

## ORGANIZATIONAL IMAGE IN THE PRACTICE OF INDUSTRIAL RELATIONS: THE ISSUE OF EMOTIONAL BENEFITS

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### Abstract

*Organizational image depends on a number of benefits derived by her publics. These benefits include that of functional benefits, economic benefits and emotional benefits. Scholars have argued considering the place of rewards and compensation system, that the economic benefit is one major factor that sustains employees' and customers' lasting impact or that can as well cause the employee to opt for a newer job. The paper then determined to find out among the benefits, the one that brands the organization's image more. Thirty staff with three selected banks were used as a survey; out of which ten staff were selected from each bank. The findings observed showed that most workers last more in some work place depending on the functional benefit they derive and not necessarily the economic as some argued. Recommendation then is that organizations pay attention to their functional benefit as a way to manage their image and maintain employees' work lasting impact.*

*Keywords: Organizational image, functional benefits*

### Introduction

The modern day industrial practice requires a great deal of image making. Classical economy was more concerned about machines on the pay role of human capital. What was evident was the stringent attitude of management towards employees. In Egeonu (2015) structure of labour in early colonial days was probably what gave rise to the labour unionism. Employees would need to integrate their views in management policies. Such demands then in recent years have bought about healthy work environment than any other era.

Although, postulations have argued that the concern for human capital development was early perceived by Adams Smith. This, scholars argued, was articulated in his work-wealth of nations. It then follows that a number of organizational capital assessments are necessary for the growth of the organization; especially again in the area of industrial harmony and relations between the organization and her internal and external publics. A number of organizational capital assessments are necessary for the growth of the organization especially again in the area of industrial harmony and relations between the organization and her internal and external publics. A number of organizational capital assessment models have been preferred by social-analysts and corporate brand givers. These models include that of

1. Economic benefits
2. Psychological or emotional benefit (National likeness the employee has for the organization)
3. Functional benefits.

Each of these is necessary for the growth of the organization. But one probably is more needful with most employees. Scholars, especially those of them from the school of economics have argued that workers transit from one job lane to another on the grounds of low payment

system:. In other words, that the framework upon which the organization carries out her pay role is necessary if workers will continue to stay.

Others then posit that the issue with labour mobility in modern day industrial relations practice mainly stems from the functional benefit or the psychological benefit derived by the workers. An organization with a healthy payment system can still have issues in her internal and external relations with staff and customers.

It then follows that scholars are beginning to propose for a number of brands in the management of an organization's image. As said there is the brand for functional benefits, economic benefits and psychological benefits. The paper then determined to find out the most pliable of these benefits in the management of the organization's image.

### **Statement of Problem**

Organizations are fast losing their workers and customer-patronage. This is especially where there are rival markets. For those companies emerging, there is the demand to stay in market. The issue then has been the most pliable way to retain workers' interest and customer patronage. For while the company stays out of market, the economy is affected as more persons are soon relieved of their job. There is then the need on how to grow the company by first growing her image. The thrust of the paper then is to find out of all the benefits proposed by scholars the most operational in the management of an organization's image.

### **Objectives of the Study**

The research is modeled towards the following objectives.

1. To find out why organizations of today are losing their image with their internal and external publics.
2. To find out the model with which this can be managed in order to stay in market.

### **Research Questions**

It then remains that the paper undertakes the research questions below

1. Why are organizations today losing their image with their internal and external publics?
2. With which model can this be managed in order to stay in market?

### **Significance of Research**

Findings from research will help organizations stay in market. As well, it will curtail the problem of labour mobility among staff. But especially with the former, a company is soon thrown out market when it loses her image with her internal and external publics and the consequence of this is that base-lane employees are as well thrown out of job thereby affecting the macro economy with unemployment and other forms of vices. Imaging making then is relevant in industrial relations practice especially in the area of market relevance.

### **Theoretical Framework**

#### **Attachment theory**

Attachment theory is a concept that stemmed from developmental psychology. Exponents of the theory postulate that in personal development, the ability of an individual to form an emotion bond towards another gives him a sense of stability of mind.

This theory originating with the works of Bowl by and Ainsworth then implies that individuals in an organization are more likely to give in their best to the organization when supplied with emotional benefits other than functional or economic benefits.

### **Conceptual Issue of Industrial Relations**

The emergence of industrial relations' practice in Nigeria probably began in early colonial days of administration. Although, the argument among scholars has been that industrial relation practice date far back as the industrial era in Europe. In Egeonu (2015) the need to protect workers' interest was what brought about the works of classical economists in the 19<sup>th</sup> century. Such proponents as Adam Smith, T. Mathus and Ricardo, would then devote their works to the issue of labour especially in the area of workers' interest as it affects organizational performance and productivity. The argument, scholars would posit, is that organizational image and growth rely so much on employees' commitment to promote the organization's goal. But that this cannot be attained except there is a mutual fellowship existing between workers and management.

In Fashoyin (2002) would further aver that this excruciating experience of workers also paved way for the industrial relations approach of Beatrice webs and Karl Marx.. In their works, they argued that improvement in the condition of labour can be achieved through the instrument of trade unionism. Although, to some degree, the model approach proposed by scholars deferred in some ways. While webs submits that the constructive role of trade union is the best approach in bringing change in the industry; Marx, proposed that antagonistic approach of trade union is best the conditions to labour. The belief of Marx, is that the capitalist system of labour is so powerful that only the instrument of conflict can resolve; for in such instances actors of the capitalist system seem to understand the language of contention rather than peaceful coexistence.

