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Essentials of Communication and Education Technology

2nd Edition



Nisha Clement

JAYPEE

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CHAPTER

3

Human Relations

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INTRODUCTION

Human relations of peoples problem arise due to interpersonal and organizational relationships. In the business world, human relations is a critical part of organizational success; an organization may have a wonderful business plan, but without employees to carry out that plan, it is worthless. It is often said that a happy employee is a more productive employee. Nothing proves this more than the history of the human relations movement in management.

DEFINITION

According to Keith Davis, "Human relations is an area of management practice which is concerned with the integration of people into a work situation in a way that motivates them to work productively, cooperatively and with economic, psychological and social satisfaction."

MEANING OF HUMAN RELATIONS

Human relations are important in everyday life, but they are essential for health staff dealing with people in pain and discomfort. Unfortunately, in the past, not much importance was given to this important facet of human dealing. Stress was made on technical skills, and how good one was at diagnosing and treating illness. This highly technical orientation of health professionals leads to high level of patient dissatisfaction, and often leads to bitterness and sometimes even litigation. It was recognized that good human dealing was necessary to heal the pain and reduce dissatisfaction of the patients. Hospitals started moving towards patient-centered approach and gave up the physician-focused care. However, a vacuum was felt in the training and needs of the highly technical and competent staff in areas of human relations.

SELF-CONCEPT

Self-concept is the way people think about themselves. It is unique, dynamic and always evolving. This mental image of oneself influences a person's identity, self-esteem, body image and role in society. As a global understanding of oneself, self-concept shapes and defines who we are, the decisions we make and the relationships we form. Self-concept is perhaps the basis for all motivated behavior.

Components of Self-concept

Self-concept is an individual's perception of self, including self-esteem, body image, and ideal self. A person's self-concept is often

defined by self-description such as "I am a mother, a nurse and a volunteer." Client self-descriptive statements such as these help the nurse gain insight into the client's perception of self. The nurse should be observant for self-descriptive statements when assessing the client's self-concept. A healthy self-concept is necessary for overall physical and mental wellness.

Three basic components of self-concept are ideal self, public self and real self. The ideal self is the person (the client) would like to be, such as a good, moral and well-respected person. Sometimes, this ideal view of how a client would like to be conflicts with the real self (how the client really thinks about oneself, such as "I try to be good and do what's right, but I am not well respected"). This conflict can motivate a client to make changes toward becoming the ideal self. However, the view of the ideal self needs to be realistic and obtainable or the client may experience anxiety or be at risk for alterations in self-concept. Public self is what the client thinks, others think of him and influences the ideal and real self. Positive self-concept and good mental health result when all three components are compatible (Fig. 3.1).

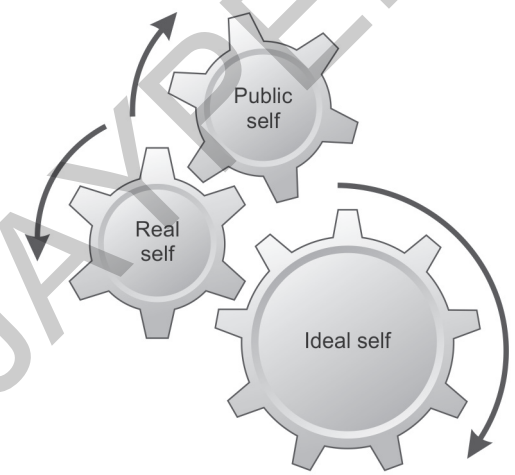

Fig. 3.1: Components of self.

Characteristics of a Positive Self-concept

Characteristics of a client with a positive self-concept include:

1. Self-confidence
2. Ability to accept criticism and not become defensive
3. Setting obtainable goals
4. Willingness to take risks and try new experiences.

Importance of Self-concept

A positive self-concept is an important part of a client's happiness and success. Individuals with a positive self-concept have self-confidence and set goals they can achieve. Achieving their goals reinforces their positive self-concept. A client with a positive self-concept is more likely to change unhealthy habits (such as sedentary lifestyle and smoking) to promote health than a client with a negative self-concept.

