CHAPTER –II

REVIEW OF LITERATURE

2.1 INTRODUCTION

The previous chapter discussed about the research problem, content and coverage of research issues, conceptual discussion on the topic human relations, statement of the problem, and importance of the problem, significance of the problem. Based on the analysis of the previous chapter, this chapter traces out the literature survey pertaining to the topic of the research. The study of review of literature is an important aspect of any research. It enables one to understand the past trend in research output. It could be noted that many researchers have conducted research studies on Human relations, factor influence human relations, organizational climate, and organizational performance. An analysis of such studies enables one to understand the area of research concentration and neglected area of research in particular branches of subject. This helps one to identify the research gap. Here review of literature is classified groups viz. Studies Related to Demographic Factors, Human Relations, Organizational Climate and Organizational Performance.

2.2 DEMOGRAPHIC FACTOR

Dicaprios (1974) has been analyzed relationship of organizational climate to job satisfaction of teachers the study was did in selected rural and sub urban secondary schools, study was taken from both male and female teachers in both areas, the analysis showed there was a significant relationship
between the general job satisfaction scores for teachers and the biographical characteristics of age and marital status. The rural and sub urban teachers differed significantly on the satisfaction subscales of social status, school policies and practices, supervision-human relations, supervision-technical relations, and security. The teachers from the rural school setting were more satisfied than the sub urban teachers with these aspects of their jobs.

Baldev and Das (1984) have been explored advancement, welfare, money, recognition and appreciation as factors which constituted the best combination in explaining variation in supervisory management relations in banks. These factors together contributed 78 percent variation in human relation in banking industry. It was also found that relationship between welfare and employer employee was positive and improvement in one factor contributed to the improvement in the other.

Umesh Patnaiks (1993) has been conducted a study on Quality of Work Life in Public Sector Banks. The author examined the human needs, according to the priority given, acted as motivational factor in determining the quality of work life, and also in which type of needs of bank employees were highly dissatisfied. Material needs, career success needs, social needs, security needs, and esteem needs were assessed in relation to jobs and work places of the executives and non - executives of different public sector banks in Berhampur City. Finally the study said that executives and non-executives are their quality of work life is different in nature of the job and also Material need is highly dissatisfied among Berhampur city public banking employees
Afza (1995) have been discussed the influence of a superior on several work related behavioral dimensions of subordinates. The author feels that in the age of intense inter-company rivalry, dynamics of superior-subordinate relationship could ultimately make or break an organization. Study was did in Bangladesh, in Dhaka and Chittagong areas. The study were held in Rahim Leader Power Inventory (RLPI)(1986) to measure the five French and Raven bases of supervisory power(Rahim). The researcher was used 29-item instrument with 5-point Likert scale to measure the perceptions of subordinates regarding the power base possessed by their superiors. A questionnaire was prepared with the above measures and sent to 500 accounting professionals of Dhaka and Chittagong areas. The sample was selected randomly. Once the data were collected, the behavioral and demographic variables of usable responses were compared with one-way Analysis of Variance (ANOVA) and Chi-Square test. Multiple Analysis of Variance (MANOVA) or Multiple Regression Analysis was run with the five power bases as independent variables and commitment, satisfaction, intent to leave, and attitudinal and behavioral compliance as the dependent variables. The results of the study clearly indicated that performance contingent reward power base and expert and referent power bases of the leaders were more effective in influencing the organizational commitment, job satisfaction, propensity to leave, and attitudinal and behavioral compliance of the followers. The legitimate power base was only effective in enhancing behavioral compliance. The author feels that it may be safe to conclude that performance-contingent reward and expert
and referent power bases were most effective in influencing subordinates to achieve individual and organizational objectives.

Kanthimathi (1996) attempts to study the pattern of human relations in librarianship. The author found that the key elements in human relations are that of values, attitudes, general orientation, understanding and behavioral skills. Even though human relations is a vital factor, it is mostly neglected even today. The success of library service depends on the human relations with the superiors, equals, subordinates and the readers. In order to maximize the quality of library services, integration of professional knowhow and behavioral skills are necessary. Application of behavioral skills involves (i) understanding the self, clients and governing bodies, (ii) studying the attitudes, and (iii) psychological commitments to ourselves, staff and clients. A list has been provided regarding intra-personal variables that might constrain work. The paper tries to understand working relationship in job performance. Library working relationships centre on job expectations along with expectations or lack of them for rewards. The need for having good human relationship with the subordinates has been underlined. Relationship among equals should be cordial. The author feels that the librarian should prove to be an ideal leader by dint of his hard work and sincere human relations for the staff welfare. The paper takes the problems by gender into consideration. The author concludes by stating that human relationship is the basis for all the sections of the inter-related library work.
Johry (1996) has been explored the organizational human relations as human behavioral at work. The author feels that the quality of relationships between the managers and their subordinates gets affected by cultural norms and values. The paper highlights the working relationship that exists between library managers and subordinates. In most cases the library managers act as intermediaries between superiors and subordinates for the good of the organization. The author feels that the two-way system of communication is an asset in establishing good human relations. Staff communication is an aspect of everyday activity which is taken for granted by many library professionals. The author advocates a number of human relations qualities that the library professionals should possess. Finally the paper result provides suggestions for promoting sound human relations.

Saha karuna (1998) has been conducted a study on interpersonal relations based on library organization. The co-operation among people working in the organization at the different levels - leadership level, senior-subordinate level and peer level was subjected to study. The survey was conducted among library staff of 15 academic and special libraries in Delhi. The study analyses the prevalent human relation trends in the library organizations from the data collected from 163 staff members. The results of the study showed that the librarians' leaders of the library organization did not subscribe to participative management style of functioning. Only 46.6 percent of the respondents feel that the libraries have free flow of communication. The author advocates transactional analysis for studying the behavioral of other
persons in a systematic way. The requirement of a positive administration having harmonious interpersonal relations has been highlighted.

