EMPLOYEE RELATION AND IT`S EFFECT ON EMPLOYEE PRODUCTIVITY

Project Report submitted in partial fulfillment

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Submitted by

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BONAFIDE CERTIFICATE

Certified that this project report **"EMPLOYEE RELATIONS AND ITS EFFECT ON EMPLOYEE PRODUCTIVITY"** is the bonafide work of **"SALONI PRIYA (19GSOB1010124)"** who carried out the project work under my supervision.

SIGNATURE OF DEAN   **SIGNATURE OF SUPERVISOR**

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PROJECT WORK CERTIFICATE

This is to inform that **SALONI PRIYA** has successfully completed freelance project work under the guidance of **MISS SHREYA SINGH.**

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

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

Sincerely,

MISS SHREYA SINGH

<u>Approval Sheet</u>

This thesis/dissertation/report entitled (Title) by (Author Name) is   approved for the degree of _____ (Degree details).

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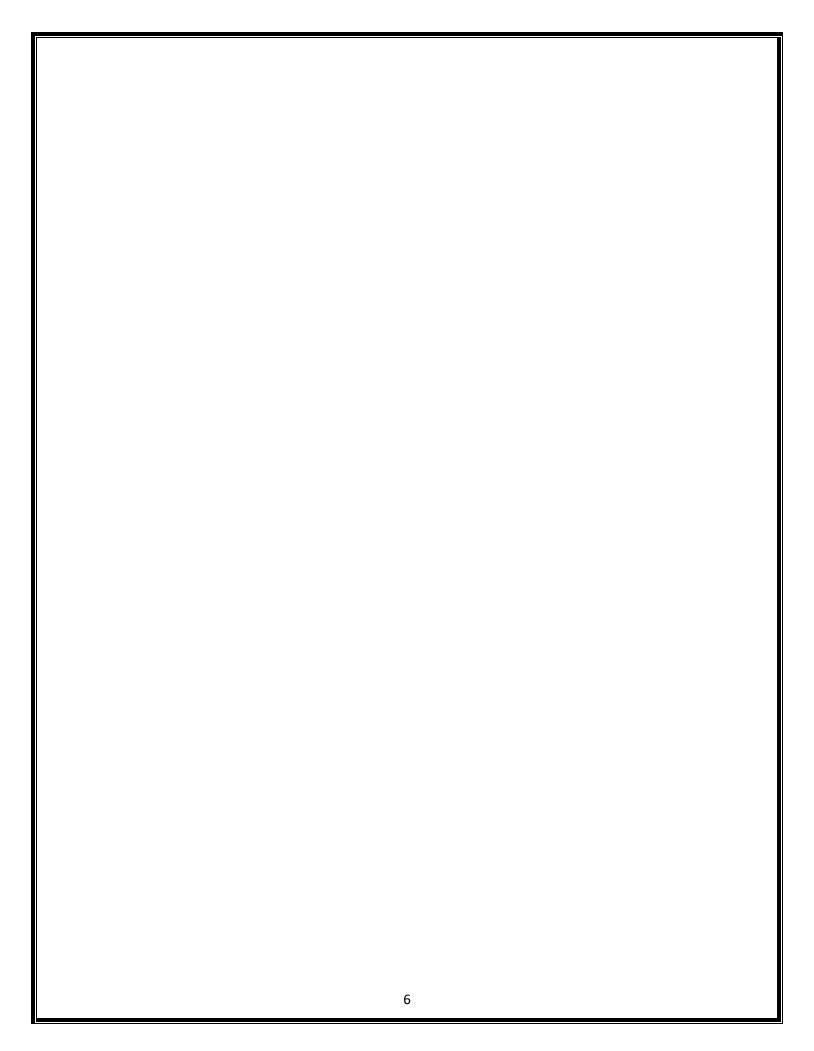**Place:** _____

Statement of Project Report Preparation

1. Thesis title: **Employee relations and its`s effect on employee productivity**

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3 Project Supervisor was referred to for preparing the report.

4. Specifications regarding thesis format have been closely followed.

5. The contents of the thesis have been organized based on the guidelines.

6. The report has been prepared without resorting to plagiarism.

7. All sources used have been cited appropriately.

8 The report has not been submitted elsewhere for a degree.

(Signature of the student)

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Every student have to submit the statement of thesis preparation

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ABSTRACT

One of the most pressing issues facing most organizations today is the need to raise employee productivity. There is a widespread belief that productivity improvements can only be achieved through a fundamental reform in the area of employee relations. Changes are thought to be necessary both in the organization and structure of work and in the way in which employees are trained, remunerated and motivated. Moreover, it is argued that these changes cannot be separated from the need to overhaul our system of interest representation and dispute resolution. The activities of trade unions and the operations of arbitration tribunals are often viewed as impediments to management efforts to lift the competitive performance of their organizations. The purpose of this study is to evaluate these arguments, identify ways employee relations affect productivity, and how to improve productivity in organizations.

The descriptive statistics such as frequency, standard deviation will be used for the analysis of the research questions while the hypotheses 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

Study's 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.

. Employee relations is a broad term that incorporates many issues from collective bargaining, negotiations, employment legislation to more recent considerations such as work-life balance, equal opportunities and managing diversity. It comprises of the practices or initiatives for ensuring that Employees are happy and are productive.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Employees are among an organization's most important resources and coined as most valuable assets. The nature and amount of work performed by them have a direct impact on the productivity of an organization. So, maintaining healthy employee relations in an organization is a pre-requisite for any organization in order to achieve growth and success. Employee relations is a broad term that incorporates many issues from collective bargaining, negotiations, employment legislation to more recent considerations such as work-life balance, equal opportunities and managing diversity (Armstrong & Stephens, 2016). It comprises the practice or initiatives for ensuring that Employees are happy and are productive. Employee Relations offers assistance in a variety of ways including employee recognition, policy development and interpretation, and all types of problem solving and dispute resolution. It involves handling the pay–work bargain, dealing with employment practices, terms and conditions of employment, issues arising from employment, providing employees with a voice and communicating with employees (Frank & Jeffrey, 2010).

Employee relations is concerned with maintaining employee-employer relation, which contributes to satisfactory productivity, increase in employee morale and motivation (Ahmad & Shahzad, 2011). According to Onyango (2014), employee relations can be seen primarily as a skill-set or a philosophy, rather than as a management function or well-defined area of activity. Despite well-publicized instances of industrial action, the emphasis of employee relations continues to shift from 'collective' institutions, such as trade unions and collective bargaining, to the relationship with individual employees. The ideas of 'employee voice' and the 'psychological

contract' have been accepted by employers and reflected in their employee relations policies and aspirations.

Employee relations skills and competencies are still seen by employers as critical to achieving performance benefits through a focus on employee involvement, commitment and engagement (Tepper, Moss, Lockhart, & Carr, 2017). Employee relations is seen as strategic in terms of managing business risk: both the downside risk of non-compliance with an expanded body of employment law, and the upside risk of failing to deliver maximum business performance (Ahmad & Schroeder, 2013; Tepper *et al*, 2017).

1.2 Statement of the Problem

Poor employee relations hinder the overall workflow of an organization and damage organization organization's reputation. Most workers in some organization in Nigeria do not produce more simply because of the poor relationship between the employers and employees. Employee cannot put up their best performances at workplace when they are not happy with the employer or even with their colleague. Poor employee relations will affect employees' performance and organization's productivity. Poor employer-employee relationship results in strike action and lockout. Employees displayed their grievances through strike action and lockout. Strike action and lockout reduces productivity drastically. Employee relations or industrial relations is basically relationship between employees and employer collectively.

