

Exploration of the Relationship Amongst Employee Relations Measures, Employee Relations Climate and Employee Satisfaction.

Mr. Sashikant Panda¹, Dr. Ashutosh Priya², Dr. Sitaram Das³, Mr. H N Pradhan⁴

¹Research Scholar, MJPR University, Bareilly

²Prof & HOD, Dept of A & R Economics, MJPR University, Bareilly, Prof & HOD Dept. of Business Administration, MSCB University, Baripada, Odisha

³Asst. Professor, GLBITM Greater Noida.

Abstract

The 21st century organizations have to transform into a living organization, where performance, innovation, creativity, employee relations, and social responsibility go hand in hand. The organizations need to create and sustain a peaceful work environment where every employee can contribute to the organization in assigned area of work with full freedom and dignity and without fear. Therefore, the organization must take proactive ER measures carefully, for survival and sustainability and also to sweep people off their feet and energize them into visible positive action for ensuring the future. Real challenges before the organization should be understood and the employee relations professionals should be impressed upon how they can utilize their experience to act as catalysts in the process of strategy formulation and implementation. Also, changes may need people to be alert and pay maximum attention to the issues of the employees. In order to channelize the latent potential of the employees and convert their capabilities into more responsible strategic business partner, it was imperative that the employees were empowered and enabled them as the drivers of organizational success. In order to achieve the corporate objectives, the NALCO management has taken the necessary steps and effective care for tapping of existing human resource by formulating and implementing ER strategies successfully. The study has focused on the key ER measures, ER climate and employee satisfaction to get more mileage in the competitive scenario. It has been observed during the study that ER climate has a significant and positive impact on employee satisfaction.

Keywords: Employee relations, Employee satisfaction, Employee Welfare measures, Role of Unions, Collective bargaining, Conflict management

INTRODUCTION

Strategic human resource management is the process whereby management establishes an organization's long term direction, set specific performance objectives, develops strategies to achieve these objectives in the light of all relevant internal and external circumstances and undertake to execute the chosen action plan. This will emphasize the implementation of a set of policies and practices that will build an employee pool of skill, knowledge and abilities that are relevant to organizational goal. It is concerned with the planned human resource activities intended to enable an organization to achieve its goals by using ethical practices. Employee relations (ER) measures have focused on specific proactive measures which are quite essential for the betterment of employee relations climate (Stone, 2002). The updated proactive strategies for cordial employee relations can help the business units in a significant way for optimum and effective utilization of its human resource in the competitive scenario and these are role of trade unions, employee counseling, employee empowerment and involvement, employees welfare, collective bargaining, grievance redressed mechanism, forum for labor-management cooperation, healthy IR system, rehabilitation after separation, etc. All these factors are responsible for the survival and growth of the organizations in the globalized era. A strategically integrated human resource management function has the potential to make a significant contribution to an organization's success through its capacity to initiate, sustain and facilitate strategic change. The present study is an analytical one which concentrates on employee relations measures of National Aluminium Company Limited (NALCO) towards the development of a healthy employee relations

climate and employee satisfaction. The demand scenario in both domestic and international markets had continued to be good and value addition has also taken place in alumina segment, with production of specialty alumina and zeolite. The annual turnover is 7933 crore along with 7555 employees as key drivers of business. The vision of NALCO is to be a company of global repute in the aluminium industry. Mission is to achieve growth in business with a global competitive edge in providing satisfaction to the customers, employees, shareholders and the community at large. In order to achieve the corporate objectives, the NALCO management has taken the necessary steps and effective care for tapping of existing human resource by formulating and implementing specific employee relations measures successfully.

OBJECTIVE OF THE STUDY

The study has given emphasis on the impact of employee relations measures on employee relations climate, and to establish a relationship between ER climate and degree of employee satisfaction.

