

**RESEARCH ARTICLE**

Prioritizing the factors affecting employee relations and its influence on job performance

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Abstract

The study aimed to ascertain employee performance in terms of personal management, conduct and productivity in addition to characterizing employee relations practices in terms of boosting morale, establishing business culture, expressing expectations, and taking part in management choices. Descriptive research was used for the study. The main focus of this study was on how relationships with coworkers impact an employee's performance. The primary data collection process, which was completed with an appropriate sample, might have had an impact on the accuracy of the findings. To ascertain the relationship between employee relationship components and employee performance, statistical hypothesis testing was utilized. It was discovered that the methods employed in the company's interactions with its staff directly affected the way in which those staff members performed throughout the inquiry. The most productive and change-resistant employees work for the organization and have the highest levels of satisfaction with current organizational procedures. The study also showed that a business can increase employee performance and, consequently, total organizational productivity, by strengthening employee relations procedures.

Keywords: Worker morale optimization, Positive workplace culture, Management decisions, Employee relationships efficiency, Job performance.

Introduction

Relations between an employer and their employees, including their managers, deputies, and coworkers, are referred to as employee relations. Each team member has a unique personality, set of skills, and set of limits, but despite these distinctions, they all work for the same objective. One firm could differentiate itself from the competitors by having strong teamwork. Its individuality determines the organization's future course as well as whether employee relations are positive, beneficial, or potentially harm the company.

Workers are considered to be one of an organization's most valuable assets and one of its most significant resources. It means maintaining an environment at work

that meets the needs of both management and staff. Encourage staff morale, create a company culture, and make expectations clear. To successfully engage with the workforce, one must cultivate and sustain a productive workforce. Understanding employee relations practices, their underlying causes, issues, and effects on employee performance are stressed in this study.

Without its skilled workforce, no business can operate efficiently (Okoye and Ezejiofor, 2013). They are essential to the company's overall success. Employees feel more appreciated and committed to their work when they are recognized as essential components of the organization's mission. It is probably having a beneficial effect on how the organization develops in the future. In order for employees to take good care of their employment, employers need also take good care of them. They will be driven to give it their all because they enjoy what they do and want to deliver top-notch services for the business and its clients.

Review of Literature

Positive employee relations contribute to the level of job satisfaction (Bulińska-Stangrecka and Bagieńska, 2021). They proposed that trust is an important factor that mediates those relationships. During the COVID-19 pandemic, they addressed the problem of employee mental health and offered an examination of the social factors influencing

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workers' psychological health in light of expectation states theory (EST), which describes how attitudes are formed based on alignment with group expectations. They examined the ways in which job satisfaction, employee interactions, and interpersonal trust interact to forecast employee well-being based on actual data (Hussin, 2011).

Employee relationship management, which offers efficient protection throughout domestic and international market rivalry, is essential to sustainable advances. (Zhang, 2021). His research's novel approach was to create an incentive environment to enhance SMEs' employee relationship management.

In accordance with sustainability, Panday and Kaur (2022) concentrated on the aspects of employee interactions that strengthen employee-employer relationships. They claim that one of the main issues facing human resource professionals nowadays is employee relations. Through a thorough literature analysis, he looked at every potential factor influencing employee relations inside the company. Their study sheds light on the crucial elements that support the development of solid employer-employee relationships for long-term success.

In the context of flexible manufacturing, Chen *et al.* (2020) investigated how organizational support affected employee performance (EP). The authors specifically sought to examine the moderating influence of organizational justice (OJ) and the mediating effect of employee attitude between EP and organizational support. Four new frontline worker performance indicators in the context of flexible manufacturing were identified by their study's findings: active work, problem-solving, teamwork, and continuous learning.

Two factors were taken into consideration when Lopez-Cabrales and Valle-Cabrera (2020) proposed several sustainable employment relationships: incentives provided by an organization and expected employee behaviors to adhere to sustainable HRM practices. In order to support the projected "Triple Bottom Line" and boost firm competitiveness, they advocated associations of particular systems of HRM practices based on the type of employment relationship and sustainable HRM strategy.

