

AN IMPACT OF INDUSTRIAL RELATIONSHIP ON EMPLOYEE PERFORMANCE

Submitted in partial fulfillment of the requirements for the award of
MASTER OF BUSINESS ADMINISTRATION

by

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**Master of Business Administration
SCHOOL OF MANAGEMENT STUDIES**

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

**Accredited with Grade “ A” by NAAC | 12B Status by UGC Approved by AICTE
Jeppiaar Nagar,
RAJIV GANDHI SALAI, CHENNAI - 600119**



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SCHOOL OF BUSINESS ADMINISTRATION

BONAFIED CERTIFICATE

This is to certify that this Project Report is the bonafide work of **S.ROHITH (40410143)** who carried out the project entitled “the **AN IMPACT OF INDUSTRIAL RELATIONSHIP ON EMPLOYEE PERFORMANCE** ”under my supervision from January 2022 to April 2022

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EXTERNAL GUIDE

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Submitted for Viva voice Examination held on_____.

INTERNAL EXAMINER

EXTERNAL EXAMINER

DECLARATION

I **S.ROHITH (40410143)** hereby declare that the Project Report entitled “**AN IMPACT OF INDUSTRIAL RELATIONSHIP ON EMPLOYEE PERFORMANCE**” done by me under the guidance of **Dr.M.JOHN BRITTO** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE:

S.ROHITH

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ROHITH.S

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Abstract

The research work is undertaken to find the importance of intra organizational relationship in the company and its relevance on organizational effectiveness. The article emphasizes the collaborative workforce within a single organization.

The main objective of the study is to assess the level of Communication, Participation, Relationship and Motivation for the employees to what extent influences the effectiveness of the organization. Simple Random Sampling method is adopted with 130 employees from various manufacturing companies, Chennai .

The primary data were collected from questionnaire. The data analyzed with the help of Chi- square test, Simple average, Correlation. Employees' relationship plays very important role in every organization. Good intra relationships help to success of the organization. Unless an employee has poor relationship if always a possibility of employee disharmony and also affect smooth running of the company. So this study attempts to So this study attempts to inspect the **AN IMPACT OF IDUSTRIAL RELATIONSHIP ON EMPLOYEE PERFORMANCE.**

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CHAPTER 1

1.1 INTRODUCTION

An organization is a structural component that is made up of sub-component such as man, materials and money which work interrelated and interdependently in the achievement of organizational objective. All these sub-components must work together before an organization can increase or improve in its performance. But among them, man which is the employer and the employee must exist in a cordial relationship between themselves and with the organization so as to enable them actualized the objective of the organization, manage the materials and money and also have a satisfactory working environment. Again, the employees in the organizations are the vital elements an organization should always strive hard to satisfy because without the employees, the organization would find it difficult to survive. In that case, the employer in an organization must have a good employee relation which will help the employees feel relaxed and satisfied in their workplace.

However, in context to the prevalent discussion, employee relation is seen as the fairness, trust, and the harmonious relationship that exist among the employers and their employees within organization which has a positive effect on organizational performance. It is also seen in simple terms as the relationship that exists between the employer and the employee. To view employee relation as a set of organizational functions and practices that deals with issues related to people as staffing, compensation and benefit, performance management, organizational development, health and safety, communication and administration. These means that people separated as staff should have connections or relationships among each other which will enable them work together as a team in getting a setting work done. Nevertheless, employees who have worked so hard need to be compensated and grant benefit that will make them satisfied in their workplace. In order to determine the workplace satisfaction of employees, certain variables such as health, safety, employees'

canteen, compensation, benefit, communication and many other variables need to be considered so that the organization can improve in its performance.

Therefore, an organization can only improve in its performance when the employees that work in that organization have developed a sense of belonging, and go extra mile to help the organization prosper. It is against this boundary that this study seems to investigate the effect of employee relations on organizational performance using manufacturing companies as a case study.

1.2 Area of industry

An organizational structure which has to do with attaining maximum levels of production and has to share the economic reform of organization may not be realized by the management that is has influence on employee's productivity. Industrial relations can be said to be social political and economic condition that exist between the management and the employees. It is also fundamental concerned with a complex power relationship power sharing and the economic and other decision which emanates from the employment, the condition of employment and employees at trade union and the government. More importantly too is how the employees will formally be identified with the purpose of the enterprise and how they, by effective participation both in the work effort and in the relevant decision making can find greater self-fulfillment in the work place .when the industrial relationship between the management and the employees is cordial, the organization will unquestionably be able to achieve its objective through collection and concerned efforts of motivated employment. When employees have negative feelings on job productivity is at stake. Despite this position of industrial relations, is an organization, there seems not be any study regarding how it influences the attainment of set goals by the various management of the organization hence there is need to look into this by the researcher. It is also fundamental concerned with a complex power relationship power sharing the economic and other decisions which emirates from the employment, the condition of employment and remunerations between management and the employees of trade union and the government. More importantly too are how the employees will formally be identified with the purpose of the enterprise and how they, by effective participation both in the work effort and in the relevant decision making can find greater self-fulfillment in the work place. (David 1993) pg. 17 when the industrial relationship between the

management and the employees is cordial, the organization will unquestionably be able to achieve its objectives through collection and concerned effort of motivated employment. When employees have negative feelings on job productivity is at stake. Despite this position of industrial relations, is an organization, there seems not to be any study regarding how it influences the attainment of set goals by the various management of the organizations hence there is need to look into this by the researcher.

1.3 INDUSTRIAL PROFILE :

MANUFACTURING COMPANY Has grown to have the enviable reputation of being one of the most reputable built and rebuilt constructive companies in India and it's far constructed on a robust basis of commitment to excellent and quest for excellence. today, and manufacturing solutions offerings are the benchmarks in the HR industry. At manufacturing answers, we trust that a perfect HR approach that Centre's around the happiness of the personnel is of paramount importance for each employer. Our kingdom-of-the- art generation subsidized through demonstrated techniques alongside positive sensitivity in terms of coping with expertise has made idea information solutions the HR associate of preference. we've experts in specialized domains on our payrolls so we carry on your table an outstanding expertise pool like no different. Anmanufacturing answer gives clients the great consulting brains to offerthem with personalized and custom designed services. Our patron list boasts of Fortune 15 manufacturing and our pan India presence, with companies in, Chennai make us without problems on hand. Their offerings were appreciated with the aid of the workers and manufacturing answers has won numerous awards and citations from diverse customers. Our figures talk for themselves. In reality, the electricity quarter has played a dominant function in the socio-financial improvement of the county. As a convenient versatile and relatively cheap form of electricity it performs a critical position in machine replacing , delivery, enterprise and domestic region. for thisreason electricity has all alongside remained inside the precedence list of Indian planners and plan outlays have pondered this factor. The outlays for working area hadbeen around of the entire outlays for the general public sector in numerous plan periods in the manufacturing industry which layouts to all the manufacturing industry

which allows the workers to do their jobs to their job and finish it on time so from the conclusion of the main enrolment of the certain job which to done in the certain and help to finsh it on time .

1.4 STATEMENT OF STUDY:

The industrial relationship between the management and the employees in work place is vital to the success of the organization. When employees work without any sort of grievance and are happy, productivity will subsequently increase as employees always put in their maximum effort. Unfortunately, from observation, some management seems not to recognize this fact. They seems not be give employees chances to participate in some decision making in the organization, which often sparks off conflict between them. The bank of Agriculture limited,Kaduna. Today also seem not to employ some basic management techniques in softening grievance among employees.

Catastrophic effects on organizational output. it appears that they are yet to realize the effect of trade union and their level of bargaining power of the company. Going by the above situation, the researcher will critically find out the influence of industrial relations on employees productivity.

1.5 OBJECTIVES OF THE STUDY:

The main objective of the study is to ascertain the influence of industrial relations on employees performance. However, the specific objective are outlined below.

- To safeguard the interest of labour and management by securing high level of mutual understanding and goodwill between all sections in the industry which are associated with the process of production.
- To raise productivity to a higher level by arresting the tendency of higher labor turnover and frequent absenteeism.
- To avoid industrial conflicts and develop harmonious relations between labor and management for the industrial progress in a country.
- To establish and maintain Industrial Democracy, based on labour partnership, not only by sharing the gains of the organization.

- To bridge about government control over such units which are running at losses or where production has to be regulated in the public interest.
- To bring down strikes, lockouts, gheraos and other pressure tactics by providing better wages and improved working conditions and fringe benefits to the workers.

1.6 SCOPE OF STUDY :

The study is limited to the influence of industrial relations on employee's productivity in all manufacturing since industrial relations is mainly concerned with employment problems, we are going to look into the following aspect as it affects the manufacturing company. Before and after it merger and to show how these have contributed to the organization effectiveness It includes the establishment and maintenance of good personnel relations in the industry, ensuring manpower development, establishing a closer contact between persons connected with the industry and that between the management and the workers, creating a sense of belonging in the minds of management, creating a mutual affection, responsibility and regard for each other, stimulating production as well as industrial and economic development, establishing a good industrial climate and peace and ultimately maximizing social welfare. They have also asserted that either industrial relations or personnel administration is primarily concerned with all functions relating man effectively to his environment.

1.7 Significance of the Study:

That this study is very unique in the fact that employees and management occupy a very important position in an organization. It is hope that the study would be beneficial to the management in organization, trade union, and staff in the organization as well as future researcher management.

These study would be beneficial to management who are directly involved in the utilization of workers they will appreciate the importance of workers in the organization and also think the ways of alleviating the problems they are facing.

1.7.1 To the organization, it will help identify means of having better employee relations. It offers some useful information about employee relation that can be used for further scientific research.

