

Effect of Employee Relation to Job Performance in Engineering, Construction and Manufacturing Company

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Charlene Ivy M. Bacong, Hadge A. Encio

Graduate School, Lyceum of the Philippines University, Batangas City,
Philippines

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Abstract – *The study aimed to describe the employee relation practices in terms of improving employee morale, building company culture, conveying expectations and participating in management decision and identify the employee performance in terms of personal management and behaviour and productivity. Describe type of research was utilized in the study. Results showed that employees always want to feel that they are part of the company's objectives which require continuous learning, better communication and fair benefits. Respondents agreed that the atmosphere and interpersonal relation in respective department are friendly and cooperative. Having strong working relationship among the people within the company can deliver good quality of high performance.*

Keywords: *employee relation, commitment, job performance*

INTRODUCTION

As of January 2017, Philippines have an employment rate of 93.4 (Philippine Statistics Authority). It is evident that there is a high demand of manpower to meet people's demand for service and consumption [1]. No business can function productively without their skilled people [2]. They play a very vital role in the overall success of the business. When employees are treated as an integral part of company's mission, they feel more valuable and dedicated towards work. It is likely taking an effective role in shaping the future of the organization. Companies should take good care of their employees so that they will take care of their job. Through love of work, they will be motivated to do their best to provide good quality of service as their way of giving the goodness to the company and as well as to their consumers.

Employee relation refers to the relationship between an employer and its employee, supervisors,

subordinates, and co-workers [3]. Each member has a unique personality, strengths and weaknesses and it is an advantage for each member, despite all the differences, they still have one purpose and vision towards the success of the company. Strong teamwork can make one organization unique from others. This uniqueness determines where the company is heading to and whether the employee relation is healthy, effective or has a potential harmful effect in the organization. It is known that if a strong relationship is in place, employees will be more productive, more efficient, create less conflict and will be more loyal [4]. Since employees are spending longer period at the workplace and with co-workers, it is important to have a good employee relation throughout the organization because good communication can lead to good outcome. Business organizations look into the benefit of continuously developing and improving passion and commitment of their people to get the best of their potential [5]. For a company to be successful in the long run, it must develop good internal communications to contribute to a positive organizational culture [6].

To run the business effectively, employers need to adapt Human Resource Strategies in order to manage relationship in the workplace and to keep the smooth flow of operations, avoid hitches and ensure that employees are performing at their best. HRS should create some programs to provide fair treatment in all employees for them to be committed on their job and be loyal to the company.

Mitsubhi-Hitachi Power System Philippines Inc. and BS Technology Engineering Construction Company are one of the companies inclined to delivering multi-disciplinary engineering, construction and manufacturing. Both companies are handling a variety of projects but despite of these, they also focus on the well-being of their staff. They are regularly hosting range of events such as company outing, Christmas parties and company sport activities in

order to promote and establish good working relationship among its employees.

In connection with the foregoing discussion, the researcher intends to determine the effect of employee relations to job performance. As former employee of different sector of industry, the researcher considered that the result of the study will help every employee as well as employers to understand the importance of positive employee relation in order to produce excellent job performance. Somehow, inputs of this research will also help the management in enhancing the employee relation and job performance in order to maintain healthy and strong working environment through the researcher's recommendation.

OBJECTIVES OF THE STUDY

This study aims to determine the effect of employee relations to job performance. In addition, it presents the profile of the respondents in terms of age, gender, civil status, length of services, educational attainment; describes the employee relation practices in terms of improving employee morale, building company culture, conveying expectations and participating in management decision; identifies the employees performance in terms of personal management and behaviour and productivity; and tests the relationship between employees relation practices and job performance and propose an action plan to enhance employee relations and job performance.

METHODS

Research Design

The researcher used descriptive correlation method of research to gathered information to determine the effect of employee relation to job performance on the two leading Engineering and Construction companies in Batangas Province and their demographic profile. The reason for using this method it is to provide a description of relationship among the following variable: demographic profile, employee relation and job performance. The descriptive correlation method provides essential knowledge about the concepts use in the study as well as their relationship with each other. Thus, this method is deemed appropriate to present study since this involved assessment of prevailing condition.