A person's self-concept is composed of evolving subjective conscious and unconscious self-assessments. Physical attributes, occupation, knowledge, and abilities of the person will change throughout the lifespan, contributing to changes in one's self-concept.

Factors Affecting Self-concept (Fig. 3.2)

Self-concept can be affected by an individual's life experiences, heredity and culture, stress and coping, health status, and developmental stage. The nurse needs to evaluate each of these factors and the influence each has on the client's achievement of a healthy self-concept.

- **Life experiences:** Life experiences, including success and failure will develop and influence a person's self-concept. Experiences in which the individual has accomplished a goal and achieved success

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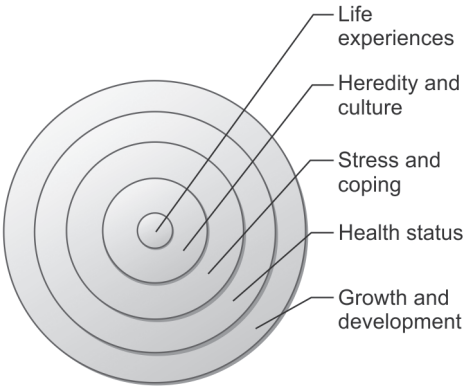

Fig. 3.2: Factors affecting self-concept.

will positively reinforce the development of a healthy self-concept.

- **Hereditary and culture:** Individuals typically grow up learning and integrating their family's heredity and culture into their life. Beginning at birth, heredity and culture shape influence a person's self-concept. Individuals who have integrated their heredity and culture into their life tend to have a healthier self-identity and self-concept.
- **Stress and coping:** Everyone experiences stress at some level each day. Common stressors include financial, work-related, relationship and health issues. Individuals react and deal with stress in different ways depending on their past experiences success and failure dealing with stress. Individuals who learn and use effective coping strategies to deal with stress will most likely develop a positive self-concept.
- **Health status:** People tend to take their good health for granted. When they become ill, their altered health status can change their self-identity and self-concept. Alterations in body image can result from such health issues as amputation, cancer, mastectomy, trauma or scarring. The nurse needs to monitor for changes in the client's self-concept due to alterations in their health status.
- **Growth and development:** Growth and development begins at birth and continues into adulthood. Typically a person will achieve specific developmental tasks as one passes through each stage of life. The successful accomplishment of each task will influence and reinforce the development of a healthy self-concept. Individuals who experience developmental delays or situations in life that prevent or delay the accomplishment of developmental tasks can have an altered or negative self-concept.

Nursing Process Application in Self-concept

The nursing process facilitates providing nursing care to clients at risk for alterations in self-concept, body image, self-esteem, and role performance.

Assessment

Assessment data are the basis for prioritizing the client's problems and nursing diagnoses. Clients at risk for alterations in self-concept, identity, body image, self-esteem, and role performance require a health history and physical examination. Frequent reassessment may be necessary to facilitate appropriate changes in the plan of care and expected outcomes.

Health History

The nurse begins gathering data for the health history by assessing the client's perception of their identity, body image, self-esteem, and role performance. Client verbalizations of feelings and perceptions that reflect an altered view of these areas of self-concept will need to be further evaluated. The nursing history should elicit data in the following areas:

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- Feelings or perceptions that reflect the client's view of oneself.
- Client report of any changes in body image, self-esteem or role.
- Feelings of powerlessness and/or hopelessness related to any of these changes.

Physical Examination

A complete health assessment includes a physical examination to obtain objective data relative to the client's health status and presenting problems. When assessing the client's self-concept, identity, body image, self-esteem, and role performance, the nurse should focus the physical examination on:

- Nonverbal actions and behaviors
- Withdrawal
- Lack of appetite
- Wanting to sleep all the time
- Not participating in care
- Intentional hiding, not touching, or not looking at the body part involved
- Isolation
- Interaction with others.