Subba Rao et. al., (1999) have been study on human resource management practices in small and medium size industrial units in eritrea has found that the practices are traditional. Almost all respondents feel that the employee and employer relations are highly cordial and innovative. The organizations did not design the job systematically but they had good outcome of systematic job design based on the option of job enrichment. The practices of human resource development like performance appraisal, skill acquisition and training mostly based on the judgment and on the jobs respectively. The union strength is very low.

Mangaraj (2000) have been studied HRD practices of a steel plant In that study the author studied 13 HRD dimensions which are covered, the HRD practices included have management by objectives, training and development, industrial relations, positive attitude of management, organizational climate, morale and motivation, team task oriented leadership, remuneration vs responsibility, democratic and participative leadership, human relation, appraisal and growth development and psychological climate.

Mohamed Sindhasha (2002) has been analyzed Employment Relations in Public and Private Sector Banks in Select Districts of Tamil Nadu, with reference to collective employment relations. In fact it deals with the relations between employees and management at the higher level on the one hand and individual employment relations. On the other this implies the relations
between superiors and subordinates at the branch level. The factors influencing collective employment relations and individual employment relations were identified. The relationship between the socio-economic characteristics of the respondents and employment relations in commercial banks has been studied with a view to identifying the factors influencing employment relations.

Mohanraj and Ramesh (2010) have been study conducted an empirical study on the Quality of Work Life in Textile Industry specifically in weaving mills in Tamil Nadu. The study focused on relationship between determinants of the Quality of Work Life and organizational productivity. They selected the Quality of Work Life dimensions of welfare measures, namely, interpersonal relations, work life balance and growth and security. Finally they suggested that organizations are required to adopt a strategy to improve productivity, learning opportunities and skills. These strategies bring about a favorable work environment in the organisation that results in excellence in freedom and autonomy, solitude, balancing of work and family life, good relationship with superiors and supportive work culture.

Stephen and Dhanapal (2012) have been examined the QWL factors in Small Scale Industrial units in the perspective of employers and employees. They identified 39 factors for QWL. They conducted exploratory factor analysis of ‘t’ test according to employers and employees perceptions of small scale units. Further they found difference among the employers and employees in the implementation of the QWL in respect of, working environment, relationship with boss, governance by rule of law, role clarity and fringe
benefits, they concluded that employers are perceiving more existence of the QWL than employees at the industrial units.

Celia and Karthick (2012) conducted a study on the Quality of Work Life of IT Professionals in Chennai. They identified the satisfaction on various factors related to the Quality of Work Life and the perceptions. They are working conditions, hours of work, welfare measures, job security, salary and rewards, skill development, opportunity for growth and superior subordinate relationship. The study revealed that the IT companies should provide a conductive environment for IT professionals to work in the organization, which helps the employees to contribute their best to the company benefiting the nation at a large.

Aysit and Saziye (2012) have been analyzed the job satisfaction in relation to managerial attitudes towards employees and firm size using the linked employer-employee survey results in Britain. The nature of the management-employee relations with firm size and job satisfaction has not been investigated before so that purpose, we first investigate the management-employee relationships and the firm size using maximum likelihood probity estimation. Next various measures of job satisfaction are related to the management-employee relations via maximum likelihood ordered probity estimates. Satisfaction with influence over job, satisfaction with amount of pay, satisfaction with sense of achievement and satisfaction with respect from supervisors are not included in the study. Main findings showed that management-employee relationships are less satisfactory in the large firms than
in the small firms. Job satisfaction levels are lower in large firms. Improving the management-employee relations in large firms will increase employee satisfaction in many respects as well as increase productivity and reduce turnover.

Silvia Nelson (2012) has used generational cohort and professionalism theories as the framework to examine the interaction between supervisor subordinate relationships, work-family conflict, discretionary power and affective commitment at the work-life interface for Northeast Brazilian public sector professional nurses. Quantitative data were collected from 550 public hospital nurses in North-Eastern Brazil. Path and multivariate analysis were used to test the hypotheses. Findings – The findings demonstrate that the impact of the independent variables on affective commitment was statistically significant but low. The impact of NPM factors such as contracting out and multiple job-holding was a major influence on affective commitment and work-life interface across generational cohorts. The analysis revealed significant differences between generational cohorts and suggested that affective commitment may well be enhanced by improving the quality of the work-life interface and consequently, the wellbeing of nurses.

Qingguozhai, et al (2013) have been examined dispositional sources of workplace guanxi and the mediating role of workplace guanxi (connection and relationship) on the affectivity and job satisfaction relationship. Data were collected from 808 respondents in multiple industries in a city in China’s northeast. The study found that both positive affectivity and negative
affectivity have an effect on supervisor–subordinate guanxi and coworker guanxi, which supports the proposition that workplace guanxi has a dispositional source. Supervisor–subordinate guanxi has a positive relationship with job satisfaction, although co-worker guanxi is not significantly related to job satisfaction. The research also found a mediating role of supervisor–subordinate guanxi on the affectivity and job satisfaction relationship, which suggests that supervisor–subordinate guanxi, can extend the influence of affectivity to job satisfaction.

2.3human relations

Sandhu (1978) studied importance of improving personnel relations in academic libraries in order to attain the goals and objectives laid down by the library. The author recognized the important goals for personnel relations as i) gaining the cooperation of employees, ii) getting them to produce more, and iii) helping them obtain satisfaction from their work. The paper highlights concepts like effective leadership, employee participation, communication and morale. The key dimensions, which determine the quality of effective leadership, have been listed. The benefits of employee participation have been discussed. Finally concludes that a mutual understanding should be there between the library administration and employees.

