CHAPTER 2

REVIEW OF LITERATURE

2.1 OVERVIEW

In this division the researcher has undertaken a prevalent literature investigation before the designing of research problem. Preceding studies, which are suitable to the current research study, were reasonably reviewed. Second chapter consists of reviews of secondary data that researchers have collected from other journals, books and primary data for which the researcher devoted plenty of time for this work. Henceforth this has assisted to have an enhanced understanding of the perspectives of the research problem. By reviewing numerous theoretical works and empirical studies, the researcher was able to categorize the research gaps in order to fill in those gaps of information in his work. In this concern, an attempt was made to review numerous theoretical and empirical studies to enabling the present study. This chapter discusses about the impact work place issues faced by temporary workers’ on job satisfaction conducted over the years and presents the review of the connected studies conducted in India and abroad in the field of work place issues towards job satisfaction and its associates with empirical research conducted in this field. Henceforth the scholar is presenting the review of literature according to the constructs used in the study.
2.2 WORKPLACE ISSUES

Muñoz et al. (2017), in their article they examined the effect of exposure to workplace bullying behaviours on family domain outcomes (conflicts at home, relationship satisfaction), and the mediating role that psychological detachment and affective distress play in this relationship. A sample of 68 employees and their spouses filled in a quantitative diary for five consecutive working days twice a day (number of occasions = 680). Multilevel analyses showed that daily workplace bullying positively predicted both self-report and spouse-report conflicts at home, and daily psychological detachment mediated this relationship. In addition, daily affective distress was the mediator only for self-report conflicts at home. Further, an indirect effect of both affective distress and detachment on the relationship between bullying and self-reported relationship satisfaction was found. Detachment also showed an indirect role in the association between bullying and spouse-reported relationship satisfaction. This is one of the first studies in showing that negative effects of workplace bullying go beyond the work setting and beyond the employee. Moreover, this study adds to an emerging line of research exploring how daily negative work experiences are transferred to and interferes with the non-work domain. The theoretical and practical implications of these findings are discussed.

Woodrow & Guest (2017), the aim of this study was to explore how managers behave when bullying occurs in their work group and to elucidate the contextual issues that underlie this behaviour. This was achieved through analysis of in-depth interviews with individuals involved in cases of bullying. The findings revealed a typology of four types of management behaviour in cases of bullying, each underpinned by contextual factors at the individual, group, and organizational levels. The study shows that the role of leadership in workplace bullying is more complex than previously thought
and suggests several ways in which managers and organizations could deal with bullying behaviour.

Denise Salin & Guy Notelaers (2017), this study analyses the relationship between exposure to workplace bullying and turnover intentions. We hypothesised that this relationship is mediated by perceptions of psychological contract violation, and that employee benevolence acts as a moderator. A survey design was employed and data were collected among business professionals (n = 1148). The analyses confirmed that perceived psychological contract violation partially explains the relationship between exposure to bullying and turnover intentions. The mediation process was stronger for those reporting more benevolent behaviour, suggesting that the importance of perceived psychological contract violation is greater among those scoring high on benevolent behaviour. The results also show that highly benevolent employees are more affected by exposure to bullying behaviour, although the effects were equally detrimental, irrespective of benevolent behaviour, when employees were exposed to very high levels of bullying. The study advances understanding of the mechanisms that govern outcomes of exposure to bullying, highlighting in particular the role of perceived psychological contract violation, and examining differences concerning high or low benevolence employees.

Rajalakshmi (2016), the purpose of this paper is to find the relationship between workplace bullying and organisational culture, which reflects the impact on both the employees and organization well-being. It is estimated that 55% of the Indian employees are being affected due to workplace bullying especially via verbal bullying in the working environment. This research provides strategies for victim to overcome workplace bullying in their work environment. This paper carries the work of researcher for the last one year with the base of literature review on bullying
and organisational culture articles. A psychological approach is taken to understand better about the relationship between workplace bullying and organisational culture and its impact on individuals, group and organization towards affirmative outcomes. This paper indicates that if workplace bullying is not maintained properly then there will be a negative impact on employees (physical, mental and emotional attitude) and the organisational performance due to this the employee satisfaction and organisational productivity will be decreased. Based on this research finding, training and development, governance process, awareness on anti-bullying activity and victim’s grievance management are the strategies for the organisation to overcome bullying activity in the workplace among employees. This study deeply deals with the effects of bullying behaviour in the organization and leads to suggestion on bullying issues to promote the culture, value, attitude and the behaviour of the employees and the organisation.

Maya & Uma Rani Purusothaman (2016), the purpose of this study is to investigate the impact of workplace issues on job performance of temporary workers in Automotive industries in Chennai city using Structural Equation Modeling (SEM) technique. This study is descriptive in nature. The primary and secondary data for this research was collected using survey method of data collection. The structured questionnaire with 10 constructs and 50 items was used to collect the primary data. The survey was conducted among the temporary or employees working in Automotive components manufacturing companies. The sample size of the study is 328. The IBM SPSS 22.0 and IBM AMOS 23.0 software packages are used to analyse the primary data. The results of the study using various tools such as regression analysis and SEM model clearly indicates that there is a stout relationship between the variables of workplace issues and variables of job performance. Hence through this study, it is recommended to the higher level official of the organization to ensure the proper treatment of the temporary employees
working in their organization to give them better place to work and also to improve their job performance.