Employees having a strong bond with their employer are more likely to be devoted, productive, and effective (O'Brien, 2014). Good employee relations are essential across the board since employees are spending more time at work and with coworkers. Positive outcomes can result from effective communication (Buenviaje *et al.*, 2016). Corporate organizations consider the advantages of consistently increasing their employees' enthusiasm and commitment to help them reach their maximum potential (Deligero and Laguador, 2014).

Firms need strong internal communications to maintain a favorable corporate culture in order to succeed in the long

run (Ozaeta and An, 2014). To make sure that employees are putting up their best effort, manage relationships at work, keep things running smoothly, and remove obstacles, business owners must adjust their human resource management tactics. HRS should implement specific policies to guarantee that each employee receives fair treatment, is inspired to perform effectively, and supports the company.

O'Brien (2014) defines employee relations as the interactions that take place between an employer and their subordinates, employees, supervisors, and coworkers. Each member has a distinct personality, strengths, and limitations, which works in their favor since, despite their differences, they all share a common goal: the company's success. One organization might stand out from the rest with strong teamwork. This distinctiveness dictates the firm's direction as well as whether employee relations are positive, productive, or could be detrimental to the company.

It is well established that when there is a strong relationship between coworkers, there will be increased productivity, efficiency, reduced conflict, and loyalty. As workers are spending more time at work and interacting with colleagues, it is critical to foster positive employee relations across the board because effective communication can provide positive results (Deligero and Laguador, 2014). According to them, businesses consider the advantages of fostering an environment where employees' dedication and passion are continually enhanced so they can reach their full potential.

Ozaeta and An (2014) proposed that in order to foster a positive organizational culture and achieve long-term success, a company must establish effective internal communications. Employers must modify their HR strategies in order to manage relationships inside the workplace, maintain a smooth workflow, prevent snags, and guarantee that workers are putting up their best effort. HRS should develop certain initiatives to treat every employee fairly so that they will be dedicated to their work and devoted to the organization.

Research Design

Objectives

The dynamics of employee interactions among workers in the industrial sector are examined in this study, along with the idea that keeping talented workers on board is crucial to an organization's success. The study's primary goal is to determine how employee interactions contribute to higher organizational performance rates.

Methods

Three hundred employees from various companies were chosen to meet the study's goals and regression analysis was used to analyze the relationship between employee performance and job performance. This method gives

crucial information regarding the ideas used in the study and their interrelationships. As a result, this approach is thought to be appropriate for the current investigation because it involves a condition assessment.

Instrument

In order to ascertain how an employee's performance on the work and their demographic profile relate to one another, two primary data collection tools were used. To control the demographic variables in terms of age, gender, marital status, experience, and level of education, the researcher created Section A. The focus of section B of the standardized questionnaire, which was based on studies by Sequeira (2015) and Cuatro (2014), is on employee performance and relational behavior.

Data Gathering Procedures

The information needed to respond to the study's question was gathered using the following procedures. The offices of human resource management of both organizations received a formal letter requesting permission to undertake research. The HR team gave out questionnaires to study participants in order to learn more about their profiles.

Data Analysis

The respondent's sociodemographic profile was described using frequency distribution and percentage with respect to age, gender, marital status, experience, and educational attainment. These statistical techniques were used to sum, tabulate, encode, and analyze the data as needed: The following assigned values were used to generate the respondent's average scores on a Likert-scale type: Agree (A) = 4, neutral (N) = 3, and strongly agree (SA) = 5. Strongly disagree (SD) = 1; Disagree (D) = 2

Results and Discussion

The frequency and percentage distribution of the respondents by age, marital status, level of education, and experience are shown in Table 1.