Srivastava (1979) the study on human relations in social organizations, which was conducted to explore the dimensions of doctor-patient relationship. The study was conducted on the staff and patients of a research-cum-public
hospital named Sir Sunder Lal Hospital attached to the Institute of Medical Sciences under Banaras Hindu University in Uttar Pradesh. The sample of the study was drawn at the following three levels: doctors (100), Paramedical staff (100) and patients (200). Stratified quota sampling was adopted and data was collected from the respondents with the help of three different interview schedules. The study found that patients generally thought that the major cause of disease was the wrath of gods and goddesses. Majority of the doctors stated that they gave equal attention to all their patients irrespective of their status. It was found that a communication gap existed in the hospital between doctors and patients. This gap acted as a hindrance to good relations between doctors and patients. The findings of the study suggested the existence of many areas of stresses and strains among the doctors between the hospital administration and the paramedical staff members. The conflicting situation often arose from work allocation, faulty provisions and facilities, defective policy and decision-making process in the hospital. The study concludes that the doctor-patient relationship may be described as a poignant drama of human sentiments, organizational constraints, and detachment of organizational expertise.

Sinha and Sayeed (1980) attempted to develop to eighteen different dimensions of Quality of work life were identified and presented before two judges separately to cross check their adequacy relating to the needs and factors to be included for assessing the quality of work life. These dimensions were; economic benefits, physical working conditions, mental state, career orientation, advancement on merit, job stress, effect on personal life, union
management relations, self respect, supervisory relationship, intra group relations, apathy, confidence in management, meaningful development, control, influence and participation, employee commitment, general life satisfaction and organizational climate. The final Quality of work life inventory was administered on a sample of two industries in an industrial complex at Allahabad. The data was subjected to item analysis which indicated that 17 dimensions of Quality of work life excluding job stress to be retained. Significant t ratios were found between the two organizations which indicated that the inventory discriminated between the high and low Quality of work life organizations.

Mokrys (1980) has been identifying the major factors which contribute to high and low satisfaction of teachers, and also to assess the different perceptions of job satisfaction that might exist between male and female teachers. Found differences in job satisfaction between younger female and older female teachers as well as between young male and older male teachers. The highlighted the fact that school administration was reluctant to have female teachers participate in decision-making and or have their expectations raised extensively. In addition, teacher-principal relations as well as intra-faculty relations had a great effect on teacher’s job satisfaction. He concluded that administration paid more attention to materials and adequacy of facilities and services than to human relations.

Mathew (1982) studied about importance of effective communication and human relationships in University libraries. The author begins the article
by stating that University libraries exist to communicate to the academic community about its intellectual and cultural affairs. The paper highlights the real problem of human relations and the aspects coming under the same. The paper advocates recognition of university libraries as communication and human relations agencies at the highest level in the academic and intellectual world. A university library becomes meaningful only with the interaction of users, staff and authority. The author feels that the best criteria for measuring the effectiveness of a university library are the existing personal relationships and communications. Proper interaction should be there between library staff and authority. In the opinion of the author, university libraries could just their existence only by adopting a user-oriented approach towards all operations and services. There should be mutual respect and cooperation between library administration and its employees. The paper concludes that the library schools and researchers have to give sufficient importance and attention to the problem of human relations and communication in their training and research programmes.

Baldev R. Sharmas (1986) has been investigated the determinants of employer employee relations in 51 public sector and private sector industrial units in India. Grievance handling and objectivity were the two dimensions of organizational climate together explained 83 percent of variation in supervisory management relations. Advancement and grievance handling were the two most critical factors influencing labour management relations. In public sector
units, participation and objectivity were the determinants of labour management relations.

Lahiri (1987) have been makes an attempt to study the human relations in libraries. The paper seeks to find the causes of low motivation keeping in mind the differences of libraries from one another in their set up and procedure. Suggestions for motivation have been provided along with the results of an earlier survey undertaken on 'Library Literature published in India, 1975-85. The success of the motivation formula largely depends on the characteristics of an individual’s own mental make-up. The author concludes that the quality of a workers performance can be improved only with proper training facilities. The author emphasizes that the human side of library service cannot be ignored.

Stanislaus Fernandez (1990) studied about Psychological Aspects of Human Relations in Educational Administration by Heads of Schools. The main aim of the study was investigation is intended to collect information regarding the nature of administration in terms of sharing and shoudering responsibilities in an educational setting. Further the investigation has also attempted to study the psychological aspects of human relations in educational administration. Specifically the psychological variables include Perception of motivation, Cognitive style of thinking, Ego states and Perceived organizational climate finally concluded Consideration in inter-personal relations and heads of schools such as thrust, production emphasis, Consideration and aloofness have been found to contribute significant pattern of organizational climate’
Bharadwaj and Sharma (1990) study entitled Human Relations and Organizational Climate: An Empirical Analysis made an attempt to understand the human relations in a large scale manufacturing organization by investigating the inter relationship between Organizational Climate, supervisory - relationship, interpersonal trust and alienation. The study was conducted on 150 supervisory cadres belonging to five departments of the Organizations. It was generally observed that there was not much difference at the interdepartmental level except for one department, i.e., industrial engineering, which showed low scores on almost all the dimensions.

Patil (1992) have been explored one of the basic characteristics of industry consists of two groups-the workers and employers; the relations between these two groups are structured; they are commonly known as employer-employee relations, labor-management relations, labor relations or industrial relations. One of the challenges for managing human relations in organizations of the future centers on connecting individual effort and organizational performance.

Subratesh Ghosh (1992) has been conducted a study on improvement of quality of work life at the micro level in India. Only 13 organizations have responded to the structured questionnaire. The concept of quality of work life adopted covers all possible aspects of work related life including work environment, job enrichment and employee participation in management, wages, benefits and welfare services, career outlook, human relations, etc. The findings of the study reveal that out of 13 organizations, the quality of work life
is excellent in Telco and Canara. The organizational support and top management commitment to quality of work life are conducive to the growth of high level of quality of work life. The study also reveals the effect of work culture on the quality of work life.