Nursing Diagnosis

After data collection and analysis, identify a nursing diagnosis. The North American Nursing Diagnosis Association International (NANDA–I) identifies the nursing diagnosis related to self-concept: Disturbed body image.

Nursing Planning

Holistic nursing care requires collaborating with each client to identify goals for each nursing diagnosis. Planning and outcome identification for the client focuses on promoting a healthy self-concept or facilitating change in an altered self-concept. These individualized goals should reflect the client's abilities and limitations.

Nursing interventions are selected and prioritized to support the client's achievement of expected outcomes based on the goals. For example, if the client states that she considers herself overweight, unattractive and undesirable to others, this leads to a nursing diagnosis of disturbed body image and the goals might include expressing positive feelings about herself and integrating a realistic body image.

Implementation

Several interventions can promote a positive healthy self-concept in clients; they are as follows:

- Encourage the client to list past and current accomplishments.
- Ask the client to describe how they and others would describe them.
- Assess the client's report of changes in his self-concept, body image, self-esteem or role performance.
- Encourage verbalization of the positive and negative feelings and perceptions of the changes that have occurred to their self-concept, body image, self-esteem or role.
- Acknowledge normalcy of changes in the emotional response and grieving stages to changes.
- Assist the clients in incorporating the necessary changes into their daily life.
- Assist the client in identifying methods of coping that have been useful in the past.
- Assist the client in contacting appropriate support groups and/or counseling as needed.

Evaluation

Evaluation of the effectiveness of nursing care is based on the achievement of goals and expected outcomes. The plan of care must be updated on a regular basis with additional interventions used as needed.

SOCIAL BEHAVIOR

The study of social behavior is often referred to as "social psychology", but the reality is that studying social interactions is not solely the domain of psychologists–sociologists and anthropologists, among others, also study

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social interactions in various ways. What distinguishes social psychology from these other disciplines is the emphasis on the individual as the focus of study—that is, social psychologists tend to focus on how individuals act in social situations and how they are influenced by social processes. Sometimes, the focus is on how the individual is affected by others—what is called social influence.

Social influence can include direct influences, like group decision making; as well as indirect influences, like imagining how friends would react to a particular situation. In other cases, social psychologists study the cognitive processes that we use in understanding ourselves and others called social cognition.

Stereotyping and attitude change are examples of social cognitive processes. (*Note:* While one might imagine that social cognition is simply a subarea of the cognitive approach, in fact, the behaviors related to social cognition can be explained from a variety of approaches, e.g. stereotyping can be discussed by the biological approach in terms of evolutionary processes).

SOCIAL ATTITUDE

An attitude is "a relatively enduring organization of beliefs, feelings and behavioral tendencies towards socially significant objects, groups, events or symbols".

Structure of Attitudes

Attitude's structure can be described in terms of three components:

1. **Affective component:** This involves a person's feelings/emotions about the attitude object. For example: "I am scared of spiders."
2. **Behavioral (or conative) component:** The way, and the attitude we have influences how we act or behave. For example: "I will avoid spiders and scream if I see the one."
3. **Cognitive component:** This involves a person's belief/knowledge about an attitude object. For example: "I believe spiders are dangerous."

Functions of Attitude

Attitudes can serve functions for the individual. Daniel Katz (1960) outlines four functional areas:

1. **Knowledge:** Attitudes provide meaning (knowledge) for life. The knowledge function refers to our need for a world which is consistent and relatively stable. This allows us to predict what is likely to happen and so gives us a sense of control. Attitudes can help us to organize and structure our experiences. Knowing a person's attitude helps us to predict his behavior. For example, knowing that a person is religious, we can predict he will go to Church.
2. **Self/ego-expressive:** The attitudes we express (1) help to communicate who we are, and (2) may make us feel good because we have asserted our identity. Self-expression of attitudes can be nonverbal too: Think bumper sticker, cap, or T-shirt slogan. Therefore, our attitudes are part of our identity, and help us to be aware through expression of our feelings, beliefs and values.
3. **Adaptive:** If a person holds and/or expresses socially acceptable attitudes, other people will reward them with approval and social acceptance. For example, when people flatter their bosses or instructors (and believe it) or keep silent if they think an attitude is unpopular. Again, expression can be nonverbal [think politician kissing baby]. Attitudes, then, are to do with being apart of a social group and the adaptive functions help us fit in with a social group. People seek out others who share their attitudes and develop similar attitudes to those they like.

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4. **The ego-defensive function** refers to holding attitudes that protect our self-esteem or that justify actions that make us feel guilty. For example, one way children might defend themselves against the feelings of humiliation they have experienced in PE lessons is to adopt a strongly negative attitude to all sports. People whose pride has suffered following a defeat in sport might similarly adopt a defensive attitude: "I am not bothered, I am sick of rugby anyway…". This function has psychiatric overtones. Positive attitudes towards ourselves, e.g. have a protective function (i.e. an ego-defensive role) in helping us reserve our self-image. The basic idea behind the functional approach is that attitudes help a person to mediate between their own inner needs (expression, defense) and the outside world (adaptive and knowledge).

PRINCIPLES OF HUMAN RELATIONS

The classical school did not give importance to the human aspects of the workers. Therefore, they did not achieve a high level of production efficiency and cooperation between the management and workers. The failure of the classical approach led to the human relations movement. The human relations experts tried to integrate (combine) psychology and sociology with management. According to them, organization is a social system of interpersonal and intergroup relationships. They gave importance to the management of people. They felt that management can get the work done by the workers by satisfying their social and psychological needs.

Principles of Human Relations Approach

The basic principles of human relations approach are:

- Human beings are not interested only in financial gains. They also need recognition and appreciation.
- Workers are human beings. So they must be treated like human beings and not like machines. Managers should try to understand the feelings and emotions of the workers.
- An organization works not only through formal relations, but also through informal relations. Therefore, managers should encourage informal relations in the organization along with formal relations.
- Workers need a high degree of job security and job satisfaction. Therefore, management should give job security and job satisfaction to the workers.
- Workers want good communication from the managers. Therefore, managers should communicate effectively without feelings of ego and superiority complex.
- In any organization, members do not like conflicts and misunderstandings. Therefore, managers should try to stop conflicts and misunderstandings among the members of the organization.
- Workers want freedom. They do not want strict supervision. Therefore, managers should avoid strict supervision and control over the workers.
- Employees would like to participate in decision-making, especially in those matters affecting their interests. Therefore, management must encourage workers' participation in management. This will increase productivity and job satisfaction.

HUMAN RELATION SKILLS

- Sensitivity to others
- Treating people fairly
- Listening intently
- Communicating warmth
- Establishing rapport
- Understanding human behavior
- Empathy.

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- Tactfulness
- Cooperative team member
- Avoiding stereotyping people
- Feeling comfortable with different kinds of people
- Fun person to work with
- Treating others as equals
- Dealing effectively with conflict.

IMPORTANCE OF HUMAN RELATIONS

Developing effective human relation skills is crucial to establishing and maintaining productive business relationships. Good communication and attention from managers typically lead to increased levels of productivity and job satisfaction. Human relations skills make working in groups and teams possible. Increased opportunities for understanding among diverse groups are one of the benefits of a business environment that fosters open and sincere communication. Establishing an attitude of respect toward employees as human beings may result in more positive working conditions and loyalty towards the company (Fig. 3.3).

Employee Productivity

According to the Hawthorne theory, the most important factor that influences worker productivity is relationship. Productivity is shown to increase when relationship between managers and employees is positive and supportive. Relationships between employees who are dependent upon each other also directly influence productivity. Individuals are more likely to produce quality results when they are treated with respect and are made to feel as though they are being recognized for making a positive contribution to the company's success.