Angel Sharma (2016), this paper investigates the relationship of performance appraisals, socio cultural issues, affirmative action (AA), and organizational capabilities in managing diversity and equality in the workplace. Firstly, performance appraisals were found to be a major source of discrimination especially due to raters influence on the actual process. Socio cultural issues had major role as some managers went out of their way in helping their subordinates, especially in paternalistic countries, whereas some left it to workers themselves. AA was laid out to ensure that organizations meet statutory requirements but it often came down to managerial commitments. Finally, this paper found that organizations have to develop capabilities so as to encourage diversity and equality in the workplace.

Kulkarni & Ross (2016), More than 500 employees of a large corporation participated in a web-based survey on workplace health and relationships. Mixed method data were analysed to better understand intimate partner violence (IPV) workplace disclosures, including disclosure recipients and perceived helpfulness of responses. Statistical comparisons were made to assess the relationship between IPV experiences and disclosures and perceptions of workplace supportiveness. About one in five employees reported experiencing IPV during their work tenure. Survivors were more than twice as likely to disclose to co-workers compared to supervisors, employee assistance, or human resources. Although survivors tended to report helpful workplace responses, nearly 20% of survivors experienced an unhelpful workplace response. Survivors of IPV most frequently cited interpersonal support when asked to describe a helpful workplace response but also valued instrumental support, such as receiving workplace accommodations and resource information. Survivors of IPV perceived the
workplace as less supportive and less accommodating than employees who did not report IPV. To successfully address IPV across the organization, all employees need information, training and support, as well as clear, specific IPV policies and protocols. Organizations should promote an organizational culture that supports survivors of IPV to facilitate access to critical resources and enhance employee wellness, safety, and productivity.

Rai & Agarwal (2016), this study aims to provide a view on these less studied aspects of workplace bullying. The review is organized under the following five sub-themes: (i) bullying and similar other negative workplace phenomena; (ii) conceptualization; (iii) process; (iv) theories; and (v) mediators and moderators of bullying. Based on the extensive review of extant literature, future research directions in the domain of workplace bullying, such as the requirement of a universal definition, the need for better theoretical understanding, the requirement to examine antecedents and outcomes of workplace bullying at different levels, the role of gender, and the assessment of workplace bullying in a temporal context, among others, have been outlined.

Hall (2016), the purpose of this study was to investigate the workplace communication preferences of Millennial employees, a growing subset of employees in today’s organizations. Survey results (n= 84) from a sample of Millennials are presented, focusing on the following themes: sharing information, seeing the big picture, the employee-manager relationship, feedback, and co-worker communication. Implications for education and business are discussed as well. In conclusion, this study’s findings confirmed some previously reported characteristics of Millennials, yet contradicted others. The unique perspectives of Millennials were emphasized while related challenges for managers were highlighted. Through open-ended responses, a deeper understanding of the workplace preferences
and expectations of Millennials surveyed was gained, which included both managerial and coworker communication. The culture of the organization was discussed as well, as it contributes to the communication environment.

Valentine (2015), the literature recognizes that the sales profession is an inherently competitive and self-interested occupation that can be negatively impacted by deviant behaviour and rationalizations of unethical conduct. The unique boundary-spanning nature and autonomy of such work means that there is often little management oversight of sales professionals’ behaviour, which may lead to mis-behaviour and poor work attitudes. Yet, evidence suggests that the development of corporate ethical values (CEVs) can mitigate concerns about unethical conduct, suggesting that these principles might be used to reduce workplace bullying and enhance job satisfaction. Using a self-report questionnaire, information was collected from national and regional samples of selling professionals employed in different organizations located in the USA (N = 356). While controlling for the effects of sampling and social desirability, results indicated that increased communication of an ethics code was associated with stronger perceptions of CEVs, while ethical values were negatively related to perceptions of workplace bullying and positively related to job satisfaction. Workplace bullying was also negatively related to job satisfaction. The findings suggest that an ethical work environment should be instituted in sales organizations to reduce misconduct and enhance work attitudes.

Birkeland Nielsen et al. (2015), in their research examined whether victimization from bullying is related to an increased risk of suicidal ideation over time and whether suicidal ideation is related to subsequent bullying. Methods. In a longitudinal study (2005–2010), we used well-established single item measures to assess victimization from bullying and suicidal ideation. We used latent Markov models to determine forward and reverse
relationships between variables at 3 time points with 2 or 3 years between the measurement points among a randomized nationwide sample of 1846 employees in Norway. Results. Victimization from bullying was associated with subsequent suicidal ideation (odds ratio = 2.05; 95% confidence interval = 1.08, 3.89). Suicidal ideation at baseline was not related to subsequent victimization from workplace bullying. Conclusions. Workplace bullying may be a precursor to suicidal ideation, whereas suicidal ideation seems to have no impact on subsequent risk of being bullied. Regulations against bullying should be integrated into work-related legislation and public health policies.