1.7.2 To the researcher, it can contribute to build up researcher's knowledge and understanding on the aspect of employee relation by providing awareness to the examined organizations about employee relation and how it affects organizational performance.

1.7.3 To the employees, it will help them to know how there can be able to relate with one another within the organization which will help them in making their work less stressful and it will also help them to know the better ways to get their work done more effectively and efficiently.

1.7.4 Trade union,

They are representative of workers to the management in the organization, therefore, they should know the limit of their bargaining power.

CHAPTER 2

REVIEW OF LITRATUTRE

2.1 REVIEW OF LITRATURE:

- (Nikoloski & Kacarski, 2021)

The employee relations can be considered to be a study of the relationship between employers or the representative managers and employees aimed at resolving conflicts and to help in improving productivity of the organization by increasing motivation and morale of the workers

- (Dimitrova, Koleva 2021)

Employee-employer and or employee-organization relationships are part of a business's internal relationship management. Much research regarding this internal relationship management has focused on organizational behavior/theory and human resource management.

- (Koleva & Kacarski 2020)

It refers to the relationship of rights and obligations of management and the interests between enterprise and the staff, which is also shown as the total of cooperating, conflict management, strength and power relations, and is influenced by economic, technology, policy, legal system and social culture background in certain society.

- (Rai, 2019).

The employees are the pillars for the companies building of relationship with the customers, a deliberate and well-thought-out initiative is required by the companies to build foundation for a strong relationship of employees with the organization.

➤ (Sinha & Bajaj 2018)

States that employers should take care of the needs of the employees and this can be understood by human resource management practices like training, job satisfaction, job rotation, participative management, performance appraisal and career planning for their employees.

➤ (Slabbert, 2018)

Transparency in communication about workplace practices helps achieve the desired outcomes for the employee and the organization. Regular and transparent sharing of the right information with organizational members on the work requirements enables employees to do the right things; this helps maintain trust and builds an engaged workforce.

➤ (Yongcai, 2017)

When employees feel that they can't be heard, neither know what is required of them, they may become frustrated, leading to low employee morale. Low morale can result in negative perception, thus leading to poor productivity and an uncomfortable work environment.

➤ (Jing, 2016)

It is the process of adopting various controlling methods and practices to regulate the relations between company and staff and employee versus employee, which enables the company to achieve its goals .

➤ (Oluchi, 2016)

The human resources department can play a critical role in this process, both in terms of training and coaching supervisors or managers and executives on how to effectively establish and nurture relationships with employees. It involves also

measuring and monitoring those relationships to determine whether organizational objectives are being met .

➤ (Yongcai, 2015).

The communication management between enterprise and the staff, this kind of communication adopts flexibility, encouraging non-compulsory means to improve staff's job satisfaction, and support enterprise to realize the goal. Employee relationship management runs through every aspect in human resource management.

➤ (Mayhew (2015)

says that a good relationship between employers and employees does not just happen; they are the result of a strategy and activities that employee relations managers design to improve communication between employees and management.

➤ (Aurolipy, Mishra & Dash 2014)

That defines employee empowerment as the process of giving employees a certain degree of autonomy and responsibility for decision-making regarding their specific organizational tasks.

➤ (Sofijanov & Zabijakin-Chatleska, (2013)

It is also a management practice of sharing information, rewards, and power with employees so that they can take initiative and make decision to solve problems and improve service and performance conceive employee involvement as a

process of participation and empowerment of employees in order to use their input in achieving higher individual and organizational performance.

➤ (Mamoria, Satish & Gankar, 2012).

In replacing unilateral decision-making by the employer, bargaining has introduced an element of industrial democracy into the workplace. It is a measurement of industrial democracy which involves the government of labour with the consent of the governed the workers. Basically, collective bargaining is democratic: It is a joint formulation of company policy on all matters which directly affects the workers in the organization .

➤ (Onyango, 2012).

It is influential because the amount paid is linked to predefined behaviors or outcomes. Again, incentives are usually paid to specific employees whose work is above standard. Employee benefits, on the other hand, should be available to all employees based on their membership in the organization; provision of benefits for selected groups of employees could induce some friction due to perceptions of inequity.

➤ (The Foundation Coalition, 2011)

Conflict management is the principle that all conflicts cannot necessarily be resolved, but learning how to manage conflicts can decrease the odds of nonproductive escalation.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 RESEARCH METHODOLOGY:

This chapter describes the methods and procedures that were followed in conducting The research with an industrial relationship on employee relationship . It describes the research design, area of the study, population for the study, sample technique, sources of data, and validation of instrument, reliability of instrument, method of data collection and methods of data analysis. The method adopted by this study was specifically a survey research using a questionnaire. This study adopted the mixed method approach utilizing both qualitative and quantitative methods. Qualitative approach was used to supplement and strengthen the quantitative aspects and provide an opportunity for the researcher to observe the effect of employee relations on organizational performance.

3.2 Research Design

A research design is the conceptual structure within which the research is conducted. It is the blue print and a detailed plan of how a research study is to be conducted. The study will be using a descriptive research design that was triangulated with both qualitative and quantitative tools of analysis. There are also sub-types of research methods namely experimental design, defining research problems, and descriptive studies. Research designs also include the elements of data collection, measurement of data with the respective tools, and the analysis of the data . A descriptive design was used because it helps describe characteristics associated with the subject population and explain the variables that exist between these variables in order to provide a picture of a particular phenomenon.

3.3 SAMPLING TECHNIQUE:

- **probability sampling:**

Probability sampling means that you use a completely random sample from the group of people you're interested in (this group is called the "population"). By using a completely random sample, the results of your study will be generalizable to the entire population. In other words, you can expect the same results across the entire group, without having to collect data from the entire group which is often not possible for large groups.

- **Non-probability sampling:**

Non-probability sampling, on the other hand, doesn't use a random sample. For example, it might involve using a convenience sample, which means you'd interview or survey people that you have access to (perhaps your friends, family or work colleagues), rather than a truly random sample (which might be difficult to achieve due to resource constraints). With non-probability sampling, the results are typically not generalizable..

- **Simple random sampling:**

One of the best probability sampling techniques that helps in saving time and resources, is the simple random sampling method.

- **Cluster sampling:**

Cluster sampling is a method where the researchers divide the entire population into sections or clusters that represent a population. Clusters are identified and included in a sample based on demographic parameters like age, sex, location, etc.

- **Systematic sampling:**

Researchers use the systematic sampling to choose the sample members of a population at regular intervals. It requires the selection of a starting point for the sample and sample size that can be repeated at regular intervals.

➤ **Stratified random sampling:**

Stratified random sampling is a method in which the researcher divides the population into smaller groups that don't overlap but represent the entire population.

3.4 AREA OF STUDY:

The targeted area of the study is the effect of employee relation on organizational performance of all manufacturing company located all over Chennai .

Sources of data collection

The study is based on both primary and secondary data. Both primary and secondary data was collected for the present study.

3.4.1 Primary data:

➤ The primary data for the study was collected through the following methods and techniques. It is often undertaken after the researcher has gained some insight into the issue by reviewing secondary research or by analyzing previously collected primary data method like Questioner's method have been used as a tool for a data collection in this research.

3.4.2 Secondary data:

➤ Secondary data means data that are already available i.e., they refer to the data which has been already been collected and analyzed by someone else the secondary data or the study was collected from company and other source sample size is 75-150.

3.5 STRUCTURE OF QUESTIONNAIRE:

Questionnaire was divided into two section first part is was designed to know the general information about customer and the second part contained the respondents option about workers satisfaction.

3.5.1 BASIC QUESTION :

The basic introduction questions are the question which is related to name , age, gender, qualification , occupation.

3.5.2 RESERCH RELATED QUESTION:

The present research question fully focusing on the qualifying an impact of industrial relationship on employee performance ,which raise the wokers intention towards the job satisfaction towards the organization .the organization strongly influenced by the icon of the wokers behavior which build the organization to grow . The primary data on the field are collected through questionnaire and secondary data were collected through internet the study was collected from company .

3.5.3 PERSONAL RELATED QUESTION :

The personal question are question that are related to the candidate like, name, age, martial status .

3.5.4 VARIABLE QUESTION :

The questionnaire variables are the same data that, as its name suggests, are different for each user who sends it. The variables are used in generating reports with responses from users, so that we can configure what information we want to display.

3.5.5 LIKERT SCALING :

A Likert scale is a unidimensional scale that researchers use to collect respondents' attitudes and opinions. Researchers often use this psychometric scale to understand the views and perspectives towards a brand, product, or target market.

3.5.6 SUGGESTION QUESTION :

A suggestive question is one that implies that a certain answer should be given in response, or falsely presents a presupposition in the question as accepted fact For example, the phrasing "Don't you think this was wrong" is more suggestive than "Do you think this was wrong" despite the difference of only one word.

3.6 SAMPLE SIZE:

I have taken 130 sample for my research .

3.7 PERIOD OF STUDY :

The sample period of time is two months

3.8 PROFILE AREA OF STUDY :

My sample location is in Sholingnallur.

3.9 TARGETED PEOPLE OF STUDY :

My targeted people are those men and women at the age of 20-50

3.10. HYPOTHESIS

A hypothesis is a proposed explanation for a phenomenon For a hypothesis to be a scientific hypothesis, the scientific method requires that one can test it.

Scientist generally base scientific hypotheses on previous observation that cannot satisfactorily be explained with the available scientific theories.

3.10.1 Null hypothesis:

The null hypothesis is a typical statistical theory which suggests that no statistical relationship and significance exists in a set of given single observed variable, between two sets of observed data and measured phenomena.