Theoretical Background and Hypotheses

Employee Relations Climate and Specific Measures

The term industrial relations climate is generally used to describe the nature and quality of relationships between labor and management in the organization (for example Katz et al., 1983). More precisely, industrial relations climate reflects the perceptions of organizational members about the norms, conduct, practice and atmosphere of union-management relations in the workplace (Blyton et al., 1987). The employer – employee interaction is a term that has been used to characterize cooperative activities between employer and employees towards collaborative attitude rather than conflicting interest between the parties. The expectation of interaction is that both employer and employees gain more from their relationship through better interaction and open dialogue than they could achieve without it. The quality of relations between the parties in an enterprise depends on the policies, practices and procedures which exist in the organization to deal with both individual and collective issues, and to promote positive industrial relations/employee relations. Akhaukwa et al., (2013), in their study revealed that the collective bargaining process had a positive significant effect on the industrial relations environment. Cain (2011) in his study identified four common strategic themes (best practices) that mitigate the negative implications of unionization and facilitate successful union-management relationships. Sahoo and Sundaray (2011) in their study emphasized that there is a casual relationship between the performance of the industrial relations system, organizational effectiveness and quality of work life efforts. Yarrington et al., (2007) in their study explored the factors that are present in good union-management relations and analyses the ways in which organizations might benefit from union involvement. Ostrowsky (2005) in his study revealed that changing behaviours and shifting customs of management and union leaders are the major priorities for building a trusting union-management relationship. Budhwar (2003) in his study showed that the present competitive business environment has created a great challenge on the present employment relationship system in Indian firms. Donald et al., (2001) in their study revealed that positive union-management relationship with public organizations develops a strong partnership, encourages openness and trust, and make the organization more efficient and competitive through effective strategic planning and management. The key elements for developing a more positive and constructive union-management relationship with public organizations include: management commitment, union commitment, setting realistic goals, and focusing on a lasting partnership.

Employee Welfare Measures

The concept of 'Employee welfare' is flexible and differs widely with times, industry, country, social values and customs, the degree of industrialization, the general social economic development of people and political ideologies prevailing at particular moments. Joseph et.al. (2009) studied in the article points out that the structure of a welfare state rests on its social security fabric. Government, employers and trade unions have done a lot to promote the betterment of worker's conditions. By conducting research in different organizations Patro (2012) identified that the employees are assets of any organization. The needs of the employee must be satisfied in order to meet the goals of the organization. Any organization would be effective

only when there is high degree of co-operation between the employees and their management. Rajkuar (2014) opined that Employees are highly perishable, which need constant welfare measures for their upgradation and performance in this field, the social and economic aspects of life of the workers have direct influence on the social and economic development of nation. Lalitha and Priyanka (2014) ideated that the welfare measures need not be in monetary terms only but in any kind/forms. Employee welfare includes monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial relations and insurance against disease, accident and unemployment for the workers and their families. Balaji (2013) in his article explored several dimensions of employee welfare, rewards, and recognition, which have an impact on job satisfaction and motivation of employees for increased productivity. Upadhyay and Gupta (2012) in their paper revealed that there is a positive correlation exists between employee morale and job satisfaction, but work experience and welfare measures do not necessarily contribute to work satisfaction. Anand, (2012) in their study explored that there is a strong link between effective provisions of welfare measures and higher productivity, growth of business and quality of work life. Further, the study emphasized on proper workplace welfare activities that foster effective working condition, which act as a driving force for higher productivity. Chaudhay and Egbal (2011) in their study revealed that welfare measures have a significant effect on employees' satisfaction. Patro (2015) in a comparative analysis of welfare measures in public and private sector found that an employees' welfare facility is the key dimension to smooth employer-employee relationship. These welfare facilities improve the employees' morale and loyalty towards the management thereby increasing their happiness, satisfaction and performance. Employee welfare measures have a significant relationship with job satisfaction and motivation for increased productivity and on the quality of work life.