1.3 Aim and Objectives of the Study

The aim of this study is to assess the impact of good employee relation on employee performance. The specific objectives are;

1. To understand the importance of employee relations.

2. To identify the factors related to employee relations.

3. To analyze the impact of employee relations on employee performance.

4. To establish the extent to which employee relations has improved employees' performance.

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

H_0: There is no significant relationship between employee relations and employee productivity.

H_1: There is significant relationship between employee relations and employee productivity.

Hypothesis 2

H_0: Employee relations do not improve employees' performance

H_1: Employee relations improve employees' performance

1.6 Significance of the Study

The intention of this study is to investigate the employee relations and its effect on employee productivity. The study will benefit both employees and employers. It will benefit the employees

in the sense that each employee will be given an opportunity to state their individual perceptions toward employee relations and its effect on employee productivity, and make recommendations as to what they feel the firms should do to improve employee relations. The management will benefit from the study too, as the findings will be presented to them with recommendations from the respondents. It will also serve to make them understand the benefits of good employee relations and it influence on employee productivity.

It will enlighten management of various organizations of the effects of relationship practices between employers and employees. It will also bring out specifically, the employee relations practices which the companies have been able to make available to their employees. It will enable students and academicians to understand the causes, consequences and solution of poor employee relations. The study assists the management of Lagos State University College of Medicine (LASUCOM) with their efforts and endeavors toward productivity improvement which are engagement survey, leadership development, workplace health and safety and outplacement. It will also highlight factors related to employee relations and the impact of employee relations on employee productivity.

1.7 Scope of the Study

The scope of this study will cover employee relations and its effects on employee productivity. The study will be done mainly in in Lagos State University College of Medicine (LASUCOM), Lagos State where the researcher will be able to get all the relevant employees.

1.9 Operational definition of terms

Employees are among an organization's most important resources and coined as most valuable assets.

Motivation is the desire to achieve some given targets at any given time. It is a difference between sleeping state of mind and action on ground. Motivation is a self- esteem any can have in one's inner self yet requires a stimulus for being motivated.

Performance: This is the accomplishment of an employee, organization in relation to stated goals and objectives.

Productivity: This is achieving the highest level of performance with the least expenditure on resources.

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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of the literature related to the purpose of the study. The chapter aims at the critical points of current knowledge to convey the knowledge and ideas that have been established, and what their strengths and weaknesses are with regards to the study. The literature review is based on authoritative and original sources such as journals, articles, books, thesis and dissertations.

2.2 Employee Relations

Employee Relations is a set of organizational functions and practices that deals with issues related to people as staffing, compensation and benefits, performance management, organization development, health and safety, communication, and administration. Employee Relation Practices are viewed as ambiguous over the past years. Competition forced Employee Relations to perform a strategic role as a business partner instead of adopting ER practices only to take disciplinary actions and advocating employees (Som, 2015).

Michael (2005) quoted in Som (2015) defined that Employee Relations is to manage relationship between employer and employees with ultimate objectivity of achieving optimum level of productivity in terms of goods and services, employee motivation taking preventive measures to resolve problems that affect adversely the working environment. Employee Relation Managers exercise their expertise to provide guidelines to the line managers how to improve performance and behavior of the employees. Employee relation managers provide assistance to the business

managers in resolving employee grievances, disputes and legal matters. This is one of the basic responsibility of employee relations department to provide information to internal customers about rules, regulations, policies, goals and targets of the organizations to communicate vision and mission of the Management. Companies provide best quality services enjoy high level of customer retention and comparatively good rate of employee retention. Customers Retention leads to good business and ultimately increases employee retention level. Retention of employees refers to satisfied employees that results loyal customers. Employees are considered as internal customer as they require the same level of satisfaction against their services rendered for the company as the customer of corporate services or corporate products requires.

Employee relations deal its employees as its customer because ER Managers run their day to day business with the help of its employees and for these employees. Satisfied customers exhibit revenue growth and firm's level of performance. Progressive Employee Relations practices are found behind success of leading organizations. ER practices are commonly known by the traditional titles but it is up to the management that chooses the best fit practices to fulfill the requirements matching to the culture of the organization. Organizations implement Employee Relation Practices to polish skills of its employees which ultimately lead to better organizational performance (Rawashdeh & Al-Adwan, 2012).

ER practices impart a significant role to enhance performance of organizations indirectly. Performance of employee depends upon job satisfaction, compensation and benefits structure, reward plans, promotions, motivation, environment, training and succession planning. Along with this, modern tools, techniques and sophisticated technology used by organizations for

Employee Relations create competitive advantage over competitors (Michael, 2005). Performance Management of Employees is a complex and integrated process of setting up a common employees understanding about targets to be achieved in an organization and aligning the corporate objectives with the measures like skills, competencies required for a job, employee development plans and the ultimate results delivered by them. The main focus of performance management is on continuous improvement, learning advanced and new technologies and skill development to achieve set targets through overall corporate strategy and to construct a workforce that can perform with the highest standards

According to Qureshi, Akbar, A.Khan, Sheikh, & Hijazi (2010), the responsibilities of Employee Relations Department have been viewed as ambiguous over the past years. By the evolving Information Technology and arising need for new management techniques ER professionals were given importance. ER department enriches organization from Job Identification to Exit Interviews. It was not clear to intellectuals whether to assign manpower handling duty to Accounts or to Admin Managers. ERD was not clear in its responsibility whenever established. ERM was called on to develop systems to increase performance. Since the evolution of modern ER Management, motivated employees and employee turnover in an organization have been the core issues for ER Managers. Business managers need motivated employees and want to retain experienced employees but did little to find real time solutions.

2.2.1 Conflict handling and Unions

In its basics the conflict is difference of opinion. This difference of opinion occurs due to some reasons like your targets and goals or preferences, no chemistry between decision makers, lack of

available resources, style of interacting with people or communication and sometimes the reason of conflict is ethics and principles. Confliction does not matter but how the organizations handle conflicts does matter a lot. It has been observed that the most separations are because of conflicts over communication style and personalities and more over these separations take place where conflicts are not handled properly (Qureshi *et al*, 2010).

Nankervis (1993) cited in Qureshi *et al* (2010) stated that the role of unions is not effective in the Australian hotel industry. A comparative study suggests that maximum from hotel industry have about 50% of their employees involved in union activities and they take it as their basic right to enjoy unionism to solve their issues on wages and benefits.

2.2.2 Discipline

According to Pradeep & Prabhu (2011), rules, regulations, procedures, laws, constitutions and religious books define a framework to perform the routine tasks in personal and professional life within a circle. These are called discipline and disciplinary procedures which are defined by the organizations are set to maintain discipline. The disciplined forces usually bring better results that undisciplined forces. Same is the scenario in hospitality sector that the service providers perform as per defined procedures set by the hoteliers keeping in view rating standards. Obviously these disciplinary procedures bring about better performance and streamline work attitude to satisfy the corporate objective that is to please the guest. Abiding by the rules of the hotel during shift hours creates a chain of tasks done that brings good results within 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 self-explanatory term that refers to the benefits which an employee receives at job yet need to qualify for certain benefits. Mainly benefits are included annual leaves, sick and casual leaves, short working hours, medical assistance plans, child education plan for employees, gratuity, provident fund, bonuses, free meal coupons, transport facility, uniform, recreational tours, discount coupons etc. Employees focus on the benefits plans offered at the time of joining any orgnization and compare it with the market trends in the same industry.