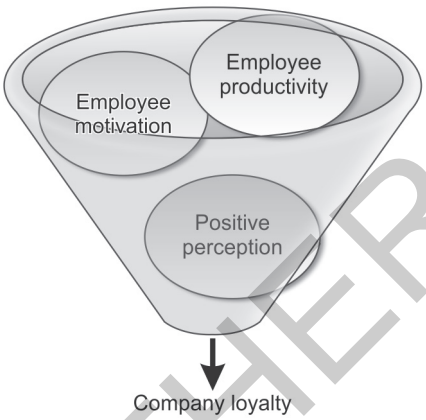

Fig. 3.3: Importance of human relations.

Employee Motivation

Motivation is directly tied to the idea of increased productivity. In Maslow's hierarchy of needs, motivational theory ascertains that positive human relations affect whether an employee's esteem, self-actualization, safety and physiological needs are being met. If an employee feels that his needs will be met by performing his job tasks, he is more likely to be motivated to do them. For example, when a manager recognizes an employee's work performance by congratulating him for an outstanding job, the employee feels appreciated and valued. By having his esteem needs met, he is more likely to repeat his current behavior.

Positive Perception

Good communication and interpersonal skills promote feelings of goodwill between individuals and companies. It creates a perception of the individual as either being a superior, adequate or a poor performer. Even if an individual's technical skills are adept, if he is unable to foster solid relationships with superiors and coworkers, he may be viewed as someone who is not a positive contributor. Achieving success in a position and opening

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up opportunities for future advancement is directly linked to making a good impression.

Company Loyalty

When employees and customers are treated with respect, they are more likely to feel good about maintaining an existing business relationship. Turnover is often linked to poor relationships between employees and managers. Likewise, when a company seeks to terminate a relationship with a vendor or supplier, one of the reasons is that the vendor was not able to understand and address the company's business needs. Establishing a sense of mutual value and trust creates an environment where employees and customers feel as though they matter.

FACTORS INFLUENCING HUMAN RELATIONS

Proper industrial relations help you to run your company in an efficient manner. You can maintain morale among your employees with the right kind of industrial relations. Industrial relations are more of an art than a science, balancing a number of factors to get the right relationship between capital and labor. Knowing the factors affecting industrial relations will help you to properly calibrate this relationship (Fig. 3.4).

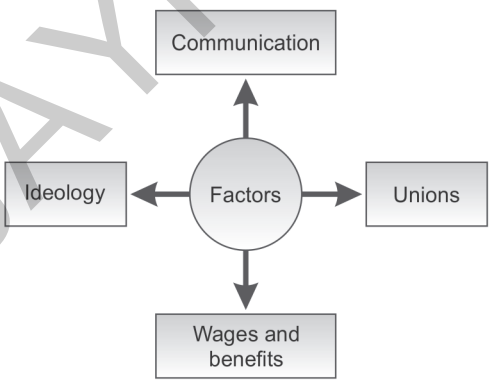

Fig. 3.4: Factors influencing human relations.

Communication

Communication acts as a key factor in industrial relations. Two-way communication between labor and capital allows workers to stay fully informed of workplace expectations as well as changes that affect them. Management becomes aware of problems as they arise, rather than learning about things after they have reached the point of crisis. They can thus address issues in a timely fashion and keep rumor, innuendo and misinformation to a minimum.

Unions

Unions can affect industrial relations in a number of complex ways. When a union comes to a workplace, individuals no longer bargain on their own. Rather, they are represented collectively by a third party. This can make employees feel like they have more of a voice. It can also provide a means to collectively arbitrate labor disputes. Employees also have a means to register discontent with parts of their job through the grievance procedure. Unions can also complicate matters by bringing the concerns of a third party, i.e. the union into the negotiation process.