Role of Unions

The study by Ghosh et al., (2009) captured the changing paradigms in the roles of plant-level unions: from maintaining good industrial relations, once considered their primary role, they now work actively to improve the quality of life of workers, a role earlier considered to be secondary. The works of Deery et al., (1994) and Johnstone et al., (2004) have identified that the more harmonious the ER climate, the greater the commitment of employees to the organizational change. As a harmonious IR climate reflects a high degree of co-operation, trust and communication between management and unions in solving common problems, the results indicate that a pleasant ER climate is a necessary precondition for successful organizational change. It has evolved into a constructive form of employee representation which extends a cooperative hand towards the management and does not unjustifiably disturb the cordial relationships with management.

Collective Bargaining

By the 1980s, however, it had become increasingly evident that the institution was in a state of decline and would play a greatly diminished role in society (Kochan et al., 1986). The visible overall indicators mask the fact that collective bargaining continues to serve as the central institution for engaging workers and employers interests. It is a dominant force in setting the terms and conditions of employment directly for nearly 20 million workers and indirectly for many more through its threat and spillover effects (Freeman and Rogers 1999; Lipset and Meltz, 2004; Ghosh and Geetika, 2007). Also, during recent years, the unions themselves have admitted that they are often viewed as reactive and oriented toward the status quo. Although some unions resist change directly, others may suggest innovation or make promising initial responses to change, but their commitment seems to be limited and there is a failure to follow through (Heckscher, 1988; Freeman, 1989). Additionally, communication was essential to overcoming obstacles and reducing tensions between collective and individual relations at an operational level. In addition, communication was enhanced by increasing the number of union representatives across the organization to ensure genuine employee voice was encouraged (Munro, 2002). The workers, unions and employers now realize that each has a vital interest in the operations of the enterprise. Thus, it can be witnessed that in present times unions have a more compromising stance towards organizational decisions and management also realizes and favours towards the collective bargaining.

Conflict Management

Management of conflict is extremely important for the effective functioning of organizations and for the personal, cultural, and social development of individuals. The manner in which the conflict is managed can cause more tension in the situation rather than the conflict itself. Chen et al (2018) opined industrial conflict as the failure of employers and employees to reach agreement which may eventually lead to industrial strikes, lockout or other forms of protestation. Industrial conflict does not necessarily directly affect the actors in an industry but rather it often makes the actors to impose sanctions so as to inflict economic pain on each, in order to achieve their demand. The grievance is the seed of dispute and the management should give due consideration to the employees' day to day grievances. The establishment of the grievance procedure is in line with the principle of 'due process' (Mante-Meija, 1991), which guarantees the application of procedural justice and ethical decision making in an organization. Heads of department have to become task-and-goal oriented, organized in the grievance resolution process, following norms and practices and prepared for mutual grievance resolution (Daud et al., 2011). The sheer volume of grievances and disciplinary actions that arise will affect the costs of managing an organization. To the extent that management and unions devote time and effort to these formal adversarial procedures, they limit resources available for training, problem solving, communications, and other activities linked to productivity, human resource management, or organizational development (Katz et al., 1983). Therefore, grievance and conflict resolution measures serve important and useful functions for labour and management for resolving the inevitable conflicts of employment relationships and for protecting the individual rights of employees. Essentially, ER is concerned with preventing and resolving issues involving individuals, which arise out of or affect work situations. It concerns the relationship of employees with the organization and with each other and includes the processes of developing, implementing, administering and analysing the employer-employee relationship, managing employee performance and resolving workplace conflicts/disputes. Maintaining healthy employee relations in an organization is a prerequisite for organizational success. Based on the above discussions it can be proposed as:

H₁: Proactive employee relations measures have a significant impact on employee relations climate.