Nankervis (1993) cited in Pearce and Peters (2015) researched that in hospitality sector where all operational departments are running the daily affairs the house-keeping staff is recruited at base level pay and get promotions on supervisory levels later on but it takes years. Hotel salaries are lower than average even though they contribute significantly to overall operating costs. The low levels of pay results low level performance therefore he suggested pay plans should have a minimum salary and maximum incentive mix of Pay Structure to recruit and retain new and old employees and total package should be enough to provide incentives and encouraging employees

to stay. He defined that less than one third 5 star hotels, resorts and four-star pay as per official wage rates (Pearce & Peters, 2015).

2.2.5 Training

Training is a well-planned and organized process to mend and improve employees' attitude, their level of knowledge, enhancing skills and changing behavior through continuous learning and feeding in order to achieve a set level performance .Its purpose is to develop abilities, to increase job satisfaction and motivation among employees, to enhances process efficiencies to gain financial benefits, to adopt new technologies and to increase innovations, to reduce employee turnover, to build company image, to manage risk, to provide chance of growth within the Organization, to have ample number of well trained staff to meet the corporate objectives, To provide information about company's history, to provide introduction of the other departments of the hotel and to provide information about human resource policies, rules and regulations resulting reduced learning time (Pearce & Robinson, 2007).

Memon (2009) researched that the employees de leads to the improvement in the decision making participation, empowerment, improved system of goods production, training and skills development sessions of employees and performance contingent incentives are the tools to improve the performance of employees that leads to the performance of the organization. The firms create environment that provide knowledge and skills in development of workforce that provides competitive advantage because it is difficult for competitors to imitate these skills.

America (2007) narrated that it has been identified that training and development is associated with improved recruiting procedures, well defined system for rewards and procedure for accountability, friendly and open environment at workplace, style of the Management to communicate with the employees and wise and effective use of resources. The ability to create exclusive team through in-house training and development sessions are cost effective way to get sustainable advantage.

2.2.6 Motivation

Motivation is the desire to achieve some given targets at any given time. It is a difference between sleeping state of mind and action on ground. The can do approach and the procrastination are best examples to clearly define motivation. Basically it is instinct to complete internal motives. Motivation is a self-esteem any can have in one inner self yet requires a stimulus for being motivated. Motivated employees are the asset of an organization especially in the hospitality industry where the guest of strange nature comes with a mind to get satisfaction 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 employee relation has been used synonymously with industrial relations and employment relations. According to Lewis *et al* (2003) Industrial Relations is associated with the declining "Smokestack industries and blue collar workers and the accompanying emphasis upon Collective Bargaining Agreements between employers and Trade Unions. Employee relations suggest a wider employment canvas being covered with equal importance attached to non-union employment arrangements and white collar jobs. It is concerned with the social economic relationship that forms and revolves around a contract between the parties to perform work in return for employment benefits such as remuneration (Perkins & Shortland, 2006 cited in Khan, 2012, p.60). The emphasis on both employee relations and industrial relations is on participation, process and practices (Baker, 2012).

The employment relationship is an economic, social and political relationship in which employees provide manual and mental labour in exchange for rewards by employers (Lewis, Thornhill & Saunders, 2003 cited in Khan, 2012). Due to increased global competition over the last three decades, organizations have emphasized on labour efficiency and cost control (Perkins & Shortland, 2006). This has called for effective employee relations strategies that enable the employees to dedicate their energy to the achievement of organizational goals. Employee relations show the existence of psychological contracts that is different from any other relationships (Lewis *et al*, 2003 cited in Fuller, Brown, Katou & Dealny, 2016)). There is a non-formalized kind of psychological contract which is based on what each party expects from the

other and is different from the normal written and legal expectations of the parties from each other. Perkins and Shortland (2006) cited in Khan (2012) argue that the socio political relations around employment are not static hence it is important to consider the future of the bipartite and/or tripartite employment systems context for determining the employment relations outcomes. According to Pearce and Robinson (2009) firms actively seek good employee relations whether or not they are bound by union contacts.

Proactive steps in anticipation of employee needs and expectations are therefore characteristic of strategic managers. Organizations should strive to satisfy their employees with good pay, good supervision and good stimulating work (Pearce & Robison, 2009). Employee satisfaction is related to customer satisfaction. Managers believe that productivity is linked to loyalty and to appreciation of manager's interests in employee welfare. According to Herzing and Ruysseveldt (2004) cited in Khan (2012) there are many national characteristics that influence the way in which firms are organized and managed, for example, as put forward by Porter; attitudes towards authority, norms of interpersonal relationships, social norms of individual or group behavior, and professional standards. Porter places special emphasis on labour management relationships because he believes they are central to the ability of the firm to improve and innovate. Employee participation involves direct participation of employees and also trade union representation.

The direct part personally involves employees directly in decisions that go beyond their immediate work tasks. Employee involvement is based on the fact that participation in goal setting has been found to be related to the acceptance and subsequent commitment to the established goals, leading to favorable outcomes in terms of performance and attitudes (Herzing

& Ruysseveldt, 2004 cited in Fuller, Brown, Katou, & Dealny, 2016, p. 755). Lewis *et al* (2003) cited in Fuller, Brown, Katou, & Dealny, 2016, p.770) a managerial policy where employees and employers share goals and agree on the means to achieve them. This he believes will elicit employee's commitment which in turn will yield both better economic performance and greater human development. Managers should give employees responsible autonomy (Lewis *et al,* 2003 cited in Fuller, Brown, Katou & Dealny, 2016, p.770). This involves giving employees the opportunity to have control over their own work situations in a manner that benefits the organization (Lewis *et al*, 2003 cited in Fuller, Brown, Katou & Dealny, 2016, p. 760). Managers give employees status, authority and responsibility. This is based on McGregor theory Y which assumes that employees are responsible people who seek responsibility and are creative. This helps to win employees loyalty and attempts to get employees to adopt the organizational goals (Gould-Williams, 2017).

Direct control has declined with the realization by employers that greater productivity can be achieved using a strategy of responsible autonomy (Lewis *et al*, 2003 cited in Fuller, Brown, Katou & Dealny, 2016). Related to employee relations is employee communication which helps in communicating the strategies of the organization to all the employees. In the era of increasing public accountability it is imperative that organizations can communicate vision and strategy and demonstrate progress and outcomes in achieving that vision. According to Ivancevich *et al* (1997) cited in Gould-Williams (2017) top management should play a role in communicating the strategy to the organizations employees and other stakeholders. Effective communication makes sure people have the information they need and is the foundation for any good relationship.

Being honest and open with employees is especially important at a time when they may be dealing with serious concerns outside of the office.

According to Herzing and Ruysseveldt (2004) cited in Hsu-Hsin, Tzu-Shian, and Ju-Sung, (2011) and Gould-Williams (2017) communication of tasks to be performed should occur with extensive employee involvement and in the context of both immediate positions and the whole organization. As their leader you have the responsibility to lessen any stress they might be feeling by communicating openly. Effective communication is absolutely critical to successful integration of employee**.** Performance expectations, if not properly communicated, are far more difficult to re-work after the fact. Management's openness to staff members' input, feedback, ideas and suggestions is the cornerstone of good communications and strong employee relationships. Everybody wins when they are all part of a supportive team.

2.2.2 Factors related to Employee Relations

Good relationships between employer and employee do not just happen; they are the result of a strategy and activities that employee relations managers design to improve communication between employees and management. Scholars (Hsu-Hsin, Tzu-Shian, and Ju-Sung (2011) have highlighted several ERM practices, which include: employee empowerment and involvement, employee suggestions, collective bargaining, conflict management and grievance redress measures, training and development, transparency in communication, encouraging group activities (teamwork), and work compensation.