Espinosa (2015), Drawing on theories on dispersed teamwork, computer-mediated communications, and organizations, he examined the direct associations between temporal distance and team performance as well as the mediating role of team interaction. We tested our research model in a laboratory experiment with four temporal distance conditions. Results show that the direct associations between temporal distance and team performance are substantially diminished when he entered the intervening team communication variables (communication frequency and turn-taking) into the analysis model. We find that communication frequency and turn-taking have differentiated effects on conveyance of information and convergence on its meaning. Conveyance is positively associated with production speed, whereas convergence is positively associated with higher product quality (i.e., accuracy). These findings speak to the theoretical significance of communication patterns and information exchange behaviours in dispersed team research. They also transcend the common wisdom that temporal distance is good for speed and bad for quality.

Moeller & Kwantes (2015), this study extends the literature by examining the relationship between conflict management preferences and conflict management behaviours and by examining how emotional
intelligence (EI) shapes this preference-behaviour relationship. Individuals’ conflict management preferences predicted actual conflict management behaviours. EI was found to moderate this relationship. However, some of these moderating effects run contrary to the popular view of EI as a pro social concept. Specifically, some EI facets were found to strengthen the link between aggressive conflict management preferences and subsequent conflict management behaviours.

Daria Prause & Mujtaba (2015), the goal of this paper is to look into current conflict management practices, research their compliance with the diverse workplace environment and analyse the effectiveness of conflict management procedures in the modern society based on workplace diversity and gender differences. The article reviews the literature on conflict management, evolution of main principles in the society, and differences in attitudes of conflict management techniques based on gender characteristics. We dwell upon conflict structures, types, and challenges that may occur at a diverse workplace when managing conflicts and speak about the role of managers in the diverse working environment. Subsequently, the paper suggests conflict management strategies for managers and employees.

Miller et al. (2015), the focus of this paper is successful project leadership through effective interpersonal conflict management. Interpersonal conflict on project teams is a challenging problem for project managers. Interpersonal conflicts may derail project success by jeopardizing team collaboration, cohesion, and can threatens the existence of the project. On the contrary, it has been argued that interpersonal conflict on project teams is a necessary evil. Whetten & Cameron (2010), observe that interpersonal conflict is an essential and ubiquitous aspect of life on project teams. It is noted that too much agreement among top management teams undermines project success because people who think in similar ways and agree on issues
most of the time, are more likely to become complacent (Whetten & Cameron, 2010, p.376). The issue of conflict therefore presents both threats and opportunities to project teams. Concepts such as establishing effective project teams, personal leadership attributes, team communication, motivation; the use of power and influence; stress management; empowerment; and proactive interpersonal conflict management have been discussed.

Maurice Odine (2015). The paper’s objective is to produce a document that chronicles not only missteps in management communication, but also to advance ways of creating awareness and to forge management policies that foster good and effective communication in a business environment. Management can only thrive in the prevalence of communication. Indeed, the present paper is timely. A 2002 survey of 1,104 employees of organizations in the United States showed that, while managers spend 60 to 80 percent of their time on operational communication, only 17 percent said their managers communicated effectively. Thus, every possible constructive measure must be taken to disentangle areas that stand in the way of effective communication within a given business organization. Efforts must be exhausted to create a business environment in which managers and staff pay close attention to the conceptualization and dissemination of communication media and the messages they transmit. Since the desired purpose of transmitting information from sender to receiver is effective communication, the paper will review pertinent literature to ascertain harbors of problems that result in communication problems in management. To this end, the paper intends to examine attitudes of senders that generate poor and/or ineffective communication; investigate media choices that are inappropriate in certain communication instances; consider cultural/gender insensitive implications prevalent in management communication; as well as the importance of placing the receiver at the center when designing
information or messages to be transmitted. In addition, the proposed paper intends to analyse management communication mistakes, such as making controversial announcements, lying [sic], ignoring the realities of power, underestimating the intelligence of the receiver or audience, using inappropriate media or channels of communication, and ignoring to admit mistakes. It is a truism that, 60 percent of corporate public relations effort is devoted to internal communication, which is a reflection that good communication is at the heart of every productive workplace.

Olukayode Longe (2015), This study investigated the impact of workplace conflict management on organizational performance in a Nigerian manufacturing firm. Participants comprised 250 employees selected through the use of stratified random sampling technique. Data were generated through the use of validated structured questionnaire. Descriptive and inferential statistics were employed to analyse data collected from the respondents. Employing Spearman correlation analysis, the results of the empirical tests showed a significantly positive relationship between conflict management strategies (collective bargaining, compromise, and accommodation) and organizational performance. Non-integrative conflict management strategies (competition, domination and avoidance) had a negative statistically determinate effect on organizational performance. Also, the result of the regression analysis indicated that collective bargaining strategy displayed the highest significant positive correlation with organizational performance. In addition, study findings revealed that conflicts arose over multiple factors of organizational experiences based on economic and goal incompatibility orientations in the workplace. Union-management conflict was discovered as the most prevalent type of industrial conflict in the organization. The study concluded that conflict was an unavoidable phenomenon in organizational life and it could contribute to or detract from organizational performance depending on the conflict management methods adopted in the workplace.
Parker (2014), in an effort to add to our understanding of workplace bullying, this paper seeks to explore the rhetorical strategies employed by bullies and the communicative strategies targets employ in response. Thirty-one (31) working women with at least a bachelor's degree between the ages of 25 and 62 (M = 38) were interviewed to discuss their workplace experiences, and particularly interactions with supervisors. As such, three themes emerged from this paper, including Communication is Silenced, which emerged as the women discussed how their supervisors sought to silence them. The second and third themes, Hedging Phrases and Communication is Shutdown, emerged as descriptions of how the women rhetorically responded to the bullies' attacks. Overall, the women shared that beyond leaving the organization, the use of limited rhetorical tactics were their only hope for minimizing the mistreatment.