3.10.2 Alternative hypothesis:

An alternative hypothesis is one in which a difference or an effect between two or more variables is anticipated by the researchers; that is, the observed pattern of the data is not due to a chance occurrence Alternative hypotheses can be non-directional or directional.

3.10.3 Parametric hypothesis:

When considering a normal distribution of a population these features are known as parameters. Parametric analysis relies on the data being normally (or nearly) distributed so that an estimation of the underlying population's parameters can be made.

3.10.4 Non parametric hypothesis:

A nonparametric test is a hypothesis test that does not require the population's distribution to be characterized by certain parameters..... In a nonparametric study the normality assumption is removed. Nonparametric methods are useful when the normality assumption does not hold and your sample size is small.

3.11 TOOLS FOR ANALYSIS

Research questions are always answered with a descriptive statistic: generally either percentage or mean. Percentage is appropriate when it is important to know how many of the participants gave a particular answer. Generally, percentage is reported when the responses have discrete categories.

3.11.1 HYPOTHESIS / ANALYTICAL TOOLS:

Chi-square test: A chi-square statistic is one way to show a relationship between two categorical variables. In statistics, there are two types of variables: numerical (countable) variables and non-numerical (categorical) variables.

One Way Anova: In statistics, one way analysis of variance is a technique that can be used to compare whether two samples are significantly different or not.

CHAPTER 4

DATA ANALYSIS & INTERPRETATION

4.1 PERCENTAGE ANALYSIS:

Table 4.1.1. Age of respondents .

Age	COUNT OF AGE	PERCENTAGE
Under 18	8	6
18-24	62	46
25-34	46	35
35-44	13	10
45-54	4	3
Total	130	100

Interpretation

the above respondents are belong to age of respondent ,where 6 % of the respondent are belong to under 18, 46% of the respondent are belong to 18-24, 35% are the respondents are belong to 25-34, 10% of the respondents are belong to 35-44, 3% of the respondents are belong to 45-54.

Interference

Majority of the respondent are belong to age category of 18-24 (46%)

Chart 4.1.1 age of respondents.

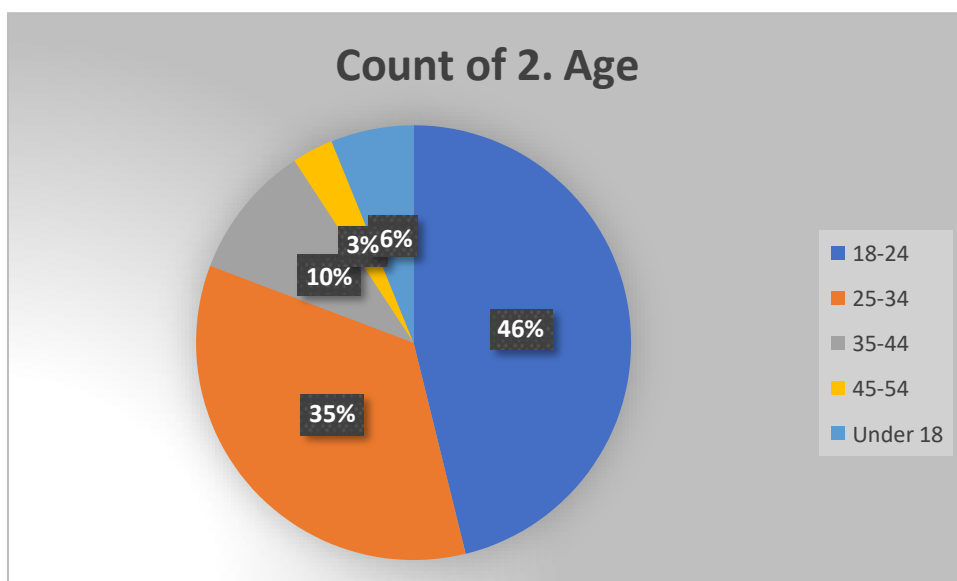


Table 4.1.2 martial status

Martial status	No. of. Response	Percentage
Single	66	51
Married	64	49
TOTAL	130	100

Interpretation

The above table is martial status ,where 51% of the repondent are belong to single , 49% of the reapondent are belong to married .

Interference

Majority of the respondents are belong to single (49%)

chart 4.1.2 martial status

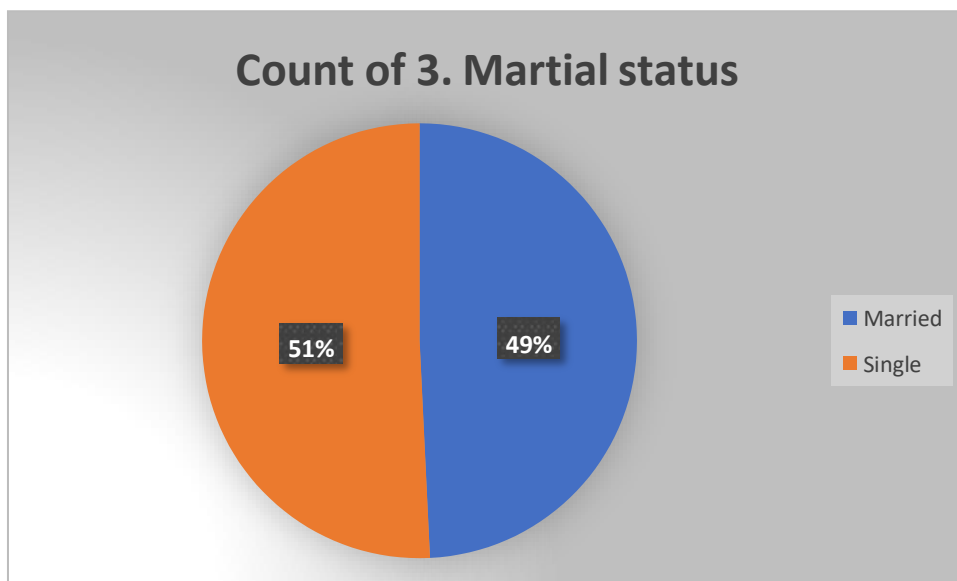


Table 4.1.3 Education qualification

Education qualification	No. of . response	Percentage
SSLC	10	8
HLSC	13	10
UG	80	61
PG	27	21
TOTAL	130	100

INTERPRETATION

The above table is education qualification ,where 8% of the respondents are belong to sslc,10% of the respondents are belong to hlsc,61% of the respondents are belong to ug, 21% of the respondents are belong to pg.

INTERFERENCE

Majority of the response are belong to UG (61%)

Chart 4.1.3 education qualification

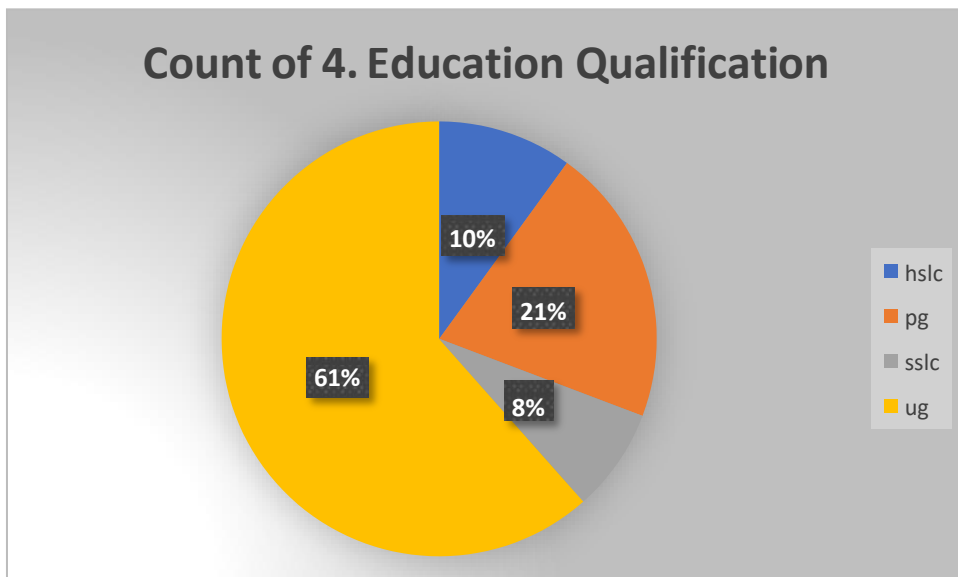


Table 4.1.4.Designation

Designation	No. of. Response	Percentage
Assistant	7	5
Executive	41	34
Functional	34	26
Junior	31	24
Senior	17	13
Total	130	100

INTERPRETATION

The above table is designation where 5% of the response are belong to assistant, 37% of the response are belong to executive ,21% of the response are belong to functional, 24% of the response are belong to junior , 13% of the response are belong to senior .

