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**EMPLOYEE RELATIONS AND IT'S EFFECT
ON EMPLOYEE PRODUCTIVITY**

*Project Report submitted in partial
fulfillment for the award of the degree of*

BACHELOR OF BUSINESS ADMINISTRATION

Submitted by

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Certified that this project report **“EMPLOYEE RELATIONS AND ITS EFFECT
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This is to inform you that **SALONI PRIYA** has successfully completed her project work under the guidance of **MISS SHREYA SINGH**.

We found her extremely inquisitive and hard working. She has demonstrated an active interest in learning and was also willing to put in her best efforts. Her performance on the task assigned was highly appreciated.

Her association with me was very fruitful and I wish them the best luck for their career ahead.

Sincerely,

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ABSTRACT

One of the most major problems that associations face today is the need to work on the efficiency of their representatives. Many accept that a key change of the worker relations framework is expected to make working environments more useful.

Changes are accepted to be key both in the affiliation and development of work and in how agents are ready, redressed and prodded. Moreover, it is battled that these movements can't be secluded from the need to overhaul our course of action of interest depiction and discussion objective. The activities of specialist's societies and the undertakings of tact courts are habitually viewed as snags to the leaders tries to lift the genuine show of their affiliations. The justification behind this study is to assess.

The explaining bits of knowledge, for instance, repeat, standard deviation will be used for the assessment of the investigation requests while the hypotheses testing will be done with Kendall rank association coefficient through SPSS (Statistical Package for Social Sciences) PC programming variation 26.0 was used to run the examinations.

Focuses on disclosures have been acquainted with spread out new specialist relations and its effects on agent productivity: A Study of LASUCOM. The data was taken exclusively from the review as investigation instrument.

. Specialist relations is a greater term that solidifies many issues from total bargaining, conversations, business guideline to later thoughts, for instance, balance among genuine and fun exercises, comparable entryways and supervising assortment. It includes the practices or drives for ensuring that Employees are euphoric and are helpful.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Worker are among an affiliation's most huge resources and initiated as most significant assets. The nature and proportion of work performed by them directly influence the proficiency of an affiliation. Consequently, staying aware of sound specialist relations in an affiliation is a pre-fundamental for any relationship to gain improvement and headway. Agent relations is a far reaching term that merges many issues from total dealing, talks, business guideline to later examinations, for instance, balance among fun and genuine exercises, identical entryways and directing assortment (Armstrong and Stephens, 2016). It incorporates the preparation or drives for ensuring that Employees are joyful and are helpful. Specialist Relations offers assistance with a variety of ways including agent affirmation, system improvement and understanding, and a wide scope of decisive reasoning and question objective. It incorporates dealing with the pay work bargain, overseeing strategic approaches, arrangements of work, issues arising bankrupt, giving agents a voice and talking with laborers

Worker relations is stressed over staying aware of laborer chief association, which adds to satisfactory proficiency, development in delegate certainty and motivation (Ahmad and Shahzad, 2011). According to Onyango (2014), delegate relations ought to be apparent mainly as a scope of capacities or a perspective, rather than as an organization limit or unmistakable area of development. Despite acclaimed instances of current movement, the emphasis of agent relations continues to move from 'total' associations, similar to laborer's societies and total wheeling and dealing, to the relationship with individual specialists. The contemplations of 'specialist voice'

and the 'psychological arrangement' have been recognized by chiefs and reflected in their delegate relations approaches and objectives.

Agent relations capacities and abilities are at this point seen by organizations as essential to achieving execution benefits through a consideration on specialist commitment, obligation and responsibility (Tepper, Moss, Lockhart, and Carr, 2017). Laborer relations is seen as key similarly as administering business risk: both the downside opportunity of opposition with a lengthy collection of work guideline, and the potential addition peril of forgetting to convey most outrageous business execution

1.2 Statement of the Problem

Awful representative relations block the general work cycle of an affiliation and mischief affiliation's standing. Most experts in some relationship in Nigeria don't convey even more essentially because of the awful association between the organizations and laborers. Specialist can't set up their best presentations at workplace when they are not happy with the business or even with their accomplice. Sad agent relations will impact laborers' show and affiliation's proficiency. Sad administrator delegate relationship achieves strike movement and lockout. Delegates showed their protests through strike movement and lockout. Strike movement and lockout decreases proficiency most certainly. Specialist relations or current relations is basically association among delegates and director all things considered.

1.3 Aim and Objectives of the Study

The point of this study is to survey the effect of good representative connection on worker execution. The particular targets are;

1. To figure out the significance of representative relations.
2. To recognize the elements connected with representative relations.
3. To dissect the effect of representative relations on worker execution.
4. To lay out the degree to which representative relations has worked on representatives' presentation

1.4 Research Questions

The study will address the following questions;

1. What is the importance of employee relations?
2. What are the factors affecting employee relations?
3. What is the impact of employee relations on employee productivity?
4. To what extent has employee relations improved employees' performance?

1.5 Research Hypothesis

Hypothesis 1

H₀: There is no significant relationship between employee relations and employee productivity.

H₁: There is significant relationship between employee relations and employee productivity.

Hypothesis 2

H₀: Employee relations do not improve employees' performance

H₁: Employee relations improve employees' performance

1.6 Significance of the Study

The assumption for this study is to explore the specialist relations and its effect on agent proficiency. The survey will help the two specialists and organizations. It will help the agents as in each laborer will be offered an opportunity to communicate their particular experiences

toward delegate relations and its effect on specialist effectiveness, and prompt recommendations concerning how they to feel the associations should additionally foster agent relations. The organization will benefit from the concentrate also, as the revelations will be acquainted with them with proposition from the respondents. It will in like manner make them appreciate the upsides of good specialist relations and it sway on delegate productivity.

It will enlighten the leaders of various relationship of the effects of relationship practices among organizations and laborers. It will in like manner bring out unequivocally, the delegate relations practices which the associations have had the choice to make available to their laborers. It will enable students and academicians to get a handle on the causes, results and plan of lamentable laborer relations. The audit assists the organization of Lagos With expressing University College of Medicine (LASUCOM) with their undertakings and attempts toward productivity improvement which are responsibility outline, drive development, working climate prosperity and security and outplacement. It will moreover highlight factors associated with agent relations and the impact of laborer relations on delegate proficiency.

1.7 Scope of the Study

The degree of this study will cover specialist relations and its ramifications for agent proficiency. The survey will be finished the most part in Lagos State University College of Medicine (LASUCOM), Lagos State where the expert will really need to get all of the relevant specialists.

1.9 Operational definition of terms

Worker are among an affiliation's most huge resources and established as most significant assets.

Motivation is the yearning to achieve a couple of given concentrations at some arbitrary time. It is a difference between snoozing point of view and action on ground. Motivation is a certainty any can have in one's inward personality yet requires a redesign for being convinced.

Execution: This is the accomplishment of an agent, relationship as per communicated goals and targets. Effectiveness: This is achieving the most raised degree of execution with insignificant utilization on resources.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This part presents a review of the composing associated with the inspiration driving the audit. The part centers around the fundamental puts of current data to pass on the data and considerations that have been spread out, and what their resources and weaknesses are concerning the survey. The composing study relies upon conclusive and special sources like journals, articles, books, proposition and pieces.

2.2 Employee Relations

Delegate Relations is a lot of legitimate limits and practices that game plans with issues associated with people as staffing, compensation and benefits, execution the board, affiliation headway, prosperity and security, correspondence, and association. Laborer Relation Practices are viewed as obscure throughout the last years. Challenge compelled Employee Relations to play out a fundamental occupation as a partner rather than embracing ER practices just to take disciplinary actions and pushing laborers (Som, 2015).

Laborer Relation Managers practice their fitness to give rules to the line directors how to additionally foster execution and lead of the agents. Agent association bosses give assistance to the business managers in settling specialist objections, questions and legitimate issues. This is one of the fundamental commitments of specialist relations office to give information to internal clients about rules, rules, game plans, targets and focal points of the relationship to convey vision and mission of the Management. Associations offer best quality sorts of help value raised level of client upkeep and likewise incredible speed of laborer support. Clients Retention prompts

incredible business and finally increases delegate upkeep level. Upkeep of laborers implies satisfied agents that results enduring clients. Laborers are considered as inside client as they require comparable level of satisfaction against their organizations conveyed for the association as the client of corporate organizations or corporate things requires.

Delegate relations deal its laborers as its client since ER Managers keep up with their ordinary business with the help of its laborers and for these specialists. Satisfied clients show pay improvement and company's level of execution. Moderate Employee Relations practices are gained behind headway of driving affiliations. Trauma center practices are typically known by the standard titles anyway up to the organization picks the best fit practices to fulfill the necessities matching to the lifestyle of the affiliation. Affiliations execute Employee Relation Practices to clean capacities of its laborers which in the long run lead to better legitimate execution (Rawashdeh and Al-Adwan, 2012).