Employee Satisfaction

Employee satisfaction is a comprehensive term that comprises jobsatisfaction of employees and their satisfaction overall with company's policies, company environment etc. Keeping morale high among workers can be oftremendous benefit to any company, as happy workers will be more likely to more, take fewer days off and stay loyal to the company . Moyes, et al (2008), the employee satisfaction may be described as how pleased an employee is with his or her position of employment. Employee satisfaction, as all the feelings that a given individual has about his/her job and its various aspects (Spector 1997) . The backbone of employee satisfaction is respect for workers and the job they perform (Branham, 2005). The idea that motivated and committed workers are the essential condition for accomplishing the organizational goal. A study by Hay (2002) found that the best people are more likely to leave if their interests are not accommodated and the main reason people cite for leaving their jobs to move on is dissatisfied with how their skills and talents are being developed. At the plant level, ER climate has a positive and significant relationship only with job satisfaction. A recent study, rightly points that there is a need for strategic decision-makers to consider the social impact of ER climate. Top management must realize that both trust and work satisfaction are important ingredients for the effective functioning of an organization and to actively ensure that support systems or structures are adequate and available to mitigate the negative impact, particularly if the changes to be implemented are extensive (Lee and Teo, 2005; Wei et al., 2010). Leuke (2003) has established that most people eventually internalize the change, make any needed adaptations, and move on. Jun, Yuyan, Yao and Zhixue (2017) declare that employees are the essential part of a corporation, their satisfaction determines whether corporations and employees can keep a harmonious sustainable development trend or not. Highly satisfied employees tend to have better physical and mental, learn the new job related tasks easily and have less job stress and unrest (Kaliski, 2007). Satisfied employees will become more co-operative such as helping coworkers, helping customers etc. Such behavior will improve unit performance and organizational effectiveness (Kelli, 2012). Suttikun, Chang and Bicksler (2018) assert that being that staff productivity is a

main and primary factor driving the competitiveness and success of a corporation or organization, it is important to understand how employees are motivated, engaged, and retained at the work place. It is also clearly established by many researchers that a satisfied worker or employee would be a real productive one. In this age of acute competition, it becomes imperative for organizations to achieve higher levels of productivity and to outsmart the competitors (Rajasekar, Krishna Sudheer and Raghunadha Reddy, 2017). Satisfaction, commitment, and acceptance are necessary ingredients for organizational performance and success. On the basis of the above explanation, a hypothesis can be derived as:

H₂: Employee relations climate has a significant and positive impact on employee satisfaction.

In order to explore the relationship between ER measures, ER climate, and employee satisfaction, a hypothesized theoretical model was proposed on the basis of the works of several researchers and empirically validated to draw a conclusion.

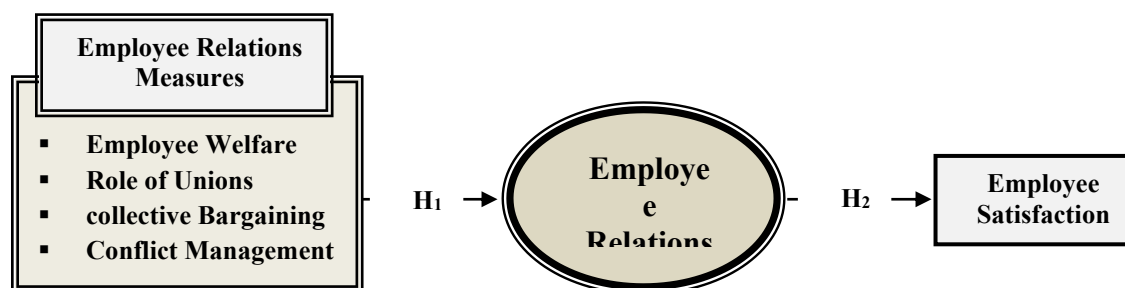


Figure 1: Hypothesized Theoretical Model

ANALYSIS AND RESULTS

The present study is an empirical one which is purely based on the primary data collected from the strategic business units of National Aluminium Company (NALCO). An analytical approach along with the adoption of a case study is adopted for the study. A field study was carried out to explore the facts, related to NALCO's proactive employee relations measures ER climate, and employee satisfactions towards organizational prosperity, from the respondents through a structured questionnaire. The responses of the respondents were recorded through a five point Likert scale. Proper care was taken towards the collection of responses from the respondents (executives, non-executives, and union representatives) of all levels covering the entire organization. The questionnaire was distributed to around 780 respondents, out of which 585 complete responses were obtained, corresponding to a response rate of 75 % of the respondents. The hypotheses have been tested by using statistical tools such as multiple correlations and linear regression analysis. The mean scores give the average of the responses while the standard deviation is a measure of the way in which the mean represents the data. The mean is a hypothetical representation of the data set. A Cronbach's alpha is a statistic and generally used as a measure of internal consistency or reliability of a psychometric instrument (table 1).