Respondent

The participants of the study consisted of 272 regular employees working in of Mitsubishi Hitachi Power Systems Philippines Based and 34 regular employees in BS Technology Engineering

Construction Company. The respondents were from different companies in Batangas Province specializing in different fields such as engineering, construction and manufacturing.

Instrument

The researcher used two main data gathering instrument needed to determine the effect of employee relation to job performance and their demographic profile. The part 1 was developed by the researcher to identify the socio-demographic profile in terms of age, gender, civil status, length of services and educational attainment.

Part 2 and 3 are standardized questionnaire patterned in the study of Sequeira [7] and Cuatro [8] focuses on employees relation practices and employee performance.

Data Gathering Procedures

The following steps were undertaken in gathering the data to answer the question of the study. A letter to conduct research was formally submitted to the office of Human Resource Management of both companies. Questionnaire was distributed by the HR Staff to the participants of the study to gather information on their profile.

Data Analysis

The data was tallied, tabulated, encoded and analyzed accordingly using the following statistical tools:

frequency distribution and Percentage was used to describe the socio-demographic profile of the respondent according to: age, gender, civil status, length of service and educational attainment. Weighted Mean was used to determine the average scores of the respondent using a Likert-scale type with the following assigned values: 4.00 – 3.50: Strongly Agree (SA); 3.49 – 2.50: Agree (A); 2.49 – 1.50: Disagree (D); 1.49 – 1.00: Strongly Disagree (SD). ANOVA was used to determine the difference between the nominal data of employee relation and job performance

RESULTS AND DISCUSSION

Table 1 shows the frequency and percentage distribution of the respondent according to their age, gender, civil status, length of service and educational attainment.

As to age, majority of the participants are in the age range of 36-40 years at 22.90% and ages 26-30 years old and 31-35 years old has the least numbers of

participants with a frequency of 57 or 18.60%. This is because the company requires more experience from employees and gained already more knowledge in this field of industry.

Table 1. Percentage Distribution of Resorts and Attraction in Batangas Province according to Profile (N = 306)

Profile Variables	f	%
Age		
20-25 years old	58	19.00
26-30 years old	57	18.60
31-35 years old	57	18.60
36-40 years old	70	22.90
40 and above	64	20.90
Gender		
Male	187	61.10
Female	119	38.90
Civil Status		
Single	94	30.70
Married	193	63.10
Separated/Annulled	15	4.90
Widow/Widower	4	1.30
Length of Service		
6 months – 5 years	127	41.50
6 – 10 years	85	27.80
11 – 15 years	57	18.60
16 years and above	34	11.10
Educational Attainment		
College Graduate	146	47.70
Post Graduate	20	6.50
Vocational Course	140	45.80

As regard to gender distribution, 187 or 61.10 percent were male and 119 or 38.90 percent were female. Most of the male employees are assigned in the field doing the construction work. This is the reason why the company is dominated by male employees. However, mostly women are assigned in the office that is in-charged in administrative work like in Finance Department, Human Resource and Engineering Design. This field of industry is focuses in the manufacturing and designing heavy equipment where most requires a great demand of work a masculine stereotype.

In terms of civil status of participants comprised higher frequency of 193 or 63.10% is married while widow/widower has only 4 or 1.30%. It is not surprising that majority of the participants are married because the age range require for the job is 20 years and above which means they are on the legal age to settle down.

The large number of participant have been engaged in the company between 6 months – 5 years

with a frequency of 127 or 41.50% while those 16 years and above in service ranked last with 34 or 11.10 percent.

The table further reveals that there are 146 or 47.70 percent who are college graduate while the 20 or 6.50% are post graduates. Most of the respondents are engineers where the nature of work demands at least college degree or higher. The demographic variables reveal the importance of HR personnel choosing the qualified applicants for the specific job.

Table 2. Employee Relation Practices (Improving Employee Morale)

Practices	WM	VI	Rank
1. Able to complete work on time	3.35	A	1
2. Satisfied with current salary	3.10	A	4.5
3. Regularly receive recognition/praise for good work.	3.04	A	6.5
4. Benefits given are fair	3.00	A	9
5. Given opportunities to express opinion	3.11	A	3
6. Colleagues are pleasant and co-operative.	3.10	A	4.5
7. Management encourages and helps in employee's career development.	3.23	A	2
8. Work expectation is communicated	3.04	A	6.5
9. Feedback and guidance by superiors.	3.01	A	8
10. Adequate training is given among employees	2.99	A	10
Composite Mean	3.10	A	

Table 2 presents the employees' relation practice in terms of improving employee morale. The composite mean 3.10 indicates that the respondents agreed on the practices that they experience in improving their morale.