INTERFERENCE

Majority of the response are belong to Executive (34%)

Chart 4.1.4.Designation

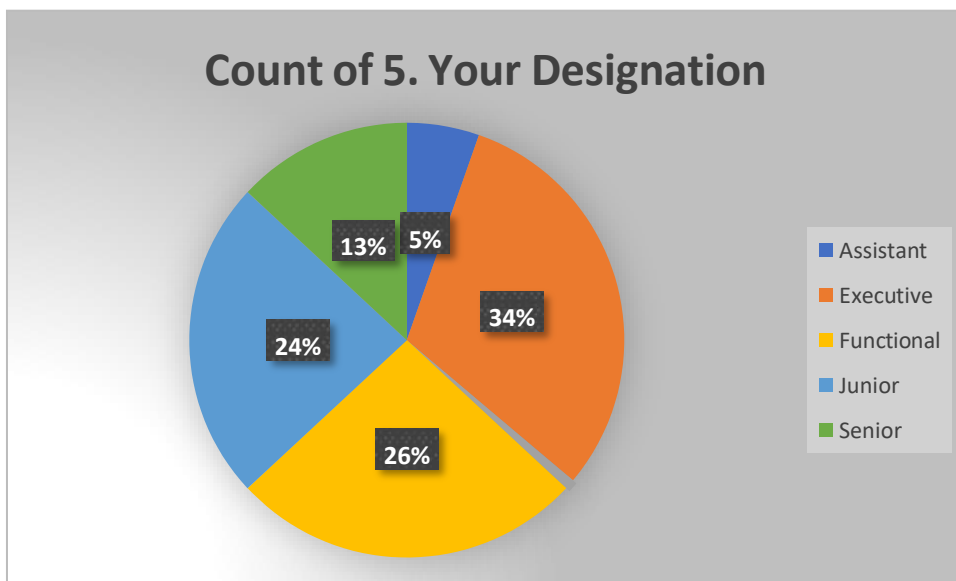


Table 4.1.5.How many years do you have work experience?

Work experience	No. of . experience	Percentage
2-3 years	54	42
4-5 years	55	42
6-7 years	18	14
8-9 years	3	2
Total	130	100

INTERPRETATION;

The above table is how many years do you have work experience ,where 42% of the response are belong to 2-3 years , 42% of the respondent are belong to 4-5 years ,14% of the respondents are belong to 6-7 years , 2% are belong to 8-9 years.

INTERFERENCE

Majority of response are belong to 2-3 years(42%), 4-5 years (42%).

Chart 4.1.5.How many years do you have work experience?

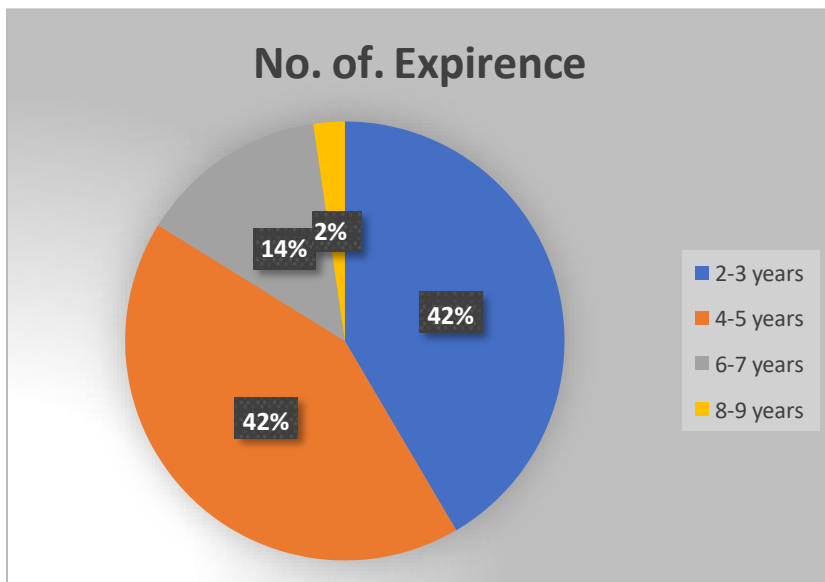


Table 4.1.6. How adventurous and enjoyable is the workplace

Response	No .of. Response	Percentage
Average	40	31
Below average	20	15
Good	70	54
Poor	0	0
Total	130	100

INTERPRETATION

The above table is how adventurous and enjoying is the workplace ,where 31% of the despondence are belong to average ,15% of the Respondent are belong to below average ,54% of the Respondent are belong to good,0% of the Respondent are belong to poor.

INTERFERENCE

Majority of the Respondent are belong to good (54%)

Chart 4.1.6. How adventurous and enjoyable is the workplace

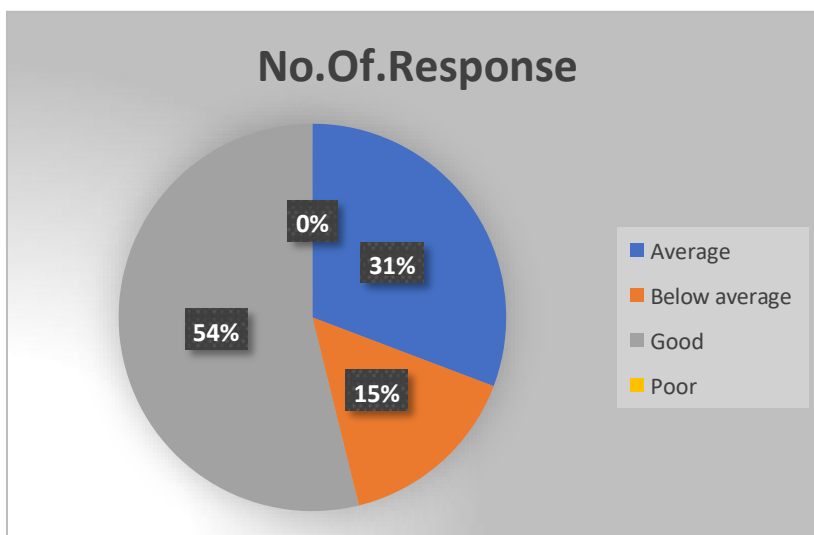


Table 4.1.7. When your contribution to the organization's success ! do you feel recognized ?

Response	No. of . Response	Percentage
Never	1	1
Not recognized	23	17
Recognized	79	61
Sometimes	27	21
Total	130	100

INTERPPRETATION

The above table is When your contribution to the organization's success ! do you feel recognized , where 1% of the response are belong to Never ,17% of the Respondent are belong to not recognized,61% of the Respondent are belong to Recognized , 21% of the Respondent are belong to sometimes .

INTERFERENCE

Majority of the Respondent are belong to Recognized(61%)

Chart 4.1.7. When your contribution to the organization's success ! do you feel recognized ?

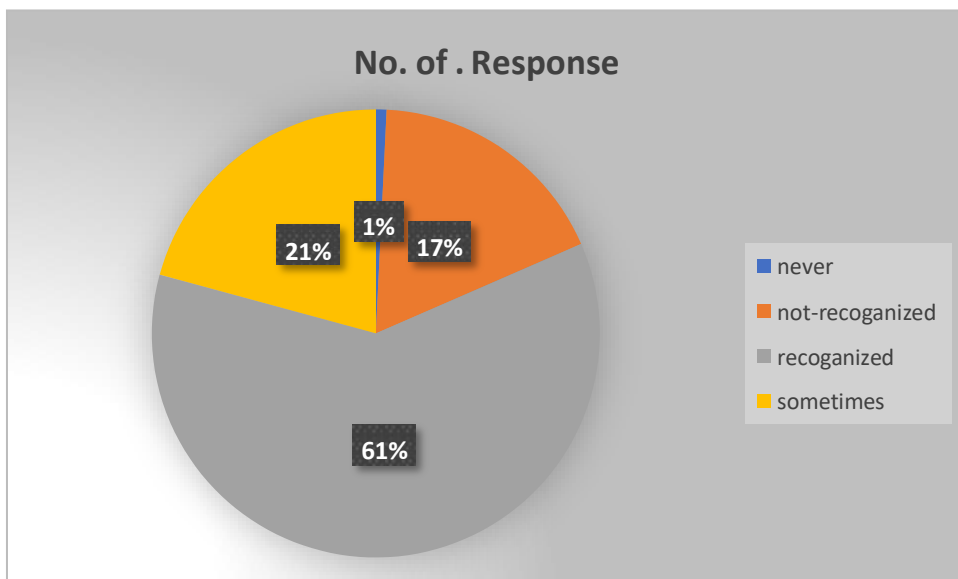


Table 4.1.8 How many hour do you spend on workplace ?

Response	No. of . Response	Percentage
5 hours	13	10
8 hours	87	67
12 hours	29	22
16 hours	1	1
TOTAL	130	100

INTERPRETATION

The above table is How many hour do you spend on workplace , where 10% of the Respondent are belong to 5 hours, 67% of the Respondent are belong to 8 hours, 22% of the Respondent are belong to 12 hours , 1% of the Respondent are belongto 1%.

INTERFERENCE

Majority of the Respondent are belong to 8 hours (67%)

Chart 4.1.8 How many hour do you spend on workplace ?

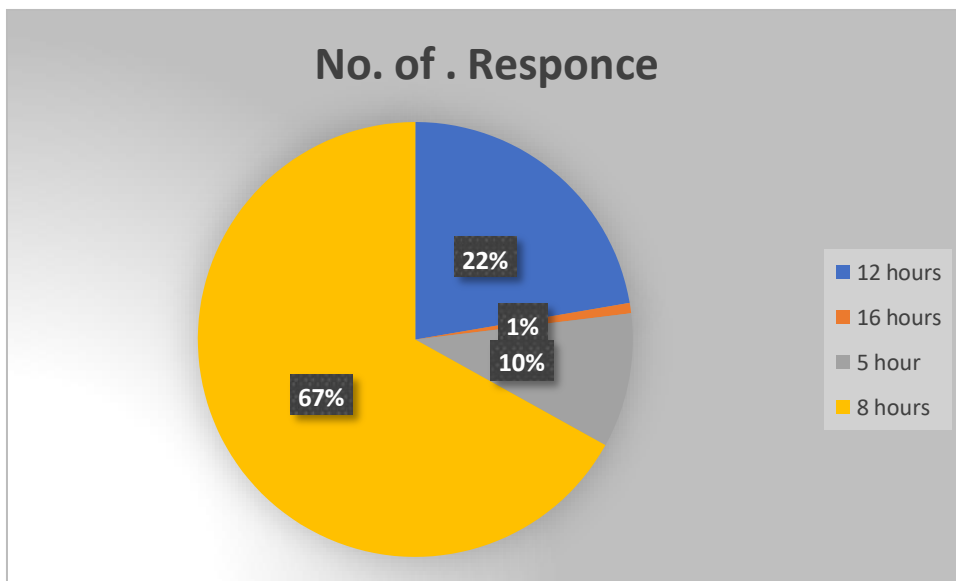


Table 4.1.9 If the organization suddenly planning for project to takeover will you be part of it ?