Table 1: Scale Reliability

Construct	No. of items	Cronbach alpha (α)
Employee Welfare Measures (EWM)	8	0.930
Role of Unions (ROU)	6	0.951
Collective Bargaining (CB)	5	0.864
Conflict Management (CM)	8	0.891

Employee Relations Climate (ERC)	5	0.832
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Employee Welfare Measures (EWM)

The sample populace is satisfied with the welfare measures (EWM) as inferred from the table 2. There is slight indecision to mild agreement regarding V12 to V19 with the mean scores ranging between 3.31 and 3.75. Standard deviations are less than 1.2 showing limited variability pointing towards unison in responses. The correlation coefficients of the items are positive and low, which indicates low interaction among the variables.

Table 2: Means, Standard Deviations and Correlations (EWM)

	Mean	S. D.	V12	V13	V14	V15	V16	V17	V18	V19
V12	3.31	1.114	1							
V13	3.52	1.156	.115**	1						
V14	3.47	1.212	.105**	.226**	1					
V15	3.54	1.199	.246**	.136**	.352**	1				
V16	3.58	1.118	.221**	.240**	.217**	.185**	1			
V17	3.75	1.100	.103*	.127**	.135**	.191**	.201**	1		
V18	3.54	1.102	.190**	.365**	.241**	.223**	.207**	.298**	1	
V19	3.65	1.115	.223**	.160**	.178**	.156**	.147**	.154**	.260**	1

N=585, $p < 0.05$, $p < 0.01$.

Role of Trade Unions

There is a clear agreement on realization of trade unions as strategic business partners. Also, the mean scores for the variables V93 to V98 are varying between 3.61 and 3.81 showing agreement on the aspects of friendly trade unions (V93), unions are trying to influence the management for well being of their members (V94), putting of union demands in a peaceful way (V95), absence of union rivalry in the organization (V96), fair and equitable treatment of members by the trade unions (V97), and members of trade unions are being satisfied with the governance of their respective unions (V98). Standard deviations are within the statistical limits. The inter-correlations between the variables are very low and reaching the statistical significance (Table 3).

Table 3: Means, Standard Deviations and Correlations (RTU)

	Mean	S. D.	V93	V94	V95	V96	V97	V98
V93	3.73	1.308	1					
V94	3.71	1.304	.185**	1				
V95	3.73	1.290	.309**	.335**	1			
V96	3.61	1.446	.305**	.326**	.254**	1		
V97	3.71	1.319	.301**	.384**	.329**	.394**	1	
V98	3.81	1.306	.327**	.265**	.292**	.328**	.373**	1

N=585, $p < 0.05$.

Collective Bargaining System

From the analysis of means, it can be inferred that respondents mildly agreed that there exists a favourable climate of successful collective bargaining in the organization. Mild disagreement can be seen in collective response as far as a favourable attitude of management towards collective bargaining (V73) and resolving of issues amicably through collective bargaining (V74). The correlations between independent variables are positive with values ranging between 0.191 and 0.811 (Table 4).

Table 4: Means, Standard Deviations and Correlations (CBS)

	Mean	S. D.	V73	V74	V75	V76	V77
V73	2.39	.826	1				

V74	2.42	.782	.422**	1			
V75	3.32	1.060	.349**	.195**	1		
V76	3.18	1.306	.393**	.191**	.758**	1	
V77	3.40	1.181	.318**	.137**	.811**	.799**	1

N=585, $p < 0.05$

Conflict Management

The mean score of 3.73 for conflict Management (CM) indicates the respondents' agreed on the measures taken by the management towards conflict management. The sample populace disagrees that the performance of the grievance committee is satisfactory (V102), the management being in favour of the collaborative approach towards conflict management (V105), and proactive steps taken by the management to avoid any form of work stoppages (V106). The values of correlation coefficients are very low, which shows that there is a weak interaction between the items.