Trama focus rehearses give a tremendous occupation to by suggestion further develop execution of affiliations. Execution of agent depends on work satisfaction, pay and benefits structure, reward plans, headways, motivation, environment, planning and movement orchestrating. Close by this, bleeding edge mechanical assemblies, strategies and refined advancement required by relationship for Employee Relations make high ground over competitors (Michael, 2005). Execution Management of Employees is a confounded and integrated course of setting up a normal specialists understanding about concentrations to be achieved in an affiliation and changing the corporate objectives to the activities like capacities, abilities expected for an undertaking, agent improvement plans and an authoritative results conveyed by them. The

essential point of convergence of execution the leaders is on diligent improvement, learning advanced and new advances and aptitude improvement to achieve set concentrations through in everyday corporate framework and to foster a workforce that can perform with the best assumptions

Trauma center division further develops relationship from Job Identification to Exit Interviews. It was not palatable to academic individuals whether to consign work dealing with commitment to Accounts or to Admin Managers. ERD was not palatable in that frame of mind whenever spread out. ERM was drawn nearer to encourage structures to increase execution. Since the progression of present day ER Management, moved specialists and agent turnover in an affiliation have been the middle issues for ER Managers. Business bosses need pushed laborers and need to hold experienced agents yet did basically nothing to sort out real open door plans.

2.2.1 Conflict handling and Unions

In its basics the conflict is qualification of evaluation. This qualification of evaluation happens in light of specific reasons like your goals and targets or tendencies, no science between pioneers, nonattendance of available resources, approach to communicating with people or correspondence and every so often the clarification of conflict is ethics and principles. Conflicition has no effect yet the way that the affiliations handle conflicts matters an incredible arrangement. It has been seen that the most separations are an immediate consequence of disputes over correspondence style and characters and more over these divisions happen where conflicts are not managed true to form (Qureshi et al, 2010).

Nankervis (1993) refered to in Qureshi et al (2010) communicated that the occupation of affiliations isn't suitable in the Australian hotel industry. An overall report recommends that most

prominent from housing industry have around half of their agents drew in with affiliation activities and they acknowledge it as their fundamental right to see the value in unionism to handle their issues on wages and benefits.

2.2.2 Discipline

As per Pradeep and Prabhu (2011), rules, guidelines, systems, regulations, constitutions and strict books characterize a structure to play out the normal errands in private and expert life inside a circle. These are called discipline and disciplinary strategies which are characterized by the associations are set to keep up with discipline. The restrained powers as a rule bring improved results that wayward powers. Same is the situation in neighborliness area that the specialist co-ops proceed according to characterized techniques set by the hoteliers keeping in view rating principles. Clearly these disciplinary strategies achieve better execution and smooth out work mentality to fulfill the corporate objective that is to satisfy the visitor. Maintaining the principles of the inn during shift hours makes a chain of assignments done that brings great outcomes inside given time.

2.2.3 Participative Leadership

Leadership defines ways and traditions to the followers and makes them to follow their prescribed and defined way in order to achieve set targets through motivation, decision making, training and orientation. Participative leadership tends towards making collective decisions after taking recommendations and suggestions from subordinate line staff therefore establishing a sense of participation in decision making process for better results and to create sense of responsibility one decisions are taken .

2.2.4 Benefits

This is plain as day term that alludes to the advantages which a worker gets at work yet need to fit the bill for specific advantages. For the most part benefits are incorporated yearly leaves, wiped out and relaxed leaves, short working hours, clinical help plans, kid schooling plan for representatives, tip, opportune asset, rewards, free dinner coupons, transport office, uniform, sporting visits, markdown coupons and so forth. Workers center around the advantages plans presented at the hour of joining any organization and contrast it and the market patterns in a similar industry.

Nankervis (1993) referred to in Pearce and Peters (2015) investigated that in neighborliness area where all functional offices are running the everyday issues the house-keeping staff is enlisted at base level compensation and get advancements on administrative levels later on however it requires years. Inn pay rates are below the norm despite the fact that they contribute altogether to in general working expenses. The low degrees of pay results low level execution subsequently he recommended pay plans ought to have a base compensation and most extreme impetus blend of Pay Structure to enroll and hold new and old workers and complete bundle ought to be sufficient to give motivating forces and empowering representatives to remain. He characterized that short of what 33% 5 star lodgings, resorts and four-star pay according to true wage rates (Pearce and Peters, 2015).

2.2.5 Training

Preparing is an all around arranged and coordinated interaction to patch and work on representatives' disposition, their degree of information, improving abilities and changing way of behaving through ceaseless learning and taking care of to accomplish a set level exhibition .Its

motivation is to foster capacities, to increment work fulfillment and inspiration among workers, to upgrades process efficiencies to acquire monetary advantages, to embrace new advancements and to increment developments, to diminish worker turnover, to construct organization picture, to oversee risk, to give chance of development inside the Organization, to have adequate number of thoroughly prepared staff to meet the corporate goals, To give data about organization's set of experiences, to give presentation of different divisions of the inn and to give data about human asset strategies, rules and guidelines coming about decreased learning time (Pearce and Robinson, 2007).

Memon (2009) explored that the representatives de prompts the improvement in the dynamic investment, strengthening, further developed arrangement of merchandise creation, preparing and abilities advancement meetings of workers and execution contingent impetuses are the apparatuses to work on the exhibition of representatives that prompts the presentation of the association. The organizations establish climate that give information and abilities being developed of labor force that gives upper hand since it is challenging for contenders to emulate these abilities.

2.2.6 Motivation

Inspiration is the longing to accomplish a few given focuses at some random time. It is a distinction between resting perspective and activity on ground. The can do approach and the tarrying are best guides to characterize inspiration obviously. Fundamentally finishing inward motives is sense. Inspiration is a confidence any can have in one internal identity yet requires a boost for being spurred. Spurred representatives are the resource of an association particularly in the cordiality business where the visitor of weird nature accompanies a brain to get fulfillment

out of paid bills. These are the service people who provide best services only to listen that “this best I have ever seen anywhere (Mugenda & Mugenda, 2013).

The best practices for improving employee retention and having motivated employees are summarized such as selection process, leadership, growth & development, meaningful work & ownership, rewards, organizational influences, individual influences, financial benefits, good working conditions, personal loyalty to employee, tactful discipline, empowerment, creativity and innovation and quality of life. Further it is stated that employees have opinions like show me the money, show me respect and show me attention or show me the door. Acceptance is more important to me than money. Employers who announce small merit raises may do more harm than good because employees become irritated that their hard work yielded so little (Baker, 2012).

2.2.1 Importance of Employee Relations

The term laborer association has been used proportionately with current relations and business relations. According to Lewis et al (2003) Industrial Relations is connected with the declining "Smokestack organizations and normal workers and the going with emphasis upon Collective Bargaining Agreements among directors and Trade Unions. Laborer relations propose a greater business material being covered with comparable importance joined to non-affiliation work approaches and working class positions. Stressed over the social financial relationship outlines and turns around an arrangement between the get-togethers to perform function as a compromise for business benefits like pay (Perkins and Shortland, 2006 referred to in Khan, 2012, p.60). The accentuation on both worker relations and modern relations is on investment, cycle and practices (Baker, 2012).

The emphasis on both delegate relations and current relations is on participation, communication and practices (Baker, 2012).

The work relationship is a monetary, social and political relationship where agents offer manual and mental work as a trade off for compensations by organizations (Lewis, Thornhill and Saunders, 2003 referred to in Khan, 2012). In light of extended overall competition all through ongoing numerous years, affiliations have underlined on work capability and cost control (Perkins and Shortland, 2006). This has called for effective delegate relations procedures that engage the laborers to commit their energy to the achievement of various leveled goals.

Proactive walks completely expecting delegate prerequisites and suspicions are in this manner typical for key managers. Affiliations should try to satisfy their delegates with extraordinary pay, incredible administration and extraordinary strengthening work (Pearce and Robison, 2009). Delegate satisfaction is associated with shopper devotion. Bosses acknowledge that proficiency is associated with trustworthiness and to energy for chief's tendencies in delegate government help.

The quick part eventually incorporates delegates directly in decisions that go past their close by work tasks. Agent consideration relies upon the way that help in true setting has been seen as associated with the affirmation and coming about commitment to the spread out goals, inciting ideal outcomes in regards to execution and points of view (Herzing and Ruysseveldt, 2004 referred to in Fuller, Brown, Katou, and Dealny, 2016, p. 755). Lewis et al (2003) referred to in Fuller, Brown, Katou, and Dealny, 2016, p.770) a regulatory plan where laborers and chiefs share goals and choose the assets to achieve them. This he acknowledges will bring out

delegate's liability which along these lines will yield both better money related execution and more important human development. Bosses should give delegates reliable autonomy (Lewis et al, 2003 referred to in Fuller, Brown, Katou and Dealny, 2016, p.770). This incorporates offering delegates the opportunity to have control over their own work conditions such that helps the affiliation (Lewis et al, 2003 referred to in Fuller, Brown, Katou and Dealny, 2016, p. 760). Overseers give laborers status, authority and commitment.