Response	No. of. Response	Percentage
A great deal	59	45
A little	36	28
A lot	31	24
Not at all	3	2
Undefined	1	1
Total	130	100

INTERPREATION

The above table is If the organization suddenly planning for project to takeover will you be part of it , where 45% of the Respondent are belongs to a great deal, 28% of the Respondent are belong to a little, 24% of the Respondent are belong to a lot , 2% of the Respondent are belong to not at all, 1% of the Respondent are belongto undefined.

INTERFERENCE

Majority of the Respondent are belong to a great deal (45%)

Table 4.1.9 If the organization suddenly planning for project to takeover will you be part of it ?

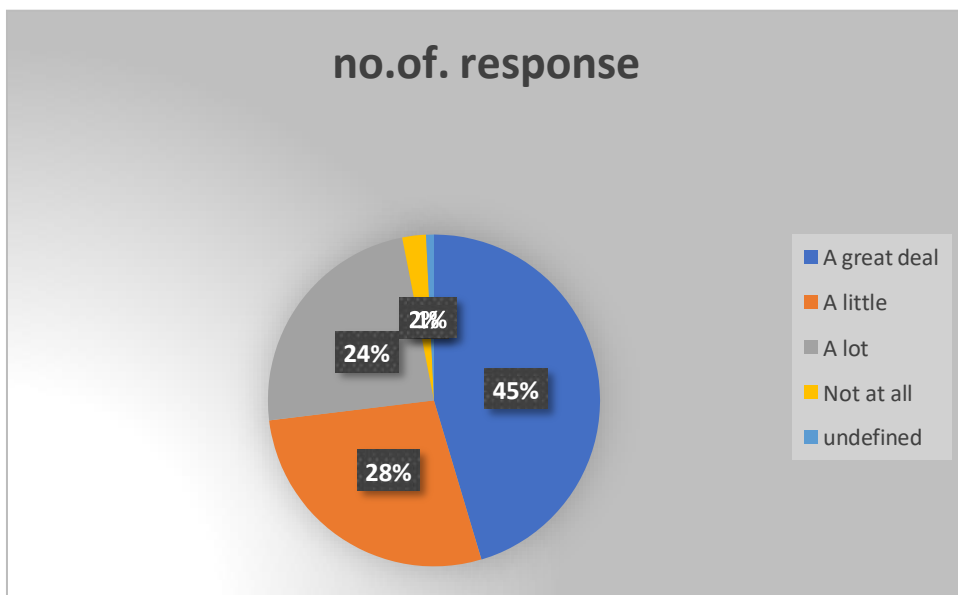


Table 4.1.10. Does your job gives you the flexibility to meet the need of your personal life ? how much do you agree?

Response	No. of. Response	Percentage
Between 5%-10%	23	18
Between 15%-20%	44	34
Between 25%-30%	44	34
Between 35-40%	15	11
Between 45-50%	4	3
Total	130	100

INTERPRETATION;

The above table is Does your job gives you the flexibility to meet the need of your personal life ? how much do you agree ,where 18% of the Respondent are belong to Between 5%-10%, 34% of the Respondent are belong to Between 15%-20%, the 34% of the Respondent are belong to Between 25%-30%, 11% of the Respondent are belong to Between 35-40%, 3% of the Respondent are belong to Between 45- 50%.

INTERPRETATION :

Majority of the Respondent are belong to Between 15%-20%(34%), Between 25%-30%(34%).

Chart 4.1.10. Does your job gives you the flexibility to meet the need of your personal life ? how much do you agree?

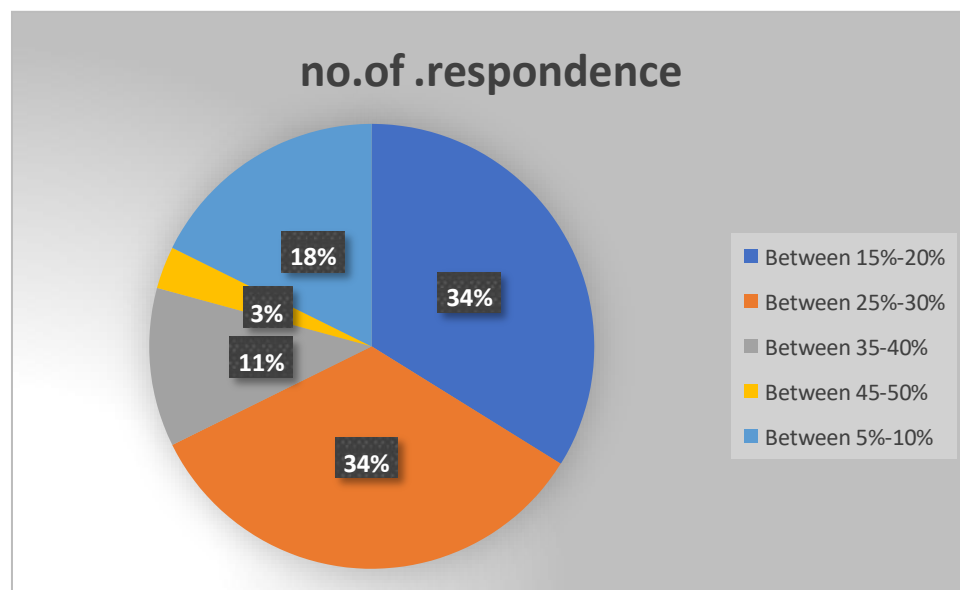


Table 4.1.11. What's the most important key aspect of building workplace relationship?

Response	No. of. Response	Percentage
Communication	45	35
Listening	28	21
Respect	27	21
Trust	30	23
Total	130	100

INTERPRETATION:

The above table is , What's the most important key aspect of building workplace relationship, where 35% of the Respondent are belongs to communication, 21% of the Respondent are belong to listening, 21% of the Respondent are belong to respect, 23% of the Respondent are belong to Trust .

INTERFERENCE :

Majority of the Respondent are belong to listening (21%),Respect(21%).

Chart 4.1.11. What's the most important key aspect of building workplace relationship?

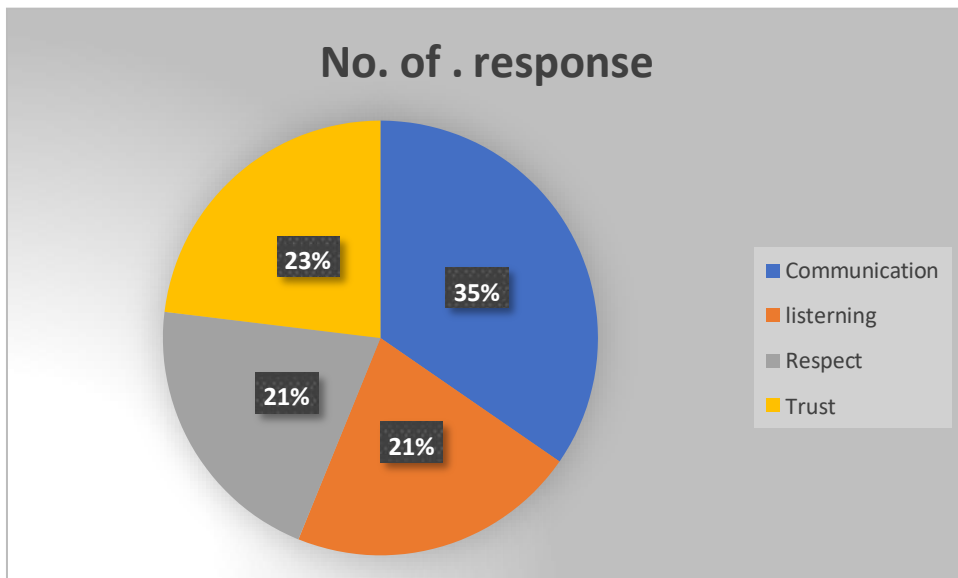


Table 4.1.12. The good relation between employee and manager have a positive effect on workplace ?

Respondent	No. of. Respondent	Percentage
Agree	47	36
Disagree	5	4
Netural	30	23
Strongly agree	46	35
Strongly disagree	2	2
Total	130	100

INTERPRETATION :

The above table is The good relation between employee and manager have a positive effect on workplace , where 36% of the Respondent are belong to Agree , 4% of the Respondent are belong to disagree , 23% of the Respondent are belong to neutral , 35% of the Respondent are belong to strongly agree, 2% of the Respondent are belong to strongly disagree.

INTERFERENCE :

Majority of the Respondent are belong to Agree (36%)

Chart 4.1.12. The good relation between employee and manager have a positive effect on workplace ?