Among the item cited, being able to complete work on time gained the highest weighted mean of 3.35, agreed. Followed by, the management that encouraged and helps them in career development with weighted mean value of 3.23, next, is given opportunities to express their opinion with weighted mean value of 3.11.

Employees' morale is a complete perspective to have effective performance from employees because there are saying that happy workers are productive employees. Employees' are dedicated toward work and have the desire to get things done. It has actual proof that happier employees are more efficient in the workplace [9]. In the study led by Professor Andrew

Oswald at Warwick Business School, it has a 12 percent more productive of a happy workers rather than unhappy workers.

On the other hand, benefits are given fair and adequate training is given among employees ranked on the ninth and tenth with weighted mean of 3.00 and 2.99 respectively. Employees' always want to feel that they are part of the company's objectives which require continuous learning, better communication and fair benefits. Since, most of the participants are with the company for only 6 months to 5 years, they still not yet enjoy the benefits and the training given by the company.

Almost anything that contributes to a positive work environment for employees help build employee morale. The factors that can contribute to positive employee morale include treating employees with respect, providing regular employee recognition, empowering employees, offering open and regular communication about factors important to employees, providing feedback and coaching and offering above industry-average benefits and compensation, providing employee perks and company activities, and positively managing employees within a success framework goals, measurement, and clear expectations [10].

Table 3. Employee Relation Practices (Building Company Culture)

Practices	WM	VI	Rank
1. There is continuous, planned organizational review and renewal of management commitment to objectives.	3.20	A	1
2. There is a high productivity or quality standards required in the organization	3.13	A	2
3. Management encourages human resources development	3.04	A	8
4. There is a coordination and cooperation in and among the organizational units.	3.03	A	9
5. Managements conducts meaningful and productive meetings	3.12	A	3
6. Management confronts conflicts directly and setting disagreement rather than avoiding or ignoring it.	3.05	A	6.5
7. Management promotes creative thinkers and innovative performers	3.09	A	4.5
8. There is an equal employment opportunity and affirmative action for every employee.	3.02	A	10
9. Managements seeks suggestion or ideas from employees and the public	3.05	A	6.5
10. Management is willing to consider innovation proposed to increase organization effectiveness	3.09	A	4.5
Composite Mean	3.08	A	

As seen from Table 3, the respondents agreed on the practices that they experience in building company culture with a computed mean of 3.08. Among the indicators enumerated, there is continuous, planned organizational review and renewal of management commitment to objectives ranked first with weighted mean score of 3.20 and followed by there is a high productivity or quality standards required in the organization with weighted mean of 3.13, ranked second and managements conducts meaningful and productive meetings with weighted 3.12, ranked third.

The important part of company's success is to build and maintain positive company culture. This is the simplest way to improve employees' morale because people in the organization feel a sense of value when they're working towards a common goal and share core values.

Culture is an important success factor for the overall performance of an organization. Culture influence the behaviour of all individuals within an organization, including how decision are made, who makes them, how rewards are given, who is promoted, how people are treated and how organization responds to its environment [6].

However, coordination and cooperation in and among the organizational units (3.03) are closed to an equal employment opportunity and affirmative action for every employee (3.02) on the lowest rank.

Management who exert effort in informing and updating their employees in regards to their organizational plan will reduce the confusion towards them. They can also combine suggestions and opinion from employees to enhance this plan.

According to Armstrong [11], employees need the opportunity to communicate upwards their comments and reactions to what is proposed will happen or what is actually happening in matters that affect them. Every company has an organizational culture, and depending on its strength, the organizational culture may have an important impact on the members of organization, their values and behaviour [12].

Table 4 presents the employees' relation practice in terms of conveying expectation. The over-all composite mean of 3.08 indicates that the participants agree that they experience conveying expectation.