Direct control has declined with the affirmation by organizations that more critical effectiveness can be achieved using a technique of trustworthy freedom (Lewis et al, 2003 referred to in Fuller, Brown, Katou and Dealny, 2016). Associated with delegate relations is specialist correspondence which helps in conferring the frameworks of the relationship to all of the laborers.

. Strong correspondence is absolutely essential to productive compromise of agent. Execution suspicions, while maybe not fittingly conveyed, are certainly more testing to re-work thereafter. The leaders' openness to staff people's input, analysis, contemplations and thoughts is the underpinning of good correspondences and strong laborer associations. Everybody wins when they are fundamental for a solid gathering.

2.2.2 Factors related to Employee Relations

Great connections among boss and representative don't simply occur; they are the consequence of a procedure and exercises that worker relations directors plan to further develop correspondence among representatives and the board. Researchers (Hsu-Hsin, Tzu-Shian, and Ju-Sung (2011) have featured a few ERM rehearses, which include: worker strengthening and association, representative ideas, aggregate dealing, peacemaking and complaint review

measures, preparing and advancement, straightforwardness in correspondence, empowering bunch exercises (cooperation), and work pay.

2.3.1 Employee Empowerment and Involvement

Strengthening as a new and high level appearance of representative association further develops worker relations and contributes straightforwardly to authoritative targets by expanding ranges of abilities and allowing power to the workers to pursue choices that would customarily be made by chiefs. It can urge representatives to be innovative and to face challenges, which are key parts that can give a firm an upper hand in a quick evolving climate (Hymowitz, 2000 referred to in Whitener, 2001, p.522). Representative inclusion is operationalized through a course of five fundamental advances like illuminating, counseling, sharing, appointing, and engaging (Whitener, 2001).

As per Shapiro (2000) referred to in Whitener (2001), associations are giving endeavors to include representatives to various degrees by which staffs are supported, empowered and engaged to contribute towards objective accomplishment. Spritzer et al., (1997) referred to in Khan (2012), uncovers that specialists with more noteworthy decision concerning how to take care of their own responsibilities have been secured to have elevated place fulfillment. Representative strengthening is more important in the present serious climate where information laborers are more common (Khan, 2012). Accordingly, today is of essential significance that HR supervisors comprehend that strengthening is actually a fundamental apparatus to increment worker fulfillment, which will move into more prominent efficiency and hierarchical adequacy.

2.3.2 Initiating Employee Suggestions

Employee thought plan can be portrayed as a formalized part which urges delegates to contribute helpful contemplations for chipping away at the relationship wherein they work. Executed considerations are remunerated by a cash related award or one more sort of affirmation - regularly proportionate to the benefits made. It lays out a climate of trust and sureness, work satisfaction and steady improvement in the association (Werblerm and Harris, 2009). Michael (2005) describes a staff thought plan as a formalized framework to encourage the agents to examine their positions, work environment, and to approach with contemplations for which they will be remunerated on a specific reason, if sufficient and to the advantage of the affiliation. Ordinary agent thoughts is a useful technique for getting and utilize laborers' innovative considerations especially while working where headway and reliable improvement has an unyieldingly key impact in monetary accomplishment.

2.3.3 Facilitating Collective Bargaining

Collective bargaining is a process of decision making between parties representing employer and employee interests; it implies the negotiation and continuous application of an agreed set of rules to govern the substantive and procedural terms of the employment relationship. It can be initiated between trade unions and individual companies or between union federations and employer associations. In all of these cases, the goal is to agree upon rules to facilitate compromises between conflicting interests over the terms and conditions of employment. In replacing unilateral decision-making by the employer, bargaining has introduced an element of industrial democracy into the workplace (Memon, 2009).

2.3 Employee Productivity

According to Pearce and Robinson (2007), proficiency is an extent of the sum and nature of work done, considering the cost of the resources used. The more valuable an affiliation, the better its advantage, considering the way that the costs to make its work and items are lower. Further developed proficiency doesn't be ensured to mean more is made; perhaps less people (or less money or time) was used to convey a comparable aggregate.

McNamara (2003) referred to in Pradeep and Prabhu, (2011), further communicates that, results are regularly the last and express outcomes needed from the laborer. Results are oftentimes imparted as things or organizations for an internal or outside client, yet not reliably. They may be in regards to money related accomplishments, influence on a neighborhood; whose results are imparted concerning cost, quality, sum or time. McNamara (2003) referred to in (Pradeep and Prabhu, (2011) further notes that assessing productivity incorporates concluding the stretch of time that an average worker needs to make a given level of creation. It can in like manner notice how long that a social event of laborers spends on unambiguous activities like creation, travel, or dormant time spent keeping it together for materials or overriding broken gear. The methodology can choose if the laborers are financial planning a ton of energy away from creation on various pieces of the gig that can be obliged by the business.

Specialist effectiveness may be hard to check, yet it has a quick bearing on an association's advantages. A business fills his staff thinking about effectiveness and can figure out a worker's abilities during the underlying prospective employee meeting. In any case, there are a few variables hands on that assist with boosting what a worker does at work (Lake, 2000).

Brady (2000) express that, perhaps none of the resources used for proficiency in affiliations are so immovably explored as the HR. Huge quantities of the activities embraced in a HR System are expected to impact individual or progressive effectiveness. Pay, assessment structures, getting ready, decision, work plan and compensation are HR practices directly stressed over proficiency. Bernardin (2007) refered to in Pradeep and Prabhu (2011) continues to communicate that controlling work costs and extending effectiveness through the underpinning of additional unmistakable linkages among pay and execution are seen as key human resource the chiefs (HRM) part of advantage. Moreover, extended stresses over effectiveness and meeting client's essentials have incited reestablished interest in procedures expected to prod laborers to be more based on gathering (or outperforming) client necessities and growing productivity. The best way is to additionally foster creation is by spreading out a closer relationship among specialist and the board.

2.4.1 Industrial Relations Unions

Both positive and adverse consequences by associations on execution have been recognized. Associations can cause a "shock impact, by which they initiate administrators to adjust techniques for creation and embrace more proficient faculty approaches (Kathryn, 2008 refered to in Som, 2015). The advantages of this are counterbalanced, in some measure to a limited extent, when associations favor prohibitive work rehearses, for example, provisions that hamper the presentation of new innovation and influence firms to pay more for work than needed. Associations can diminish staff turnover and this might be good for a business, since high turnover can lessen efficiency in a working environment through an immediate loss of firm-explicit. Associations stress rank standards and these can be a positive element as there is a

positive connection among efficiency and experience, and a status framework might underscore capacity and legitimacy (Rawashdeh and Al-Adwan, 2012).

Position rules can likewise decrease struggle among status and effectiveness. Unions can further develop laborer assurance and inspiration. The possibly erratic nature of choices, for example, advancements or cutbacks can be decreased by the presence of associations. For instance, the representative is bound to consider his boss to be fair. Leibenstein (1966) accentuated that one of the significant regions for further developing what he calls "X-productivity in the firm is specialist spirit and inspiration. Associations further develop correspondences among laborers and the executives. The launch of correspondence channels among the board and laborers can result in integrative instead of distributive dealing (Dworkin and Ahlburg, 1985). Various negative elements have additionally been recognized. One of the most deeply grounded impacts of unionism is the raising of wages, and the related effect on work portion, firm productivity and effect on business (Kathryn, 2008).

Strike action is of worry as average working days lost straightforwardly influence efficiency, as does non-helpful way of behaving that goes before or follows strikes. Critically, associations might subdue R&D spending and speculations when association lease looking for goes about as an assessment on the profit from venture and cutoff points inventive and speculation exercises. Further, associations might compel firms into wasteful faculty employing and terminating rehearses.

2.4.2 Employment Practices:

For a long time, the administration of business relations in open area associations was portrayed by the strength of brought together, profoundly regulatory methods, not entirely set in stone from a higher place, and public aggregate haggling hardware. Therefore, the job of the faculty the executives work was to a great extent limited to the execution of normalized strategies and public arrangements, with very little extension for tact (Beaumont, 1992). During the 1980s, in any case, Conservative states sanctioned arrangements that invigorated the job and authority of chiefs in the public area: the accentuation on better incentive for cash and client assistance; the devolution of decision-production to more modest specialty units; and the consolation of a more prominent key mindfulness in a setting of thorough monetary targets (Winchester and Bach, 1999). Such was the level of clear change in the manner by which public area associations were run, that another term, the 'new open administration (NPM), came to be utilized to allude to it (Hood, 1991).