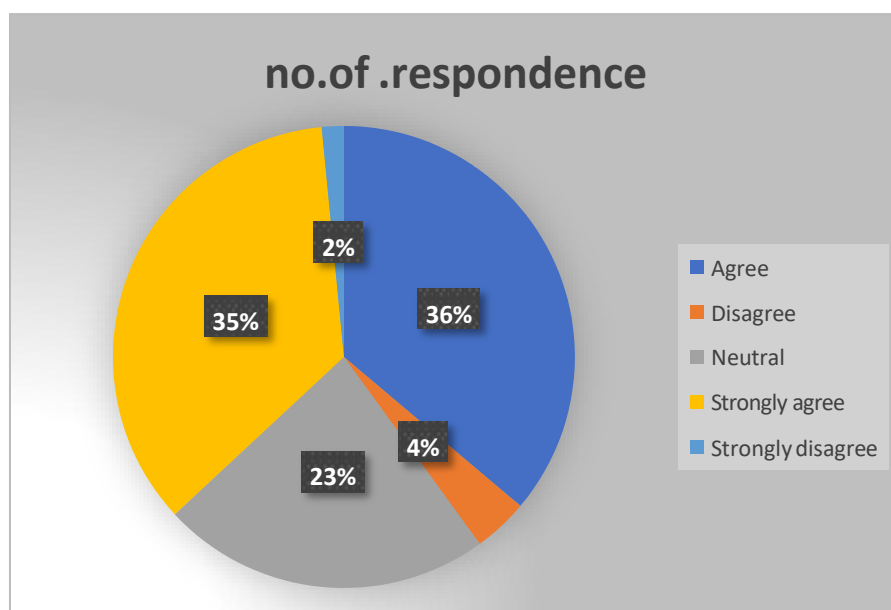


Table 4.1.13. Did your hr manager be able to play the role of a counselor towards employee ?

Response	No. of. Response	Percentage
Always	33	25
Never	4	3
Rarely	14	11
Sometimes	37	29
Usually	42	32
Total	130	100

INTERPRETATION:

The above table is Did your hr manager be able to play the role of a councilor towards employee, where 25% of the Respondent are belong to always ,3% of the Respondent are belong to Never , 11% of the Respondent are belong to rarely, 29% of the respondents are belong to sometimes ,32% of the respondents are belong to usually.

INTERFERENCE:

Majority of the respondents are belong to usually (32%)

Chart 4.1.13. Did your hr manager be able to play the role of a counselor towards employee ?

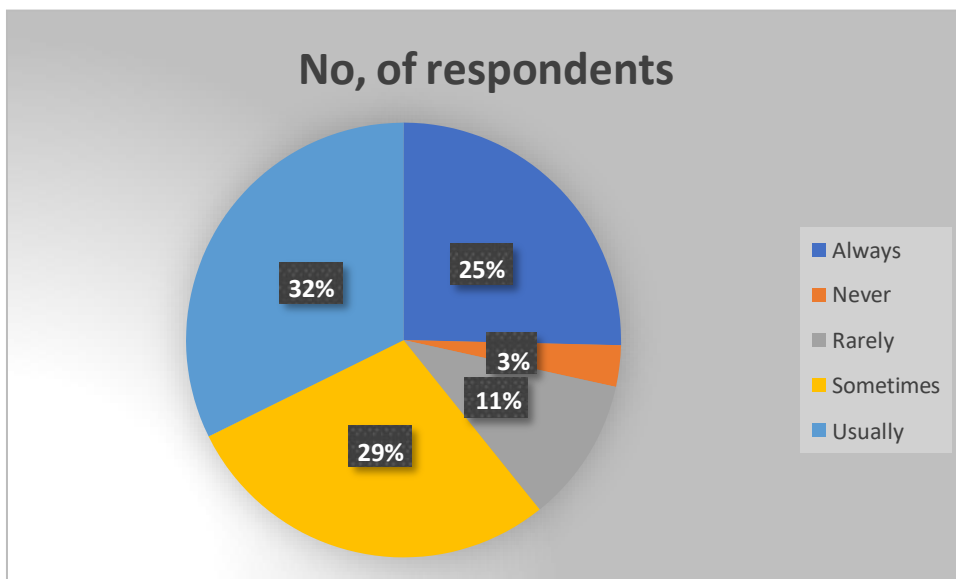


Table 4.1.14 Does the hr manager built relationship within the workplace ?

Response	No. of. Response	Percentage
Yes	124	80
No	26	20
Total	130	100

INTERPREATION:

The above table is Does the HR manager built relationship within the workplace, where 80% of the respondents are belong to YES , 20% of the respondents are belong to NO.

INTERFERENCE :

Majority of the Respondent are belong to YES (80%)

Chart 4.1.14 Does the hr manager built relationship within the workplace ?

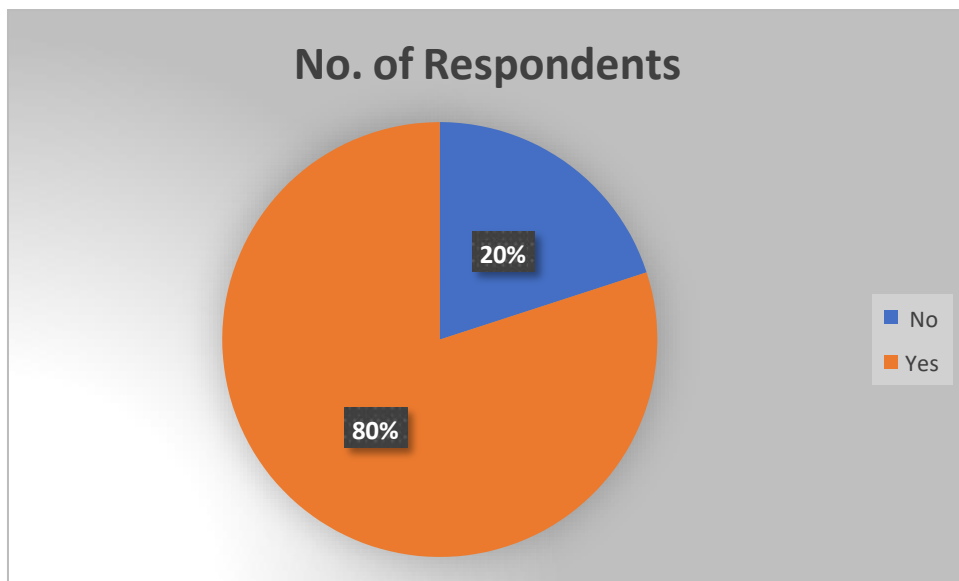


Table 4.1.15. Does your job cause an unreasonable amount of stress for you?

Response	No. of. Response	Percentage
Always	31	24
Never	4	3
Rarely	12	9
Sometimes	46	35
Usually	37	28
Total	130	100

INTERPRETATION :

The above table is Does your job cause an unreasonable amount of stress for you ,where 24% of the Respondent are belong to Always , 3% of the respondents are belong to Never ,9% of the Respondent are belong to rarely, 35% of the Respondent are belong to Sometimes, 28% of the Respondent are belong to Usually .

INTERFERENCE :

Majority of the respondents are belong to Sometimes (35%)

Chart 4.1.15. Does your job cause an unreasonable amount of stress for you?

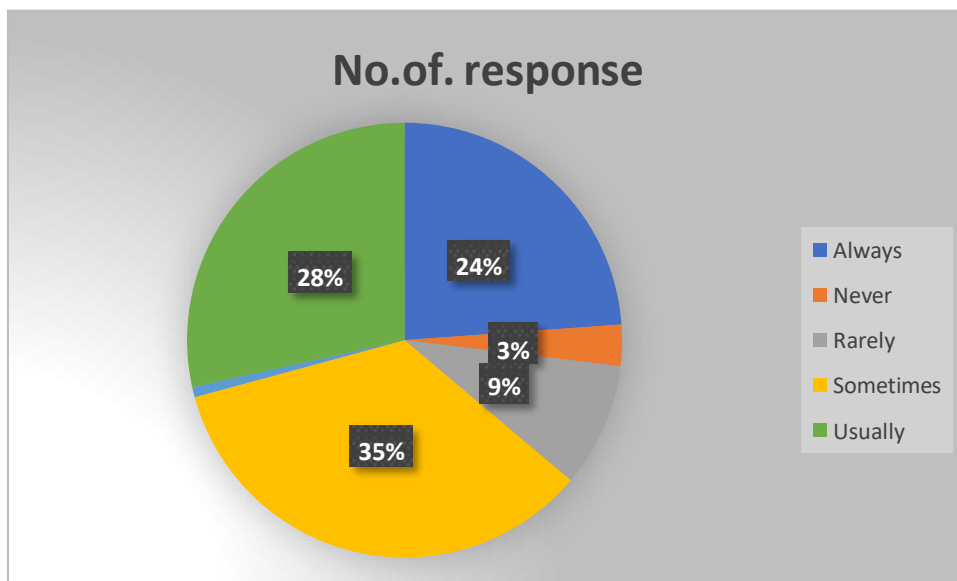


Table 4.1.16. Do you think the organization has fair policies for promotion for all employees?

Response	No. of. Response	Percentage
Extremely often	38	29
Moderately often	32	25
Not at all	4	3
Quiet often	42	33
Slightly often	13	10
Total	130	100

INTERPRETATION:

The above table is Do you think the organization has fair policies for promotion for all employees,

Where 29% of the Respondent are belong to extremely often, 25% of the Respondent are belong to moderately often , 3% of the Respondent are belong to not at all, 33% of the Respondent are belong to quiet often, 10% of the Respondent are belong to slightly often.

INTERFERENCE :

Majority of the Respondent are belong to Quiet often (33%)

Chart 4.1.16. Do you think the organization has fair policies for promotion for all employees?