Kaur (2014), this paper has been framed with the purpose of studying the impact of citizenship behaviours on IC at workplace. Empirical research carried out on a sample of 96 employees comprising executives and managers from four major private and public banks. From the results, citizenship behaviours have been found to associate negatively with IC at workplace. Also, extra-role behaviours have been found to predict 60.5% of variance in IC among employees at job places. The high predictive ability of organizational citizenship behaviours for IC illustrates managerial implications to reduce some of the counterproductive work behaviours (like IC). Further, no significant difference exists in the citizenship behaviour and conflict levels among employees of private and public banks.

Neall & Tuckey (2014), this methodological review was conducted to identify current methodological gaps and propose new strategies for advancing knowledge on harassment at work. A total of 234 samples, from 224 peer-reviewed articles published over a 26-year period (1987–2012
inclusive), which focused on the antecedents, consequences, or process of diverse forms of workplace harassment (e.g., bullying, abusive supervision, mobbing, and victimization), were systematically analysed for methodological content. Our analysis focused on identifying threats to construct, internal, external, and statistical conclusion validity, covering issues such as sample characteristics, research design, measurement, methods of data collection, and techniques to analyse data. Findings on the nature and extent of existing methodological limitations underpin suggestions to advance theory development in this area by improving study validity. These include adopting longitudinal and experimental designs, utilizing within-person approaches, incorporating the perspectives of witnesses and perpetrators of harassment, developing combined group/organizational and individual levels of analysis, and focusing on the dynamic processes of workplace harassment.

D'Cruz (2014), the study proposes the concept of ‘compounded bullying’ and has implications for the definition of workplace bullying, the legitimacy of organizational power and the scope of HRM. Though previous research has established organizational change as an antecedent of workplace bullying, issues about the source, aetiology, target orientation and level of organizational involvement and the role of HRM remain unstudied. Addressing these gaps through a hermeneutic phenomenological inquiry of Indian IT sector employees laid off during the 2008–2009 financial recession, downwards depersonalized bullying rooted in the organizational context, stemming from the implementation of the change endeavor and indicating the complicity of HR managers emerged as predominant.

Ciby & Raya (2014), the current study explores the victims' experiences from an interpretive perspective in the context of Information Technology organizations in India. The qualitative data were collected through in-depth interviews with the victims of workplace bullying. The
analysis using grounded theory approach resulted in a conceptual model, which explains the antecedents, bullying behaviours, consequences, and self-coping methods of the victims. Job demands, leadership and management styles of the supervisor, and interpersonal conflict emerged as the major antecedents of workplace bullying. The victims' inability to adapt to changes was found as a personality factor that stimulated workplace bullying in the presence of other antecedents. The study reveals that although the victims experienced negative bullying behaviours in their daily life, most of them were unaware of the phenomenon. Some of the new bullying behaviours identified from the current study are taking ownership of others' work without giving due credit, grabbing others' challenging assignments, and repeated borrowing of money without returning. The victims experienced various negative emotions as the initial reaction to bullying behaviours. As the bullying behaviours prolonged, the participants experienced various personal and work-related consequences. The self-coping mechanisms identified in the study were sharing emotional experiences with friends and family, having an easy-going attitude, voicing the issues, and perceived organizational support (POS). POS was considered to be important for having an influence on employee turnover intention and organizational commitment. Based on the POS, three categories of victims were identified - Leavers, Survivors, and Loyals. The paper contributes to the body of knowledge as it brings out the experiences and feelings of the targets of workplace bullying. The detailed knowledge of the phenomenon helps the organization to either intervene or prevent the relevant processes. The study suggests that the victims need to be empowered with awareness programmes and organizational support to reduce the effects of workplace bullying.

Sameera & Shakir Shaik (2014), Women have become equal participants in many respects at all levels of society. The future would see more women venturing into areas traditionally dominated by men. This will
lead to income generation and greater sense of fulfilment among women. In almost all the countries, governments are providing special provisions for women’s development and efforts are being made to extract maximum of their talent. In India, as during Veda and Upanishad periods, women are being accorded with respect and are facilitated in all spheres of life. The BPO sector has opened up vast career opportunities for women, but at the same time employment in the sector has had an impact on women employees’ lives. Several young women BPO employees have had to relocate to outsourcing hubs and live independently. With the availability of higher disposable incomes, many women employees have reported lifestyle changes. Indeed, among financially independent women employees there has been a visible move towards consumerism. The present paper discusses about the socio-economic characteristics of women employees of BPO sector. The paper aims to explore the impact of socio-economic characteristics of women employees in BPO sector. Finally an attempt is made to study the dimensions of gender issues in BPO sector.

David Conrad (2014), Communication is the lifeblood of an organization and, without it, things will not get done. But, we know organizations and employees may lack the ability to learn, use, and exploit good communication practices. This article looks at some organizational communication questions and problems that appeared in a Minnesota newspaper column, “Ask Dave” over the last four years and provides applicable, thoughtful solutions that will enhance business communications instruction and learning.