The atmosphere and interpersonal relation in respective department are friendly and cooperative ranked first and interpreted as "agree" with the weighted mean score of 3.19. It was followed by company mission statements relate to corporate goals and objectives and company leadership has made

changes that are positive for the company all were verbally interpreted as agree.

Table 4. Employee Relation Practices(Conveying Expectation)

Practices	WM	VI	Rank
1. The atmosphere and interpersonal relation in respective department are friendly and cooperative	3.19	A	1
2. There are organizational objectives and targets.	3.06	A	8
3. The employees understand the direction and goals of the company	3.08	A	6.5
4. Company's leadership has a clear vision in the future	3.04	A	9.5
5. The company's strategy is different from competition	3.04	A	9.5
6. My personal goal are linked to company goals	3.08	A	6.5
7. Company leadership has made changes that are positive for the company	3.11	A	3
8. Company has made changes which are positive for me	3.09	A	5
9. Company is responding to the important internal issues	3.10	A	4
10. Company mission statements relate to corporate goals and objectives.	3.12	A	2
Composite Mean	3.08	A	

Conflict and cooperation always exist in the company. Employees need to maintain harmonious relationship inside the company and understand the company's objectives, expectation, and the changes in the workplace in order to deliver quality of work because any mistake that may arise will affect the reputation of the organization.

In the study of Ilagan [13], the goals of the organization influence the attitudes of employees greatly if the goals set by the management are worthwhile, useful and acceptable, then workers develop positive feelings towards the job and the organization.

Meanwhile, the least two in the list and were agreed by most of the respondents were company's leadership has a clear vision in the future and the company's strategy is different from competition got the lowest mean, both has a weighted mean score of 9.5.

According to Ilagan [13], in encouraging employees to work with determination, management should have a clear belief with well-defined duties and responsibilities.

Table 5. Employee Relation Practices(Participating Management Decision)

Practices	WM	VI	Rank
1. Immediate superior at all levels have the opportunity to participate in this process of setting goals and objectives	3.25	A	1
2. Key management devotes adequate time in advance dynamic planning and involved subordinate in the process.	3.14	A	3
3. Employees have opportunities to clarify changing roles and relationship.	3.06	A	8
4. The communication between management and myself is adequate	2.95	A	10
5. Employees are encouraged to participate in community extension program.	3.20	A	2
6. Employees are given chances to be involved in recreational activities	3.10	A	4
7. Employees can participate in important decision making	3.07	A	7
8. Employees can use their own judgement in problem solving	3.03	A	9
9. Employees have empowerment to influence my quality of works.	3.09	A	5.5
10. Employees can generally exercise responsibility and achievement.	3.09	A	5.5
Composite Mean	3.10	A	

Table 5 presents the employee relation practices in terms of participating in management decision. The composite mean 3.10 indicates that the respondents agree on the practices.

Among the cited items, immediate superior at all levels have the opportunity to participate in this process of setting goals and objectives got the highest mean score of 3.25. It was followed by, employees are encouraged to participate in community extension program and key management devotes adequate time in advance dynamic planning and involved subordinate in the process.

Involvement of superior in setting company's goal and object will make an effective workforce within the company. They are the first people who can create a smarter work environment for their team members.

According to Ilagan [13], the crucial implementation of HRD programs and processes was assigned to the supervisors. They play a vital role in their subordinators work life, designated task and

responsibilities, setting expectation, evaluating performance and giving feedback, rewards and discipline.

On the other hand, respondent agreed that employees can use their own judgement in problem solving and communication between management and myself is adequate got the lowest mean values of 3.03 and 2.95 respectively.

Effective communication is also important in improving employee relation. Employees need to be treated equally as part of the team and make them feel worthy and affiliated to company's belief by hearing their voice and giving them room to make decisions in whatever situation may arise. When employees are participating in management decision, they will be aware on the difference they made in company's success.

On the foregoing discussion, Morcilla [14] said that strong communication is essential in the success of any organization. It is also important to employees' perception about the company and helps the company' in decision making that the large number of employees will consider agreeable. Communication helps the employee to understand one's belief and how it will affect to someone ethical responsibility.

Composite Mean	3.15	A
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Table 6 presents the job performance with regards to of personal management and behaviour. As seen from the table, the over-all assessment of the respondents on personal management and behaviour was 3.15 and verbally interpreted as Agree.

