disseminated

Disadvantages

Impersonal one-way slow feedback
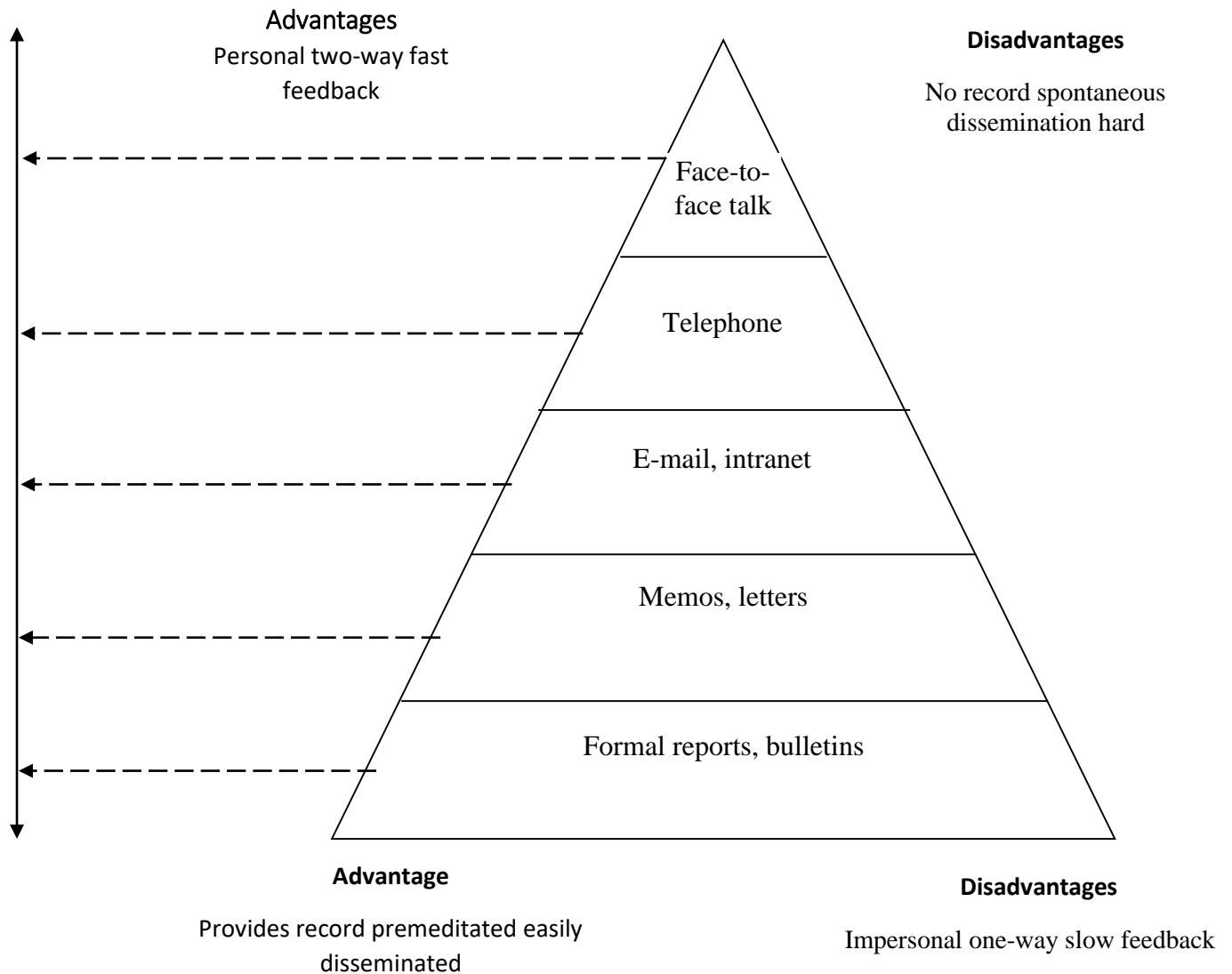
The pyramid of Channel richness

Appendix 3

NEED Creates desire to fulfill needs (money, friendship, recognition, achievement)

BEHAVIOR Results in actions to fulfil needs.

REWARDS Satisfy needs; intrinsic or extrinsic needs.

FEEDBACK Reward informs person whether behavior was appropriate and should be used again.

A Simple Model of Motivation
Source: Richard Daft (2022).

Appendix 4
Higher Needs

Self Actualization – opportunities for advancement,

Esteem- recognition, approval, high status & increased responsibilities

Lower Needs

Belongingness – work groups, clients, co-workers & supervisors

Safety & Security – safe work, fringe benefits & job security

Physiological – heat, air & base salary