Leila Canaan Messarra (2014), as the workforce is becoming more diversified in terms of culture, ethnicity, and religion, many individual values are carried over to the workplace. Now, in the post-9/11 world, employees working in religiously diverse organizations might be prone to increased
interpersonal conflicts and misunderstandings because of their religious affiliation. Yet, exploring the effects of religious diversity in organizations is still in its embryonic stages. This study investigated the perceptual effects of perceived religious discrimination on employee work-related behaviours, mainly commitment and engagement. The study surveyed 548 employees working in religiously diverse organizations. The findings suggested that when workers perceive religious discrimination in their organization, their commitment and engagement are affected. It is recommended that managers in general and specifically human resource managers devise strategies and develop management interventions to mitigate the negative organizational and personal consequences of religious discrimination in the workplace. Further studies should assess the effects of employees’ perceived religious discrimination on other behavioural outcomes.

Barrister Ebe et al. (2014), in today’s business atmosphere, conflict in the workplace is a noteworthy issue; therefore, handling conflicts in organizations is essentially very important as organizations that fail to address conflicts properly are likely to run into problems because conflict is integral in organizational life and has both likely benefits and costs. To address the situation of conflicts, lately since 1970s organizations have turned to the use of alternative dispute resolution (ADR), in resolving workplace conflicts. This article therefore presents the authors’ thoughts on why organizations should use ADR to manage workplace conflicts; as effective conflict management has the prospective to play a key role in the success of organizations goals.

Branch et al. (2013), this review advances understanding through the development of a new conceptual model and analysis of its interrelated components, which explain the dynamic and complex nature of workplace bullying and emphasize current and future debates. Gaps in the literature and
future research directions are discussed, including the vexing problem of developing an agreed definition of workplace bullying among the research community, the emergence of cyber bullying, the importance of bystanders in addressing the phenomenon and the use of both formal and informal approaches to prevention and intervention.

Galanaki & Papalexandris (2013), this paper intends to explore alternative ways to measure workplace bullying and to propose to HR professionals and academics a uniform and common way to assess the phenomenon. Based on a survey on 840 junior and middle managers from diverse sectors in Greece, we are trying to extract conclusions on the incidents and characteristics of workplace bullying, in a country where empirical evidence on bullying is very limited and where cultural dimensions differ from countries with extensive research evidence on workplace bullying and wide application of preventive measures. In Greece, workplace bullying is found to follow grossly similar patterns to those reported in relevant studies in Europe. The results vary according to the measurement methodology used. The latent class cluster analysis on the negative acts questionnaire scale, as previously proposed by other authors, is found to reflect more accurately the reality of workplace bullying occurrence, than other instruments (self-labelling or operational methodologies, which are tested here). The conclusions of this study are valuable to researchers and practitioners who wish to measure or compare the occurrence of workplace bullying in their organisations, based on specific and acceptable standards, around the globe.

Hazarika (2013), Corporate Social Responsibility (CSR) is business having responsibility to society, to its stake holders. If one has to understand CSR from a historical perspective, it evolved from a philanthropic exercise into a strategic activity of the firm. In order to strategic CSR, the firm’s score mission and vision should provide a socially beneficial foundation for
enhanced economic growth. CSR represents the direct effort by a company to improve aspects of society by the firm as compared with the integral responsibilities that every firm has with respect to primary stakeholders such as employees, customers, investors and suppliers. Workplace practices are integral part of the firm, and hence it is inevitable aspect of CSR. Workplace practices too have evolved through different stages and became significant from the beginning of the Industrial Revolution. Later on, with the growth of research policy making, workplace practices became crucial for the growth in productivity and competitiveness of the firm. This paper will examine the emerging issues of CSR and workplace democracy and its impact. This work will examine the point of convergence between CSR and workplace democracy. It will also evaluate the essential dynamics that rule in a workplace democratic practice.

Swarnalatha (2013), this research paper documents the range of harassment behaviours men and women experience when they enter the workplace. For some men the harassment is verbal abuse and retaliation in nature and for some women the harassment includes sexual in nature and some may experience abusive workplace situations that are based on their race, class, disability, sexual orientation and language. This research paper identifies the range of workplace harassment that men and women experience and to examine the effects of their experiences in automotive industry in India. This research paper also shows the recommendations for reducing the risk of harassment and for providing employees with support and legal remedies if they are harassed. The purpose of this research is to prevent employees from losing their life and to stop the daily harm being done to employees through workplace harassment.

Woska (2013), the primary goal of a workplace investigation is to produce findings that will provide the employer with the basis to make a
decision concerning the action to be taken regarding the incident. By taking the necessary steps to determine what happened the employer is provided with a solid foundation to defend any action that may be taken with respect to a subsequent challenge.

Luna & Shih Yung (2013), Gossip is one of the most pervasive and ubiquitous activities in modern organizations. To date, however, very little attention has been paid to factors that affect an individual’s intention to gossip. In this study, we use the theory of planned behaviour as the theoretical base and empirically examine the impact of attitude, subjective norms, and perceived behavioural control on intention to gossip. A total of 152 participants are analysed using structural equation modeling and the results illustrate that attitude and subjective norms are significant predictors of intention to gossip. Findings of this study may help managers and organizations manage gossip more effectively.