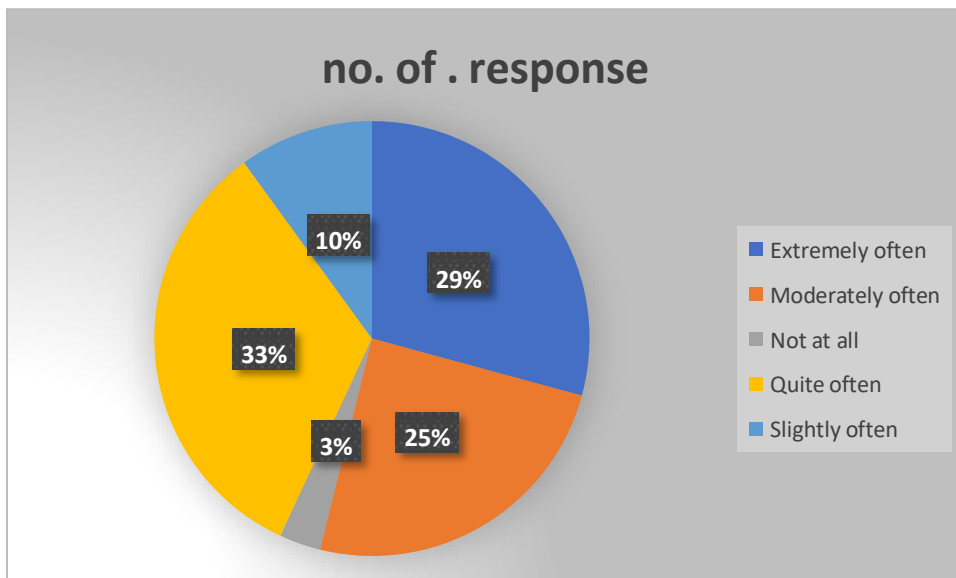


Table 4.1.17. What describe your impression of communication within your company like you the most ?

Response	No. of. Response	Percentage
gives us only a limited amount of information	3	3
keep us adequate informed	29	22
keep us fairly well informed	42	32
keep us fully informed	56	43
Total	130	100

INTERPRETATION:

The above table is What describe your impression of communication within your company like you the most , where 3% of the Respondent are belong to Gives us only a limited amount of information,22% of the Respondent are belong to Keep us adequate informed ,32% of the Respondent are belong to keep us fairly well informed, 43% of the Respondent are belong to Keep us fully informed.

INTERFERENCE:

Majority of the Respondent are belong to Keep us fully informed (43%)

Chart 4.1.17. What describe your impression of communication within your company like you the most ?

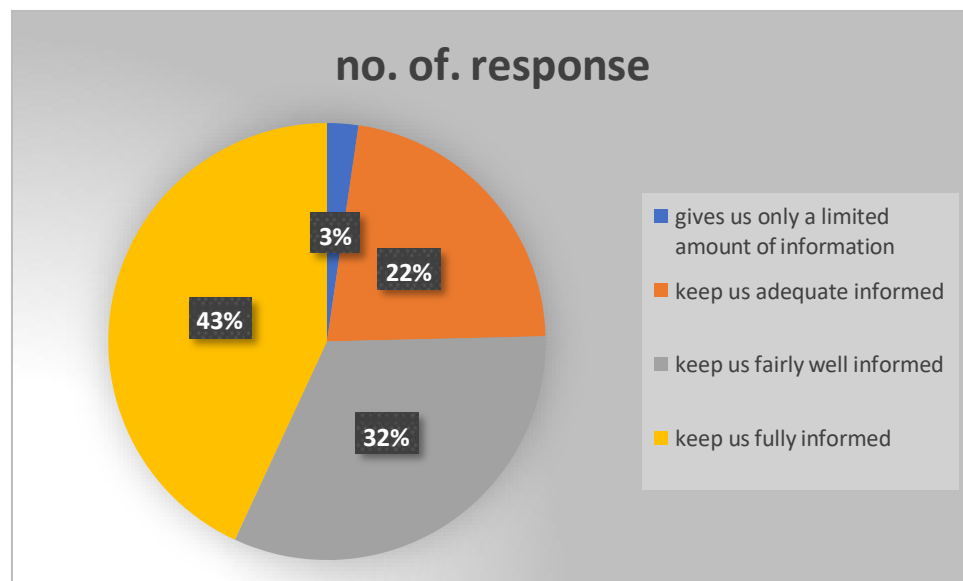


Table 4.1.18. Have your organization maintained adequate communication with all of its employees?

Response	No. of. Response	Percentage
Agree	47	36
Disagree	13	10
Neutral	28	22
Strongly agree	42	32
Total	130	100

INTERPRETATION:

The above table is Have your organization maintained adequate communication with all of its employees , where 36% of the Respondent are belong to Agree, 10% of the respondent are belong to disagree ,22% of the respondent are belong neutral, 32% of the respondent are belong to strongly agree.

INTERFERENCE :

Majority of the respondents are belong to Agree (36%).

Chart 4.1.18. Have your organization maintained adequate communication with all of its employees?

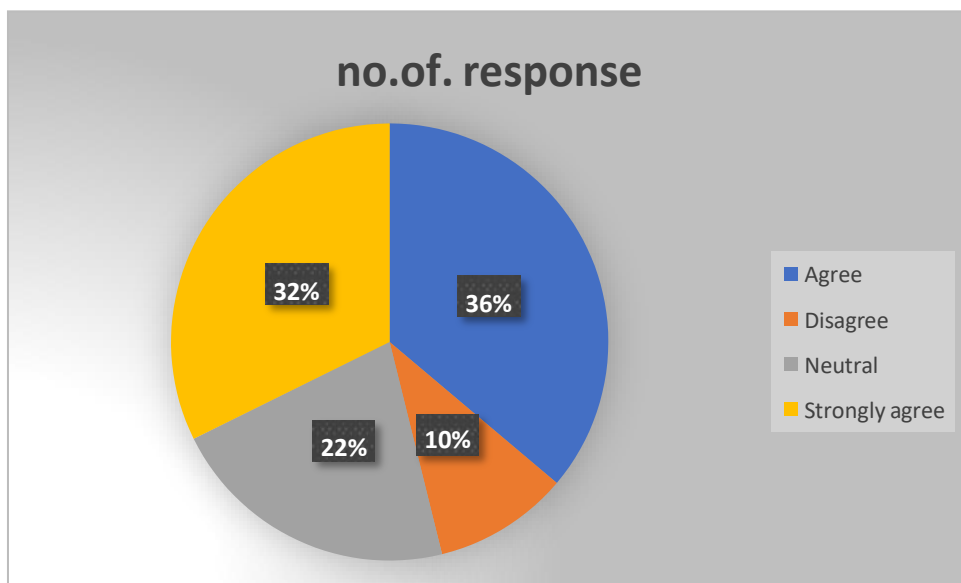


Table 4.1.19. Rate your overall job satisfaction level !

Response	No. of. response	Percentage
1	4	3
2	8	6
3	20	15
4	44	33
5	57	43
Total	130	100

INTERPRETATION :

The above table is . Rate your overall job satisfaction level ,where 3% of the Respondent are belong to 1, 6% of the Respondent are belong to 2, 15% of the Respondent belong to 3, 33% of the Respondent belong to 4, 43% of the Respondent are belong to 5.

INFERENCECE :

Majority of the Respondent are belong to 5 (43%)

Chart 4.1.19. Rate your overall job satisfaction level !

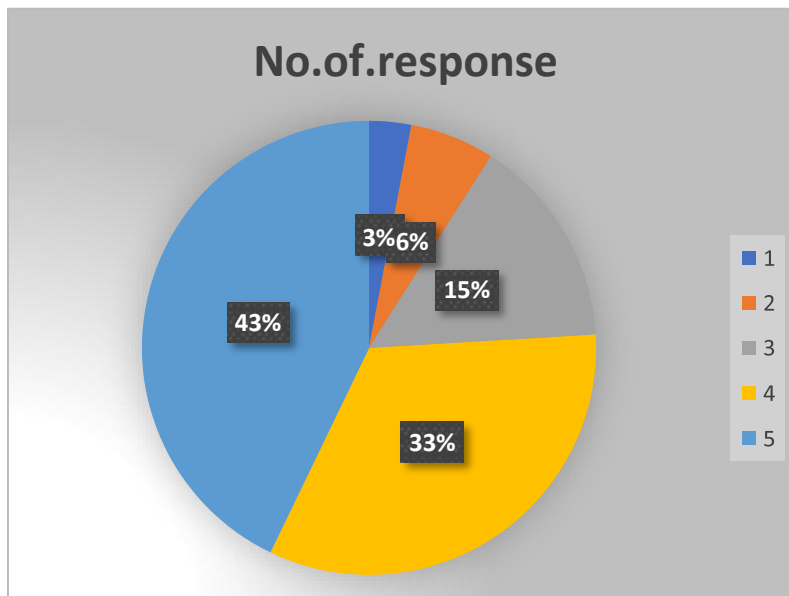


Table 4.1.20. Rate my survey question !