2.3.1 Employee Empowerment and Involvement

Empowerment as a recent and advanced manifestation of employee involvement improves employee relations and contributes directly to organizational objectives by increasing skill sets and granting authority to the employees to make decisions that would traditionally be made by

managers. It can encourage employees to be creative and to take risks, which are key components that can give a firm a competitive edge in a fast-changing environment (Hymowitz, 2000 cited in Whitener, 2001, p.522). Employee involvement is operationalized through a process of five essential steps like informing, consulting, sharing, delegating, and empowering (Whitener, 2001).

According to Shapiro (2000) cited in Whitener (2001), organizations are giving efforts to involve employees to different degrees by which staffs are encouraged, enabled and empowered to contribute towards goal attainment. Spritzer *et al*., (1997) cited in Khan (2012), reveals that workers with greater choice concerning how to do their own work have been found to have high job satisfaction. Employee empowerment is more relevant in today's competitive environment where knowledge workers are more prevalent (Khan, 2012). Thus, it is of vital importance that HR managers today understand that empowerment is really a necessary tool to increase employee satisfaction, which will transfer into greater productivity and organizational effectiveness (Khan, 2012, p.56)

2.3.2 Initiating Employee Suggestions

Employee suggestion scheme can be described as a formalized mechanism which encourages employees to contribute constructive ideas for improving the organization in which they work. Implemented ideas are rewarded by a monetary award or some other form of recognition – usually proportionate to the benefits generated. It creates a climate of trust and confidence, job satisfaction and continuous improvement in the company (Werblerm & Harris, 2009). Michael (2005) defines a staff suggestion scheme as a formalized procedure to encourage the employees to think creatively about their jobs, job environment, and to come forward with ideas for which

they will be rewarded on a specific basis, if acceptable and to the advantage of the organization. Day to day employee suggestions is a useful way to obtain and utilize employees' creative ideas especially when operating where innovation and constant improvement plays an increasingly vital part in economic success.

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), productivity is a measure of the quantity and quality of work done, considering the cost of the resources used. The more productive an organization, the better its competitive advantage, because the costs to produce its goods and services are lower. Better productivity does not necessarily mean more is produced; perhaps fewer people (or less money or time) was used to produce the same amount.

McNamara (2003) cited in Pradeep and Prabhu, (2011), further states that, results are usually the final and specific outputs desired from the employee. Results are often expressed as products or services for an internal or external customer, but not always. They may be in terms of financial accomplishments, impact on a community; and so whose results are expressed in terms of cost,

quality, quantity or time. McNamara (2003) cited in (Pradeep & Prabhu, (2011) further notes that measuring productivity involves determining the length of time that an average worker needs to generate a given level of production. It can also observe the amount of time that a group of employees spends on certain activities such as production, travel, or idle time spent waiting for materials or replacing broken equipment. The method can determine whether the employees are spending too much time away from production on other aspects of the job that can be controlled by the business.

Employee productivity may be hard to measure, but it has a direct bearing on a company's profits. An employer fills his staff with productivity in mind and can get a handle on a worker's capabilities during the initial job interview. However, there are several factors on the job that help maximize what an employee does on the job (Lake, 2000). Brady (2000) state that, perhaps none of the resources used for productivity in organizations are so closely scrutinized as the human resources. Many of the activities undertaken in an HR System are designed to affect individual or organizational productivity. Pay, appraisal systems, training, selection, job design and compensation are HR activities directly concerned with productivity. Bernardin (2007) cited in Pradeep and Prabhu (2011) continues to state that controlling labour costs and increasing productivity through the establishment of clearer linkages between pay and performance are considered to be key human resource management (HRM) component of competitive advantage. In addition, increased concerns over productivity and meeting customer's requirements have prompted renewed interest in methods designed to motivate employees to be more focused on meeting (or exceeding) customer requirements and increasing productivity. The best way is to improve production is by establishing a closer connection between employee and management.

2.4 Employee relations and Employee Productivity

2.4.1 Industrial Relations Unions

Both positive and negative effects by unions on performance have been identified. Unions can cause a "shock effect, whereby they induce managers to alter methods of production and adopt more efficient personnel policies (Kathryn, 2008 cited in Som, 2015). The benefits of this are offset, at least in part, when unions favor restrictive work practices, such as clauses that hamper the introduction of new technology and cause firms to pay more for labor than necessary. Unions can reduce staff turnover and this may be of benefit to a business, because high turnover can reduce productivity in a workplace through a direct loss of firm-specific. Unions stress seniority rules and these can be a positive factor as there is a positive relationship between productivity and experience, and a seniority system may emphasize ability and merit (Rawashdeh & Al-Adwan, 2012).

Seniority rules can also reduce conflict between seniority and efficiency Unions can improve worker morale and motivation. The potentially arbitrary nature of decisions such as promotions or layoffs can be reduced by the presence of unions. For example, the employee is more likely to see his employer as fair. Leibenstein (1966) emphasized that one of the major areas for improving what he calls "X-efficiency in the firm is worker morale and motivation. Unions improve communications between workers and management. The opening of communication channels between management and workers can result in integrative rather than distributive bargaining (Dworkin & Ahlburg, 1985). A number of negative factors have also been identified. One of the most well established effects of unionism is the raising of wages, and the associated impact on labor allocation, firm profitability and impact on employment (Kathryn, 2008).

Strike activity is of concern as workdays lost directly affect productivity, as does non-cooperative behavior that precedes or follows strikes. Importantly, unions may repress R&D spending and investments when union rent seeking acts as a tax on the return on investment and limits innovative and investment activities. Further, unions may force firms into inefficient personnel hiring and firing practices.

2.4.2 Employment Practices:

For many years, the management of employment relations in public sector organizations was characterized by the dominance of centralized, highly bureaucratic procedures, which were determined from above, and national collective bargaining machinery. Consequently, the role of the personnel management function was largely restricted to the implementation of standardized procedures and national agreements, with very little scope for discretion (Beaumont, 1992). During the 1980s, however, Conservative governments enacted policies that stimulated the role and authority of managers in the public sector: the emphasis on better value for money and customer service; the devolution of decision-making to smaller business units; and the encouragement of a greater strategic awareness in a context of rigorous financial targets (Winchester & Bach, 1999). Such was the degree of apparent change in the way in which public sector organizations were run, that a new term, the 'new public management (NPM), came to be used to refer to it (Hood, 1991).

NPM comprises three key dimensions. First, it refers to the growth of a stronger, more robust managerial function within public sector enterprises. Second, NPM is closely associated with the devolution of managerial responsibility for decision-making to business units. Third, it is characterized by the development of a more market-oriented approach to the delivery of public

services, based on an assumption that competitive pressures can improve their quality (Bach & Della & Rocca, 2000). Thus the rise of NPM is associated with an increase in managerial authority in the public sector, the elaboration of more sophisticated managerial approaches, and the greater use of management techniques imported from the private sector (Winchester & 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 century, disputes over wages and conditions were resolved or prevented by a system of conciliation and arbitration. This system involved an independent arbitrator, formerly the Conciliation and Arbitration Court, which became the Australian Industrial Relations Commission (the AIRC), that used the law to try to find a satisfactory compromise or outcome for the parties to a dispute that usually involved unions in disagreement with employers. Ironically, this system of dispute resolution largely failed to prevent workplace disputes and strikes by workers and unions. Although there were few lengthy industrial disputes last century, the system of conciliation and arbitration was held responsible for an increase in

short and disruptive strikes. Strikes affect the productivity time of employers and business (Parisi, 1999).