Bhat et al. (2013), this study helps in understanding the factors of conflict at various levels by re-examining the psychometric properties and construct validity of the instrument. The Organizational Conflict Scale (OCS) takes the form of a self-report questionnaire which identified three factors: conflict at individual level comprising six items, conflict at group level comprising four items and conflict at organizational level comprising six items. It was administered to a sample of 200 selected from various manufacturing, IT, hydro power and public sector organizations by convenience sampling. Analyses included scale reliabilities, mean and standard deviations and factor analysis using Principal Component Analysis. Whilst generally supportive of the OCS, the results suggest that further validation work is required. This could include consideration of the relationships between the OCS and other measures which have an impact on conflict and its related factors. The instrument’s internal and sequential
consistencies were generally sound. The conceptual and methodological implications are discussed.

Alex Bryson (2013), in his research identified that use of temporary agency workers (TAW) is positively associated with financial performance in the British private sector and weakly associated with higher sales per employee. However TAW is not associated with value added per employee. Employees in workplaces with TAW receive higher wages than observationally equivalent employees in non-TAW workplaces. But the presence of TAW in the employee's occupation is associated with lower wages for employees in that occupation. Furthermore, conditioning on wages, the presence of TAW at the workplace is associated with lower job satisfaction and higher job anxiety among employees. These findings are consistent with TAW having an adverse effect on employees' experiences at work, perhaps due a more labour intensive regime, one which is only partly compensated for with higher wages.

Swarnalatha & Sureshkrishna (2012), this paper examines the management practices by introducing employee empowerment, teamwork, employee compensation, management leadership into a research model for studying employee job satisfaction among the employees of automotive industries in India. The research is conducted among 234 employees of automotive industries in India and the result of this study shows that the job satisfaction level of employees is medium and the top management leadership need to take attention of enhancing the employee job satisfaction level. The result also shows that there is a significant relationship was approved between 1) employee empowerment, 2) teamwork, 3) employee compensation and 4) management leadership. Finally, implications are discussed in terms of discussion and further researches.
Bunk & Magley (2011), this study introduced a new construct and its associated measure: SIT in the workplace. The results demonstrated that the SIT is an internally consistent measure that can be used to assess how workers react to the various forms of interpersonal treatment that can occur everyday in the workplace. Further, the SIT is comprised of two factors: sensitivity to interpersonal encounters that occur to oneself (SIT–self) and to someone else (SIT–other). Evidence for convergent and discriminant validity of SIT was provided. Future research can build upon this current study by investigating other correlates of SIT, including personality and situational correlates, and by demonstrating its theoretical utility by examining the potential moderating impact it may have. Cognitive appraisal theory (Lazarus 2001; Lazarus & Folkman 1984) suggests that environmental and personal factors interact to predict cognitive reactions. Following from this, SIT, as a potential personal or situational factor, may moderate the relationship between negative interpersonal experiences at work and relevant outcomes. Future research can also provide further evidence for the validity of SIT given that the current research is not without its limitations including the somewhat marginal fit of our models. In conclusion, this study is an important step forward for research investigating interpersonal encounters at work. By raising awareness that sensitivity to interpersonal treatment exists as an individual difference variable, it is our hope that such awareness breeds greater feelings of respect in today’s fast-paced workplace.

Marler et al. (2011), this study offers an initial glimpse of the possible implications of the use of positive touch in the workplace. The findings from this study suggest touch can be used in a positive manner and facilitate positive behaviours, thus challenging the notion that touch in the workplace is inappropriate. Researchers should continue to investigate the roles of touch, apology, and forgiveness as positive organizational behaviours which may be useful in both workplace communication and in resolving
workplace conflicts. The study may be limited by potential errors in respondents' perceptual processes. Research has shown that individuals may inaccurately interpret information, thus influencing their perceptions. For example, a respondent's mood may influence his or her use of stereotypes (Park & Banaji 2000). The study assessed respondent perceptions (e.g., perceptions of apology sincerity, supervisor support, and forgiveness) without controlling for various factors such as respondent mood and attitude; therefore, it is important to note that various individual differences could affect perceptions.

Cantor et al. (2011), in this study they examined the influence through the lens of procedural justice theory. Employee retention is a critical and challenging workplace issue including in the U.S. motor carrier industry with its perennially high driver turnover rates. Truck driver retention affects supply chain performance because of its impact on carrier operating safety and the service capacity of the trucking industry. Government authorities exert an influence on truck driver retention via the safety policies, labor policies, and regulations they mandate. A proposed rule requiring electronic on-board recorders of some carrier drivers offers an opportunity to investigate the influence of government policy on driver work intentions. Drawing on procedural justice literature, we develop a model which examines the procedural justice perceptions of commercial drivers and the subsequent impact on their decision-making behaviour, including their organizational and industry intentions to remain or quit.

Hutchinson & Eveline (2010), in their article examined the question of gender-neutral workplace bullying policy in the Australian context. It draws on the international workplace bullying literature and interview data gathered from policy actors located in Australian public service administrations, including managers, policy implementors and employee advocates. Our findings show that both the literature and the policy actors
tend to present workplace bullying as a product of individualized behaviour, overlooking the nuances and dimensions of organisational power relations that include gender. As part of this tendency, policy actors insisted that workplace bullying be represented as gender-neutral. Our analysis reveals two key factors underpinning the defence and dissemination of workplace bullying as a gender-neutral problem: the tendency to individualistic remedies in public sector policies; and the idea among policy actors that if workplace bullying was portrayed as needing gender analysis, its current support as an important organisational issue would dissolve.

