



A STUDY ON MANAGING EMPLOYEE'S RELATIONS AND WORKING CONDITIONS WITH REFERENCE TO NCR REGION

Dr. Rekha Dhingra

Assistant Professor, Amity University, Gurgaon, India.

ABSTRACT

Working Conditions are important concept in Social science as a key factor in organization services and human resource practice. The improved working lives sets a model of good HR practices against which employer and staff can increase the organization's HR management. Our staff is greatest asset, and therefore a healthy working environment is key to ensure that each employee is able to make best use of his or her own abilities and enhance his or her value within the organization. This study will examine the role of working conditions and its impact on employee relationship with the help of well structured questionnaire. By which this study will analysis the different condition in relation to employee relations and the impact of economic downturn on working conditions and employee relations. Sample size will be of 100 white collar employees. The tools used to analyze the data; factor analysis after checking the reliability then t- test and one –way ANOVA with Post-hoc analysis would be applied. This will outline the knowledge of training, benefits, services, ethics, fair treatment at work, discipline and privacy and also understanding the skills which affect employee relations. Some of the changes will have an immediate impact on the working environment which, in turn, may affect employee relations e.g. Rationalization, change of ownership. Other changes may not take immediate effect eg. economic and political changes. It may be possible for centers to organize links and visits to local businesses, trade unions and legal and statutory bodies, and to prepare an assignment that would reflect candidates' working conditions.

Key Words: - HRM, employee Relations, working conditions

INTRODUCTION

A lot of discussion have been done by academicians, practitioners & Industrialists; that staff of any organization has become greatest asset, and therefore good working conditions along with employee relations is the key to ensure that each employee is able to make the best use of his or her own ability. Employee relations are, in essence, the old fashioned term for human resources or personnel management. Employer Relations describes the relationship between workers and employers within the organisation. Good employee relationship is necessary for the organisation because good relations can enhance Motivation, Efficiency, Profit levels and also Output within the organisation. While human resources has come to include numerous other areas such as talent management and equality and diversity, the role of the employee relations officer remains similar to its original incarnation, and is an important role.

An employee-organisation relationship strategy includes the employer's expectation about specific contribution that it desires from employees and the inducements that it uses to effect the desired contributions. The employee-organisation relationship is different from a psychological contract, which includes expectation about the nature of the exchange held by both employer and employee. Although employee's influence on and expectation of the relationship are important

Different Approaches to Employee Relations:

- The workforce is becoming increasingly flexible with an increased emphasis on part-time and temporary workers and against full-time permanent workers
- A flexible work force is cheaper for firms, allows them to meet changes in demand, reduces training and allows for specialisation
- However there is less security, communication may be problematic and turnover is higher

Employee relations professionals' day-to-day tasks can include maintaining employment policies ensuring they are legally compliant; managing employment tribunal cases; advising the HR team in dealing with employee relations issues; manage issues such as long term absence and maintaining good relations and consulting with trade unions. This can be a very rewarding role, ensuring the best outcomes for both the business and the employees – but at times of disputes it can be a lonely one – you may end up being associated with both sides

and possibly trusted by neither if your negotiation skills are not up to the mark. Working conditions refers to the working environment and to the non-pay aspects of an employee's terms and conditions of employment. It covers such matters as the organization of work and work activities; training, skills and employability; health, safety and well-being; and working time and work-life balance. Improving working conditions is one of the goals of any organization. The Community and the Member States; shall have as their objectives the promotion of employment, improved living and working conditions. For the improvement of working conditions within the organization human resource department must understand the health and safety responsibilities of employers, managers, supervisors and employees within the organization and should implement personnel management policies to ensure that everyone is going to be benefited.

Review of Literature

Neil Largan Head of Dispute Resolution at Crombie Wilkinson Solicitors has concluded that managing the day to day running of your business involves making decisions and juggling many tasks. Employees have a critical part of the smooth running and efficiency of the firm. Managing their expectations and communicating with them regularly will keep them motivated and inspire loyalty. Dr. John O'Dowd has experienced (2009) that Maintaining positive employee relations and effective employee engagement is a major challenge in times of recession. Without positive workplace relationships organizations will find it more difficult to cope with recession and with the upturn that will take place in a few years' time. This program me – Managing Employee Relations in a Time of Recession – will provide managers with a solid grounding in the key knowledge and skills areas needed to handle the significant employee relations challenges that are now emerging in both the public and private sectors.

Robert Smith concluded (2008) that with the increased importance of the employee relations; human resources have shifted its focus to quality, innovation and reduction of the cost. The importance of human resource management (HRM) is reflected in the personnel management in the firms. Employee relations (ER) is better viewed as a long term goal rather than short term because it deals with the way the HRM treats the people in long term view. In successful companies like General Motors it is noted that how the workers are treated is a key item feature in the long term beside other factors like the corporate culture and the objectives. Liew Chai Hong and Sharan Kaur (2008) concluded that for good working conditions there

must be positive relationship between organisational climate, employee personality and intention to leave. *Dr. K. CHANDRASEKAR (2011) concluded that public sector organizations are providing a good workplace environment to their employees, which does not affect more on their work performance.*

Dr. Ganesh Salunke (2015) empirically demonstrated that workload, stress, overtime, fatigue, boredom are some factors to increase job dissatisfaction whereas good working condition, refreshment & recreation facility, health & safety facility, fun at workplace increase the degree of job satisfaction. Effectual human resource management and preserving progressive work environment would consequences the job satisfaction and performance of organization as well as entire economy. Hence, for the success of organization it is vital to accomplish HRM successfully and maintain healthy work environment which will satisfy the employees. Naharuddin (2023) concluded that employee's will improve their performance if the problems identified during the research are tackled by the management. The problems were flexibility of furniture, work noise distraction, manager's interpersonal relationship with subordinates, and their work life balance to mention. He further also realized that the work environment employee's find themselves in affect their productivity greatly. [Aysit Tansel \(2013\)](#) concluded that management-employee relationships are less satisfactory in the large firms than in the small firms. Job satisfaction levels are lower in large firms. It has also been said that less satisfactory management-employee relationships in the large firms may be a major source of the observed lower level of job satisfaction in them.