NPM contains three key aspects. In the first place, it alludes to the development of a more grounded, more strong administrative capacity inside open area ventures. Second, NPM is firmly connected with the devolution of administrative obligation regarding decision-production to specialty units. Third, it is portrayed by the advancement of a more market-situated way to deal with the conveyance of public administrations, in view of a suspicion that serious tensions can work on their quality (Bach and Della and Rocca, 2000). Hence the ascent of NPM is related with an expansion in administrative expert in the public area, the elaboration of additional refined administrative methodologies, and the more noteworthy utilization of the board strategies imported from the private area (Winchester and Bach, 1999).

Evidently, NPM shares many of the characteristics of a sophisticated HRM approach to managing employment relations in so far as the emphasis is placed upon managing people in a more purposive way, with the aim of generating flexibility, and enhancing commitment, in order to improve organizational performance (Bach 1999b). Yet it is important not to overstate the extent to which the management of public sector employment relations has changed. There is evidence that, the NPM agenda notwithstanding, management in public sector organizations continues to be dominated by an administrative rationale, concerned with operating procedures rather than contributing to business goals (Kirkpatrick, Ackroyd & Walker 2004).

2.4.3 Disputes Resolutions

For most of the twentieth 100 years, conflicts about wages and conditions were settled or thwarted by a plan of alleviation and carefulness. This structure incorporated a free appointed authority, beforehand the Conciliation and Arbitration Court, which transformed into the Australian Industrial Relations Commission (the AIRC), that used the law to endeavor to find a tasteful set out some reasonable compromise or result for the get-togethers to an inquiry that by and large elaborate relationship in struggle with organizations. Amusingly, this plan of discussion objective for the most part failed to thwart workplace questions and strikes by workers and affiliations. Notwithstanding the way that there were relatively few broad current discussions most recent hundred years, the game plan of placation and declaration was thought of as responsible for a development in short and risky strikes. Strikes impact the proficiency time of managers and business (Parisi, 1999).

After regulative changes were passed in 1993 and 1996, the unacceptable discussion objective plan of placation and carefulness changed. Present day action like strikes or legal movement transformed into a 'weapon' for the two supervisors and agents, inside a system named

'unyielding total trading'. Accordingly, this suggested that cutting edge action should be used in unambiguous conditions to allow award wages and conditions to be stayed aware of and individual and total dealing to occur. Supervisors, delegates or their affiliations could legitimately propel their case in total wrangling (or adventure game plans in unambiguous workplaces) or as per new individual courses of action (Australian Workplace Agreements). These progressions to the strategy engaged with organizing and setting wages and conditions altogether diminished current discussions and thusly lessened the prerequisite for question objective (Kovach, 1995).

New workplace changes were passed in 2005. These have provoked a remarkable situation in Australian present day relations: affiliations, delegates and laborer affiliations are gigantically bound in their ability to strike being referred to of proposed business conditions. This could provoke a more conspicuous decline in present day action and inquiries through the burden of tremendous fines or legal orders against affiliations. Organizations may moreover procure more conspicuous bargaining command over workers' wages and conditions (Kathryn, 2008).

2.4.4 Employee Communication:

A sound representative relationship guarantees a positive climate at work and furthermore assists the workers with accomplishing their objectives at a lot quicker rate. Individuals are more engaged, can move better in their tasks and henceforth the result increments. Representatives are not occupied with consistent battles, are anxious to help one another and don't accept fill in as a weight.

They partake in every single second working and don't take leaves frequently. Correspondence isn't just significant in our day to day routines yet additionally assumes a urgent part at working

environment. It is one of the main elements which either improves or ruins the relationship among representatives (Kovach, 1995)

Many managers and business owners mistakenly fear that reducing employee stress requires reducing productivity or creating a “country club atmosphere, which in today's marketplace could be grave. Nothing could be further from the truth; in fact, the opposite is true. When organizations manage in ways that bring out the best in people, they also reduce employee stress. Stress, coming from whichever source, could be a major setback in meeting the objectives of any organizations directly or indirectly.

The key to maximizing productivity while minimizing stress is understanding the factors that influence whether someone working very hard will feel stressed out and burnt out, or whether they will feel motivated, excited, and committed. Scientific research on stress combined with best practices of high performance companies offers clear clues about the key factors that determine whether employees will be stressed out or energized by workplace demands. To Maximize Employee Productivity And Performance, Organizations Can: Give employees as much control over their jobs as possible - research shows that control is the biggest factor in whether people feel stressed out or rejuvenated when facing a challenge.

The more control people have over their work, the greater their job satisfaction, the higher their work quality, and the lower their stress level. Giving employees control includes giving them the power to make job-related decisions, the flexibility to organize their work in the way they find optimal, and the authority to find make improvements on how their job is done. Communicating clearly in these areas not only reduces employee stress, it also helps them do a far better job and also motivates them.

Employees should be helped to design their jobs to be as rewarding as possible - although not all jobs are equally rewarding and fulfilling, much can be done to make even the least desirable ones more enjoyable. The more opportunity employees have to make decisions, use their mind, and take responsibility, the more fulfilled they will be. To make this work, employees need to be involved in the job enrichment process. If changes are made without their input, this will most likely backfire. If employees have worked for years in an environment where they were told what to do, it might take time for them to learn how to take a more responsible and active approach to their jobs (Judge, 2000). The hiring and orientation Processes in organizations could contribute greatly to stress levels. These because the first few months on the job are often the most stressful and the new employees are often the most susceptible. The more effective an organization is in its hiring and job orientation, and training, the more likely the employees will be well-suited, and prepared for their jobs and this improves employee- employee relations among the workers Making sure employees have the right resources and training to carry out their works well reduces unhealthy relations within the organization. Indeed when people feel inadequate, when they feel ill-equipped to handle a challenge, they get stressed out. If employees do not have the tools, technology, time, staff, or training to do their job's well, they are likely going to be stressed out, and won't be able to work at their true potential and hence poor performance.

Investing in these areas pays huge dividends both in terms of reduced stress related costs, and in increased productivity and performance (Kovach, 1995).

There is solid proof that various parts of powerful administration correspondence, like high recurrence, transparency and precision, execution input, and sufficiency of data about

authoritative approaches and strategies are emphatically connected with workers execution (Downs and Adrian, 2004). Nonetheless, little information exists about the cycles basic these elements, especially concerning correspondence by directors to bring down level workers. One such interaction might include apparent hierarchical help. That is, when people get benefits as open correspondence from the board, they feel committed to answer in like manner, in particular through the increment of their assignment execution and intentional activities to help the association.

2.5 Theoretical Framework

To survey the impact of representative relations on worker efficiency, the review utilized representative association relationship Theory (EOR) has drawn upon social trade (Blau, 1964) and the affectations commitments model (March and Simon, 1958) to give the hypothetical establishment to grasping the representative and business points of view to the trade. Albeit various perspectives on friendly trade exist, there is agreement among scholars that social trade includes a progression of associations that produce commitments to respond (Cropanzano and Mitchell, 2005). Generally, three angles are major to social trade: relationship, reciprocity and exchange. Social trade hypothesis is a social mental and humanistic viewpoint that makes sense of social change and dependability as a course of arranged trades between parties. Social trade hypothesis sets that all human connections are framed by the utilization of an emotional money saving advantage investigation and the correlation of options (Gould-Wiliams, 2007). The hypothesis has establishes in financial aspects, brain research and humanism. Social trade hypothesis is dependent on willful activities as opposed to formal agreements (Pearce and Peters, 1985; Tsui et al., 1997; Aryee et al., 2002).

As indicated by this hypothesis, people manage their cooperations with others in light of a personal responsibility investigation of the expenses and advantages of such a connection. SET contends that when work environment connections are compelling, then, at that point, the association benefits. The social trade hypothesis makes sense of social change and dependability as a course of arranged trades between parties. Along these lines individuals work out the general worth of a specific relationship by taking away its expenses from the prizes it gives. Result is characterized to be the distinction between the advantages and the expenses: $Worth = Rewards - Costs$ People look to expand their advantages and limit their costs while trading assets with others (Mom, 2001). People take part in a connection with the assumption for correspondence (Goldner, 1960).

These advantages need not be substantial and incorporate things like material or monetary benefits, societal position, and close to home solaces. Costs by and large comprise of penances of time, cash, or lost open doors. Social trade hypothesis is utilized as a structure for foreseeing the impacts of the executives practice on specialist mentalities. As per Stafford (2008), social trades include an association with someone else; social trades include trust, not legitimate commitments; they are adaptable; and seldom include unequivocal bartering. Positive social trades can bring about shared advantages to both the utilizing association and the labor force.