Farley et al. (2010), the present study examined perceptions of female gossips in the workplace. Male and female participants (N = 129) were asked to think of a woman who either frequently or rarely contributed negative information about other people during conversation. Participants then completed ratings on the target using the six dimensions of the FIRO-B. As predicted, high gossips were perceived as having a greater need to exert control of others, but less need for others to control them, than low gossips. Higher gossips were also perceived as less emotionally warm than low gossips. The implications of these findings for gossip research are presented.

Ball (2010), this article attempts to review the proliferation of research findings about surveillance in the workplace and the issues surrounding it. It establishes a number of points of departure when considering the issue of workplace surveillance, before reviewing some of the more critical issues. First, it establishes that organizations and surveillance go hand in hand; and that workplace surveillance can take social and technological forms. Personal data gathering, Internet and email monitoring, location tracking, biometrics and covert surveillance are all areas of development. There is also evidence that groups of employees are
appropriating information and communication technologies to stare back at their employers, exposing unsavoury practices and organizing collectively, prompting new thinking about resistance. Organizations watch employees primarily to protect their assets, although the nature and intensity of surveillance says much about how a company views its employees. Workplace surveillance has consequences for employees, affecting employee well-being, work culture, productivity, creativity and motivation. If no alternative can be found, managerial attention to task design, supervisory processes, employees’ expectations about monitoring, and an appraisal of the company’s operating environment can mediate its downsides. It is argued that in many ways the normality of workplace surveillance, and the prevalence of arguments about how to ‘do it better’, make it difficult to radicalize. As part of what is seen as ‘good’ management practice, it can confer benefits on the employee if conducted in a humane, balanced way, and is considered on a case-by-case – organization-by-organization – basis. However, the introduction of broader debates around information use, rights, power and social structure highlights how surveillance in the workplace may serve to perpetuate existing inequalities and create new ones.

Bardia (2010), this article attempted to throw light on those striking issues and trends that are revolutionizing business communication for the Internet generation, the major among them being: advances in technology, globalization, an increasing culturally diverse workforce and the adoption of team-based organizational structures. The future of business communication rests on them as all these trends are here to stay for long.

King & Ahmad (2010), integrating justification-suppression and stereotype content models of prejudice, this research examines religious discrimination in employment settings. In the first study, confederates dressed in either Muslim identified or nonreligious attire, who either did or did not
provide stereotype-inconsistent information, applied for retail jobs. No differences emerged with regard to interview offers between job applicants dressed in traditional Muslim attire and those in the control condition. However, interactions were shorter and rated (by confederates, observers, and naive coders) as more interpersonally negative when applicants wore Muslim attire and did not provide stereotype-inconsistent information than when applicants wore nonreligious attire. Similarly, results from a second experimental study in which participants rated fictitious Muslim or non-Muslim job applicants suggest that reactions were most negative toward Muslim applicants who did not provide stereotype-inconsistent information. Together, these findings suggest that justification-suppression and stereotype content models are complementary, and that Muslims may face challenges to employment that reflect a lack of acceptance of this religious identity.

Shweta & Jha (2010), this paper presents a comprehensive view on the antecedents of interpersonal conflicts at the workplace that would facilitate development of a holistic framework of conflict resolution based on the root causes rather than the individual incidents on a piecemeal basis. The antecedents of interpersonal conflicts have been classified into four dimensions viz. Individual differences, interpersonal issues, organizational factors and extra-organizational issues. Even within different sets of antecedents, there are several sub-factors that interplay with each other leading to a full-fledged clash at the workplace. This paper sets an agenda for more empirical researches on the antecedents of interpersonal conflicts as against the current focus on exploring the factors affecting conflict resolution styles of individuals. The researchers believe that the skewed focus of the researches on interpersonal conflicts has resulted in the casual manner in which conflicts are resolved today.
Friedman (2008), consider the story of Harry Fischel, fired from his job in the 19th Century for not compromising his religious practice when it came into conflict with his professional responsibilities. Fast forward two centuries and consider Henry Asher, terminated as well, under strikingly similar circumstances. Has anything changed? This piece examines the effectiveness of current religious protection laws in the United States workplace. Toward this end, the author presents a framework through which to understand Title VII, its history, and its purposes. The author then identifies a perplexing problem by which certain classes of citizens are disproportionately favored over others under the current state of the law. This disproportion problem is self-perpetuating in that those groups negatively impacted are those least equipped to rectify their situation through political means. Culminating with a survey of academic treatment of the topic, as well as a hopeful eye toward the future, this piece presents important observations affecting millions of Americans each day, particularly those in low-income professions and classes.