Rosemary Batt (2002) reviewed that empirical research and national surveys on trends in employment contracts and working conditions of technical and professional employees. On average, we find that employment security and benefits have deteriorated, more pay is at risk, and hours of work have increased, negatively spilling over from work to family life. Thushel Jayaweera (2015) found out that job performance is very much influenced by work environment and motivation of workers. So management must take initiatives to promote motivation among workers, both intrinsically and extrinsically by provide increments in pay and benefits and acknowledging employee perspectives and encouraging initiatives; motivation holds a mediating effect between the relationship between working conditions and job performance. It has further more suggested that those workers who perceive working conditions to be poor or bad are less motivated and consequently are not performing satisfactory. Maidani (1991) concluded that managers and supervisors must consider

improving work environment while considering both physical and psychosocial factors to promote job performance of their staff.

Research Design

The research design adopted for this study was cross sectional survey method. The survey instrument used was a questionnaire. Questionnaire is the most commonly instrument in the literature of managing employee relation & working condition. A survey was conducted to assess the reliability and validity of managing employee relation & working condition in an organization. The sample size was 100. Their suggestions were incorporated before administering the final questionnaire. The questionnaire comprises five to six point scales & was used to measure the employee relationship and working conditions. The Questionnaire was divided into five sections. Section A deals with demographic variable and Section B deals with employee relationship with in the organization and Section C deals with working condition with in the organization and Section D deals with again the employee relationship with in the organization.

The Sampling Plan

The target population was white color employees of different organization. A Convenient sample of twenty white color employees was randomly selected to ensure representative of the participants. This was applied to get the actual result of employee relation & working conditions. Thus the number of employees targeted from the sample was (n = 100) but the questionnaire duly completed and returned was (n = 83), which accounted for 83% of the response rate. The rate is considered satisfactory for research type.

Data Analysis

Employee relationship and working condition has tended to have a strong quantitative base which consequently produces statistical and quantitative results. The analysis divided into two parts; descriptive inference indicates the frequency distribution while statistical inference laid emphasis on t- test, f-test.

Descriptive Inference Total 83 respondents are investigated to assess the relationship between employee relationship & working conditions of employees. The responses are coded and tabulated and then analysis is done across age, sex, qualification and experience status.

The Questionnaire is divided into four sections. Section B deals with employee relationship with in the organization and Section C deals with working condition with in the organization and Section D deals with again the employee relationship with in the organization and Section E deals with employee's behavior with in organization and that is also the part of employee relationship The questionnaire & the results are discussed below. Part B comprises nine variables regarding employee relation & Working conditions. The responses are asked to response against SA, A, N&N, DA and S.D.A, D.K

Part B (1.1) – Age wise analysis

From the table 1.1, it can be depicted that preponderance of 37 respondents belongs to age group (26 – 30) years. Followed by 33 belongs to (20-25) year age group and rest 13 belong to 30 years and above. In the age group between 20-25 & 26-30 years majority of respondent are agree towards the statements so to sum up it is said that majority of respondent are lies in agree or strongly agree and the respondent who are between 30 years and above, half of them stands between strongly agree to disagree but the other half are neither agree nor disagree regarding the member's problems and complaints taken by the Union staff Association. overall on the behalf of age, majority of the respondents are sharing the value of the organization and they feel loyal to their organization and some respondents are not agree with manager's attitude about their family's responsibilities.

Table 1.1 Age-wise Analysis of Section-B

AGE WISE																							
Statements		20-25Years							26-30Years							30 and above							
		SA	A	N&N	D	SD	DK	Total	SA	A	N&N	D	SD	DK	Total	SA	A	N&N	D	SD	DK	Total	
1	Sharing of Values of Organization	12	17	1	2	1	0	33	12	17	1	6	1	0	37	6	4	3	0	0	0	13	
2	Managers here are understanding about employees having to meet family responsibilities	15	6	7	0	4	1	33	6	15	5	2	9	0	37	3	5	4	1	0	0	13	
3	People working here are encouraged to develop their skills	12	12	7	1	1	0	33	12	12	7	1	1	0	33	6	2	5	0	0	0	13	
4	feel loyal to my organization	13	16	3	1	0	0	33	9	23	3	1	1	0	37	5	4	4	0	0	0	13	
5	proud to tell people who I work for	14	16	2	0	1	0	33	8	26	2	1	0	0	37	6	3	4	0	0	0	13	
6	your organization describes good relations between managers and employees here	8	16	5	3	1	0	33	11	15	2	5	4	0	37	5	5	3	0	0	0	13	
7	Union/Staff associations here take notice of member's problems and complaints	9	11	6	1	2	4	33	6	9	9	5	4	4	37	4	0	6	1	0	2	13	
8	Union /Staff associations are taken seriously by the management	8	11	8	0	2	4	33	7	15	2	4	4	5	37	3	1	5	2	0	2	13	
9	Union/Staff associations here make a difference to what it is like to work here	8	11	8	0	2	4	33	7	15	2	4	4	5	37	3	1	5	2	0	2	13	
		99	116	47	8	14	13	297	78	147	33	29	28	14	329	41	25	39	6	0	6	117	

Table 1.2 Gender-wise Analysis of Section-B

GENDER WISE															
STATEMENTS		MALE							FEMALE						
		SA	A	N&N	D	SD	DK	Total	SA	A	N&N	D	SD	DK	Total
1	Sharing of Values of Organization	12	23	5	7	0	0	47	18	15	0	1	2	0	36
2	Managers here are understanding about employees having to meet	11	16	8	3	9	0	47	13	10	8	0	4	1	36
3	People working here are encouraged to develop their skills	19	11	13	1	3	0	47	12	17	4	1	2	0	36
4	feel loyal to my organization	16	26	5	0	0	0	47	11	17	5	2	1	0	36
5	proud to tell people who I work for	17	25	5	0	0	0	47	11	20	3	2	0	0	36
6	your organization describes good relations between managers and employees here	14	18	6	7	2	0	47	10	18	4	1	3	0	36
7	Union/Staff associations here take notice of member's problems and complaints	10	13	9	8	3	4	47	8	16	3	0	3	6	36
8	Union /Staff association are taken seriously by the management	9	17	9	5	3	4	47	9	11	6	1	3	6	36
9	Union/Staff associations here make a difference to what it is like to work here	9	17	9	5	3	4	47	9	11	6	1	3	6	36
Total		117	166	69	36	23	12		101	135	39	9	21	19	

Part B (1.3) – Gender wise analysis

According to Gender wise analysis (Part B 1.2) it can be depicted that preponderance of 47 respondents of 83 are of male category and 36 are females and majority of their responses are lies between are lies between strongly agree to agree.