Rajyalakshmi (1994) studied importance of human factor in interpersonal relationships and interaction cannot be neglected in corporate, personal, social and group goals. The author feels that the most neglected aspect of library management is effective communication and positive human relations. The paper throws light on the interdisciplinary nature of human relations and the causes of conflicts in organizations. The importance of communications in human relations management has been highlighted as effective communication is an essential ingredient in employee and employer relation management. Aspects related to organizational communication, advantages of written and oral communication and communication barriers have been presented. The steps, which could help in minimizing communication barriers in libraries, have been given in detail. Concepts like job enrichment and renewal of the workplace have been dealt with in a detailed manner. The paper advocates certain basic factors to improve human relations. The author concludes with the hope that Human Resource Development and Human Relations Management will be a thrust area.

Kesar Singh Bhangoos (1995) has been analyzed the growth and structure of trade unions, workers participation in trade unions and correlates of union participation, the existing industrial relations scene in cotton textile
industry in the state of Punjab. Also the role of workers, trade union leaders, management and government officials to maintain peaceful relations between labor and management were examined and policy recommendations to achieve industrial peace were offered.

Sinha and Singh (1995) have been investigated study on “employees Satisfaction and its Organizational Predictors” which provided evidence from two hundred forty eight managers and 1795 workers to support a new conceptual framework in which the employees satisfaction with their organization, life satisfaction, satisfying nature of their job, expectancy to satisfy their most salient needs, and unproblematic properties of their work. Organizational satisfaction was found to be associated with the first three indices. Work climate and human relations contributed directly and through other factors to organizational satisfaction in case of the managers. In case of the workers, the nature of work and the service conditions were the strong predictors which affected organizational satisfaction directly and by rendering their work more satisfying. The result said that the managers prefer challenging work, tension free life and freedom to do work but the workers prefer promotional benefits, good relation at work and good working environment.

ParidaBaman (1996) has been studied the human relations in respect of status of library professionals in the colleges and universities of Orissa. He feels that both the managers and workers need good human relations in an organization to achieve economic, social and psychological satisfaction in their work. The author defines the concept 'status' and later classifies the status of
academic librarians into two; faculty status and academic status. The paper discusses the Indian scene and projects the role of Indian Library Association in promoting matters concerning the status and salary scales of library professionals. The paper particularly highlights the problems of Orissa. Situations prevailing in University libraries have been dealt with in detail. It was found that library professionals of Orissa maintained a low profile compared to the faculty members.

Bajpai (1996) has been studied library staff and users should have cordial human relations in order to make the library services more effective and meaningful. The author throws light towards one of the most significant developments of the past decade, that is, the importance given to interpersonal skills in almost every type of work setting. Different approaches to human relations and its evolution over the years have been considered. Philosophy and goal of human relations has been discussed. The author brings out the reasons of ill-marketing of library services. Most often the paraprofessionals do not know much about the proper service. They do not feel concerned about it and do not assist the users. The author emphasizes the need to design some service-oriented short-term courses for in service junior level staff so that situation in libraries would improve gradually. The paper has been concluded with suggestions for improvement of promotion of library services and to strengthen the human relations with users.

Bavakutty and Sudha (1996) examine the role of human relations in resource sharing among libraries. The paper finds that a major task in resource
sharing was to influence human behaviour at the individual as well as organizational level in order to appreciate the value of cooperation among libraries and its contributions to the cause of larger good. The basic themes in human relations have been discussed in a detailed manner. The themes are communication, motivation, responsibility, and empathy. The authors feel that effective communication should exist between the librarian and the professional staff of the library. Motivating factors, which could be employed in a library system, have been listed. The staff members within each library have to carry out their responsibilities efficiently. The authors feel that the base of a successful resource sharing system is fellow feeling. Application of human relations in the library context will contribute towards the effective functioning of the library.

Piccinini (1996) reported the quality of work life of the managers and employees of the best companies of Brazil. Out of 130 organizations selected at the first stage, only 30 companies had been selected on the basis of some features which were; wages, benefits, good climate work, perspectives of career development, possibility of development and professional accomplishment that made them the best companies to work in Brazil. The data was analyzed considering the Walton’s theoretical approach on quality of work life. The results revealed that Brazilian companies tend to offer benefits with emphasis on workers health plans, followed by training and development, good human relationship and career opportunities.
Burhanuddin., et al,(1996) studied about human communication process in any library and information environment is largely governed by the communicative behaviour and patterns of the people in sharing the information. The authors feel that effective communication can exist only with effective human relations. In order to adapt themselves to the changing scenario, the library professionals should have the competency and expertise. Need for improvement in interpersonal relations has been emphasized. With automation being introduced, the goals of the library could be attained only through proper communication process. The paper stresses the fact that today’s libraries need dynamic and trained staff for mediating between the users and new technological systems.

Vinod Kumar., et al (1997) have been studied that about tapping skills through human relations for information efficiency. In a service-organisation like library, human relations mean a systematic development of skills for knowledge and demonstrate effective utilization of the resources. The authors feel that human relations depend on motivation, responsibility and empathy. The scope of human relations has been delineated. Cordial relations among employees bring forth good relations with fellow workforce in a library. In order to resolve employee problems, front line supervisors should lead their workforces effectively. It is found that leader's integrity and commonsense greatly influence the effectiveness of the application of management theories to the organization of libraries. The need for systematic evaluation of libraries has
been emphasized. The paper concludes with the note that human bondage and personal relations do bring about harmony in the work environment.

Nandi (1997) has been that work culture is an integrated system of learned behavior by employees in their workplaces within an organization. According to the author, work culture in library organization depends mainly on the reciprocal relationship between the employer and employees. Library being a service oriented organizational system, the role of the librarian in respect of library work culture is vital. The librarian should lead his staff in an efficient manner. The paper projects communication as an essential factor in library management and deals with downward, upward, lateral, diagonal and outward communications. In the end, the author concludes that work culture in the library will be most effective if proportionate communication exists towards downward, upward and lateral directions.