Workplace disputes usually needed to be resolved or arbitrated because of a basic conflict: employers wished to set the terms and conditions of employment for each individual, while employees and their unions wished to bargain collectively with employers to maintain improved wages and entitlements. When disputes eventuated, unions would regularly take strike action, until the State or federal 'umpire' stepped in to resolve the dispute. Many strikes were actually illegal, yet were rarely stopped by civil penalties and statutory sanctions. Although workers' wages and conditions improved under conciliation and arbitration, employers felt that this system of dispute resolution was too costly to business and biased towards the collective bargaining preference of unions (Kathryn, 2008).

After legislative reforms were passed in 1993 and 1996, the unsatisfactory dispute resolution system of conciliation and arbitration changed. Industrial action like strikes or legal action became a 'weapon' for both employers and employees, within a system termed 'voluntary collective bargaining'. In effect, this meant that industrial action could only be used in specific situations to allow award wages and conditions to be maintained and individual and collective bargaining to occur. Employers, employees or their unions could lawfully put forward their case in collective bargaining (or enterprise agreements in certain workplaces) or in relation to new individual agreements (Australian Workplace Agreements). These reforms to the process of negotiating and setting wages and conditions greatly reduced industrial disputes and hence reduced the need for dispute resolution (Kovach, 1995).

New workplace reforms were passed in 2005. These have led to a historic situation in Australian industrial relations: unions, employees and employee associations are greatly restricted in their ability to strike in dispute of proposed employment conditions. This may lead to a greater reduction in industrial action and disputes through the imposition of large fines or legal orders against unions. Employers may also gain greater bargaining power over workers' wages and conditions (Kathryn, 2008).

2.4.4 Employee Communication:

A healthy employee relationship ensures a positive environment at work and also helps the employees to achieve their targets at a much faster rate. People are more focused, can concentrate better in their assignments and hence the output increases. Employees are not engaged in constant fights, are eager to help each other and do not take work as a burden.

They enjoy each and every moment at work and do not take leaves often. Communication is not only important in our daily lives but also plays a crucial role at workplace. It is one of the most important factors which either improves or spoils the relationship among employees (Kovach, 1995).

Depend more on written modes of communication as they are more reliable as compared to verbal communication. An individual might back out if the information is passed on to him verbally as there are no records, but it never happens in written modes of communication. Prefer passing on information through Emails. All the related team members must be marked a carbon copy so that everyone knows what is being communicated to his fellow member. One should master the art of writing emails. Remember an email is nothing but a mirror image of one's

thoughts. Make sure that your mail is self-explanatory and everyone is clear about your ideas and opinions (Hood, 1991).

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. This is so because it manifests itself from the way employee relate to each other at work environment. It affects the, negatively, the employee- employee relations. On the other hand, unhealthy employee- employee relations could also be a source of stress among the employees. In either way, the work performance will ultimately be affected greatly (Rastegary, 1993).

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. Making this work requires providing employees with the training, coaching, and information they need to make intelligent decisions (Ganster & murphy 2000). Communicate clearly and often about everything important about the organizations - One of the greatest sources of employee stress is not knowing - not knowing about changes taking place in the organizations, not knowing their supervisor's job and performance expectations, and not knowing if they are doing a good job. Communicating clearly in these areas not only reduces employee stress, it also helps them do a far better job and also motivates them.

The organization's management should talk with its employees about what makes the organization great, how it brings value to the customers, and how the employees make that possible. People indeed want to feel part of something great, and they want to feel that they are making a significant contribution to that greatness. When they feel this way, they not only become energized by challenges, they're also more able to endure difficulties without becoming burnt out. The management can put this principle into action by making sure that they always deliver a high quality product or service, by talking with employees about the value the r organizations provides to the customers, and explaining how them doing high quality work makes it all possible (Ganster & murphy 2000).

Supervisors play a vital role in determining stress levels and employee- employee relations in an organization. They play a huge role in employee morale, performance, and stress level and ultimately determine job performance. Supervisors who know how to provide guidance, support, and encouragement minimize employee stress. Supervisors with poor management skills or with personal problems with employees, not only can't help employees deal with stressful times, they themselves are a tremendous source of stress. The time and financial resources you invest in selecting and training managers will pay huge dividends in reducing employee stress, increasing productivity, and minimizing turnover (Ganster & murphy 2000).

The management has an obligation to encourage employees to talk Freely and support one another - An "all work and no play environment burns out people quickly. Having a workplace where co-workers can talk without worrying about getting into trouble, is especially important in high pressure jobs. Encouraging connections among co-workers also reduces stress, because having social support reduces the negative effects of stressful situations. According to a large body of scientific research, having supportive friends and family members is one of the most important factors influencing a person's ability to handle stress and major life crises without becoming physically or emotionally compromised.

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).

Ganster & murphy (2000) stated control as a major theme in the literature on stress. Varying levels of personal control and predictability have clear effects on job performance and work stress (Logan & Ganster, 2005; Rastafari & Landy, 1993) as with any stressor, the individual's perception of control or predictability determines his or her response to any situation, and such perceptions are affected by the characteristics of the job and work environment. Perceptions of control in the work place are also related to autonomy, the extent to which employees can how and when they perform the tasks of their job (Hack man &Oldham 1980).overall interventions that enhance perceptions of control on the job ,such a participative decision making or flexible

time schedules are likely to reduce stress and subsequent strains. Negative reactions with co-workers ,supervisors, or clients or interpersonal conflicts can range from heated arguments to subtitle incidences of unfriendly behavior(Jex, 1998) interpersonal conflicts can destruct workers from important job tasks and it can have physical health consequences this in essence will automatically reduce the employees output.

Employees who have open lines of communication with managers are more likely to build effective work relationships with those managers, to increase their organizational identification and enhance their performance, and contribute to organizational productivity (Tsai, Chuang & Hsieh, 2009). Employees who report positive and open communication with managers are also better able to cope with major organizational changes, such as layoffs and mergers), report higher organizational identification (Bartels, Pruyn, De Jong & Jouster, 2007 and deal more effectively with job stressors (Stephens & Long, 2000; Tepper, Moss, Lockhart& Car, 2007. As a consequence, many ways to improve communication within organizations have been proposed (Atwater & Waldman, 2008).

There is strong evidence that different aspects of effective management communication, such as high frequency, openness and accuracy, performance feedback, and adequacy of information about organizational policies and procedures are positively related to employees performance (Downs & Adrian, 2004). However, little knowledge exists about the processes underlying these factors, particularly concerning communication by managers to lower level employees. One such process may involve perceived organizational support. That is, when individuals receive benefits in the form of open communication from management, they feel obligated to respond

accordingly, namely through the increase of their task performance and voluntary actions to benefit the organization.

2.5 Theoretical Framework

In order to assess the influence of employee relations on employee productivity, the study used employee organization relationship Theory (EOR) has drawn upon social exchange (Blau, 1964) and the inducements-contributions model (March & Simon, 1958) to provide the theoretical foundation to understanding the employee and employer perspectives to the exchange. Although different views of social exchange exist, there is consensus amongst theorists that social exchange involves a series of interactions that generate obligations to reciprocate (Cropanzano & Mitchell, 2005). In essence, three aspects are fundamental to social exchange: relationship, reciprocity and exchange. Social exchange theory is a social psychological and sociological perspective that explains social change and stability as a process of negotiated exchanges between parties. Social exchange theory posits that all human relationships are formed by the use of a subjective cost-benefit analysis and the comparison of alternatives (Gould-Wiliams, 2007). The theory has roots in economics, psychology and sociology. Social exchange theory is reliant on voluntary actions rather than formal contracts (Pearce & Peters, 1985; Tsui *et al*., 1997; Aryee *et al*., 2002).