2.5.1 Scientific Management Theory

Unitarist suspicions and values play had a huge impact in three schools of hypothetical and viable idea. The first is Taylors (1974) hypothesis of logical administration. As an administration practice, this specific hypothesis holds that the business relations decisions of the executives should begin from the suspicion that representatives are youthful in the ways of work, are

inclined to keep away from it whenever the situation allows, and have restricted, conceited desires and time-skylines.

To the extent that this contention with the goals and time-skylines of associations, endeavors to diminish the outward sign of interior strain are to be attempted by direct and exceptionally inflexible control of the working environment exercises of representatives. initiative while enlisting and coordinating laborers, to have an unmistakable comprehension of the errands representatives are supposed to perform, and to have unhampered privileges to control the speed and cycles under which they work. Organizations buying into this type of the board practice ought to lessen work to its essential components, with the end goal that the abilities of laborers important to embrace errands are kept to a base. Representatives ought to be dealt with indifferently and all things considered, with any work environment issues being alluded to the executives. Under these circumstances the administration way to deal with representative relations is one that tries to smother inner strain over the conveyance of hierarchical power by guaranteeing that administration holds unrivaled information about the construction and association of work, and has the position to coordinate laborers as it sees fit (Cropanzano and Mitchell, 2005).

2.5.2 Human Relations Theory

The subsequent hypothesis comes from the alleged human relations school. For this situation the decrease of authoritative pressure is held to lay on the capacity of people to accomplish self-satisfaction in the working environment. Laborers are viewed as subjectively unique to different assets utilized underway. Hence, assuming specialists are denied independence at work, or are decreased to going about as simple expansions of the hardware they work, or are empowered work that to make and think, it is contended that they will constantly track down ways of

undermining the strategies for control that authorize these circumstances. The chief undertaking of the executives on this origination is to control work environment relations in manners that empower representatives to feel individual fulfillment with being associated with the association.

2.5.3 Human Resource Management Practices

The third hypothesis alludes to human asset the board rehearses (Stone, 1995). This type of the executives practice contrasts from the past two in that it begins from the conviction that hierarchical pressures can be totally settled by sustaining a mental agreement in light of collaboration. The worker relations decisions in this occurrence are predicated on the conviction that the powers joining directors and representatives are far more grounded than the powers partitioning them. It is the errand of the board to work with these bringing together powers by laying out working environment conditions that empower independent people, whether representatives or the executives, to turn out cooperatively for a long term benefit (Kathryn, 2008).

Companies taking this approach are expected to regard workplace relations holistically, whereby collaboration between management and employees is encouraged through the development of a unifying culture, strong and pervasive leadership, and a clear vision of organizational goals. The employee relations aim of these techniques is to resolve internal tensions by breaking down workplace social classes, developing open lines of communication lines different stake-holders, and promoting a collective understanding that the interests of all are better served by working together and avoiding conflict. Collaborative management practices in the form of workplace teams, as well as performance appraisals, performance related pay and individual contracts of employment are activities that are thought to give content to this approach.

2.6.1 Employee Relations

As indicated by exact discoveries, the acts of high-responsibility HRM can influence representative inspiration (Whitener, 2001), and a positive relationship exists between strong HRM and POS (Allen and Meyer 2013; Hsu-Hsin Chiang, Tzu-Shian Han and Ju-Sung Chuang, 2011). There is additionally arising proof that trust influences the connection between HRM practice and representative responsibility (Gould-Williams, 2017), with an absence of trust recognized as the 'essential offender in the disappointments of the board exercises and human asset exercises'. Trust is viewed as a basic component supporting social trades in that the demonstration of starting social trade connections requires the originator to believe that the beneficiary will answer in kind .

Absence of trust likewise prompts useless results, like low responsibility, low inspiration and an absence of certainty between parties.. Associations embrace high-responsibility HR works on causing representatives see hierarchical help and to feel that they are significant in the reliant association. In light of social personality hypothesis, representatives who feel they are valued by their association might see high status in the association. Representatives who experience shared correspondence of assets, data, regard and power with the executives experience high view of independence thus, they would be happy with the assets, data and backing presented by the boss, as well as the gig by and large - henceforth, they would be focused on remaining in the association and furthermore perform well.

2.6.2 Employee productivity

Some reports observational proof about the bi-directional connection between representative's advantages and efficiency, specifically considering the idea of the advantages setting process in various nations. The exact proof of this paper as well as that of a more top to bottom review for Germany (Millea, 2012) can be deciphered in the radiance of effectiveness compensation, for example making sense of efficiency as coming about because of specific pay levels, for given attributes of the work market for example the complete degree of joblessness. Pioneers ought to attempt to build the conviction that great presentation will bring about esteemed rewards. Approaches to doing so include: measure work execution precisely; depict plainly the prizes that will result from effective execution; portray how the representative's prizes depended on past execution; give instances of different workers whose great exhibition has brought about higher prizes. Fundamentally, pioneers ought to interface straightforwardly the particular execution they want to the prizes wanted by representatives. Representatives must see obviously the award interaction at work. Substantial demonstrations should go with articulations of purpose.

Remuneration components can be a strong motivator in connecting execution to rewards. Remuneration frameworks that award individuals straightforwardly founded on how well they play out their positions are known as pay-for-execution plans (Berger, 2009). These may accept such structures as "commission plans utilized for deals staff, "piece-rate frameworks utilized for assembly line laborers and field hands, and "motivating force investment opportunity (ISO) plans for chiefs (Dunn, Mercer, Carpenter, and Wyman, 2010) and different workers (Baker, 2012). Be that as it may, rewards connected to execution need not be money related. Emblematic and verbal types of acknowledgment for good execution can be extremely viable also .

2.6.2.1 Employment Security Benefits

Representative compensation isn't just about pay, for instance, wages and pay rates. It is likewise worried about non-pay benefits or „benefits in kind. These non-pay benefits are normally known as worker security benefits; and at times as "advantages. On balance, the previous alludes to the more significant advantages, like annuities, and incorporate those which are broadly applied in the association. The last option allude either to less critical advantages like private health care coverage, or to benefits gave basically as an honor. He go on by saying that the business related benefits are connected near the everyday functional necessities of the association corresponding to its individuals. Consequently, representatives should be satisfactorily sustained during the functioning day, appropriately prepared to legitimize their obligations and gave satisfactory method for transport when on the association business.

2.6.2.2 Overtime

Extra time is the installment well beyond the ordinary compensation and pay rates where the premium might be one and a quarter to twice. It could be utilized among others: where the qualities of the assignments are occasionally situated to such an extent that a few seasons are more intensely stacked with movement than others. Extra time ought to be painstakingly arranged and controlled to guarantee that it isn't abused by workers thus that it can likewise be useful. As per the Code of Regulations (2006), when it is laid out that an official is expected to stay at work past 40 hours as an issue of pressing need and it is unimaginable to expect to permit him identical downtime in lieu of extra time stipend, to redress and inspire him for the time, a recompense might be conceded to him with earlier endorsement of the Authorized Officer. Compensatory time off can likewise be given in lieu of installment for additional time worked. In any case, except if it is given to non-absolved representatives at the pace of one and one-half

time for the hours worked north of a 40-hour week, comp-time is unlawful in the private area. It can likewise not be continued starting with one payroll interval then onto the next. The main significant special case for those arrangements is for public-area representatives, like fire and police representatives and a set number of different laborers (Willing, 2000).

As per the Employment Act of Kenya (2007), the law indicates ordinary number of working hours differed by enterprises. Assuming a representative works in abundance of typical hours of the week as indicated, the extra hours are treated as additional time. Along these lines representatives can be approached to work a sensible measure of extra time to finish a task. Notwithstanding, association contracts frequently limit the power of businesses with respect to additional time. Likewise in some calling, for example, nursing a representative might be expected to stay at work longer than required to save life.

2.6.2.3 Annual Leave

Yearly leave is a timeframe off work that a worker is qualified for after each 12 successive long stretches of administration with a business. Under segment 28 of the Employment Act of Kenya, yearly leave is 21 working days during which the worker is qualified for full compensation. Likewise the Regulation of Wages Order (of different enterprises), auxiliary to the Regulations of Wages and Conditions of Employment Act, indicates that a worker continuing on yearly leave is qualified for installment by his manager. The request indicates different sums to various enterprises, however it has been adjusted and expanded with time contingent upon different ventures and factors.

As per the COR (2006), leave is allowed for recuperative purposes to empower an official recharge his energies and further develop productivity. Leave is assumed without loss of position

or advantages however is dependent upon exigencies of administration. Notwithstanding ordinary full compensation, an official who takes at least one-half of his yearly leave privilege will be qualified for leave recompense one time each year, the pace of not entirely set in stone by the Government occasionally. Officials positioned in any assigned difficulty region might continue on leave two times per year and is qualified for installments of leave stipend two times every year. Hellegerses (2001), states that businesses give workers took care of time in an assortment of conditions. Paid mid-day breaks and rest periods, occasions and excursions are normal. However, leaves are given for various different motivations also. Time-off benefits address an expected 5% to 13% of complete pay. Commonplace time-off benefits incorporate occasion pay, get-away compensation and extended vacations.