NeeluRohmetras (1998) conducted a study on Human Resource Development in Commercial Banks in India, The author investigated into the HRD practices in two banks namely State Bank of India and the Jammu and Kashmir Bank Ltd. The components of HRD system identified in the study were: manpower planning, training, appraisal system, job rotation, role analysis exercises, quality circles, career system, welfare system, human resource information system and research in human areas. HRD climate in SBI was far more conducive than that in J and K Bank. Several factors such as career development opportunities, good working condition, team work, good union, management relations were responsible for this.
Ashok Sahni (1998) conducted a study on “Stress in managers and professionals in Indian organisation” revealed that low stressed group compared with high stressed group tends to be significantly higher in respect of job commitment, self esteem, satisfaction and human relations. According to the researchers, they were more flexible in their attitudes and values and experience lesser conflict with the superiors.

Gurdeep and Gurpinder (1999) discuss the concept of human relations in the context of hospitals. The authors define the objectives of human relations. The paper recognizes the purpose of human relations for achieving the following goals: 1. Greater human satisfaction with organization. Greater production performance at work. The authors present a human relations model which indicates that interpersonal relations do play a vital role in the performance of an individual. Measures for improving human relations in hospitals have been listed. The authors feel that performance appraisal should be a routine work so that the system will appear free from bias and need for supervision of health manpower has been underlined. The importance of counseling in the context of performance appraisal has been highlighted. Finally conclude that a human relation was not a subject to be taught but it was an emotion which could only be experienced.

Rastogi and Kantharia (2000) studied about understand human relations in Indian universities. According to the authors interpersonal relations among the teaching and non-teaching workers and finally their relations with the students and society determine the smooth running of the university
functionaries. The paper discusses the concept of human relations and states the different viewpoints of authors who have defined the concept. While dealing with the aspect of human relations in Indian universities the author suggests that a good human relation among the various components of the University system was essential. The author feels that interaction is the mother source of generating new knowledge, refinement of the behaviour and adoption of new techniques. Human relations among various faculties of a University may bring them closer to each other for framing interdisciplinary courses and finally helping the society. The paper finds that human relations may serve as a catalyst in all activities for raising the speed of work, giving the right direction and for completing it in time. The basic principles of human relations have been listed as leadership, equality, giving freedom, cooperation, justice and recognition and descriptions have been given alongside. The author concludes that human relations contribute much in raising the quality of work done by the teachers, developing positive attitude towards the job, making the teacher a happy member of the institution and finally in making him a good teacher.

Nair (2000) studied about job satisfaction was extremely important for any organization making use of the human potential. Individual attitudes, which count for job satisfaction, may be discovered and the same may be used by organizations in order to understand their contribution. The author tries to bring out a historical overview of the concept of job satisfaction and its different facets. The author presents the results of a study carried out for specifically knowing the degree to which supervisory satisfaction, compared to
other specific satisfactions tends to be associated with general satisfaction. The study was undertaken with a sample of 52 employees in the non-supervisory cadre who performed technical and administrative work in Government departments, Government undertakings and private organizations located in and around Nagpur.

Ramesh and NagaRaju (2002) make an assessment on lack of job satisfaction which kills professionalism. The authors consider the actual implications of the term job satisfaction and define the different concepts like job analysis and job classification. The motivational factors like achievement, responsibility, work and professional or personal growth have been listed as principles of motivation to be adapted to local requirements. Generally an employee feels satisfied with his job when hygiene factors like institution policy and administration, supervision, interpersonal relationships, working conditions, status, salary and security could safeguard his job irrespective of his position. The authors consider the different situations which might lead to job dissatisfaction and suggests the methods of job enrichment, job enlargement and job rotation in order to increase job satisfaction. The analysis of job satisfaction within an organization is very helpful to access the soundness or healthy development of that organization.

Raja ram (2003) discusses the factors affecting human relations in interaction with users in libraries. According to the author, there are certain factors which operate in a library that have a direct or indirect impact on effective library services. The paper focuses on the factors and their influence
in interaction with the users in the library. The author opines that the librarian and his staff should work towards maintaining good and cordial relations with the users. The factors, which have been presented, are philosophical, psychological, socio-cultural, economic, intellectual and organizational factors. The author discusses the influence of the above factors in detail and concludes that human relations in the area of interaction with users is crucial to the image of a library. The paper finds that users must feel comfortable and satisfied with the library environment for which the library professionals have to strive hard.

Saklani, (2003) identified some QWL dimensions. These are, adequate and fair compensation, fringe benefits and welfare measures, job security, safe and healthy physical environment, workload, opportunity to use and develop human capacity, opportunity for continued growth, human relations and social aspect of work life, participation in decision making, reward and penalty system, equity justice and grievance handling, work and total life space, and image of organization in the society.

Wilson (2003) has been observed that workers were generally satisfied with the environment in which they worked. The satisfaction rate was high among the public sector workers than the private sector workers. Regarding style of supervision both the categories were satisfied. Both the categories were not satisfied with respect to promotion and involvement in decision making. He also found that public sector employees had more satisfaction than private sector employees with respect to reward, human relations and behavior of co-workers and nature of job.
Saklani (2004) has been studied QWL as the existence of a work environment, which is a matter of certain humanistic and life enhancing work experience characteristics, as perceived by people in the organizations. Certain working conditions and management practices such as, reasonable pay, health, physical environment, employees welfare, job security, equal treatment in job related matters, grievance handling, opportunity to grow and develop, good human relations, participation in decision making and balance in life are some of the key components of the humanistic and life enhancing characteristics at work environment.