According to this theory, individuals regulate their interactions with other individuals based on a self-interest analysis of the costs and benefits of such an interaction. SET argues that when workplace relationships are effective, then the organization benefits. The social exchange theory explains social change and stability as a process of negotiated exchanges between parties. Thus people calculate the overall worth of a particular relationship by subtracting its costs from the

rewards it provides. Outcome is defined to be the difference between the benefits and the costs: Worth = Rewards – Costs People seek to maximize their benefits and minimize their costs when exchanging resources with others (Mom, 2001). Individuals engage in an interaction with the expectation of reciprocity (Goldner, 1960).

These benefits need not be tangible and include things such as material or financial gains, social status, and emotional comforts. Costs generally consist of sacrifices of time, money, or lost opportunities. Social exchange theory is used as a framework for predicting the effects of management practice on worker attitudes. According to Stafford (2008), social exchanges involve a connection with another person; social exchanges involve trust, not legal obligations; they are flexible; and rarely involve explicit bargaining. Positive social exchanges can result in mutual benefits to both the employing organization and the workforce.

2.5.1 Scientific Management Theory

Unitarist assumptions and values have played a significant role in three schools of theoretical and practical thought. The first is Taylors (1974) theory of scientific management. As a management practice, this particular theory holds that the employment relations choices of management must start from the assumption that employees are immature in the ways of work, are prone to avoid it whenever possible, and have limited, self-centered aspirations and time-horizons.

In so far as this conflict with the aspirations and time-horizons of organizations, efforts to reduce the outward manifestation of internal tension are to be undertaken by direct and highly rigid control of the workplace activities of employees. leadership when recruiting and directing workers, to have a clear understanding of the tasks employees are expected to perform, and to have untrammeled prerogatives to control the pace and processes under which they work.

Companies subscribing to this form of management practice should reduce work to its basic elements, such that the skills of workers necessary to undertake tasks are kept to a minimum. Employees should be treated impersonally and collectively, with any workplace issues being referred to management. Under these conditions the management approach to employee relations is one that seeks to suppress internal tension over the distribution of organizational power by ensuring that management retains superior knowledge about the structure and organization of work, and has the authority to direct workers as it sees fit (Cropanzano & Mitchell, 2005).

2.5.2 Human Relations Theory

The second theory comes from the so-called human relations school. In this case the reduction of organizational tension is held to rest on the ability of individuals to achieve self-fulfillment in the workplace. Workers are regarded as qualitatively different to other resources used in production. Thus, if workers are denied autonomy on the job, or are reduced to acting as mere extensions of the machinery they operate, or are given work that inhibits their capacity to create and think, it is argued that they will invariably find ways to subvert the methods of control that enforce these conditions. The principal task of management on this conception is to manipulate workplace relations in ways that enable employees to feel personal satisfaction with being involved with the organization.

2.5.3 Human Resource Management Practices

The third theory refers to human resource management practices (Stone, 1995). This form of management practice differs from the previous two in that it starts from the belief that organizational tensions can be completely resolved by nurturing a psychological contract based on cooperation. The employee relations choices in this instance are predicated on the belief that

the forces uniting managers and employees are far stronger than the forces dividing them. It is the task of management to facilitate these unifying forces by establishing workplace conditions that encourage autonomous individuals, whether employees or management, to work collaboratively for the common good (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 Empirical Review

2.6.1 Employee Relations

According to empirical findings, the practices of high-commitment HRM can affect employee motivation (Whitener, 2001), and a positive relationship exists between supportive HRM and POS (Allen & Meyer 2013; Hsu-Hsin Chiang, Tzu-Shian Han & Ju-Sung Chuang, 2011). There is also emerging evidence that trust affects the relationship between HRM practice and employee commitment (Gould-Williams, 2017), with a lack of trust identified as the 'primary culprit in the failures of management activities and human resource activities'. Trust is regarded as a critical

factor underpinning social exchanges in that the act of initiating social exchange relationships requires the originator to trust that the recipient will respond in kind (Aryee *et al*., 2012).

Lack of trust also leads to dysfunctional outcomes, such as low commitment, low motivation and a lack of confidence between parties. According to Flynn (2005) employees with relational identity orientation prefer reciprocal exchange, i.e. these employees may reciprocate an organization when they are in an interdependent task environment. Organizations adopt high-commitment HR practices making employees perceive organizational support and feel that they are important in the interdependent organization. Based on social identity theory, employees who feel they are appreciated by their organization may perceive high status in the organization (Fuller, Brown, Katou, & Dealny, 2016). Employees who experience mutual reciprocity of resources, information, respect and power with management experience high perceptions of autonomy hence, they would be satisfied with the resources, information and support offered by the supervisor, as well as the job generally – hence, they would be committed to staying in the organization and also perform well.

2.6.2 Employee productivity

Millea (2012) reports empirical evidence about the bi-directional relationship between employee's benefits and productivity, in particular considering the nature of the benefits setting process in different countries. The empirical evidence of this paper as well as that of a more in-depth study for Germany (Millea, 2012) can be interpreted in the light of efficiency wages, i.e. explaining productivity as resulting from particular wage levels, for given characteristics of the labour market e.g. the total level of unemployment. Leaders should try to increase the belief that

good performance will result in valued rewards. Ways of doing so include: measure job performance accurately; describe clearly the rewards that will result from successful performance; describe how the employee's rewards were based on past performance; provide examples of other employees whose good performance has resulted in higher rewards. In essence, leaders should link directly the specific performance they desire to the rewards desired by employees. It is important for employees to see clearly the reward process at work. Concrete acts must accompany statements of intent.

Compensation mechanisms can be a powerful incentive in linking performance to rewards. Compensation systems that reward people directly based on how well they perform their jobs are known as pay-for-performance plans (Berger, 2009). These may take such forms as "commission plans used for sales personnel, "piece-rate systems used for factory workers and field hands, and "incentive stock option (ISO) plans for executives (Dunn, Mercer, Carpenter, & Wyman, 2010) and other employees (Baker, 2012). However, rewards linked to performance need not be monetary. Symbolic and verbal forms of recognition for good performance can be very effective as well (Markham, Dow, & McKee, 2012).

2.6.2.1 Employment Security Benefits

Employee remuneration is not just about pay, for example, wages and salaries. It is also concerned with non-pay benefits or „benefits in kind. These non-pay benefits are usually known as employee security benefits; and sometimes as "perks. On balance, the former refers to the more important benefits, such as pensions, and include those which are widely applied in the organization. The latter refer either to less significant benefits such as private health insurance, or

to benefits provided primarily as a privilege (Cole, 2002). He continues by saying that the work related benefits are linked closely to the day-to-day operational requirements of the organization in relation to its members. Thus, employees need to be adequately nourished during the working day, properly trained to justify their responsibilities and provided with adequate means of transport when on the organization business.

2.6.2.2 Overtime

Overtime is the payment over and above the normal salary and wage rates where the premium may be one and a quarter to two times. It may be used among others: where the natures of the tasks are seasonally oriented such that some seasons are more heavily loaded with activity than others. Overtime should be carefully planned and controlled in order to ensure that it is not misused by employees and so that it can also be productive (Tyson, 1999). According to the Code of Regulations (2006), when it is established that an officer is required to work overtime as a matter of urgent necessity and it is not possible to allow him equivalent time off in lieu of overtime allowance, to compensate and motivate him for the time, an allowance may be granted to him with prior approval of the Authorized Officer. Compensatory time off can also be given in lieu of payment for extra time worked. However, unless it is given to non-exempt employees at the rate of one and one-half time for the hours worked over a 40-hour week, comp-time is illegal in the private sector. It can also not be carried over from one pay period to another. The only major exception to those provisions is for public-sector employees, such as fire and police employees and a limited number of other workers (Willing, 2000).