2.6.2.4 Maternity Leave

Area 29 of Employment Act, (2007) gives that a female worker will be qualified for maternity leave on full compensation in the event that she gives at the very least seven days composed notice ahead of time, or a more limited period as might be sensible in the conditions, of her aim to continue on maternity leave. A female representative is qualified for 90 days maternity pass on notwithstanding any time of yearly leave she is qualified for, and wiped out leave assuming she ends up falling debilitated during her season of control and with the assent of the business. A female specialist on maternity leave is additionally qualified for be paid her full compensation and different advantages to which she is generally entitled. This is no different for the fourteen days paternity leave. Numerous businesses give maternity and paternity advantages to representatives who bring forth youngsters. In contrast with those conceiving an offspring, a generally modest number of workers take on youngsters, however in light of a legitimate concern for decency a developing number of associations give advantages to representatives who

additionally embrace kids (Woodward, 2000). Additionally, as individuals progress in years, the advantages of a pay bundle accept significance. It is when workers lay out a family. Those advantages that will serve the family are esteemed, similar to maternity benefits, kids' schooling, yearly get-away compensation, and so forth. (Andrews, 2009).

2.6.2.5 Educational and House Allowances

Bosses have seen that as instructive and educational cost help benefits are profoundly wanted by representatives. These projects have been found to help worker maintenance and enrollment. The program ordinarily takes care of some or all expenses related with formal training courses and degree programs, including the expenses of books and research facility materials (Mathis, 2003). An association can likewise lessen undesirable worker turnover and related selecting, recruiting, and preparing costs by moving these expenses from growing new representatives to keeping experienced representatives. You can rouse a worker to increment efficiency by giving chances to profession improvement (preparing or tutoring). Simultaneously you have worked on the laborer's abilities and shown acknowledgment of the specialist's worth and desire. A fitted advantage can be worth as much to a worker as an increase in salary. Such an advantage is commonsense in light of the fact that it likely costs something like specialist distress and reduced efficiency and it is presumably less exorbitant than a tantamount boost in salary (Harris, 2000). Organization lodging or house lease stipend is presented by associations who feel obliged to assist a singular meet one of the essential necessities a rooftop north of ones with making a beeline for empower them approach sensible convenience while on true obligation. Senior representatives are furnished with convenience which might be possessed by the association. Be that as it may, different associations repay lease installments (Andrews, 2009).

2.6.2.6 Health Protection Benefits

Base (2009) states that proof plainly shows that the soundness of the labor force is inseparably connected to the efficiency of the labor force and the wellbeing of the countries economy. It additionally shows that businesses progressively perceive this connection and are keen on further developing specialist wellbeing by extending labor force wellbeing insurance and wellbeing advancement benefit programs. Likewise numerous businesses permit workers to miss a set number of days in view of disease without losing pay. A few managers permit representatives to gather unused debilitated leave, which might be utilized if there should arise an occurrence of horrendous diseases. Others pay representatives for unused wiped out leave. A few associations have moved accentuation to compensate individuals who don't utilize wiped out leave by giving them well-pay - additional compensation for not taking debilitated leave (Mathis, 2003).

Research also shows a much greater connection between employee health and productivity in the workplace than was ever realized in the past. For example, studies have shown that on average for every one dollar spent on worker medical/pharmacy costs, employers absorb two to three dollars of health-related productivity costs (Loeppke, 2009). These expenses are showed generally as presenteeism (a condition where workers are at work however not completely useful), nonappearance, and inability.

2.6.2.7 Retirement Benefits

Retirement plans as well as filling in as a duty advantaged method for collecting retirement pay, can upgrade efficiency. Annuities unequivocally impact laborers conduct, giving more youthful specialists a convincing motivation to keep working for their boss and empowering more seasoned laborers to resign on an opportune premise. Observational proof demonstrates that annuities impact the sort of specialist a firm draws in and can assist a business with drawing in

laborers who display beneficial ways of behaving. While the efficiency impacts have been related generally with characterized benefit plans, late examination has shown that 401(k) plans display comparative impacts in forming laborers conduct (Ippolito, 1997). In America, toward the finish of the twentieth 100 years, retirement was a completely standardized life stage for the majority of its laborers. Retirement turned into an acquired advantage in remuneration for a really long time of administration to a specific association, to an industry, or, all the more by and large, to the useful society. Above all, in this change, more established laborers in the last many years of the twentieth century were presented to models of retirement that offered relaxation, opportunity, and adaptability for the "last long stretches of life. While a portion of these models were organized around an essential part of relaxation or entertainment, maybe the larger part integrated huge topics of useful commitment (Neil, 2000). Among the issues in the maintenance of more seasoned laborers, it appears to be generally critical to initially counter associations cliché thought that more seasoned specialists are excessively expensive and less useful than more youthful specialists. In any event, when such slanted thoughts have been very much countered with research proof supporting the benefits to holding more established specialists (Feinsod, 2006), there stay the difficulties of how best to actually hold/utilize, make due, and upgrade the efficiency of a maturing labor force. A concentrate by the Tripartite Alliance for Fair Employment Practices (TAFEP) on generational issues in the Singapore work environments has shown that a multi-generational labor force enjoys numerous possible benefits and potential open doors both for the individual and for the association when really made due (TAFEP, 2010). While consenting to hold/utilize more established laborers, businesses ought to be available to the necessities of more established specialists, which might include improvement in administration frameworks to address work environment issues and may incorporate the re-

bundling of advantages and awards to incorporate adaptable work courses of action, target recruiting to zero in on abilities as opposed to progress in years, staged retirement to take into consideration steady exit from the labor force with re-work, and the development of HR jobs to incorporate guiding of more established specialists to inspire them in proceeded with work.

Medical services and retirement benefits top the rundown of what 50-and-more established specialists at large companies search for in choosing whether to remain with an association, despite the fact that intangibles like balance between serious and fun activities, the amazing chance to work with top quality partners and hands on acknowledgment additionally assume critical parts. Auer and Fortuyn (2000), express that while retirement approaches comprise a "push factor for non-work of old-matured specialists, benefits frameworks and strategies are a "pull factor. It is very much noticed, particularly in cutting edge European government assistance nations that more liberal annuity benefits will quite often haul old-matured specialists out of business even before ordinary retirement age however the accessibility of retirement assets to more seasoned laborers adds to the "pull element of retirement.

A skeptical view by Borsch-Supan (2003), a maturing labor force driven by low ripeness and longer future adversely affects monetary development through a bunch of interrelated systems: diminishing work input because of low populace development and maturing; diminishing paces of reserve funds and capital aggregation because of expanding reliance proportions and the social expense of long haul care; diminishing interest in the human resources of the youthful age because of expanding social government assistance costs; lower level of advancement and remodel and additionally elements. In any case, then again, Scarth (2002), for instance, states

that that a maturing labor force could prompt efficiency development by spurring "expanded interest in human resources as work turns into a moderately scant creation factor.

The Pensions Act, accommodates the award and controlling of annuities, tips and different remittances in regard of the public help officials under the Government of Kenya. The advantages of government backed retirement plans incorporate age benefits, survivors benefit, shortcoming benefit, withdrawal benefit, migration award, and such different advantages as might be endorsed by the Minister. The Pensions Act, accommodates installment of annuity advantages to wards upon death of the representative in help or on retirement, on condition that the worker has been in useful work for at least ten years.

2.6.2.8 Personnel Recognition Benefits

Employee welfare has been defined by Mishra and Bhagat (2007) as a state of wellbeing, health, happiness, prosperity and the development of human resources which involves both the social and economic aspects. The social concept of welfare refers to the welfare of the average worker, his family and his community at large while the economic aspect of the welfare package covers promotion of economic development by increasing production and productivity. If an employee enjoys his time off, gets rest, eats well and takes care of himself, he will have more energy to devote to the job. A happy home life usually translates into a happy work life, and problems at the home front usually clock in when the worker does.

While employee compensation affects productivity, some factors may boost output without costing the company anything. Pay is a part of it, but an employee needs to feel validated if he is

to be productive. She needs to feel her work is worth something, and she needs to believe she is justly compensated. While good wages and benefits help, validation doesn't even have to be monetary. A simple 'thanks' can go a long way in making a worker feel valued. Related to validation, an employee will be more productive when he can see where he fits in the big picture. He doesn't want to just be a cog in the machine. He needs to have a handle on the whole operation, which may be a plus because he may show he can do more than his job. He needs to know the supervisor will listen to his suggestions and ideas (Lake, 2000).