Meena (2007) had been analyzed Human relations in university libraries in Kerala. The author explore the human relations among library staff and the perceptions of library users in the major University libraries of Kerala State namely Calicut University Library, Cochin University of Science And Technology Library, Kerala University Library and Mahatma Gandhi University Library. The researcher described the variables as two types which are study variables and classificatory variables. The study variables used in the study to assess the human relations existing among the library staff are: working conditions, work groups, rewards, management policies and administration, satisfaction with the nature of work, leadership, communication and supervision. The classificatory variables are used university, designation, experience of service and gender. The classificatory variable 'designation' is divided into two: superior and subordinate for the purpose of analysis in which subordinate staff includes staff members below the rank of Assistant Librarian.
The sample size was totally 369 out of 400 that 31 respondent questionnaires are invalid. The data was statistically analyzed by means of software packages. Arithmetic mean, Standard deviation, Analysis of variance and Factor analysis have been used to analyze the collected data. Finally the human relations score is not identical in the university libraries taken for the study and the highest human relations score is recorded in Cochin University of Science And Technology Library and the lowest human relations score is recorded in Calicut University Library. In the user perception is also not identical and that it is highest was Mahatma Gandhi University Library. The component working conditions is not significant to the human relations of the University libraries and also the component library services are not significant towards user perception.

Stephen and Dhanapal (2012) investigated the status of QWL in small scale industrial units from the point of view of employer and employees. The sample consisted of 317 employer and employees of various small scale industrial units in Chennai, Coimbatore and Madurai cities in Tamil Nadu, India. Overall 39 variables studied were considered to measure QWL. Significant difference were found from the perspective of employers and employees about the variables in consideration except for risk of life hazards, sense of belongingness, basis of termination of job, work schedule, support for social issues, protection of consumer interest, union management relations, living in the network of friends and interpersonal openness.
Nagaraju, Battu and Vijaya Lakshmi, (2012) expressed concern about quality of work life in Insurance Industry: A comparative study of Public and Private Sectors. They compared the quality of work life of employees in Life Insurance Corporation and Max New York Life Insurance employees in Guntur District, Andhra Pradesh, selected 100 respondents in each company to enhance six factors Viz, (i) safe and healthy working conditions, (ii) fair compensation and benefits, (iii) human relations, (iv) work life balance, (v) employee empowerment to develop human capacity, (vi) and opportunity for career growth. They revealed that positive inference on quality of work life can be realised through quality of life initiatives. These can leave staff feeling more confident, and encouraged about the services provided to the commuters, and finally improve workplace practices to reduce job stress.

Thamaraikkannan (2013) had been analyzed Factors determining human relations in industrial sector in Salem Cooperative Sugar Mills Limited, Mohanoor, Namakkal district of Tamilnadu. The main aim of the study was to analyze the functions of the management in maintaining the human relations and to understand the motivational factors prevailing in industry to maintain the human relation at work. The study was descriptive in nature, the main goal of this type of research design is to describe the data, characteristics about what is being studied and wanted to gain a better understanding of a specific topic. It was a census research why because there were 150 employees rendering their services in the sugar mill when the researcher entered into it for the data collection. He included all the 150 employees as respondents for his research;
so, the entire universe has been used as interviewees. Percentage analysis and chi-square test are Statistical Techniques was to analyze the data to reach the meaningful conclusions. The study gives a clear picture about, if the industrial matters are the discussed by the workers points certainly an organization grows in the positive direction and paves the ways for human relations and also the industry is a multi-faceted phenomenon which had plurality of human sections comprises different social settings, but they deliver their best under one umbrella, when the human relations play a significant role.

Elizabeth Onyedinma and Loius Kanayo (2013) explored that the role of African traditional culture in understanding Human Relations in Africa, globalization is the intensification of the compression of the global world thereby, removing the boundaries of socio-cultural considerations and bringing people of diverse human relations thought into closer contact which is capable of creating conflict. It appreciates the many positive changes global culture has brought to African soil since its inception but also noted that it has also changed many desirable elements of human relations which aided African civilization in the traditional days. Nevertheless, the African traditional religion has played a remarkable role in sustaining such values but with serious challenges. Finally this paper therefore, aims at explored the role of the traditional religion in sustaining African values, human relations in particular in spite of the challenges of globalization. It further highlights the challenges of reconciling the traditional views of African human relations with the impact of global culture.
Nayereh Shahmohammadi (2015) has been analyzed the relationship between Management Style with Human Relations and Job Satisfaction among Guidance Schools. Management style, knowledge, skills and performance of managers is very important in achieving the organization's goals and can increase or decrease the human relations and job satisfaction among managers. The objective of this research is to study the relationship between management style with human relations and job satisfaction among Guidance Schools’ principals in District 3 of Karaj. This study is a descriptive-correlation study and under study population is all Guidance Schools’ principals in District 3 of Karaj that are 96 persons. Due to the limited size of the population, all of the samples was examined. Data was collected using 3 types of questionnaires including Management Luthanz, Macgregor (X, Y) and JDI job satisfaction. Finally the results indicated that there is no correlation between relationship-oriented management style with human relationships and relationship-oriented management style with job satisfaction of the managers and in addition, there is a correlation between task-oriented management style with human relationships and task-oriented management style with job satisfaction of managers and also there is a correlation between relationship-oriented management style with human relationships and job satisfaction of manager. Furthermore, there is a correlation between task-oriented management style with human relationships and job satisfaction.

Baskaran (2015) studied about Workers Commitment to work with reference to small and medium enterprises in sipcot cuddalore region,
Tamilnadu. The study was analyzed the respondents have high level ratings on employer-employees relation with respect to manager assigns projects using skills and knowledge from training and development, informing manager about the training needs, manager supporting the participation in training and development programmes, manager helps to develop the skills that learned in training and development, and meeting the needs and demands of their supervisors. The findings of respondents’ employer and employee relations indicate the following facts. The employees with medium duration service rank the first position in their overall ratings on human relations employees of long duration service the second, and employees of short duration service the last. Finally in general the workers with high level commitment have better realization on employer – employee relationship, work place adaptation and job prospects and opportunities.