Part B (1.3) – Qualification wise analysis

Table 1.3 shows that preponderance of 42 respondents (Post graduate respondent) are lies between agree to strongly agree and out of graduate respondent (38) majority of responses are lies between agree to strongly agree and rest 3 respondent responses are also lies between agree to strongly agree. Overall on the behalf of age, majority of the respondents are sharing

the value of the organization and they feel loyal to their organization and some respondents are not agree with manager's attitude about their family's responsibilities.

Part B (1.4) – Experience wise analysis

From the table 1.4 it can be depicted that preponderance 34 Respondent who have gained experience between 0-2 years are lies in agree to strongly agree. 31 Respondent who have gained experience above 5 years are lies in agree to strongly agree 3 Respondent who have gained experience between 3-5 years are lies in agree to strongly agree.

Table 1.3 Qualification -wise Analysis of Section-B

QUALIFICATION WISE																						
STATEMENTS		Under Graduate							Graduate							Post Graduate						
		SA	A	N&N	D	SD	DK	Total	SA	A	N&N	D	SD	DK	Total	SA	A	N&N	D	SD	DK	Total
1	Sharing of Values of Organization	0	3	0	0	0	0	3	14	22	0	2	0	0	38	16	13	5	6	2	0	42
2	Managers here are understanding about employees having to meet	2	0	0	0	1	0	3	13	13	5	3	4	0	38	9	13	11	0	8	1	42
3	People working here are encouraged to develop their skills	2	0	1	0	0	0	3	17	14	7	0	0	0	38	12	13	10	2	5	0	42
4	feel loyal to my organization	2	1	0	0	0	0	3	15	20	2	0	1	0	38	10	22	8	2	0	0	42
5	proud to tell people who I work for	0	3	0	0	0	0	3	12	22	4	0	0	0	38	16	20	4	2	0	0	42
6	your organization describes good relations between managers and employees here	2	0	0	0	1	0	3	12	20	3	1	2	0	38	10	16	7	7	2	0	42
7	Union/Staff associations here take notice of member's problems and complaints	0	2	0	0	1	0	3	11	11	4	4	2	6	38	8	7	17	3	3	4	42
8	Union /Staff association are taken seriously by the management	0	0	2	0	1	0	3	9	13	4	3	2	7	38	9	15	6	5	3	4	42
9	Union/Staff associations here make a difference to what it is like to work here	0	2	0	0	1	0	3	12	6	9	2	2	7	38	6	19	6	4	3	4	42
		8	11	3	0	5	0		115	141	38	15	13	20		96	138	74	31	26	13	

Table 1.4 Experience-wise Analysis of Section-B

EXPERIENCE WISE																							
Statements		0-2years							3-5years							Above5 years							
		SA	A	N&N	D	SD	DK	Total	SA	A	N&N	D	SD	DK	Total	SA	A	N&N	D	SD	DK	Total	
1	Sharing of Values of Organization	14	12	1	6	1	0	34	6	11	0	0	1	0	18	10	15	4	2	0	0	31	
2	Managers here are understanding about employees having to meet	10	6	8	2	7	1	34	8	7	0	0	3	0	18	6	13	8	1	3	0	31	
3	People working here are encouraged to develop their skills	10	12	6	2	4	0	34	10	4	3	0	1	0	18	11	11	9	0	0	0	31	
4	feel loyal to my organization	10	19	3	1	1	0	34	9	8	0	1	0	0	18	8	16	7	0	0	0	31	
5	proud to tell people who I work for	9	21	3	1	0	0	34	10	7	0	1	0	0	18	9	17	5	0	0	0	31	
6	your organization describes good relations between managers and employees here	4	16	6	7	1	0	34	8	7	0	0	3	0	18	12	13	4	1	1	0	31	
7	Union/Staff associations here take notice of member's problems and complaints	5	12	5	4	3	5	34	5	2	5	0	2	4	18	9	6	11	3	1	1	31	
8	Union /Staff association are taken seriously by the management	2	17	4	3	3	5	34	7	2	2	1	2	4	18	9	9	6	4	1	2	31	
9	Union/Staff associations here make a difference to what it is like to work here	6	9	8	3	3	5	34	5	5	2	0	2	4	18	7	13	5	3	1	2	31	
		70	124	44	29	23	16		68	53	12	3	14	12		81	113	59	14	7	5		

Table 2.1 Age-wise Analysis of Section-C

AGE WISE																			
Statements		20-25Years						26-30Years						30 and above					
		VH	H	NVH	NAAH	NU	Total	VH	H	NVH	NAAH	NU	Total	VH	H	NVH	NAAH	NU	Total
1	How helpful do you find the notice boards in keeping up to date about this workplace	15	11	4	2	1	33	12	19	3	3	0	37	8	4	1	0	0	13
2	How helpful do you find the meetings of the manager in keeping up-to-date about this workplace	16	6	6	2	3	33	7	20	9	1	0	37	7	6	0	0	0	13
3	How helpful do you find the workplace news letters or magazine in keeping up-to-date about this workplace	10	12	3	5	3	33	7	21	9	0	0	37	6	7	0	0	0	13
		41	29	13	9	7		26	60	21	4	0		21	17	1	0	0	

Table2. 2Gender-wise Analysis of Section-C

GENDER WISE													
Statements		MALE						FEMALE					
		VH	H	NVH	NAAH	NU	Total	VH	H	NVH	NAAH	NU	Total
1	How helpful do you find the notice boards in keeping up to date about this workplace	21	19	5	2	0	47	15	14	3	3	1	36
2	How helpful do you find the meetings of the manager in keeping up-to-date about this workplace	14	24	8	1	0	47	17	8	6	2	3	36
3	How helpful do you find the workplace news letters or magazine in keeping up-to-date about this workplace	12	25	9	0	1	47	12	14	3	5	2	36
		47	68	22	3	1		44	36	12	10	6	