Employee recognition as a form of reward can be both tangible and intangible. Tangible recognition comes in many forms, such as “employee of the month, perfect attendance, or other special awards. Recognition can also be intangible and psychological in nature. Feedback from managers and supervisors that acknowledges extra effort and performance of individuals provides recognition, even though monetary rewards are not given. Both tangible and intangible recognition can be used as part of employee retention efforts and managers have been trained to make special effort to recognize employee performance and service (Gostick, 2000).

Coupled with co-worker relationships is having supportive supervisory and management relationships. A supervisor builds positive relationships and aids retention by being fair and nondiscriminatory, allowing work flexibility and work/family balancing, giving employee feedback that recognizes employee efforts and performance and supporting career planning and development for employees Bernthal, (2001). Abbasi (2000) continue to state that workers do pay attention to their co-workers, and discontent can spread rapidly among an organization if some employees are negative or don't do their fair share. On the other hand, an enthusiastic work

crew that helps one another out can make even a seemingly dead-end job pleasurable. If the work crew has minimal turnover, this lets the worker know his job probably won't disappear overnight.

The employee will also be more productive when she knows the job is doable with the tools the company gives her. This may mean office equipment that doesn't conk out during heavy periods, machinery that works well and procedures that are streamlined enough to get the job done without a lot of wasted effort. A growing number of organizations offer awards to employees for extended service, work-related achievements and suggestions for improving organizational effectiveness. Awards are often in the form of gifts and travel rather than cash. Suggestion systems offer incentives to employees who submit ideas that result in greater efficiency or profitability for the company (Bernardin, 2007)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter explains the various techniques and practices applied in this study for the compilation of data, how they are coordinated then analyzed.

3.2 Research Design

Research designs are ideas and the processes for research that length the shapes from large theories to comprehensive methods of data collection and evaluation (Creswell, 2011).

This study used a illustrative research design. This design was deemed correct because it is thought suitable for gathering the qualitative information and values.

3.3 Population of the Study

A population is the total collection of aspects about which researcher had wished to make judgments (Cooper& Schindler, 2003 cited in Friday, 2006). The population amount of this study was two hundred (200) persons according to the survey and boss of division report.

3.3.1 Sample Frame

The sample frame explains the list of all populations units from which the sample was selected (Cooper & Schindler, 2007). From table 3.1, the distinct population of interest was from two (2) buildings. It involved only the facilities management practitioners and staff using the facilities in the two selected building. The Table 3.1 below shows the distribution of the respondents in the two chosen structures in LASUCOM, Ikeja, Lagos State.

Table 3.1: Sample frame of facilities practitioners and Users

	Communities	Users		Facilities Management Practitioners		Total
		Male	Female	Male	Female	
1.	Faculty of Clinical Science	64	61	9	3	137
2.	Office Block	44	32	-	-	76
	Total	108	93	9	3	213

Source: Field survey, 2018.

3.3.2 Sample Size Determination

Sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample. To ensure the determination of accurate sample size, the statistical formula derived by Taro Yamane (1964) was employed.

$$n = \frac{N}{1 + N(e)^2}$$

Where:

N = population

e = sampling error

n = sample size

N=213, e=5% (0.05)

$$n = \frac{213}{1 + 213(0.05)^2}$$

n = 138.9885807504078

n = 139 approximation.

3.4 Sampling Procedure and Sample Size

According to Kothari (2004), sampling technique refers to the technique or the procedure the researcher would adopt in selecting items for the sample. In this study, convenient sampling

technique was used to select sample. Convenience sampling (also known as availability sampling) is a specific type of non-probability sampling method that relies on data collection from population members who are conveniently available to participate in study. The sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample. The sample size for this study is one hundred and thirty nine (139).

3.5 Research Instruments

In this survey, questionnaire was used to compile data to determine employee relations and its effects on employee productivity. Only determined statement based upon research objectives and was included. All questions were closed to elicit standardized response in the instruments used. This study believed a 5 point Likert scale: Strongly Agree (5); Agree (4); Undecided (3); Disagree (2); Strongly Disagree (1). The questionnaire comprises two (2) sections.

Section A comprised the biodata of the respondents.

3.6 Validity and Reliability of the Instrument

In this study, the research instruments (questionnaire) used in this study, the opinion of the supervisors and propose adjustments will be sought. Validity discusses the gradation to which a research study measures and processes what it intends to measure while reliability's purpose is to analysis the goodness of conceptual and operational definitions. The reliability will be censured by testing the instruments for the reliability of values (Alpha values) as recommended by Cronbach, (1946).

3.7 Collection of Data

The descriptive statistics have been used here such as frequency, standard deviation will be used for the study of the research enquiries though the premises testing will be done with Kendall rank correlation coefficient via SPSS (Statistical Package for Social Sciences) computer software

version 26.0 was used to run the analyses. The Kendall rank correlation coefficient is commonly referred to as Kendall's tau coefficient (after the Greek letter τ), is a statistic used to measure the ordinal association between two measured quantities.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

41. Introduction

The study findings are presented to establish employee relations and its effects on employee productivity: A Study of LASUCOM. The data was gathered exclusively from the questionnaire as the research instrument. The questionnaire was designed in line with the objectives of the study.

4.2 Analysis and presentation of Data

4.2.1 Analysis and presentation of data of bio-data

Socio-demographics of the respondents that were analysed include gender, age-brackets, marital status, educational and length of service are presented as follows.

Table 4.2.1: Gender distribution of respondents

Variable	Frequency	Percent	Valid Percent	Cumulative Percent
Male	39	28.1	28.1	28.1
Female	100	71.9	71.9	100.0
Total	139	100.0	100.0	

Sources: Field Survey, 2018.

Table 4.2.1 shows that 39 (28.1%) are male while 100 (71.9%) are female

Table 4.2.2: Age Bracket distribution of respondents

Variable	Frequency	Percent	Valid Percent	Cumulative Percent
18 – 20	27	19.4	19.4	19.4
21 – 25	78	56.1	56.1	75.5
26 – 30	34	24.5	24.5	100.0
Total	139	100.0	100.0	

Sources: Field Survey, 2018.

Table 4.2.2 shows that 27 (19.4%) are between 18 – 20 years, 78 (56.1%) are between 21 – 25 years while 34 (24.5%) are between 26 – 30 years.

Table 4.2.3: Marital Status distribution of respondents

Variable	Frequency	Percent	Valid Percent	Cumulative Percent
Single	29	20.9	20.9	20.9
Married	93	66.9	66.9	87.8
Others Please Specify	17	12.2	12.2	100.0
Total	139	100.0	100.0	

Sources: Field Survey, 2018.

Table 4.2.3 shows that 29 (20.9%) are single, 93 (66.9%) are married while 17 (12.2%) are others

Table 4.2.4: Educational distribution of respondents

Variable	Frequency	Percent	Valid Percent	Cumulative Percent
HND	27	19.4	19.4	19.4
B.Sc.	105	75.5	75.5	95.0
M.Sc.	7	5.0	5.0	100.0
Total	139	100.0	100.0	

Sources: Field Survey, 2018.

Base on the respondent's education, table 4.2.4 shows that 27 (19.4%) are HND holder, 105 (75.5%) are B.Sc. holder while 7 (5%) are M.Sc.

Table 4.2.5: Length of service

Variable	Frequency	Percent	Valid Percent	Cumulative Percent
1-10 years	26	18.7	18.7	18.7
11-20 years	106	76.3	76.3	95.0
21-30 years	7	5.0	5.0	100.0
Total	139	100.0	100.0	

Sources: Field Survey, 2018.

Table 4.2.5 shows that out of 139, 26 (18.7%) are between 1-10 years, 106 (76.30%) are between 11-20 years and 7 (5%) are between 21-30 years.

4.2.3 Analysis and Presentation of data According to Research Questions

Table 4.2.5: The importance of Employee Relations

Statement	N	Mean	Std. Deviation
Strong employment relations create a pleasant atmosphere within the work environment.	139	4.1511	.93958
Employment relations increase the employee motivation.	139	3.9856	.99262
Management has invested into employee relations programs to experienced increases in the productivity.	139	3.6691	1.10590
Employment relations encourage a loyal workforce.	139	4.1727	.90832
Creating a sound work environment with management and strong employer- employee relation can be the vital key to any businesses success.	139	4.1942	.87541

Sources: Field Survey, 2018.

. Table 4.2.5 shows that the respondents happy with the perspectives in regards to the significance of worker relations that solid work relations make a wonderful climate inside the workplace, Employment relations increment the representative inspiration, Management has put into worker relations projects to experienced expansions in the efficiency, Employment relations support a devoted labor force, Creating a sound workplace with the board and solid boss worker connection can be the essential key to any organizations accomplishment with method for 4.1511, 3.9856, 3.6691, 4.1727, 4.1942 separately and standard deviation .93958, .99262, 1.10590, .90832 and .87541. This infers that the administration has lays out great connection with their workers since they knows the importance of representative relations in the association.