According to the Employment Act of Kenya (2007), the law specifies normal number of working hours varied by industries. If an employee works in excess of normal hours per week as specified, the additional hours are treated as overtime. Therefore employees can be asked to work a reasonable amount of overtime to complete a job. However, union contracts often restrict the authority of employers regarding overtime. Also in some profession such as nursing an employee may be required to work overtime to save life.

2.6.2.3 Annual Leave

Annual leave is a period of time off work that an employee is entitled to after every 12 consecutive months of service with an employer. Under section 28 of the Employment Act of Kenya, annual leave is 21 working days during which the employee is entitled to full pay. Also the Regulation of Wages Order (of various industries), subsidiary to the Regulations of Wages and Conditions of Employment Act, specifies that an employee proceeding on annual leave is entitled to payment by his employer. The order specifies various amounts to different industries, though it has been altered and increased with time depending on various industries and factors. According to the COR (2006), leave is granted for recuperative purposes to enable an officer renew his energies and improve efficiency. Leave is taken without loss of seniority or benefits but is subject to exigencies of service. In addition to normal full pay, an officer who takes a minimum of one-half of his annual leave entitlement will be eligible for leave allowance once a year, the rate of which is determined by the Government from time to time. Officers stationed in any designated hardship area may proceed on leave twice a year and is eligible for payments of leave allowance twice per year. Hellegerses (2001), states that employers give employees paid time off in a variety of circumstances. Paid lunch breaks and rest periods, holidays and vacations

are common. But leaves are given for a number of other purposes as well. Time-off benefits represent an estimated 5% to 13% of total compensation. Typical time-off benefits include holiday pay, vacation pay and leaves of absence.

2.6.2.4 Maternity Leave

Section 29 of Employment Act, (2007) provides that a female employee shall be entitled to maternity leave on full pay if she gives not less than seven days written notice in advance, or a shorter period as may be reasonable in the circumstances, of her intention to proceed on maternity leave. A female employee is entitled to three months maternity leave in addition to any period of annual leave she is entitled to, and sick leave if she happens to fall sick during her time of confinement and with the consent of the employer. A female worker on maternity leave is also entitled to be paid her full remuneration and other benefits to which she is otherwise entitled. This is the same for the two weeks paternity leave. Many employers provide maternity and paternity benefits to employees who give birth to children. In comparison to those giving birth, a relatively small number of employees adopt children, but in the interest of fairness a growing number of organizations provide benefits for employees who also adopt children (Woodward, 2000). Also, as people get older, the benefits of a compensation package assume importance. It is the time when employees establish a family. Those benefits that will serve the family are valued, like maternity benefits, children's education, annual vacation pay, etc. (Andrews, 2009).

2.6.2.5 Educational and House Allowances

Employers have found that educational and tuition aid assistance benefits are highly desired by employees. These programs have been found to aid employee retention and recruitment. The program normally covers some or all costs associated with formal education courses and degree programs, including the costs of books and laboratory materials (Mathis, 2003). An organization can also reduce unwanted employee turnover and related recruiting, hiring, and training costs by shifting these costs from developing new employees to keeping experienced employees. You can

motivate an employee to increase productivity by providing opportunities for career development (training or schooling). At the same time you have improved the worker's skills and shown recognition of the worker's value and aspiration. A tailored benefit can be worth as much to an employee as a pay raise. Such a benefit is practical because it probably costs no more than worker unrest and diminished productivity and it is probably less costly than a comparable pay increase (Harris, 2000). Company housing or house rent allowance is offered by organizations who feel obliged to help an individual meet one of the basic needs a roof over ones head and to enable them have access to reasonable accommodation while on official duty. Senior employees are provided with accommodation which may be owned by the organization. However, other organizations reimburse rent payments (Andrews, 2009).

2.6.2.6 Health Protection Benefits

Base (2009) states that evidence clearly shows that the health of the workforce is inextricably linked to the productivity of the workforce and the health of the nations economy. It also shows that employers increasingly recognize this link and are interested in improving worker health by expanding workforce health protection and health promotion benefit programs. Also many employers allow employees to miss a limited number of days because of illness without losing pay. Some employers allow employees to accumulate unused sick leave, which may be used in case of catastrophic illnesses. Others pay employees for unused sick leave. Some organizations have shifted emphasis to reward people who do not use sick leave by giving them well-pay – extra pay for not taking sick 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 costs are manifested largely in the form of presenteeism (a condition in which employees are on the job but not fully productive), absence, and disability.

2.6.2.7 Retirement Benefits

Retirement plans in addition to serving as a tax-advantaged means of accumulating retirement income, can enhance productivity. Pensions strongly influence workers behavior, giving younger workers a compelling reason to continue working for their employer and encouraging older workers to retire on a timely basis. Empirical evidence indicates that pensions influence the type of worker a firm attracts and can help an employer attract workers who exhibit desirable behavior patterns. While the productivity effects have been associated mostly with defined benefit plans, recent research has shown that 401(k) plans exhibit similar effects in shaping workers behavior (Ippolito, 1997). In America, by the end of the 20th century, retirement was a fully institutionalized life stage for most of its workers. Retirement became an earned benefit in reward for years of service to a particular organization, to an industry, or, more generally, to the productive society. Most importantly, in this transition, older workers in the final decades of the 20th century were exposed to models of retirement that offered leisure, freedom, and flexibility for the "final years of life. While some of these models were structured around a primary component of leisure or recreation, perhaps the majority incorporated significant themes of productive engagement (Neil, 2000). Among the issues in the retention of older workers, it seems most important to first counter organizations stereotypical notion that older workers are too costly and less productive than younger workers. Even when such skewed notions have been well countered with research evidence supporting the advantages to retaining older workers (Feinsod, 2006), there remain the challenges of how best to effectively retain/employ, manage, and enhance the productivity of an aging workforce. A study by the Tripartite Alliance for Fair

Employment Practices (TAFEP) on generational issues in the Singapore workplaces has shown that a multi-generational workforce has many potential advantages and opportunities both for the individual and for the organization when effectively managed (TAFEP, 2010). When agreeing to retain/employ older workers, employers should be open to the needs of older workers, which may involve improvement in management systems to meet workplace needs and may include the re-packaging of benefits and rewards to include flexible work arrangements, target hiring to focus on skills rather than age, phased retirement to allow for gradual exit from the workforce with re-employment, and the expansion of HR roles to include counseling of older workers to motivate them in continued employment.

According to Perrin (2005), leading organizations, need to understand the current, and future, workforce composition and offer the right package of rewards and other programs to attract, retain and engage the people an organization needs. The opportunity also exists to align employee and customer demographics and to become a chosen employer for the multiple generations represented in today's workforce. However, whether any organization will be successful in retaining its baby boomer talent will depend on offering rewards that effectively meet the needs of older workers. Research shows these include competitive health-care and retirement benefits as well as important intangibles like work-schedule and work-location flexibility and respect for employee contributions.