The point of departure of both schools then would further pave way for the pluralists of labour and Marxist approach in the study of industrial relations practice. Although, the general conceptualization approach is that industrial relations are the internal and external conditions of labour existing between employees and employers within the organizational setting. To some other scholars, it is essentially the interactions between employers and employees and the basis of mediation in moment of conflicts.

In Dunlop and Flanders (1958) industrial relations are mainly rules in the work place of labour. In other words, to Dunlop and Flanders, industrial relations is not concerned about organizational image management. As such then, this definition has been critiqued by scholars. In Hammond (2007) as cited in Egeonu (2015) industrial relations practice, especially in capitalist system of labour, looks at the stability and regularity of labour conditions in the industry. For one, industrial relations emerged on the basis of conflict resolution, and not image management Hymn then stressed the need for the work regulations among the various actors in industry.

In Edward (2003) the above definitions and models by earliest scholars are overbroad. The consequence of the extension in meaning is that scholars and industrial practitioners would never arrive at a more operational meaning to industrial relations practice. Earliest definitions had always included such topical issues as human resource management, employee relations; union management and control; etc. It is then necessary that industrial relations practitioners

restrict themselves to industrial relations. Study as the practice of collective bargaining; trade unionism and labour management relations (as also cited in Egeonu, 2015).

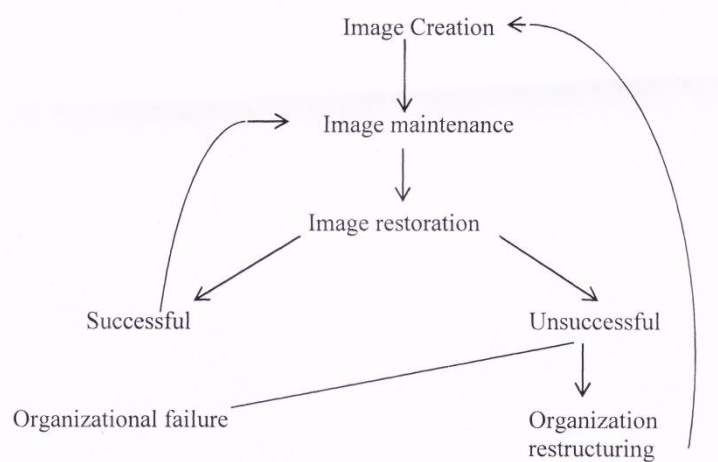
The consequence of this then, is that industrial relations practice some scholars would argue does not involve the subject of organizational image management. This is far from the truth. Industrial relations practice, requires the knowledge approach of organizational image in order to remain in business.

### Issues of Organizational Image in the Practice of Industrial Relations

The modern day business system now employs diverse means to sustain customer and employee relations. The position of scholars here is that an organization, by reason of global needs, can be cut off from market. The rivalry among organizations is spanning and only organizations with more innovative means can remain in market. The currency then is that the branding can do just that. It has the capacity to model views from the external publics about the organization. Although, the idea about organizational image can be sustained through functional role, not necessarily economic pam. Gotsi and Wilson (2001) as cited Eric (2003) defines organization as the reputation of the organization. Cheney (2001) sees it as what the organization believes to be its core enduring and distinctive feature. In Joseph (2003) organizational image although referred to in some texts as organizational identity, is all about the whole cell unit of the organization. It includes what the organization is; what it does and how it does and how it goes about it.

It then follows that organizational image defines for the external and internal publics the whole personality of the organization. Use of emotional benefit which is more of employee attachment to the organization is one major factor that can sustain the organization's image. The argument here is that emotional attachment is not easily imitated by rival market

The below model captures an organizational image management



**Source:** A paper presented at the international Academy of Business disciplines Annual conference, held in Orlando, April, 2003

### Methodology of Research

Based on the attitude of respondents towards the growth of an organization, the paper adopted the use of survey design. Thirty staff, ten each from three banks were selected. The use of Rensis Likert's Scaling system was used in the analyses of result. Hence the objective of the paper with the use of this technique was to find out the extent to which employees esteem emotional benefit in managing the external and internal reputation of an organization.

### Why are organizations today losing their image with their internal and external publics?

**Table 1**

Item 1	SA	A	U	D	SD	TOTAL	LA
	5	4	3	2	1	15	3
Most organizations lose their image with their internal and external publics because they cannot appeal to the emotions of the Publics	12 (75)	10 (40)	- (0)	2 (4)	3 (3)	30 122	- 4

It then follows as observed from the above data that emotional benefit of an organization can grow its image much more than any other benefits. H

### With which model can this be managed in order to stay in market?

**Table 2:**

Item 2:	Respondents	Percentage
1. Economic benefit	5	17%
2. Emotional benefit	19	63%
3. Functional benefit	6	20%
Total number of respondents	30	100%

The foregoing result with 63% of the respondents' coming to appreciate emotional benefit shows that organizations need to incorporate emotional benefit of staff in the promotion of their image. Conclusion of the paper then is that emotional benefit is capable of keeping industrial harmony.

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