Table 2.3 Qualification-wise Analysis of Section-C

QUALIFICATION WISE																			
Statements		Under Graduate					Graduate					Post Graduate							
		VH	H	NVH	NAAH	NU	Total	VH	H	NVH	NAAH	NU	Total	VH	H	NVH	NAAH	NU	Total
1	How helpful do you find the notice boards in keeping up to date about this workplace	2	0	0	1	0	3	18	12	6	2	0	38	15	22	2	2	1	42
2	How helpful do you find the meetings of the manager in keeping up-to-date about this workplace	2	0	1	0	0	3	12	19	5	2	0	38	11	24	4	2	1	42
3	How helpful do you find the workplace news letters or magazine in keeping up-to-date about this workplace	2	0	1	0	0	3	10	18	7	3	0	38	11	22	4	2	3	42
		6	0	2	1	0		40	49	18	7	0		37	68	10	6	5	

Table 2.4 Experience-wise Analysis of Section-C

EXPERIENCE WISE																			
Statements		0-2 years					3-5 years					Above 5 years							
		VH	H	NVH	NAAH	NU	Total	VH	H	NVH	NAAH	NU	Total	VH	H	NVH	NAAH	NU	Total
1	How helpful do you find the notice boards in keeping up to date about this workplace	15	13	3	2	1	34	7	7	2	2	0	18	13	14	3	1	0	31
2	How helpful do you find the meetings of the manager in keeping up-to-date about this workplace	10	15	4	4	1	34	6	8	4	0	0	18	9	20	2	0	0	31
3	How helpful do you find the workplace news letters or magazine in keeping up-to-date about this workplace	9	14	3	5	3	34	3	11	4	0	0	18	11	15	5	0	0	31
		34	42	10	11	5		16	26	10	2	0		33	49	10	1	0	

Part C comprises three variables regarding employee relation & Working conditions. The responses are asked to response against VH, H, NVH, and NAAH, NU

Part C - Age Wise Analysis (2.1)

From the table 2.1 it can be depicted that preponderance of 37 respondents belongs to age group (26 – 30) years. Followed by 33 belongs to (20-25) year age group and rest 13 belong to 30 years and above. Out of 37 respondent, 19 respondent responses are found that Notice boards are helpful in keeping up to date about workplace and out of 33, 15 respondent responses are found Notice boards are very helpful and rest 8 from 13 are also found helpful so to sum up it is said that Notice board are found helpful for each age group.

Out of 37 respondent, 20 respondent responses are found that Notice boards are helpful in keeping up to date about workplace and out of 33, 16 respondent responses are found Notice boards are very helpful and rest 7 from 13 are also found helpful so to sum up it is said that Notice board are found helpful for each age group. Out of 37 respondent, 21 respondent responses are found that Notice boards are helpful in keeping up to date about workplace and out of 33, 12 respondent responses are found Notice boards are helpful and rest 7 from 13 are also found helpful so to sum up it is said that Notice board are found helpful for each age group. Part C - Gender Wise Analysis (2.2)

From the table 2.2 it can be depicted that preponderance of 47 respondents of 83 are of male category and 36 are females. Majority of male respondent responses are lies between helpful to very helpful and also the responses of female respondent are lies between very helpful to helpful. To sum up it is said that majority of responses of male respondents & female respondents both are lies between helpful to very much helpful.

Part C – Qualification Wise Analysis (2.3)

From the table 1.3 It can be depicted that preponderance of 42 respondents are post graduate and 38 respondent are graduate and rest 3 are under graduate. Post graduate respondent responses are found that Notice boards are helpful in keeping up to date about workplace and graduate respondent responses are also found that Notice boards are helpful and the respondent who are under graduate are also found very helpful so to sum up it is said that Notice board are found helpful for each group.

Part C – Experience Wise Analysis (2.4)

From the table 2.4 it can be depicted that preponderance of 34 respondent who have gained the experience up to 2 years and 31 respondent who have gained above 5 year experience and rest 18 have gained between 3 to 5 year 34 Respondent who have gained experience between 0-2 years are lies between helpful to very helpful, 31 Respondent who have gained experience above 5 years are lies in helpful to very helpful and 3 Respondent who have gained experience between 3-5 years are lies in very helpful to helpful. To sum up it is said that majority of responses of all respondents are lies between helpful to very much helpful.

In Nutshell it is concluded on the behalf of age, gender, qualification and experience that respondent responses are lies between helpful to very much helpful to employee relations and working conditions.

Part D - Age Wise Analysis (3.1)

Table No. 3.1 (i) AGE WISE										
If you have an appraisal system who formally is expected to make an input data for appraisal process										
Respnses		20-25Years			26-30Years			30 and above		
		Yes	No	Total	Yes	No	Total	Yes	No	Total
1	immediate supervisor	26	7	33	23	14	37	9	4	13
2	Supervisor's superior	17	16	33	18	19	37	8	5	13
3	The employee himself	15	18	33	15	18	33	13	0	13
4	Subordinates	13	20	33	11	26	37	6	7	13
5	Peers	9	24	33	15	22	37	1	12	13
6	Customers	16	17	33	18	19	37	4	9	13
7	Others	10	23	33	17	20	37	4	9	13
Is the appraisal system used to inform any of the following?										
Statements		20-25Years			26-30Years			30 abd above		
		Yes	No	Total	Yes	No	Total	Yes	No	Total
1	HR Planning	19	14	33	13	24	37	8	5	13
2	Analysis of training and development needs	29	4	33	19	18	37	13	0	13
3	Career	22	11	33	18	19	37	8	5	13
4	Pay determination	27	6	33	22	15	37	12	1	13
5	Organization of work	24	9	33	23	14	37	9	4	13
Statements		20-25Years			26-30Years			30 and above		
		Yes	No	Total	Yes	No	Total	Yes	No	Total
1	Do you recognize trade union for the purpose of collective bargaining	7	26	33	13	24	37	0	13	13
2	Do you have a joint consultative committee or work council?	11	22	33	5	32	37	0	13	13
3	Is your organization a member of an employee's association?	16	17	33	3	34	37	0	13	13

From the table 3.1 It can be depicted that preponderance of 37 respondents belong to age group (26 – 30) years. Followed by 33 belongs to (20-25) year age group and rest 13 belong to 30 years and above. In the age group between 20-25 years majority of respondent responses are agree that their immediate supervisor provide data for appraise their performance. In the age group of 26-30 years majority of respondent responses are agree that their subordinates provide data for appraise their performance. In the age group of 30 and above majority of respondent responses are agreeing that their performance itself is the parameter for the appraisal. In the age group between 26-30 years majority of respondent responses are agree that appraisal system is used to inform HR Planning. In the age group of 20-25 years majority of respondent responses are agree that that appraisal system is used for the analysis of training and development needs. In the age group of 30 and above majority of respondent responses are agreeing that appraisal system is used for pay determination.