In terms of gender distribution, there were 200 men, or 66.7%, and 100 women, or 33.3%. The majority of the male staff members are tasked with performing construction work outside. This explains why men dominate the organization's staff. However, the majority of women are allocated to administratively focused departments, such as the human resources, finance, and engineering design departments. As can be seen from Table 1, the bulk of participants (195 at 65%) are between the ages of 25 and 40. Participants over 40 have a frequency of 60 at 20%, while those under 25 have the fewest participation (45 at 15%). This is due to the fact that the business demands more experience from its workers and has already acquired more industry knowledge.

Production business specializes in the design and manufacture of heavy machinery, most of which demands

Table 1: Frequency and percentage distribution of the demographic variables of the respondents

<i>Profile variables</i>	<i>Frequency</i>	<i>Percentage</i>
Gender		
Male	200	66.7
Female	100	33.3
Age		
Below 25 years	45	15
25–40 years	195	65
Above 40 years	60	20
Education		
UG degree	45	15
PG degree	120	40
Professional	135	45
Experience		
Below 5 years	120	40
5–15 years	70	23.3
Above 15 years	110	36.7
Marital status		
Married	165	55
Unmarried	135	45

a high labor demand typical of the masculine. According to the Table, the age group between 25 and 40 years old accounts for the bulk of participants (frequency of 195 at 65%), followed by age groups over 40 (frequency of 60 at 20%) and age groups under 25 (frequency of 45 or 15%). This is a result of the company's increased demand for experience from its workforce and its prior acquisition of industry knowledge.

Additionally, the data shows that 120, or 40%, are undergrads, 70, or 23.3%, are postgraduates, and 110, or 36.7%, are post-professionals. The majority of responders are recent grads whose jobs need a college degree or more. The demographic factors highlight how crucial it is for HR staff to select the best candidates for a given position. The majority of participants have worked for the company for six months to five years, with a frequency of 120 or 40%; those who have worked there for five to fifteen years, with 70 or 23.3%, are rated last, and those who have worked there for more than fifteen years, with 110 or 36.7%, are ranked second. Participants with a higher frequency of 165, or 55%, are married, compared to only 135 or 45% who are unmarried. The majority of participants are married, which is not surprising given that the position requires applicants to be at least 20 years old, meaning they are of legal age to have a family.

The employee relations method for raising staff morale is shown in Table 2. The composite means of 3.88 suggests that there was agreement among the respondents regarding

Table 2: Descriptive statistics of items of improving employee morale

<i>Items</i>	<i>Mean</i>	<i>Std. deviation</i>
IEM 1	3.56	1.47
IEM 2	4.08	1.017
IEM 3	3.45	1.205
IEM 4	3.8	1.606
IEM 5	3.68	1.533
IEM 6	4.21	0.904
IEM 7	4.38	1.138
IEM 8	3.6	1.492
IEM 9	3.98	1.258
IEM 10	4.06	1.324
Composite Mean (CM)	3.88	-

the strategies they employ to boost their morale. The item with the highest weighted mean of 4.38 was management's encouragement and assistance in the professional and development of its employees. Next, coworkers are friendly and helpful (weighted mean value: 4.21), content with their existing income (weighted mean value: 4.08), and employees receive adequate training (weighted mean value: 4.06).

According to Table 3, the respondents agreed on the behaviors they came across when creating business culture, with a composite mean of 3.64. Of the listed indicators, the highest ranking (weighted mean score of 4.08) went to coordination and cooperation within and between organizational units. The organization's requirement for high standards of quality or productivity came in second (weighted mean of 3.84); management's request for ideas or proposals from staff and the general public came in third (weighted mean of 3.81).