Wages and Benefits

Wages and benefits are perhaps the most obvious factor affecting industrial relations. While wages and benefits do not make industrial relations run smoother all by themselves, they can help employees to feel more appreciated. Few things are more frustrating than working for less than what you feel you are worth. Keeping wages and benefits in line with industry standards or above helps keep a lid on worker discontent.

Ideology

Every company has an ideology as part of its corporate culture. This ideology will necessarily include a component about how

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management relates to labor. The attitude that a company has towards its employees and how to deal with them, e.g. whether there is a greater emphasis on rewards or punishments—necessarily has an effect on industrial relations.

HUMAN RELATION THEORY OF MANAGEMENT

Human relations approach is one of the neoclassical theories. This theory was developed around 1920 and emerged out of the human relations movement. This movement lay greater on the man managing the machines and stressed the importance of individual as well as the group relationship. The theory emphasizes the role of psychology and sociology in the understanding of individual as well as group behavior in an organization. Thus, what was advocated was the relevance of the human values in an organization.

It was Elton Mayo and his associates who conducted studies in the Hawthorne Works of Western Electric Company, Chicago, USA between 1927 and 1932. The study covered more than 20,000 workers. These studies can be divided into four stages. By these studies, the researchers discovered many areas of the application of human relations approach. The researchers' general conclusion was that nonlogical behavior or sentiments among workers must be considered along with economic and other logical factors as influencing the work group. This approach was advocated by them because of the following reasons:

- Employees in any organization get satisfaction not by economic incentives but by the satisfaction of many other social and psychological wants, feelings desires and so on.
- The business organization itself is a social system or at least a part of it.
- In an organization, it is ultimately cooperative attitude and not the mere command which yields results.
- Management must aim at developing social and leadership skills in addition to technical skills.
- In an organization, morale and productivity go hand in hand.

The approach was instrumental in effecting a new image of man and the workplace. After these studies, it was widely accepted that the organization is a social system and the human factor is the most important element within it. More emphasis was placed on interpersonal relations, leadership skills, human motivation, etc. The approach evidenced that an organization is not merely a formal arrangement of men and functions; more than that it is a social system.

HUMAN RELATIONS IN THE CONTEXT OF NURSING

Nursing profession is considered as humanity because nurses deal with the human beings in hospital as well as in the community setting. Community health nurses conduct home visits and health teaching sessions in the community to make people aware about diseases, their risk factors and preventive strategies. In every professional encounter, nurses have to deal with human beings whether they are patients or their relatives or healthcare team members which may be individual or a group of people at a given time.

Therefore, it is expected from a nurse that she should be skilled in interpersonal relationship skills because these skills are essential for initiating and maintaining interpersonal relationship. Professional relationships are created through the nurse's application of knowledge and understanding of human behavior, communication of social attitude, motives and commitment to ethical

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behavior. Having a philosophy basis of caring and respect for others will help a nurse to be more successful in establishing relationships of this nature.

Importance of Human Relations

- Human relations is important as it gives satisfaction, gives a sense of belongingness, boosts morale, motivates and increases productivity.
- Human relations recognizes the dignity of an individual as a human being.
- The concept of being "self" is developed throughout the life of a person.
- George Herbert Head (1964) defined self as "the sum total of people's conscious perception of their own identity as distinct from others. It is not a static phenomenon, but continues to develop and change throughout our lives."

Nurse's Role in Human Relations

Human relation refers to the science of applying principles of social psychology in improving the working of an organization and to make it more productive and the worker happier to improve efficiency and job satisfaction. In industrial setting, human relations means the systematic body of knowledge used to explain the behavior of people at work (Fig. 3.5).