Employee Relations Climate

The descriptive statistics were carried out to find out the important measures of employee relations. The mean responses of the variables used to gauge the success of the employee relations climate of the organization and it was found that all predictors are greater than 3.5 with most of the values exceeding 4 implying that the respondents have agreed as employee welfare (EWM), role of trade unions (RTU), collective bargaining (CB), and conflict management (CM) were significant predictors of ER climate. The standard deviation of the variables measured on the 5-point scale is all less than 1 establishing unison in their views. There is a moderate inter-correlation between the predicted and predictor variables (Table 6). The results of the regression analysis examine the impact of independent variables on ERC. The R square = .642 indicates that the regression model explains 64.2% of variance in the predicted variable by the predictor variables. It can be reflected from β values, all variables are significant predictors of successful people management. The F value for the model was found to be highly significant (129.259, $p < .05$), which proves the validity of the regression model. The values of tolerance and VIF indicate the absence of multi-collinearity (Table 7).

Table 5: Means, Standard Deviations and Correlations (CM)

	Mean	S. D.	V99	V100	V101	V102	V103	V104	V105	V106
V99	3.13	1.449	1							
V100	3.20	1.528	.359**	1						
V101	3.18	1.481	.359**	.369**	1					
V102	2.28	.974	.185**	.177**	.201**	1				
V103	2.88	1.468	.315**	.340**	.260**	.222**	1			
V104	3.22	1.312	.321**	.294**	.217**	.298**	.278**	1		
V105	2.48	.951	.096*	.084*	.163**	.257**	.185**	.163**	1	
V106	2.51	.979	.209**	.143**	.175**	.209**	.227**	.254**	.238**	1

N=585, $p < 0.05$.

Table 6: Means, Standard Deviations and Correlations (ERC)

	Mean	S. D.	ERC	EWM	RTU	CBS	CM
ERC	4.13	0.982	1				
EWM	4.01	0.896	0.624**	1			
RTU	4.04	0.912	0.641**	.012**	1		
CBS	3.65	0.897	0.734**	.061**	.041**	1	
CM	3.73	0.933	0.718**	.010**	.067**	.002**	1

N=585, $p < 0.05$.

Table 7: β Coefficients and Collinearity Statistics (SPM)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error.	Beta			Tolerance	VIF
(Constant)	.008	.128		.064	.000		
EWM	.128	.012	.259	10.337	.000	.990	1.010
RTU	.125	.011	.281	11.078	.000	.966	1.035
CBS	.123	.011	.289	11.503	.000	.983	1.017
CM	.128	.011	.297	11.832	.000	.986	1.014
R = .801, R ² = .642, Adj. R ² = .637, F = 129.259, p < .001							

Employee Satisfaction

Descriptive statistics reveal that the respondents are moderately satisfied with the indicators of ER climate relating to proactive ER practices experienced by the organization. There is mild indecision about a high degree of job satisfaction (V113), better quality of work life (V114), and sense of commitment and loyalty towards the organization (V115). The respondents have accepted that they are proud to work for the organization (V116). As far as security in the job (V117) is concerned, there is mild disagreement to slight indecision among the sample populace. Also, descriptive statistics and correlation table divulges that correlations are substantial except for V113 and variability inferred from standard deviations is less than 1.5 showing unison in the views of the respondents (Table 8).

Table 8: Means, Standard Deviations and Correlations (ES)

	Mean	S.D.	ES	V113	V114	V115	V116	V117
ES	3.63	1.012	1					
V113	2.68	.910	.577**	1				
V114	3.33	1.175	.690**	.027	1			
V115	2.97	1.249	.707**	.119**	.529**	1		
V116	3.53	1.192	.648**	.077	.699**	.525**	1	
V117	2.49	1.040	.598**	.535**	.230**	.249**	.182**	1

N=585, p<0.05.