The employees' relationship behaviour in terms of communicating expectations is shown in Table 4. According to the overall composite mean of 3.89, people concur that they have expertise communicating expectations. First place

Table 3: Descriptive statistics of items of building company culture (BCC)

<i>Items</i>	<i>Mean</i>	<i>Std. Deviation</i>
BCC 1	3.75	0.978
BCC 2	3.84	1.127
BCC 3	3.53	1.439
BCC 4	4.08	1.014
BCC 5	3.46	1.252
BCC 6	3.26	1.299
BCC 7	3.38	1.434
BCC 8	3.56	1.59
BCC 9	3.81	1.131
BCC 10	3.68	1.176
Composite Mean (CM)	3.64	-

Table 4: Descriptive Statistics of Items of Conveying Expectation (CE)

<i>Items</i>	<i>Mean</i>	<i>Std. Deviation</i>
CE 1	4.28	0.743
CE 2	4.08	1.01
CE 3	3.83	1.408
CE 4	3.6	1.253
CE 5	3.31	1.369
CE 6	3.96	1.304
CE 7	4.2	1.048
CE 8	3.9	1.414
CE 9	3.86	1.315
CE 10	3.91	1.144
Composite Mean	3.89	-

with a weighted mean score of 4.28 goes to the department's friendly and cooperative environment and interpersonal relationships. It was followed by there are organisational objectives and targets with the weighted mean score of 4.08 and my personal goal is linked to company goals with the weighted mean score of 3.96.

The employee relations procedures for taking part in management decision-making are shown in Table 5. The CM. of 3.76 suggests that respondents agree on the behaviours. The item that received the highest mean score of 4.47 among those cited was "Immediate superior at all levels has the opportunity to participate in this process of setting goals and objectives." It was followed by the statements that management and I communicate adequately (mean score of 4.22), and that participation in community extension programs is encouraged for employees (mean score of 4.24).

The job performance in terms of conduct and personal management is shown in Table 6. The respondents' overall evaluation of their own behaviour and personal management was 3.82, as the Table 6 illustrates.

Table 5: Descriptive Statistics of items of Personal Management Decision (PMD)

<i>Items</i>	<i>Mean</i>	<i>Std. Deviation</i>
PMD 1	3.8	1.035
PMD 2	3	1.182
PMD 3	3.53	1.473
PMD 4	4.22	1.112
PMD 5	4.24	0.937
PMD 6	4.47	1.098
PMD 7	3.41	1.006
PMD 8	3.97	1.272
PMD 9	3.36	1.132
PMD 10	3.6	1.251
Composite Mean (CM)	3.76	-

Table 6: Descriptive Statistics of items of Personal Management Behaviour (PMB)

Items	Mean	Std. Deviation
PMB 1	3.18	1.464
PMB 2	3.85	1.607
PMB 3	4.08	0.763
PMB 4	3.61	0.894
PMB 5	3.95	1.406
PMB 6	4.07	1.407
PMB 7	3.71	1.121
PMB 8	3.87	1.13
PMB 9	3.5	1.514
PMB 10	4.2	1.118
PMB 11	4.21	0.932
PMB 12	4.43	1.21
PMB 13	3.38	0.937
PMB 14	3.96	1.312
PMB 15	3.31	1.103
Composite Mean	3.82	-

Building strong working relationships and helping groups succeed were the two items on the list with the greatest weighted mean value. (4.43), followed by “I am willing to accept new ideas and approaches” (weighted mean value 4.2) and “Readiness to learn and stay up-to-date on pertinent occupational issues.” Conversely, “I organise working environment” came in last place with a weighted mean score of 3.18.

Efficient job performance is closely associated with positive working relationships among employees (Jacobs

et al., 2013). If there is harmony among the members of the organisation, then people can work successfully together. Additionally, it is critical to act positively towards one’s work because this will reflect on their performance and how excellent they are in completing the task that has been allotted to them.

Employee job performance, as determined by productivity at work, is 3.77 of the composite mean, or verbally interpreted as “agree,” according to Table 7. Having a 3.21 weighted mean score, controlling one’s own time and abilities came at top among the cited items. Managing the number of tasks (weighted mean value: 3.15) and monitoring one’s own work to ensure both quantity and quality of production (weighted mean value: 3.19) follow.