- **Caregiver:** The caregiver role traditionally included those activities that assist the patient physically and psychologically while preserving the patient's dignity.
- **Caregiving** encompasses the physical, psychological, developmental, cultural and spiritual levels.
- **Communicator:** In the role of communicator, nurses identify patient's problems and then communicate these verbally or in writing to other members of the health team. The nurse must be able to communicate clearly and accurately in order for a client's healthcare needs to be met.
- **Teacher:** As a teacher, a nurse helps the client learn about their health and the healthcare procedures they need to perform to restore or maintain their health. The nurse assesses the client's learning needs and readiness to learn, sets specific learning goals in conjunction with the client, enacts teaching strategies and measures learning.
- **Client advocate:** A client advocate acts to protect the client. In this role a nurse may represent the client's needs and wishes to other health professionals, such as relaying the client's wishes for information to the physician.
- **Counselor:** A nurse counsel is primarily healthy individual with normal adjustments difficulties and focuses on helping the client develop new attitudes, feelings and behaviors by encouraging the client to look at alternative behaviors, recognize the choices and develop a sense of control.
- **Change agent:** A nurse acts as a change agent when assisting others that is clients, to make modifications in their own behavior, nurses also often act to make changes in a system, such as clinical care, if it is not helping a client return to health.

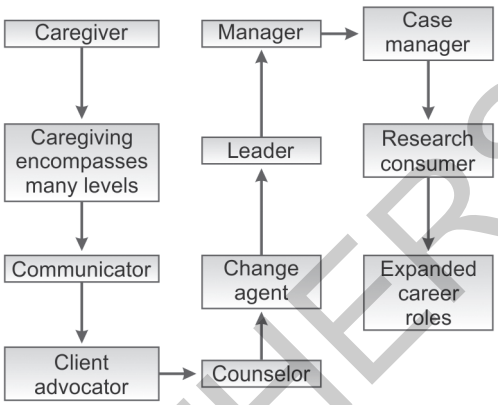

Fig. 3.5: Nurses role in human relations.

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Nurses are continually dealing with change in the healthcare system.

- **Leader:** The leader role can be employed at different levels—individual client, family, groups of clients, colleagues or the community.
- **Manager:** A nurse manager also delegates nursing activities to ancillary workers and other nurses and supervises and evaluates their performance.
- **Case manager:** Nurse case managers work with the multidisciplinary healthcare team to measure the effectiveness of the case management plan and to monitor the outcomes. Each agency or unit specifies the role of the nurse case manager.
- **Research consumer:** Nurses often use research to improve client care. In a clinical area, nurses need to (a) have some awareness of the process and language of research, (b) be sensitive to issues related to protecting the rights of human subjects, (c) participate in the identification of significant researchable problems, and (d) be a discriminating consumer of research findings.
- **Expanded career roles:** Nurses are fulfilling expanded career roles, such as those of nurse practitioner, clinical nurse specialist, nurse midwife, nurse educator, nurse researcher and nurse anesthetist.

CONCLUSION

Human relations are more important now than they were years ago because companies are now spending more time to train employees. When a company trains their employees, it is expected that the employees will understand what is expected of them during the day at work. There are two major responsibilities that employees have when they are hired by a company. The importance of getting along with and working with people of different backgrounds is essential if a person wants to thrive and survive in today's workplace. In a day and age where jobs are no longer stable and layoffs at organizations are very common, it is important to know how to work with and get along with different types of people. Another major reason that human relations in the workplace are more important now compared to years ago is because companies are larger than they used to be. There are many large organizations that have chief executive officers and chief financial officers. Then they may have regional managers, regional vice presidents, or even branch managers depending on the company. If we go further, there can also be team or sales managers and operations managers.

REVIEW QUESTIONS

Long Essays

1. Define self-concept. Explain the components and importance of self-concept.
2. Define human relations and discuss the principles of human relations approach.

Short Essays

1. Enumerate the factors affecting self-concept and discuss the nursing process applications in self-concept.
2. Define social attitude and explain the structure of attitude.
3. Describe the importance of human relations.
4. Discuss the factors affecting human relations.
5. Explain human relation theory of management.
6. Enumerate human relations in the context of nursing.
7. Discuss the nurses role in human relations.

Short Answers

1. Social behavior.
2. Enlist human relation skills.
3. Positive perception.

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4. Employee motivation.
5. Role of a nurse in human relations.

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