In all age group majority of respondent responses are agree that trade union are not helpful in collective bargaining. In all age group majority of respondent responses are do not have work council. It further reveals that all age group are agree that their organization is not the member of employee association.

Part D - Gender Wise Analysis (3.2)

Table No. 3.2 (i) GENDER WISE

If you have an appraisal system who formally is expected to make an input data for appraisal process

Responses		Male			Female		
		Yes	No	Total	Yes	No	Total
1	immediate supervisor	29	18	47	29	7	36
2	Supervisor's superior	22	25	47	22	14	36
3	The employee himself	38	9	47	17	19	36
4	Subordinates	18	29	47	13	23	36
5	Peers	13	34	47	13	23	36
6	Customers	27	20	47	12	24	36
7	Others	15	32	47	17	19	36

Is the appraisal system used to inform any of the following?

Responses		Male			Female		
		Yes	No	Total	Yes	No	Total
8	HR Planning	36	11	47	26	10	36
9	Analysis of training and development needs	29	18	47	20	16	36
10	Career	35	12	47	24	12	36
11	Pay determination	33	14	47	24	12	36
12	Organization of work	12	35	47	16	20	36
Statements		Male			Female		
		Yes	No	Total	Yes	No	Total
1	Do you recognize trade union for the purpose of collective bargaining	11	36	47	9	26	35
2	Do you have a joint consultative committee or work council?	8	39	47	8	27	35
3	Is your organization a member of an employee's association?	8	39	47	8	27	35

From the table 3.2 it can be depicted that preponderance of 47 respondents of 83 are of male category and 36 are females. The majority of male respondent responses are agree that their immediate supervisor provide data for appraise their performance and majority of female respondent responses are agree that their immediate supervisor provide data for appraise their performance. To sum up it is said that both they are agree on immediate supervisor.

Part D – Qualification Wise Analysis (3.3)

Table No. 3.2 (i) QUALIFICATION WISE

If you have an appraisal system who formally is expected to make an input data for appraisal process

Responses		Under graduate			Graduate			Post graduate		
		Yes	No	Total	Yes	No	Total	Yes	No	Total
1	immediate supervisor	1	2	3	25	13	38	32	10	42
2	Supervisor's superior	0	3	3	17	21	38	26	16	42
3	The employee himself	2	1	3	21	17	38	32	10	42
4	Subordinates	0	3	3	15	23	38	15	27	42
5	Peers	0	3	3	10	28	38	15	27	42
6	Customers	1	2	3	18	20	38	18	24	42
7	Others	0	3	3	10	28	38	21	21	42

Is the appraisal system used to inform any of the following?

Responses		Under graduate			Graduate			Post graduate		
		Yes	No	Total	Yes	No	Total	Yes	No	Total
1	HR Planning	1	2	3	24	14	38	15	27	42
2	Analysis of training and development needs	3	0	3	33	5	38	25	17	42
3	Career	3	0	3	26	12	38	19	23	42
4	Pay determination	3	0	3	35	3	38	23	19	42
5	Organization of work	3	0	3	30	8	38	23	19	42
Statements		Under graduate			Graduate			Post graduate		
		Yes	No	Total	Yes	No	Total	Yes	No	Total
1	Do you recognize trade union for the purpose of collective bargaining	0	3	3	6	32	38	14	28	42
2	Do you have a joint consultative committee or work council?	2	1	3	10	28	38	4	38	42
3	Is your organization a member of an employee's association?	0	3	3	12	26	38	7	35	42

From the table 1.3 It can be depicted that preponderance of 42 respondents are post graduate and 38 respondent are graduate and rest 3 are under graduate. Post graduate respondents responses are agree that their immediate supervisor & they themselves provide data for appraise their performance and majority of graduate respondent responses are agree that their immediate supervisor provide data to appraise their performance. Under graduate respondent responses are agree that they themselves provide data to appraise their performance. UG and PG majority of them are not in favor of using appraisal system for HR planning. Where as majority of GRAD are agree with that. In case of second variable majority of UG, GRAD and PG are in favor. In case of third variable majority of UG and GRAD are in favor but PG are against of it. Further in case of fourth and fifth variable majority of UG, GRAD, and PG are in favor.

In this case majority of UG,GRAD and PG are agree that collective bargaining is not helpful for them and they do not have work council as well their organization is not the member of employees association.

Part D – Experience Wise Analysis (3.4)

Table No. 3.4 (i) QUALIFICATION WISE										
If you have an appraisal system who formally is expected to make an input data for appraisal process										
Responses		0-2Years			3-5Years			above 5year		
		Yes	No	Total	Yes	No	Total	Yes	No	Total
1	immediate supervisor	26	8	34	13	5	18	19	12	31
2	Supervisor's superior	20	14	34	9	9	18	14	17	31
3	The employee himself	16	18	34	11	7	18	28	3	31
4	Subordinates himself	15	19	34	5	13	18	10	21	31
5	Peers	13	21	34	3	15	18	9	22	31
6	Customers	17	17	34	6	12	18	15	16	31
7	Others	15	19	34	5	13	18	11	20	31
Is the appraisal system used to inform any of the following?										
Responses		0-2Years			3-5Years			above 5year		
		Yes	No	Total	Yes	No	Total	Yes	No	Total
1	HR Planning	19	15	34	6	12	18	15	16	31
2	Analysis of training and development needs	24	10	34	13	5	18	24	7	31
3	Career	22	12	34	7	11	18	19	12	31
4	Pay determination	24	10	34	13	5	18	24	7	31

5	Organization of work	24	10	34	8	10	18	24	7	31
Statements		0-2Years			3-5Years			above 5year		
		Yes	No	Total	Yes	No	Total	Yes	No	Total
1	Do you recognize trade union for the purpose of collective bargaining	9	25	34	5	13	18	6	25	31
2	Do you have a joint consultative committee or work council?	8	26	34	4	14	18	4	27	31
3	Is your organization a member of an employee's association?	11	23	34	5	13	18	3	28	31

From the table 3.4 it can be depicted that preponderance of 34 respondents who have gained the experience up to 2 years and 31 respondents who have gained above 5 year experience and rest 18 have gained between 3 to 5 year. Majority of respondents between 0-2 years, 3-5 years and above 5 years are agree that their immediate supervisor is expected to make an input data for appraisal process. Majority of respondents of 0-2, 3-5 and above 5 years of experience are agree that appraisal system is used for analysis of training and for pay determination. Majority of respondents of 0-2, 3-5 and above 5 years of experience are not in favor of variable one to three.