Employee relationship practices and job performance are summarised in Table 8 as having a composite mean of 3.79, which is orally interpreted as approve. This indicates that the respondents agreed that their workplace had positive employee relations procedures. According to the majority of respondents’ assessments, enhancing staff morale and making personal management decisions came in second and third, respectively, with the highest weighted mean value of 3.8940 for employee relations practices.

It demonstrates that the business saw excellent conduct in terms of staff morale and candid communication. Encouraging employees to participate in the decision-making process is one way to learn about their demands and interests from their ideas Bacong and Encio, (2017). When employees feel like they are a part of the team, they are more likely to be committed and to contribute better.

Items that Communicate expectations and foster a workplace culture both had the lowest weighted mean (3.08), which was regarded as verbally agreeing. This showed that the respondent agreed that efforts of their company to promote a positive work environment also include these things. Assumptions, values, and beliefs make up at least portion of the foundation of organizational culture, which can affect how individuals behave, (Kalaw, 2014; Lussier and Hendon, 2017). When it came to job performance, productivity had the greatest weighted mean (3.8027),

Table 8: Descriptive Statistics of the factors of Employee Relation Practices and Job Performance

Indicators	Mean	Std. Deviation
<i>Employee Relation Practices (ERP)</i>		
ERP 1	3.8813	.87357
ERP 2	3.6340	.93550
ERP 3	3.8940	.63153
ERP 4	3.7610	.70572
<i>Job Performance</i>		
JP 1	3.8027	.58526
JP 2	3.7573	.54113
Composite Mean	3.79	-

Table 7: Descriptive Statistics of Items of Productivity

Items	Mean	Std. Deviation
PRO 1	3.69	0.929
PRO 2	3.87	0.739
PRO 3	3.62	0.777
PRO 4	3.91	0.753
PRO 5	3.82	0.814
PRO 6	3.86	0.844
PRO 7	3.68	0.955
PRO 8	3.67	0.866
PRO 9	3.7	0.886
PRO 10	3.74	0.946
PRO 11	3.88	0.782
PRO 12	3.67	0.831
PRO 13	3.95	0.752
PRO 14	3.73	0.829
PRO 15	3.74	0.889
Composite Mean	3.77	-

while behaviour and personal management had the lowest (3.7573). The findings indicate that respondents generally believed that employee performance affects a company's ability to operate as a whole.

The association between work performance and employee relations is shown in Table 9. The findings demonstrate that employee relations directly impact workers' job effectiveness. This indicates that fostering positive working relationships inside the organisation can result in high-quality work produced with excellence.

Multiple Regression Analysis

Finding a statistical relationship between two or more variables is known as regression. Two variables are utilized in simple regression. The behavior of one variable (dependent) is caused by another (independent). The following independent variables are investigated, with job performance serving as the study's dependent variable: enhancing employee morale, creating a company culture, communicating expectations, and participating in management decisions (Ilagan and Javier, 2014).

- Dependent variable : Job Performance (Y)
- Independent variables :
 1. Improving Employee Morale (X₁)
 2. Company Culture (X₂)
 3. Conveying Expectation (X₃)
 4. Participating Management Decision (X₄)
- Multiple R value : 0.952
- R Square value : 0.906
- F value : 714.416
- P value : <0.001**

The degree of correlation between the actual and expected values of job performance is shown by the multiple correlation coefficient, which stands at 0.952. The coefficient value of 0.952 indicates a strong and positive relationship between Job Performance and the four independent variables because the predicted values are derived as a linear combination of Improving Employee Morale (X1), Building Company Culture (X2), Conveying Expectation (X3), and Participating Management Decision (X4).