2.4 ORGANISATIONAL CLIMATE

Downey (1975) studied about “Congruence Between Individual Needs, Organizational Climate, Job Satisfaction and Performance” has found that Organizational Climate did not moderate the relationship between those employees receiving human relations training and those who did not receive training, in terms of role preferences. An employee's perception of his Organizational Climate predicted what role preferences he practiced before training. Those who perceived their climate as achievement and reward-oriented took on roles which led to achievements and rewards.
Hummelke (1980) showed that there was no significant relationship between teacher' belief systems and perceptions of organizational climate in high and low change-oriented elementary schools. She concluded that teachers were not academically prepared to deal with personal philosophy about educational theory and practices nor human relations and collaborative decision-making processes.

Khan (1993) conducted a study on Human Resource Development in Banks found that for human resources development in banks, training, placement, effective appraisal system, job rotation, and development of healthy attitudes, employee satisfaction, leadership and morale were the aspects required to be concentrated. It was stated that creating HRD climate in the branch, developing a family culture in the branch, grievance handling and maintaining good relations with employees were necessary for improving HRD climate in banks.

Aileni and Prasad (1995) have been analyzed the concepts perception of organization climate and job satisfaction. The main objective of the study was to find out the relationship between organizational climate and job satisfaction of the lower level managers in a public sector undertaking in Andhra Pradesh. Two questionnaires were prepared and administered on 50 lower level managers in the organization. Information related to organizational climate was collected through Questionnaire I which had 10 identified variables in interpersonal relationship, supervision, communication, decision making, trust, managing problems, managing mistakes, management of conflict, management
of rewards and risk taking. Data related to job satisfaction were collected with the help of Questionnaire II which had its focus on satisfaction with job content, pay, company policies and boss. The statistical technique chi-square test and correlation was used to test the relationship between organizational climate and job satisfaction. Analysis of data, it was found that better organizational climate will yield higher job satisfaction, morale and favorable attitude towards organization among the employees. All the respondents were classified into satisfied and dissatisfied groups according to each organizational climate variable. Finally the authors arrive at the conclusion that the satisfied group gave top priority to the interpersonal relationship, risk taking and managing rewards while the dissatisfied group gave top priority to supervision, communication and decision making.

Sharma (1996) has been explored Locke and Latham’s Goal Setting questionnaire (1984) was used for this study. The analysis of the results suggested that the health sector personnel differed significantly from manufacturing sector personnel almost on all dimensions of organizational climate except grievance handling and welfare facilities. The findings of the study suggested that although health sector and manufacturing sector personnel found very little difference in their organization’s attributes in goal setting, the manufacturing sector personnel perceived their organizational climate more positively than the health sector personnel. The author concludes that the health sectors specifically have to improve their organizational climate and strengthen its participative management system.
Pradhan et al (2001) have been studied measure motivational climate in Indian organizations. A comparative study was conducted between multinational companies and public sector units regarding the motivational aspects of organizational climate in order to suggest organizational development for improvement in the existing climate. The survey was carried out among the four hundred executives who were randomly selected from public sector organizations Bharat Heavy Electricals Limited and State Bank of India and multinational companies Hero Honda, Suzuki, RMS. Two hundred and twenty executives each were selected from each sector. The organisation were located in Delhi. The data were collected during the office hours and age range of the sample varied from twenty five to fifty five years. Motivational analysis of Organizational Climate instrument developed by Udai Pareek (1986) was used to conduct the study. The results of the study pointed out the fact that substantial mean differences existed between the executives of multinational companies and public sector units with regard to motivational climates. The study found that the executives of multinational companies seem to have higher degree of achievement compared to the executives of public sector units. The paper concludes that there was a growing need to understand and reinforce managerial motivation in Indian organization.

Gani and Farooq A. Shah (2001) have been study reported from their study that the situation in the private sector banks was worse than that in the public sector banks in Kathmandu. Further, as compared to workers, the officers found their organizational climate relatively better. Certain measures
aimed at improving the organizational climate and the overall effectiveness of the organisation has also been suggested.

Biswa (2001) investigates the effect of organizational attributes of goal setting on the perception of organizational climate by the employees. The study was intended to compare the manufacturing sector and health sector in this respect. The total sample consisted of one hundred and fifty personnel, from health as well as manufacturing sectors. Doctors and nurses from private as well as public hospitals were selected as health sector personnel. Managers and supervisors were selected from large and medium sector industries of Vadodara, Gujarat were selected as manufacturing sector personnel. Personnel from public sectors belonged to State run hospitals, Indian Oil Corporation and Indian Petroleum Company Limited. Personnel from private sector included doctors and nurses of private hospitals and employees of some medium scale industries from Gujarat Industrial Development Corporation industrial estate at Vadodara. Organizational climate dimensions were measured using the scale

Patterson et. al., (2005) studied about Validating the Organizational Climate Measure : Links to Managerial Practices, Productivity and Innovation, have identified four approaches which they described as a) the human relations approach, b) the internal processes approach, c) the open systems approach and d) the rational goal approach. Each of the four approaches in the competing values framework has been associated with a number of organizational climate dimensions. They proposed the dimensions of employee welfare, autonomy, participation and communication, emphasis on training, integration and
supervisory support associated with the first quadrant of the human relations approach. They also indicate that formalization and tradition should be part of the internal process approach and that flexibility, innovation, outward focus and reflexivity is associated with the open systems approach. Finally, clarity of goals, efficiency and pressure to produce, quality and performance feedback is proposed as part of the rational goal model. Although it is possible to include all seventeen sub-dimensions corresponding to the four approaches in their study, it would be cumbersome for the survey participant and also indicates a lack of theoretical focus. Since the focus of this research is on employee perceptions, the dimensions that are most relevant to employees have been selected from the four approaches. They also stated that the study of organizational climate is important, not only for enhancing the organizational performance but also for enhancing human well-being in the organization. It can, therefore, be concluded that climate is not homogeneous throughout the organization. Besides the main climate for the overall organization, an organization has more than one sub-climate in its different units or divisions, like the age groups.