Statistical Inference Part B – Age Wise Analysis (4.1)

S.NO.	Statements	Age	N	Mean	Standard deviation	f-value	significance
1	Sharing of Values of Organization	20-25 years	33	1.878787879	0.960389757	0.72	0.48
		26-30 years	37	2.108108108	1.125062561		
		31- above years	13	1.769230769	0.832050294		
		Total	83	1.963855422	1.017478748		
2	Managers here are understanding about employees having to meet	20-25 years	33	2.242424242	1.50063118	1.69	0.18
		26-30 years	37	2.810810811	1.449862787		
		31- above years	13	2.230769231	0.926808696		
		Total	83	2.493975904	1.417430636		
3	People working here are encouraged to develop their skills	20-25 years	33	2	1	0.38	0.68
		26-30 years	37	2.189189189	1.26574172		
		31- above years	13	1.923076923	0.954073587		
		Total	83	2.072289157	1.112929912		
4	feel loyal to my organization	20-25 years	33	1.757575758	0.751261565	0.64	0.52
		26-30 years	37	1.972972973	0.832882761		
		31- above years	13	1.923076923	0.862316499		
		Total	83	1.879518072	0.802398696		
5	proud to tell people who I work for	20-25 years	33	1.727272727	0.83937206	0.51	0.61
		26-30 years	37	1.918918919	0.721817859		
		31- above years	13	1.846153846	0.898717034		
		Total	83	1.831325301	0.793560625		
6	your organization describes good relations between managers and employees here	20-25 years	33	2.181818182	1.014105069	0.94	0.39
		26-30 years	37	2.351351351	1.337830254		
		31- above years	13	1.846153846	0.800640769		
		Total	83	2.204819277	1.145074672		
7	Union/Staff associations here take notice of member's problems and complaints	20-25 years	33	2.636363636	1.654882583	0.73	0.48
		26-30 years	37	3.108108108	1.577335725		
		31- above years	13	2.923076923	1.705947364		
		Total	83	2.891566265	1.623095869		
8	Union /Staff associations are taken seriously by the management	20-25 years	33	2.666666667	1.534329387	0.4	0.66
		26-30 years	37	2.972972973	1.833128572		
		31- above years	13	3.076923077	1.60527975		
		Total	83	2.86746988	1.673109303		
9	Union/Staff associations here make a difference to what it is like to work here	20-25 years	33	2.666666667	1.613743061	0.37	0.68
		26-30 years	37	2.945945946	1.731183698		
		31- above years	13	3.076923077	1.656378503		
		Total	83	2.855421687	1.661123115		

Statistical Inference Part B – Gender Wise Analysis (4.2)

Gender wise analysis								
	Statements		N	Mean	S.D	f value	t value	Significance
1	Sharing of Values of Organization	Male	47	2.14893617	0.977546249	0.0002	1.93	0.98
		female	36	1.714285714	1.045197099			
2	Managers here are understanding about employees having to meet	Male	47	2.638297872	1.420739733	0.13	1.01	0.71
		female	36	2.314285714	1.430167176			
3	People working here are encouraged to develop their skills	Male	47	2.106382979	1.165333364	2.54	0.42	0.11
		female	36	2	1.05718828			
4	feel loyal to my organization	Male	47	1.765957447	0.632894179	1.6	-1.46	0.208
		female	36	2.028571429	0.984757787			
5	proud to tell people who I work for	Male	47	1.744680851	0.641604141	0.18	-1.11	0.66
		female	36	1.942857143	0.968408553			
6	Your organization describes good relations between managers and employees here	Male	47	2.255319149	1.169691247	0.84	0.43	0.35
		female	36	2.142857143	1.141280425			
7	Union/Staff associations here take notice of member's problems and complaints	Male	47	2.787234043	1.517093477	1.08	-0.58	0.301
		female	36	3	1.782265577			
8	Union /Staff association are taken seriously by the management	Male	47	2.85106383	1.531959862	1.53	0.13	0.21
		female	36	2.8	1.811726508			
9	Union/Staff associations here make a difference to what it is like to work here	Male	47	2.744680851	1.495908697	2.13	-0.46	0.14
		female	36	2.914285714	1.820979513			

Statistical Inference Part B – Qualification Wise Analysis (4.3)

	Statements		N	Mean	Standard deviation	f value	Significance Value
1	Sharing of Values of Organization	Under graduate	3	2	0	1.81	0.16
		Graduate	38	1.7368421	0.723512847		
		Post graduate	42	2.1666667	1.228059478		
		Total	83	1.9638554	1.017478748		
2	Managers here are understanding about employees having to meet	Under graduate	3	2.3333333	2.309401077	1.03	0.36
		Graduate	38	2.2631579	1.308686375		
		Post graduate	42	2.7142857	1.453099535		
		Total	83	2.4939759	1.417430636		
3	People working here are encouraged to develop their skills	Under graduate	3	1.6666667	1.154700538	4.08	0.02
		Graduate	38	1.7368421	0.759950586		
		Post graduate	42	2.4047619	1.288968652		
		Total	83	2.0722892	1.112929912		
4	feel loyal to my organization	Under graduate	3	1.3333333	0.577350269	2.28	0.10817

		Graduate	38	1.7368421	0.794719414		
		Post graduate	42	2.047619	0.794873236		
		Total	83	1.8795181	0.802398696		
5	proud to tell people who I work for	Under graduate	3	2	0	0.13	0.86
		Graduate	38	1.7894737	0.622023496		
		Post graduate	42	1.8571429	0.951800055		
		Total	83	1.8313253	0.793560625		
6	your organization describes good relations between managers and employees here	Under graduate	3	2.3333333	2.309401077	1.44	0.24
		Graduate	38	1.9736842	0.999644318		
		Post graduate	42	2.4047619	1.169938998		
		Total	83	2.2048193	1.145074672		
7	Union/Staff associations here take notice of member's problems and complaints	Under graduate	3	3	1.732050808	0.07	0.92
		Graduate	38	2.8157895	1.798727225		
		Post graduate	42	2.952381	1.480810275		
		Total	83	2.8915663	1.623095869		
8	Union /Staff association are taken seriously by the management	Under graduate	3	3.6666667	1.154700538	0.43	0.64
		Graduate	38	2.9210526	1.821516727		
		Post graduate	42	2.7619048	1.574329494		
		Total	83	2.8674699	1.673109303		
9	Union/Staff associations here make a difference to what it is like to work here	Under graduate	3	3	1.732050808	0.07	0.92
		Graduate	38	2.9210526	1.850954158		
		Post graduate	42	2.7857143	1.50666348		
		Total	83	2.8554217	1.661123115		