Table 10: Variables in the Multiple Regression Analysis

Variables	Unstandardized co-efficient	SE of B	Standardized co-efficient	t value	P value
Constant	.741	.104	-	7.161	.000**
X ₁	.112	.021	.166	5.257	.000**
X ₂	.247	.037	.391	6.622	.000**
X ₃	.162	.031	.172	5.276	.000**
X ₄	.290	.028	.346	10.332	.000**

By computing the Determination Coefficient—the percentage of the variation in the dependent variables that the fitted sample regression equation explains—the R-square statistic assesses the goodness-of-fit of the estimated Sample Regression Plane (SRP). The estimated SRP, which employs enhancing employee morale, establishing a company culture, expressing expectations, and participating in management decision-making as independent factors, explains roughly 90.6% of the variation in job performance, according to the R square value of 0.906. This R square value is significant at the 1% level. The equation for multiple regression is

$$Y = 0.741 + 0.112X_1 + 0.247X_2 + 0.162X_3 + 0.290X_4$$

When all other factors are held constant, the partial impact of raising staff morale on job performance is represented by the coefficient of X1, which is 0.112. The coefficient of X1, which is 0.112, represents the partial effect of improving employee morale on job performance when all other factors are held constant. The projected positive sign indicates that job performance should rise by 0.112 for every unit gain in staff morale. At the 1% level, this coefficient value is significant.

The coefficient of X2, which is 0.247, represents the partial influence of creating a corporate culture on job performance when all other factors are held constant. The estimated positive sign indicates that Job Performance will climb by 0.488 for every unit increase in Building Company Culture. At the 5% level, this coefficient value is not significant. When all other factors are held constant, the coefficient of X3, which is 0.162, shows the partial impact of communicating expectations on work performance. According to the projected positive sign, for every unit rise in expressing expectations, work performance will increase by

Table 9: Correlation between the factors of Employee Relation Practices and Job Performance

		IEM	BCC	CE	PMD	PMB	PRO
IEM	Pearson Correlation	1	.762**	.597**	.419**	.475**	.824**
BCC	Pearson Correlation	.762**	1	.828**	.789**	.743**	.978**
CE	Pearson Correlation	.597**	.828**	1	.602**	.620**	.858**
PMD	Pearson Correlation	.419**	.789**	.602**	1	.739**	.799**
PMB	Pearson Correlation	.475**	.743**	.620**	.739**	1	.738**
PRO	Pearson Correlation	.824**	.978**	.858**	.799**	.738**	1

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

0.488. At the 5% level, this coefficient value is not significant.

The coefficient of X4, which is 0.290, represents the partial influence of participating management decisions on work performance when all other factors are held constant. The forecasted positive sign indicates that Job Performance will climb by 0.488 for every unit increase in Participating Management Decision. At the 5% level, this coefficient value is not significant. The most significant component influencing job performance, as measured by standardised coefficients, is building company culture (0.391), which is followed by participating in management decisions (0.346), communicating expectations (0.172), and boosting employee morale (0.166).

Conclusion

The study's findings clearly demonstrate that the organization's employee relations policies and procedures had a direct effect on workers' productivity. Employees were more productive and less likely to support changes to the current structure when they showed higher levels of satisfaction with the organizational procedures in place. Enhancing an organization's employee relations practices can improve worker performance, which in turn can increase overall production, according to the study. The most important resource for any organisation is its workforce. They are the company's main source of income. The way employees feel about their jobs and the recognition they get directly affects an organization's performance and, eventually, its stability. Offering top-notch trainings and seminars related to job activities on a regular basis is encouraged in order to get the most out of every employee. Improving good communication between coworkers, superiors and subordinates, and employers and employees to avoid misunderstandings and confrontations. Asking for suggestions from the staff on how to improve the company's long-term strategy is essential. Recognizing and rewarding each employee's accomplishments, no matter how minor, to increase their motivation are required to put in long hours. Future studies may incorporate more variables which are not used in the current one.

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Conflict of Interest

The author does not have conflicts of interest to disclose.

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