Table 4.2.6: The Factors Related To Employee Relations

Statement	N	Mean	Std. Deviation
Good Communications	139	3.7626	1.10061
Motivation	139	3.9640	1.02441
Managing perceptions and beliefs	139	4.1151	.89345
An ethical approach	139	4.0863	.93624
Clear expectations	139	4.0647	.98693
Conflict Resolution	139	4.0863	.98158
Company Rules and Expectations	139	4.2086	.92058
Work assignment	139	3.9281	.98275
Conflict resolution	139	3.9353	1.13705
Self-awareness and personal impact	139	4.0935	.96978

Sources: Field Survey, 2018.

. Table 4.2.6 shows that the respondents happy with the perspectives that the elements connected with representative relations are great interchanges, inspiration, overseeing insights and convictions, a moral methodology, clear assumptions, compromise, organization rules and assumptions, work task, compromise and mindfulness and individual contact with method for 3.7626, 3.9640, 4.1151, 4.0863, 4.0647, 4.0863, 4.2086, 3.9281, 3.9353 and 4.0935 separately and standard deviation 1.10061, 1.02441, .89345, .93624, .98693, .98158, .92058, .98275, 1.13705 and .96978. This infers that the administration has great measure to decide representative relations with the association

Table 4.2.7: Employee Relations and Employee Performance

Statement	N	Mean	Std. Deviation
Employee has expectation of fair and just treatment by the management.	139	3.9928	1.01079
Management treats all employees as individuals and in a fair manner.	139	4.3957	.75775
Employee favoritism is avoided.	139	3.9928	1.08010
Management makes the employees' job monotonous.	139	4.0791	.92521
Management makes job more challenging.	139	4.2950	.75617

Sources: Field Survey, 2018.

Table 4.2.7 shows that the respondents satisfied with the views that regarding employee relations and employee performance that employee has expectation of fair and just treatment by the management, management treats all employees as individuals and in a fair manner , employee favoritism is avoided, management makes the employees' job monotonous and management makes job more challenging with means of 3.9928, 4.3957, 3.9928, 4.0791, 4.2950 respectively and standard deviation 1.01079, .75775, 1.08010, .92521 and .75617. This implies that the management has builds a good relationship with their staff to improve performance through good communications, motivation, clear expectations, work assignment and self-awareness and personal impact.

Table 4.2.8: Employee Relations and Employees' Productivity

Statement	N	Mean	Std. Deviation
Management maintains a continuous interaction with the employees.	139	4.4676	.70508
Management employee updated about organization's policies, procedures and decisions.	139	4.3885	.78492
Management informed employees to make sound decisions and remain motivated and productive.	139	4.1871	.95983
Employee feels as a member of organizational family in this manner.	139	4.1079	.95318
Management rewarded and appreciated employee for a well-done job or for achieving/over-meeting their targets.	139	4.1871	.92914

Sources: Field Survey, 2018.

Table 4.2.8 shows that the respondents satisfied with the views that regarding employee relations and employee productivity that Management maintains a continuous interaction with the employees, Management employee updated about organization's policies, procedures and decisions , Management informed employees to make sound decisions and remain motivated and productive, Employee feels as a member of organizational family in this manner, Management rewarded and appreciated employee for a well-done job or for achieving/over-meeting their targets with means of 4.4676, 4.3885, 4.1871, 4.1079, 4.1871 respectively and standard deviation

.70508, .78492, .95983, .95318 and .92914. This implies that the management has builds a good relationship with their staff to improve employee productivity through continuous interaction with the employees, employee updated about organization’s policies, procedures and decisions and motivation.

4.3 Test of hypotheses

Hypothesis 1

H₀: There is no significant relationship between employee relations and employee productivity.

H₁: There is significant relationship between employee relations and employee productivity.

Hypothesis 2

H₀: Employee relations do not improve employees’ performance

H₁: Employee relations improve employees’ performance

Test of Hypothesis 1

H₀: There is no significant relationship between employee relations and employee productivity.

H₁: There is significant relationship between employee relations and employee productivity.

Table 4.3.1: Employee Relations and Employee Productivity

		Employee Relations	Employee Productivity
Employee Relations	Pearson Correlation	1	.561**
	Sig. (2-tailed)		.000
	N	139	139
Employee Productivity.	Pearson Correlation	.561**	1
	Sig. (2-tailed)	.001	
	N	139	139

** . Correlation is significant at the 0.01 level (2-tailed).

From the Table 4.3.1, the Kendall rank correlation coefficient results between employee relations and employee productivity shows that the p-value of 0.000 ($p < 0.05$) which implies that;

employee relations influence employee productivity. Therefore, null hypothesis hereby rejected and alternate accepted. The study therefore states that there is significant relationship between employee relations and employee productivity.

Test of Hypothesis 2

H₀: Employee relations do not improve employees’ performance

H₁: Employee relations improve employees’ performance

Table 4.3.2: Chi-Square Test Statistics between

	Employee has expectation of fair and just treatment by the management.
Chi-Square	219.577 ^a
Df	4
Asymp. Sig.	.000
Mean	4.880

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 31.2.

The worth of the mean was 4.88 which is around 5. The worth of 5 designates "firmly concur" to the examination question. This suggests that reception of vital administration impacts seriousness. The Chi-Square test is 219.577a with P. worth of 0.000. The P-esteem is beneath the 5% degree of importance for this review. Accordingly, the review dismisses the invalid theory that representative relations don't work on representatives' presentation. The concentrate subsequently presumes that representative relations work on representatives' exhibition.

4.4 Discussion of Findings

The findings revealed that strong employment relations create a pleasant atmosphere within the work environment, increase the employee motivation, increases productivity and encourage a loyal workforce. This findings is supported by March and Simon (2011) who views that the employment exchange as one where the organization offers inducements in return for employee contributions. Individual employees are satisfied when there is a greater difference between the inducements offered by the organization and the contributions given in return. From the organization’s perspective, employee contributions need to be sufficient enough to generate inducements from the organization, which in turn need to be attractive enough to elicit employee contributions. The study also shows the factors related to the employee relation such as good

communications, motivation, managing perceptions and beliefs, an ethical approach, clear expectations, conflict resolution, company rules and expectations, work assignment, conflict resolution and self-awareness and personal impact.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

The impact of a strong representational relationship on employee performance is investigated in this study. The study separates the importance, determinants, and impact of representative relationships on worker performance. The assessment informs the board of various associations with the effects of relationship rehearsals between managers and employees. It will also highlight the employee relations procedures that firms might make available to their representatives. It will enable students and academics to comprehend the reasons, consequences, and solutions to unfavorable representational relationships. The study found that good business relationships create a pleasant atmosphere in the workplace, and that inspiration, corporate norms, and assumptions are all important aspects of representative relationships.

5.2 Conclusion

Representatives are among an association's most significant assets and authored as most important resources. The nature and measure of work performed by them straightforwardly affect the efficiency of an association. So keeping up with sound worker relations in an association is a pre-imperative for any association to make development and progress. Representative relations is a wide term that integrates many issues from aggregate haggling, discussions, business regulation to later contemplations, for example, balance between serious and fun activities, equivalent open doors and overseeing variety. It contains the practices or drives for guaranteeing that Employees are blissful and are useful. Representative Relations offers help with an assortment of ways including worker acknowledgment, strategy improvement and understanding, and a wide range of critical thinking and question goal.

It includes taking care of the compensation work deal, managing business practices, agreements of work, issues emerging from business, giving representatives a voice and speaking with representatives. Representative relations is worried about keeping up with worker business connection, which adds to palatable efficiency, expansion in representative assurance and inspiration.

5.3 Recommendations

- i. Employees ought to be dealt with decently and truly.
- ii. The connection among the executives and representative ought to be described by a worry for value and equity and this will require the correspondence of adequate data about changes and improvements.
- iii. Employees' feedback ought to be perceived and esteemed by the business.
- iv. Effective correspondence of business related data ought to be laid out actually to guarantee that representative knows about the business related liabilities and assumptions.
- v. Motivation by work acknowledgment ought to be laid out to urge worker to perform reliably and put their maximum effort in work.
- vi. There ought to be fair strategies and practices showed by the administration of association to set out equivalent open doors and give equivalent treatment to representatives with no inclination which advances uplifting outlook towards association and work among representatives.
- vii. Job fulfillment as far as compensation, valuable learning experiences and workplace can be given by the organization to fulfill laborers and make them blissful and are more useful than different specialists who need work fulfillment.

5.4 Suggestion for further studies

Further examinations ought to be continued workplace includes the atmosphere made by association as well as colleagues. The board frameworks representatives portrayed their collaborators as lovely and co-usable. The review ought to likewise zero in on input and direction from bosses - keeps representatives on target with respect to work targets they have accomplished, regardless of whether they have accomplished in time, what the association anticipates from them and how they can achieve shared advantages and make the examinations to energize worker assessment.

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