Susan Chirayath (2007) has been study conducted in the Higher Secondary Schools in Kerala State, concluded that, the Organizational Climate of the schools and the teachers’ attitude towards teaching profession working those schools were significantly and positively correlated. She has found that teachers rated high on disengagement, and hindrances are rated low on their attitude towards their job. Spirit and intimacy are significantly and positively
related to the attitude of teachers. Teachers of a fraternity high on espsrit work as a unit with great vim, vigor and pleasure. They work together with respect to the task at hand and they get both social and job satisfaction out of the task and the team spirit with which they accomplish it. They have emotional attachment to one another and enjoy close human relationships among themselves. Teachers high on intimacy also enjoy friendly social relationship with each other. The teaching fraternity is a dynamic social group working well in harmony. Teachers high on spirit and intimacy definitely have the right attitude towards their profession. They had job satisfaction. Further the study revealed that aloofness and production emphasis (headmasters’ behavior) are negatively correlated with teacher’s attitude. Headmasters high on aloofness behave in impersonal and formal manner.

2.5 ORGANIZATIONAL PERFORMANCE

Bansal (1982) studied about correlates of managerial performance. The major objective of the study was to find out the contribution of some organizational, individual and demographic variables, which accounted for managerial performance as seen by their superiors. The main findings of the study are: (i) The managers want smooth communication, better coordination in decision-making, responsibilities and feedback, (ii) Successful performance demands job knowledge, decision making, good human relations, leadership, cooperation, communication and patience, and (Hi) Output professional knowledge, proficiency in work, punctuality, creativity are the factors which ought to be kept in mind while judging performance.
March, James G, and Sutton, Robert, I.(1997) have conducted a study on organizational performance as a dependent variable and observed that most of the studies define organizational performance as a depended variable and seek to identify variable that procedure variation in performance. They quoted Adams (1985) in their study which states that performance appears as an independent variable. The scholar has varying views on the role of performance in org development.

Muhammad Akram Khan (2001) conducted a study on 405 manufacturing firms in Malaysia with reference to organizational performance. The author observed the relationship between organizational performance and total quality management and product performance. It is observed from the result of the study that the organizational performance and total quality management has association with product quality.

Rita campos e cunha, Miguel pina e cunha, Antonio Jose Morgado and Chris Brewster (2002) conducted a study on organizational performance with reference to human resource management practices in European companies. The author found that flexible human resource management practices and performance management do have significant influence on organizational performance.

Podsakoff PM, et al.,(2000) in his article entitled organizational citizenship behavior, a critical review of the theoretical and empirical literature and suggestions for further research, stated that the reason why OCBs
contributes to org per could be summarized in the following points: 1 enhancing co-worker and managerial productivity 2 freeing up resource so that they can be used for more productivity purpose 3 reducing in the need to devote scarce resource to purely maintain functions, 4 help to coordinate activity both within and across work group 5 increasing the stability of the organizational performance.

Geeta Maiban (2002) had been studied the interpersonal relations and organizational performance in some small scale industries in Manipur. The main objective of the study was to examine the impact of interpersonal relations in the units under the study on their organizational performance and explore the ways and means to improve interpersonal relations for an organization to achieve its goals. The researcher selected the small scale industries because Manipur was one of the smallest and backward state of our country, there was also no medium and large scale industries in that state, but small scale industries play a vital role to develop the socio economic growth and development of the state. In that research was a case study research in nature for that purpose the author measure the terms into two counts which are social and financial achievements. In this conclude that there is no any harmonious and congenial relationship among the employees in the research unit.

Garcia Morales, Llorens montes et al. (2007) conducted study on 401 Spanish firms with reference to their organizational performance. The author observed that types of firms have influence on organizational performance and
organizational learning and organizational innovation have good influence on organizational performance

Srivastava A K,(2008) in his article entitled effect of perceived work environment on employee job behavior and Organizational effectiveness, has examined the effect of two constituent of work environment i.e physical and physiology on employees job satisfaction and performance and organizational effectiveness. He reveals that workers who perceived their work environment as to be adequate and favorable scored comparatively higher on the measurement of the job satisfaction, performance, and perceived organizational effectiveness. The two constituents of work environment are also found causing significant variation employees job behaviours and their performance of organizational effectiveness regression analysis reveal that among the various component of work environment, working condition, welfare provision, interpersonal relation, and trust and support predominantly contribution to employee job behavior and organizational effectiveness. The result also specified that psycho –social environment in work place exert more impact on employee job behavior and organizational effectiveness than the physical environment dose.

Li Jui-min, et al.,(2008) have been studied how to improve service quality and org per through human resource practice. They used the case study method in their study and conducted this study in a company in Taiwan which had 300 branches employing 3000 employees and serving nearly 4 million customers in the hair salon industry. They have observed that service quality
can be improved through the service system and human renounce practice. Finally service quality and organisation performance are to be attained through customer-oriented employees showing great job satisfactions.

Behzad Shahbazi, et al. (2011) conducted an empirical study on relationship between quality of work life and performance of Department Chairpersons of Esfahan University and Esfahan Medical Science University. They selected Walton’s QWL dimensions and drawn some elements such as planning, organizing, coordinating, leadership, control, human relations, decision making, change, evolution, goal setting, feedback, motivation, partnership, creating a learning context. These are selected for testing the performance levels of Department Chairpersons. The result indicates that the Department Chairpersons have a high concern for the QWL.


Otgontsetseg Erhemjamts, Qian Li and anand venkateswaran (2013) conducted a study on organisation corporate social responsibility. The researcher found that the organisation performance depends on research and development and they concluded that the organisation corporate social responsibility depends on organizational investment objective and activity.