Among the items mentioned, developing positive working relationship and contribute to group's success got the highest weighted mean value of 3.24, followed by willingness to learn and stay informed on relevant work related issues with weighted mean value of 3.23. Able to prioritize work with weighted mean value of 3.20. On the other hand, willingness to take action without specific instruction when appropriate and willingness to take new or increased responsibilities has the same weighted mean value of 3.09 and undertake self-development activities with the weighted mean value of 3.07, ranked the last

Good working relationships among employees are directly linked to effective job performances. People inside the organization can work well if there is a harmonious relationship among one another. It is also important to have positive behaviour towards work because this will be the outcome of your assigned task, on how you do your task and how great you are.

Table 6. Job Performance (Personal Management and Behavior)

	Practices	WM	VI	Rank
1.	I organize working environment.	3.18	A	5
2.	I ask for assistance when needed.	3.11	A	11.5
3.	I willingly take action without specific instruction when appropriate.	3.09	A	13.5
4.	I independently establish sound objectives or priorities	3.13	A	9.5
5.	I willingly take new or increased responsibilities	3.11	A	11.5
6.	I undertake self-development activities	3.07	A	15
7.	I require thorough and accurate work from others	3.13	A	9.5
8.	I make decisions and do not procrastinate	3.09	A	13.5
9.	I innovative creative problem solving	3.16	A	7
10.	I am willing to learn and stay informed on relevant work related issues.	3.23	A	2
11.	I am willing to accept new ideas and approaches	3.16	A	7
12.	I develop positive working relationship and contribute to group's success.	3.24	A	1
13.	I make sound decision when required.	3.19	A	4
14.	I react to adversity in a logical and practical manner.	3.16	A	7
15.	I am able to prioritize work.	3.20	A	3

Jacob et al. [15] noted that job performance relates to the act of doing a job. Job performance is a means to reach a goal or set of goals within a job, role, or organization but not the actual consequences of the acts performed within a job. Jacobs et al. [15] affirm that job performance is not a single action but rather a "complex activity". Performance in a job is strictly behaviour and a separate entity from the outcomes of a particular job which relate to success and productivity [15].

As seen from Table 7, the assessment of job performance of employees in regards to productivity in the workplace indicates 3.11 of the composite mean and verbally interpreted Agree.

Among the items cited, managing own time and skills ranked first with the weighted mean value of 3.21. Followed by, monitoring own work to ensure quality and quantity of productivity with weighted

mean value of 3.19 and handling number of task with weighted mean value of 3.15

Table 7. Job Performance (Productivity)

Practices	WM	VI	Rank
1. I achieve set targets/objectives..	3.13	A	5.5
2. I successfully complete assigned project..	3.08	A	11.5
3. I meet set deadlines.	3.07	A	13
4. I successfully produce required volume of work.	3.04	A	15
5. I complete work in a timely and efficient manner.	3.09	A	10
6. I ensure that my work is thorough and accurate	3.08	A	11.5
7. I innovative creative problem solving	3.12	A	7.5
8. I look for ways to improve and promote quality	3.11	A	9
9. I monitor own work to ensure quality and quantity	3.19	A	2
10. I am functional.	3.13	A	5.5
11. I managed my time and skills.	3.21	A	1
12. I handle a number of tasks.	3.15	A	3
13. I am willing to spend extra time of work when required.	3.14	A	4
14. I analyze problem situations quickly and accurately	3.05	A	14
15. I take challenging work task	3.12	A	7.5
Composite Mean	3.11	A	

The results show that the respondents are more productive and are really engage on delivering quality of work. Armstrong [11] stated that performance is indeed often regarded as simply the outcomes achieved: a record of a person's accomplishments. Armstrong [11] argued that performance 'is something that the person leaves behind and that exists apart from the purpose'. Armstrong [11] believes that performance should be defined as the outcomes of work because they provide the strongest linkage to the strategic goals of the organization, customer satisfaction, and economic contributions.'

On the other hand, analysing problem situations quickly & accurately and successfully produce required volume of work got the lowest weighted mean value of 3.05 and 3.04 respectively.