The impact of ER climate on employee satisfaction is examined and the results are reflected in table 9. The R square = .691 explain 69.1 % variation in the dependent variable. Tolerance and VIF confirms about non-existence of multicollinearity. On examination of β coefficients, it was found that the variables are positively influencing employee satisfaction with V115 followed by V114 and V116 having a higher relative effect.

Table 9: β Coefficients and Collinearity Statistics (ES)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.761	.101		7.532	.000		
V113	.004	.031	.003	.116	.000	.700	1.429
V114	.257	.029	.298	8.774	.000	.462	2.167
V115	.323	.023	.398	13.986	.000	.657	1.522
V116	.166	.028	.195	5.838	.000	.476	2.100
V117	.188	.028	.193	6.796	.000	.659	1.517

R = .832, R² = .691, Adj. R² = .689, F = 259.453, p < .001

The conviction that was claimed in hypothesis 1 is to test whether the proactive ER measures taken by the organization have a significant impact on successful people management. After analysis the result has indicated that all the predictor variables positively influenced the ER climate.

Derived Model 1: ERC= .008 +.128 (EWM) + +.125 (RTU) + .123 (CBS) + .128 (CM) + .128

Hypothesis 2 endeavours to find out the impact of ER climate on employee satisfaction and it was found that the independent variables have a significant and positive relationship with the dependent variable.

$\text{Derived Model 2: ES} = .761 + .004 (V113) + .257 (V114) + .323 (V115) + .166 (V116) + .188 (V117) + .101$
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CONCLUSION

It was found that very little was done to explore the interrelationship between employee relations measures, employee relations climate, and employee satisfaction. Here an attempt was made to establish the proposed relationships. However, the findings are nevertheless worthwhile. While the value adding ER measures of the organization are vital and it was found that there are four key measures factors that significantly influence the ER climate. More specifically, it appears that an employee relations climate is inducing employee satisfaction as an outcome of the employee - employer relationship. It can be concluded as the employer and the employees of the organization are the responsible actors of cordial employee relations for organizational survival and sustainability in the 21st Century. Most importantly, this research has identified a clear gap in our knowledge and further research must be performed to understand more completely the changing nature of employer-employee relationships.

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Appendix – I: List of Variables

Constructs	Variables
EWM (Employee Welfare Measures)	Arrangement of immediate first-aid facilities (V12) Supply of foodstuff in the canteen provided with subsidized price (V13) Availability of well furnished housing accommodation (V14) Instead of accommodation, HRA is quite appreciable (V15) Proper educational facilities for children of workers (V16) Facilities like parks, playgrounds, clubs & market complex, etc. are available within the township (V17) Medical facilities for self along with dependants (V18) Better social security measures like Pension, PF, Gratuity, Compensation, etc. (V19)
CBS (Collective Bargaining System)	Favourable attitude of management towards collective bargaining (V73) Resolving of issues amicably through collective bargaining (V74) Recognized union is putting realistic demands on the bargaining table (V75) Implementation of agreements through collective bargaining in due course of time (V76). Adoption of successful mechanism towards collective bargaining (V77)
RTU (Role of Trade Unions)	Union leaders are friendly enough (V93) Unions are always trying to influence the management for well being of their members (V94) Trade unions always put their demands in a peaceful way (V95) Absence of union rivalry in the organization (V96) Fair and equitable treatment of the members by trade unions (V97) Members of trade unions are satisfied with their governance (V98)
CM (Conflict Management)	Management is very much careful about employee grievances (V99) Management adopts open door policy for grievance management (V100) Supervisors are well trained to handle employees' day to day grievances (V101) Performance of the grievance committee is satisfactory (V102) Organization has its own multi stage grievance handling procedure (V103) Proper attention towards prompt & quick resolution of conflicts (V104) Management is always in favour of the collaborative approach towards conflict mgt. (V105) Proactive measures are taken by the management to avoid any form of work stoppages (V106)
ERC (Employee Relations Climate)	High degree of job satisfaction (V113) Better quality of work life (V114) Sense of commitment & loyalty towards the organization (V115) Proud to work for the organization (V116) Feeling of security in the job (V117)