Statistical Inference Part B – Qualification Wise Analysis (4.3)

	Statements		N	Mean	Standard deviation	f value	significance
1	Sharing of Values of Organization	Under graduate	3	2	0	1.81	0.16
		Graduate	38	1.7368421	0.723512847		
		Post graduate	42	2.1666667	1.228059478		
		Total	83	1.9638554	1.017478748		
2	Managers here are understanding about employees having to meet	Under graduate	3	2.3333333	2.309401077	1.03	0.36
		Graduate	38	2.2631579	1.308686375		
		Post graduate	42	2.7142857	1.453099535		
		Total	83	2.4939759	1.417430636		
3	People working here are encouraged to develop their	Under graduate	3	1.6666667	1.154700538	4.08	0.02
		Graduate	38	1.7368421	0.759950586		

	skills	Post graduate	42	2.4047619	1.288968652		
		Total	83	2.0722892	1.112929912		
4	feel loyal to my organization	Under graduate	3	1.3333333	0.577350269	2.28	0.10817
		Graduate	38	1.7368421	0.794719414		
		Post graduate	42	2.047619	0.794873236		
		Total	83	1.8795181	0.802398696		
5	proud to tell people who I work for	Under graduate	3	2	0	0.13	0.86
		Graduate	38	1.7894737	0.622023496		
		Post graduate	42	1.8571429	0.951800055		
		Total	83	1.8313253	0.793560625		
6	your organization describes good relations between managers and employees here	Under graduate	3	2.3333333	2.309401077	1.44	0.24
		Graduate	38	1.9736842	0.999644318		
		Post graduate	42	2.4047619	1.169938998		
		Total	83	2.2048193	1.145074672		
7	Union/Staff associations here take notice of member's problems and complaints	Under graduate	3	3	1.732050808	0.07	0.92
		Graduate	38	2.8157895	1.798727225		
		Post graduate	42	2.952381	1.480810275		
		Total	83	2.8915663	1.623095869		
8	Union /Staff association are taken seriously by the management	Under graduate	3	3.6666667	1.154700538	0.43	0.64
		Graduate	38	2.9210526	1.821516727		
		Post graduate	42	2.7619048	1.574329494		
		Total	83	2.8674699	1.673109303		
9	Union/Staff associations here make a difference to what it is like to work here	Under graduate	3	3	1.732050808	0.07	0.92
		Graduate	38	2.9210526	1.850954158		
		Post graduate	42	2.7857143	1.50666348		
		Total	83	2.8554217	1.661123115		

Statistical Inference Part B – Experience Wise Analysis (4.4)

	Statements		N	Mean	Standard deviation	f value	Significance
1	Sharing of Values of Organization	0-2years	34	2.0588235	1.204566475	0.3	0.73
		2-5years	18	1.8333333	0.923548145		
		5 and above	31	1.9354839	0.853833859		
		Total	83	1.9638554	1.017478748		
2	Managers here are understanding about employees having to meet	0-2years	34	2.7941176	1.591252828	1.69	0.19
		2-5years	18	2.0555556	1.433720878		
		5 and above	31	2.4193548	1.148163564		

		Total	83	2.4939759	1.417430636		
3	People working here are encouraged to develop their skills	0-2years	34	2.3529412	1.299938296	1.99	0.14
		2-5years	18	1.7777778	1.114374293		
		5 and above	31	1.9354839	0.813858459		
		Total	83	2.0722892	1.112929912		
4	feel loyal to my organization	0-2years	34	1.9411765	0.885614886	1.304	0.27
		2-5years	18	1.6111111	0.777544316		
		5 and above	31	1.9677419	0.706346042		
		Total	83	1.8795181	0.802398696		
5	proud to tell people who I work for	0-2years	34	1.9117647	0.792680419	0.904	0.408
		2-5years	18	1.6111111	0.978527639		
		5 and above	31	1.8709677	0.670419544		
		Total	83	1.8313253	0.793560625		
6	your organization describes good relations between managers and employees here	0-2years	34	2.5588235	1.049997878	2.99	0.05
		2-5years	18	2.0555556	1.433720878		
		5 and above	31	1.9032258	0.978258272		
		Total	83	2.2048193	1.145074672		
7	Union/Staff associations here take notice of member's problems and complaints	0-2years	34	3.0882353	1.676353312	1.62	0.203
		2-5years	18	3.2222222	1.957055278		
		5 and above	31	2.483871	1.28765854		
		Total	83	2.8915663	1.623095869		
8	Union /Staff association are taken seriously by the management	0-2years	34	3.0882353	1.602415734	1.09	0.33
		2-5years	18	3.0555556	2.099642049		
		5 and above	31	2.516129	1.457645767		
		Total	83	2.8674699	1.673109303		
9	Union/Staff associations here make a difference to what it is like to work here	0-2years	34	3.0882353	1.676353312	1.24	0.29
		2-5years	18	3.0555556	2.013840996		
		5 and above	31	2.483871	1.387346814		
		Total	83	2.8554217	1.661123115		

From this table 4.1 it is said that significant level of sharing of the values of the organization is 0.48 and the significance level of managers here are understanding about employees family responsibilities is 0.18 & Significance level of organization describe good relations between managers and employees is 0.39 & significance Union/Staff association here take notice of member's problems and complaints is 0.48. So it is said that there is no significant difference found between the opinion of the age group of 20-25 years, 25-30 years and 30 & above.

From this table 4.2 it is said that significant level of people working here are encouraged to develop their skills is 0.11 and the significance level of people feel loyal to organization is 0.20 & Significance level of organization describe good relations between managers and employees is 0.35 & significance of Union/Staff association here take notice of member's problems and complaints is 0.30 and also significance level of Union/Staff here are taken seriously by the management is 0.21 & significance level of n Union/staff here make a difference to what is to work here is 0.14. So it is said that there is no significant difference found between the opinion of male and female.