The company needs to increase the efficiency and effectiveness of the job performance in order to stay longer in the business. They can use some strategic process to enhance the job performance of each employee.

According to Payos [16], performance management is a method use in promoting an

effective organization. It makes sure that the efforts of every individual's employees are necessary act in setting out the strategic business plan. This set goal was only being achieved through an effective and efficient manner [16].

Table 8. Summary Table on Employee Relation to Job Performance

Indicators	WM	VI
Employee Relation Practices		
- Improving Employee Morale	3.10	Agree
- Building Company culture	3.08	Agree
- Conveying Expectation	3.08	Agree
- Participating Management Decision	3.10	Agree
Job Performance		
- Personal Management and Behaviour	3.15	Agree
- Productivity	3.11	Agree
Composite Mean	2.96	

Table 8 presents the summary of employee relation to job performance as employee relation practices and job performance with a composite mean of 2.96 and is verbally interpreted as agree. This show that respondent agreed that they experienced the positive employee relation practices in their workplace.

As to the assessment of the respondents, majority, agreed on the employee relation practices in terms of improving employee morale and participating management decision that got the highest weighted mean value of 3.10. It shows that the company perceived good practice when it comes to employees' morale and open communication among its people.

According to Certo cited in Balbacal [10], in order to know the employees demand and interest from their ideas is to encourage employee to be involve in decision making process. Workers tend to feel more dedicated and likely to participate better when feel that they are part of the team.

The items building company culture and conveying expectation both obtained lowest weighted mean of value 3.08 and verbally interpreted as agree. This showed that the respondent agreed that they also experience these items are part of their company's practice to have a positive work environment. Hendon [17] noted that organizational culture is based at least partly assumptions, values, and belief, the culture can control how people act within its boundaries.

Table 9. Relationship Between Employees Relation Practices and Job Performance

Practices	ER Improving Employee Morale	ER Building Company Culture	ER Conveying Expectation	ER Participating Management Decision	JP Personal Management & Behavior	JP Productivity
Employee Relations (ER)						
- Improving Employee Morale	1	.577**	.577**	.493**	.501**	.418**
- Building Company Culture	.577**	1	1.000**	.582**	.581**	.554**
- Conveying Expectations	.577**	1.000**	1	.582**	.581**	.554**
- Participation and Management Decision	.493**	.582**	.582**	1	.533**	.539**
Job Performance (JP)						
- Personal Management and Behavior	.501**	.581**	.581**	.533**	1	.652**
- Productivity	.418**	.554**	.554**	.539**	.652**	1

Legend: ER (Employee Relations), JP (Job Performance)

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

In regards to job performance, personal management & behaviour got the highest, weighted mean of 3.15 and while productivity only got the weighted value of 3.11a and both verbally interpreted as agree. This results show that respondent agreed that employees performance is important to companies overall effectiveness. According to Hussin [18], employees are the most essential resources of any organization. They are the livelihood of the business. Their feeling towards work and acknowledgement they have received has a direct impact to the performance of an organization and ultimately its stability.

Table 9 presents the relationship between employee relations to job performance. The results show that employee relation has a direct effect on the job performance of employees. This means that having strong working relationship among the people within the company can deliver good quality of high performance.

From foregoing discussion, it is obvious that the result further justifies the claims of Sequeira [5], it was identified that employee relations practices followed in the organization had a direct impact on the performance of employees in the organization. Employees with higher level of satisfaction with the existing organization practices were more productive and resistive towards changing the current organization. The study also revealed that improving

the employee relations practices of an organization can improve the performance of employees and thereby the overall productivity of the organization.

CONCLUSION AND RECOMMENDATION

Majority of the respondents are in age bracket of 36-40 years old, male, married, working in the company for 6 months to 5 years and college graduates. Employees agree that they experience employee relation practices in the company. The employees deliver best performance. There are significant relationship between employee relation and job performance.

It is recommended to continuous conduct effective trainings and seminars that are related to their job activities in order bring out the best performance of each employee. Improve effective communication between the employer and employee, superior and subordinates and co-workers to reduce conflicts and misunderstanding. Seek recommendation from employees on how to improve company's future plan. Acknowledge and celebrate big or small accomplishment of each employee to boost their eagerness to work hard. Future researchers may include other variable that does not used in the study

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