Response	No. of. Response	Percentage
Good	31	24
Neutral	6	5
Very good	93	71
Not good	0	0
Worst	0	0
Total	130	100

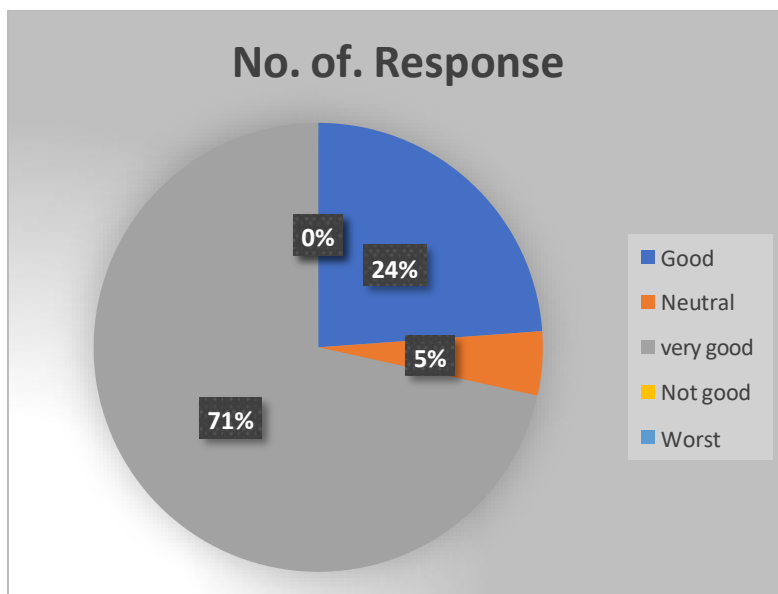
INTERPRETATION :

The above table is . Rate my survey question , where 24% of the respondent are belong to good , 5% of the respondents are belong to neutral, 71% of the respondent are belong to very good .

INTERFERENCE :

Majority of the respondent are belong to very good (71%) .

Chart 4.1.20. Rate my survey question !



4.2 statistical tools :

4.2.1 (chi- square)

Hypothesis 1

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
HOW MANY YEARS DO YOU HAVE WORK EXPERIENCE * WHEN YOUR CONTRIBUTION TO THE ORGANIZATION SUCESS DO YOU FEEL RECONGANIZED	130	100.0%	0	0.0%	130	100.0%

**HOW MANY YEARS DO YOU HAVE WORK EXPERIENCE * WHEN YOUR CONTRIBUTION TO THE
ORGANIZATION SUCESS DO YOU FEEL RECONGANIZED Crosstabulation**

			WHEN YOUR CONTRIBUTION TO THE ORGANIZATION SUCESS DO YOU FEEL RECONGANIZED				Total
			reconganized	not - reconganized	sometimes	never	
HOW MANY YEARS DO YOU HAVE WORK EXPERI ENCE	2 - 3 years	Count	40	2	9	1	52
		% within HOW MANY YEARS DO YOU HAVE WORK EXPERIENCE	76.9%	3.8%	17.3%	1.9%	100.0%
	4 - 5 years	Count	32	12	13	0	57
		% within HOW MANY YEARS DO YOU HAVE WORK EXPERIENCE	56.1%	21.1%	22.8%	0.0%	100.0%
	6 - 7 years	Count	9	5	4	0	18
		% within HOW MANY YEARS DO YOU HAVE WORK EXPERIENCE	50.0%	27.8%	22.2%	0.0%	100.0%
	8 - 9 years	Count	2	0	1	0	3
		% within HOW MANY YEARS DO YOU HAVE WORK EXPERIENCE	66.7%	0.0%	33.3%	0.0%	100.0%
Total		Count	83	19	27	1	130
		% within HOW MANY YEARS DO YOU HAVE WORK EXPERIENCE	63.8%	14.6%	20.8%	0.8%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.942 ^a	9	.165
Likelihood Ratio	14.759	9	.098
Linear-by-Linear Association	1.994	1	.158
N of Valid Cases	130		

a. 9 cells (56.3%) have expected count less than 5. The minimum expected count is .02.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Phi	.316	.165
Cramer's V	.182	.165
Contingency Coefficient	.301	.165
N of Valid Cases	130	

Result:

I have got 0.301 in chi square test it accept null hypothesis and reject alternative hypothesis.

So, there is no significant difference between how many years do you have work experience or when you contribution to the orange organization success do you feel recognized.

4.2.2 (One way anova)

Hypothesis-2

Descriptives

WHAT IS THE MOST IMPORTANT ASPECT OF BUILDING WORKING PLACE RELATIONSHIP

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
yes	104	2.16	1.167	.114	1.94	2.39	1	4
no	26	2.77	.863	.169	2.42	3.11	1	4
Total	130	2.28	1.136	.100	2.09	2.48	1	4

ANOVA

WHAT IS THE MOST IMPORTANT ASPECT OF BUILDING WORKING PLACE RELATIONSHIP

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7.633	1	7.633	6.151	.014
Within Groups	158.837	128	1.241		
Total	166.469	129			

RESULT:

I have got .014 is one way Anova it reject null hypothesis and accepts alternative hypothesis

So there is no significant difference between kind of advertisement like u the most and kind of advertising influence the most

Chapter 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 Findings:

- ❖ (45%) of the respondent are belong to age category of 18-24 .
- ❖ (49%) of the respondent are belong to single .
- ❖ (61%) of the respondent are belong to UG .
- ❖ (34%) of the respondent are belong to Executive .
- ❖ (42%) of respondent are belong to 2-3 years and (42%) are belong to 4-5 years.
- ❖ (54%) of the Respondent are belong to good .
- ❖ (61%) of the Respondent are belong to Recognized.
- ❖ (67%) of the Respondent are belong to 8 hours .
- ❖ (45%) of the Respondent are belong to a great deal .
- ❖ (34%), of the Respondent are belong to Between 15%-20% and (34%) are belong to (Between 25%-30%).
- ❖ (21%) of the Respondent are belong to listening, and (21%) are belong to Respect.
- ❖ (36%) of the Respondent are belong to Agree .
- ❖ (32%) of the respondents are belong to usually .
- ❖ (80%) of the Respondent are belong to YES .
- ❖ (35%) of the respondents are belong to Sometimes .
- ❖ (33%) of the Respondent are belong to Quiet often.
- ❖ (43%) of the Respondent are belong to Keep us fully informed ..
- ❖ (36%) of the respondents are belong to Agree.
- ❖ (43%) of the Respondent are belong to 5.
- ❖ (71%) of the respondent are belong to very good.

5.2 suggestion and recommendation.

➤ Recommendation:

Based on the findings, the researcher recommended as follows;

1. In other to maintain a proper and productive employee relation practices, the organization should always maintain the identified practices which involves the organizational empowerment and involvement of employees in contributing their ideas directly to the organizational objectives, employee suggestion scheme, using collective bargaining in settling labour dispute, an established structure for management of conflicts in the workplace environment, and encouragement of employee's development.
2. It will be marvelously ok if the organization sticks to the stated components of employee relations and also look for better ways in which they can improve the identified component of employee relations.
3. It is advised that all manufacturing companies needs to manage the stated employee relations strategies and will have to follow it accordingly in other to fit in with the identified component of employee relation so that the employee relation practices will be effective practiced.

It is hoped that if these recommendations are strictly adhered to by all concerned, it will increase the employee relations which leads to organizational performance.

➤ **Suggestion's:**

A further research could be carried out on the following

1. effect of employee engagement on organizational performance of academic staff
2. Influence of Human Resources Management on employee relation in organization
3. Effect of Manager and Employee relations in organization.

5.3 Conclusion :

The study was carried out to establish the effect of employee relations on organization performance. The findings of the study indicated that to a great extent all the manufacturing companies practices employee relations. This study shows that Some Components of employee relations in this organization were identified. Finally, the researcher found out that employee relations strategies improve organizational performance. Employees are ever ready to make an extra effort if they are satisfied with strategic decisions of their organizations. Employees give importance to employers for their communication procedures that affect their efficiency and motivation level. Employee relations create competitive advantage over competitors

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APPENDIX 1

1. NAME:

2. AGE :

a. under 18 b.18-24 c. 25-34 d.35-44 e.45-54 f. 55-64

3. Martial status?

a. male b. female

4. Eduction qualification?

a. sslc b.hslc c.ug d.pg.

5. Your designation?

a.executive b. Functional c.junior d.senior

6. How many year do you have work experience?

a.2-3 years b.4-5 years c.6-7 years d.8-9 years

7. How adventours and enjoyable is the workplace?

a.good b.average c.below average d.Poor

8. when your contribution to the organization success! Do you feel recoganzed ?

a. recoganzed b. not recoganzed c. sometimes d. never

9. How many hour do you spend on workplace.?

a.5 hours b. 8 hours c.12 hours d.16 hours

10. if the organization suddenly planning for project to takeover will you be part of it?

a. a great deal b. a lot c. a little d. not at all

11. does your job gives you he felixibility to meet the need of your personal life ?how much do you agree ?

a. Between 5%-10% b. Between 15%-20% c. Between 25%-30%
d. Between 35-40% e. Between 45-50%

12. what is the most important key aspect of building workplace relationship?

a.communication b.listerning c. trust d. respec

13. The good relation between employee and manager have a positive effect on workplace ?
a. strongly agree b. agree c. neutral d. disagree e. strongly agree
14. Did your Hr Manager be able to play the role of counsellor towards employee?
a. always b. usually c. sometimes d. rarely e. never.
15. does the hr manager built the relationship within the workplace?
a. yes b. no
16. Does your job cause an irresponsible amount of stress for you ?
a. always b. usually c. sometimes d. rarely e. never
17. do you think the organization has fair policies for promotion for all employees ?
a. extremely often b. quiet often c. moderately often d. slightly often e. not at all
18. what described your impression of communication within your company like you like the most ?
a. keep us fully informed b. keep us fairly informed c. keep us adequate informed d. gives us only a limited amount of information
19. have your organization maintained adequate communication with all of its ?
a. stongly agree b. agree c. neutral d. disagree e. strongly agree
20. Rate your overall job satisfaction level ?
1. 1 2. 2 3. 3 4. 4 5. 5
21. Rate my survey question ?