From this table 4.3 it is said that significant level of sharing of the values of the organization is 0.16 and the significance level of managers here are understanding about employees family responsibilities is 0.36 & Significance level people working here are encouraged to develop their skills is 0.02 & for Significance level of feel loyal to my organization is 0.11 .Significance level of organization describe good relations between managers and employees is 0.24. So it is said that there is no significant difference found between the opinion of post graduate, graduate and under graduate respondent.

From this table 4.4 it is said that significant level of managers here are understanding about employees family responsibilities is 0.19 & Significance level people working here are encouraged to develop their skills is 0.14 & for Significance level of feel loyal to my organization is 0.27 the significance level of people feel proud about their organization is 0.41 & Significance level of organization describe good relations between managers and employees is 0.50. The significance of union/Staff association here take notice of member's problems and complaints is 0.20 and also significance level of Union/Staff here are taken seriously by the management is 0.33 & significance level of n Union/staff here make a difference to what is to work here is 0.29. So it is said that there is no significant difference found between the opinion of respondent who has gained up to 2years, 3-5 years and above 5 years.

From this table 5.1 it is said that significant level of notice board are helpful in the organization is 0.28 and the significance level of meetings of managers are up to date about the work place is 0.02 & Significance level of up to date letters and magazine in the workplace is 0.03. So it is said that there is no significant difference found between the opinion of the age group of 20-25 years, 25-30 years and 30 & above.

Table No.5.1

Statements	Age Groups	N	Mean	Standard deviation	F value	significance
How helpful do you find the notice boards in keeping up to date about this workplace	20-25 years	33	1.878788	1.0534935	1.26	0.28
	26-30 years	37	1.918919	0.8621156		
	31- above years	13	1.461539	0.6602253		
	Total	83	1.831325	0.921548		
How helpful do you find the meetings of the manager in keeping up-to-date about this workplace	20-25 years	33	1.878788	1.1390121	3.95	0.02
	26-30 years	37	2.189189	0.5184291		
	31- above years	13	1.461539	0.5188745		
	Total	83	1.951807	0.8540237		
How helpful do you find the workplace news letters or magazine in keeping up-to-date about this workplace	20-25 years	33	2.363636	1.3185736	3.46	0.03
	26-30 years	37	2.054054	0.6644106		
	31- above years	13	1.538462	0.5188745		
	Total	83	2.096386	0.9952872		

From this table 5.2 it is said that significant level of notice board are helpful in the organization is 0.50 and the significance level of meetings of managers are up to date about the work place is 0.028 & Significance level of up to date letters and magazine in the workplace is 0.004. So it is said that there is no significant difference found between the opinion of the male and female respondent.

Table No. 5.2

Variables	Gender	N	Mean	S.D	T value	Sig.
How helpful do you find the notice boards in keeping up to date about this workplace	Male	47	1.744681	0.8200765	-0.95	0.5
	female	36	1.942857	1.0555973		
How helpful do you find the meetings of the manager in keeping up-to-date about this workplace	Male	47	1.87234	0.6466308	-0.9629	0.028
	female	36	2.057143	1.0831017		
How helpful do you find the workplace news letters or magazine in keeping up-to-date about this workplace	Male	47	2	0.8075729	-1.023	0.004
	female	36	2.228571	1.2147552		

From this table 5.3 it is said that in all variables significance value is more than .50 so we can say that there is different found between the views of post graduate, graduate and under graduate respondent.

Statistical Inference Part C – Qualification Wise Analysis (5.3)

Statements		N	Mean	Standard Deviation	f value	significance
1 How helpful do you find the notice boards in keeping up to date about this workplace	Under graduate	3	2	1.732050808	0.103	0.9
	Graduate	38	1.789474	0.905177144		
	Post graduate	42	1.857143	0.899089745		
	Total	83	1.831325	0.92154797		
2 How helpful do you find the meetings of the manager in keeping up-to-date about this workplace	Under graduate	3	1.666667	1.154700538	0.25	0.78
	Graduate	38	1.921053	0.818092011		
	Post graduate	42	2	0.883452209		
	Total	83	1.951807	0.854023682		
3 How helpful do you find the workplace news letters or magazine in keeping up-to-date about this workplace	Under graduate	3	1.666667	1.154700538	0.32	0.72
	Graduate	38	2.078947	0.881693056		
	Post graduate	42	2.142857	1.094808783		
	Total	83	2.096386	0.995287161		

From this table 5.4 it is said that significance level of meetings of managers are up to date about the work place is 0.30 & Significance level of up to date letters and magazine in the workplace is 0.06. So it is said that there is no significant difference found between the opinion of respondent who has gained up to 2years, 3-5 years and above 5 years.

Table No. 5.3

Statements		N	Mean	Standard deviation	f value	Sig.
How helpful do you find the notice boards in keeping up to date about this workplace	0-2years	34	1.852941	1.0189821	0.28	0.75
	2-5years	18	1.944444	0.9983647		
	5 and above	31	1.741936	0.7732073		
	Total	83	1.831325	0.921548		

How helpful do you find the meetings of the manager in keeping up-to-date about this workplace	0-2years	34	2.205882	1.2739681	1.21	0.3
	2-5years	18	1.888889	0.7583953		
	5 and above	31	1.83871	0.77875		
	Total	83	2	1.0121217		
How helpful do you find the workplace news letters or magazine in keeping up-to-date about this workplace	0-2years	34	2.382353	1.2795526	2.85	0.06
	2-5years	18	2.055556	0.6391375		
	5 and above	31	1.806452	0.7032949		
	Total	83	2.096386	0.9952872		

Conclusion

The present paper is concerned with employee relation and working conditions. On the behalf of age, gender, qualification and experience that it can be said that respondents' responses are lies between helpful to very much helpful to employee relations and working conditions. One can conclude that working conditions are good and they feel proud to work in their organization but there has some problem in the employee's relation so on the part of relationship of employee's some improvement is required however the age group of 26-30 years are more comfortable with working conditions as compared to others. Similarly male and female respondent's view also shows the same. Furthermore post graduate employees and employees who are having experience from 0-2 years are very much comfortable with working environment as compared to rest of the categories. All male and female are agree that collective bargaining is not helpful, they are not having any work council and their organization is not the member of employee association.

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