Health-care and retirement benefits top the list of what 50-and-older workers at large companies look for in deciding whether to stay with an organization, although intangibles like work-life balance, the opportunity to work with high-caliber colleagues and on-the-job recognition also

play significant roles. Auer and Fortuyn (2000), state that while retirement policies constitute a "push factor for non-employment of old-aged workers, pension systems and policies are a "pull factor. It is well observed, especially in advanced European welfare countries that more generous pension benefits tend to pull old-aged workers out of employment even before normal retirement age but the availability of retirement funds to older workers contributes to the "pull factor of retirement.

A pessimistic view by Borsch-Supan (2003), an aging workforce driven by low fertility and longer life expectancy has negative effects on economic growth through a set of interrelated mechanisms: decreasing labor input due to low population growth and aging; decreasing rates of savings and capital accumulation due to increasing dependency ratios and the social cost of long-term care; decreasing investment in the human capital of the young generation due to increasing social welfare costs; lower level of innovation and renovation and/or dynamics. But on the other hand, Scarth (2002), for example, asserts that that an aging workforce could lead to productivity growth by motivating "increased investment in human capital as labor becomes a relatively scarce production factor.

The Pensions Act, Cap 189 Rev. 2009, provides for the grant and regulating of pensions, gratuities and other allowances in respect of the public service officers under the Government of Kenya. The benefits of social security schemes include age benefits, survivors benefit, invalidity benefit, withdrawal benefit, emigration grant, and such other benefits as may be prescribed by the Minister. The Pensions Act, provides for payment of pension benefits to dependents upon

death of the employee in service or on retirement, on condition that the employee has been in productive employment for ten or more 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).

According to Allis (2008), compensation costs - salaries, wages, and benefits - are a large and increasing part of operating expenses; yet, productivity can decline among workers who get more pay and benefits. Workers are productive with fair pay tied to performance. Ironically, not all employee motivation and productivity problems are solved by pay raises and promotions. It isn't necessary to make pay adjustments beyond a fair industry-wide (market place) level. The tailoring of benefits to satisfy specific needs is part of the quality of work life technique. It is a way to maximize the amount of labor costs going to the employee and to maximize your return on these costs without increasing across-the-board expenses. By making a special effort to satisfy individual employee needs, you reinforce the motivational value of the flexible benefit. In a survey of individuals of a variety of ages and working in a variety of industries, the most positively cited factor about going to work was the relationship with co-workers.

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)

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the various methods and techniques used in this study for the collection of data, how they are organized and analyzed.

3.2 Research Design

Research designs are plans and the procedures for research that span the designs from broad assumptions to detailed methods of data collection and analysis (Creswell, 2011).

This study used a descriptive research design. This design was considered appropriate because it is considered suitable for gathering qualitative information and generating appropriate conclusions with respect to the objectives (Mugenda & Mugenda, 2003).

3.3 Population of the Study

A population is the total collection of elements about which researcher wish to make inferences (Cooper& Schindler, 2003 cited in Friday, 2006). The population size of this study was two hundred (200) people according to the survey and head of department report.

3.3.1 Sample Frame

The sampling frame describes the list of all population 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 selected buildings 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 study, questionnaire was used to collect data to discover employee relations and its effects on employee productivity. Only purposeful statement based upon research objectives and was included. All questions were closed to elicit standardized response in the instruments used. This study considered 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 bio-data 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 soughed. 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 such as frequency, standard deviation will be used for the analysis of the research questions while the hypotheses 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 satisfied with the views regarding the importance of employee relations that strong employment relations create a pleasant atmosphere within the work environment, Employment relations increase the employee motivation, Management has invested into employee relations programs to experienced increases in the productivity, Employment relations encourage a loyal workforce, Creating a sound work environment with management and strong employer- employee relation can be the vital key to any businesses success with means of 4.1511, 3.9856, 3.6691, 4.1727, 4.1942 respectively and standard deviation .93958, .99262, 1.10590, .90832 and .87541. This implies that the management has establishes good relationship with their employees because they knows the relevance of employee relations in the organization.

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 satisfied with the views that the factors related to employee relations are 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 with means of 3.7626, 3.9640, 4.1151, 4.0863, 4.0647, 4.0863, 4.2086, 3.9281, 3.9353 and 4.0935 respectively and standard deviation 1.10061, 1.02441, .89345, .93624, .98693, .98158, .92058, .98275, 1.13705 and .96978. This implies that the management has good measure to determine employee relations with the organization.

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

H_0: There is no significant relationship between employee relations and employee productivity.

H_1: There is significant relationship between employee relations and employee productivity.

Hypothesis 2

H_0: Employee relations do not improve employees' performance

H_1: Employee relations improve employees' performance

Test of Hypothesis 1

H_0: There is no significant relationship between employee relations and employee productivity.

H_1: 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

H_0: Employee relations do not improve employees' performance

H_1: 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 Df Asymp. Sig.	219.577a 4 .000
Mean	4.880

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

The value of the mean was 4.88 which is approximately 5. The value of 5 indicates "strongly agree" to the research question. This implies that adoption of strategic management influences competitiveness. The Chi-Square test is 219.577a with P. value of 0.000. The P-value is below the 5% level of significance for this study. Therefore, the study rejects the null hypothesis that employee relations do not improve employees' performance. The study therefore concludes that employee relations improve employees' performance.

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

This study assesses the impact of good employee relation on employee performance. The study identifies the importance, factors, impact of employee relations on employee performance. The study enlightens management of various organizations of the effects of relationship practices between employers and employees. It will also bring out specifically, the employee relations practices which the companies have been able to make available to their employees. It will enable students and academicians to understand the causes, consequences and solution of poor employee relations. The study shows that strong employment relations create a pleasant atmosphere within the work environment, motivation and company rules and expectations are one the major factors related to employee relation.

5.2 Conclusion

Employees are among an organization's most important resources and coined as most valuable assets. The nature and amount of work performed by them have a direct impact on the productivity of an organization. So maintaining healthy employee relations in an organization is a pre-requisite for any organization in order to achieve growth and success. Employee relations is a broad term that incorporates many issues from collective bargaining, negotiations, employment legislation to more recent considerations such as work-life balance, equal opportunities and managing diversity. It comprises of the practices or initiatives for ensuring that Employees are happy and are productive. Employee Relations offers assistance in a variety of ways including employee recognition, policy development and interpretation, and all types of problem solving and dispute resolution. It involves handling the pay–work bargain, dealing with

employment practices, terms and conditions of employment, issues arising from employment, providing employees with a voice and communicating with employees. Employee relations is concerned with maintaining employee-employer relation, which contributes to satisfactory productivity, increase in employee morale and motivation.

5.3 Recommendations

  i. Employees should be treated fairly and honestly.

 ii. The relationship between management and employee should be characterized by a concern for equity and justice and this will require the communication of sufficient information about changes and developments.

iii. Employees' input should be recognized and valued by the employer.

 iv. Effective communication of work related information should be established effectively to ensure that employee is aware of the work related responsibilities and expectations.

  v. Motivation by work recognition should be established to encourage employee to perform consistently and put their best effort in work.

 vi. There should be fair policies and practices exhibited by the management of organization to create equal opportunities and provide equal treatment to employees without any bias which promotes positive attitude towards organization and work among employees.

vii. Job satisfaction in terms of salary, growth opportunities and work environment can be provided by the company to satisfy workers and make them happy and are more productive than other workers who lack job satisfaction.

5.4 Suggestion for further studies

Further studies should be carried on work environment not only involves the ambience created by organization but also co-workers. Management systems employees described their co-workers

as pleasant and co-operative. The study should also focus on feedback and guidance from superiors – keeps employees on track regarding job targets they have achieved, whether they have achieved in time or not, what the organization expects from them and how they can attain mutual benefits and make the studies to encourage employee opinion.