Suzanne Forte (2006), since September 11, 2001 the topics of Violence in the Workplace (VITW) have been superseded by today’s headlines. We are overwhelmed by the media with images of War on Terror, War in the Middle East, and Child Pedophiles. However, the U.S. Government Agencies from the past and present and academic university research did extensive research on the subject of Workplace Violence since the early 1990’s. In the early 1990s VITW was classified by the U.S. Center of Disease Control (CDC) as a U.S. epidemic. We start with three different cases that have occurred in the workplace. The literature will demonstrate the actual events as they unfolded. Research findings are shown from 1993 -2005 using many government agencies that published results they have been following for close to two decades. The charts and graphs are used to highlight the high estimates of mass murder occurring in the workplace. Who
is carrying out such acts of violence? Why do these extreme, sometime random killers seek revenge? Is it revenge they seek? We will try to answer these questions through secondary research that shows commonalities among mass murders and violence; and a list of behaviours that may alert workers to an approaching catastrophe. What we learn through the media is only one small percentage of workplace violence and it usually includes many deaths. Statistics show that companies pay out billions of dollars each year due to law suits from mass death in the office. The problem with finding deterrents on reducing Violence in the Workplace is that it can happen at any time and at any place of employment. It is the value of surprise that makes workplace violence and death even more profile. Research has suggested that the reason is known but cannot be retrieved because mass killers usually kill themselves or there is no apparent reason at all. This may be why VITW is still at epidemic proportion. This paper is exploring five factors of workplace violence; they are employees, ex-employees, customers, domestic spill over, and strangers. Three interviews were conducted in three different industries, government, service, and big box retail and we will cover those results as well. Researchers search for answers to this problem so the government, companies, and academic universities can focus on ways of reducing the number of violent killers at work. Awareness, Prevention, and Intervention is one prevention measure. Some statistics may help with a small conclusion that has reduced and maintained lower acts of Violence in the Workplace in the past six years.

Christine (1999), Flirting, bantering, and other sexual interactions are commonplace in work organizations. Not all of these interactions constitute harassment or assault; consensual sexual relationships, defined as those reflecting positive and autonomous expressions of workers' sexual desire, are also prevalent in the workplace and are the focus of this paper. We begin by reviewing research on the distinction between sexual harassment and
sexual consent. Next we examine popular and business literatures on office romance. Finally we discuss sociological research on consensual sexual relationships, including research on mate selection, organizational policy, and workplace culture. We argue that sexual behaviours must be understood in context, as an interplay between organizational control and individual agency.

2.3 OCCUPATIONAL STRESS

Appiah & Fynn (2017), the main objective of the their study was to identify the prevalence of occupational stress, causes of stress, its impact on employee performance, and measures Management can put in place to eradicate or minimize work-related stress. The study employed the survey research design, and quantitative approach. The targeted population was only regular workers which constitute (N= 282). Simple random sampling was used to select respondents who provided information for the data collected. The data was analysed using descriptive statistics, correlation and regression models. The major findings were that: employees at Twifo Oil Palm Plantation exhibit more physical and emotional stress. The main causes of stress were found to be: job conditions, interpersonal relations, and career advancement. Due to the impact of stress on job performance, the Management adopts payment of medical bills, provision of counselling services, and establishment of communication channels to manage stress problems. Based on the findings, the study recommended the following: Management should match individual educational, skills, experience, competence, ability and capabilities with the tasks, provide medical assistance, provide extensive counselling services, establish better conditions of service, improve interpersonal relations, fix flexible work schedules, and operate an open - door communication policy for grievance resolutions.
Jaramillo et al. (2011), this research examines a model focused on two acute workplace stressors—interpersonal conflict and work overload—and their interrelationships with role stress, emotional exhaustion, job attitude, working smart, job performance, and turnover intentions. The moderating role of working smart on the relationship between work overload and interpersonal conflict is also investigated. A model is tested using responses of sales employees working for four large financial institutions in South America. Findings indicate that work overload and interpersonal conflict mediate the impact of role stress on emotional exhaustion, job attitudes, and behaviours. Our findings also show that work overload plays a significant role in the stressor-strain process. Results are discussed with reference to previous findings and future research.

2.4 JOB SATISFACTION

Mary Eapen & Sumathi Annamalai (2014), the present study focuses on the job satisfaction levels and the major factors that contribute to job satisfaction. It sheds some light on how job satisfaction varies with age, gender, department, tenure, and job role of the employee. It also aimed to capture the employees' suggestions on improvement areas that would, in turn, help to achieve higher job satisfaction levels in the future. The results showed that 89% of the employees were either satisfied or were very satisfied with their current job. The major factors that contributed to job satisfaction were working relationship with supervisor, pay, benefits and development, work environment, leadership and support, prioritized values, security, and clarity of communication. Hypotheses testing showed no strong relationship between job satisfaction and age, gender, department, work tenure, or job role of the respondents.

Gurusamy & Mahendran (2013), in their article discussed about the importance of employees’ job satisfaction in Automotive industries. The
success of a company basically depends upon its ability to attain goals and objectives. Among the five M’s namely man, machine, materials, money and method, human resources are most important in an organization. No firm can reach its ultimate aims of profit maximum and wealth maximum without satisfying its manpower. It is true that man can never be fully satisfied in his life. As employees spent much time in their work. They will be satisfied in life only, if the job is satisfactory. Job satisfaction means a function which is positively related to the degree to which one’s personal needs are fulfilled in the job situation. Employees are the most satisfied and highly productive when their job offers them security from economic strain, recognition of their effort, clean policy of grievances, opportunity to contribute ideas and suggestions, participation in decision making and managing the affairs, clean definitions of duties and responsibilities and opportunities for promotion, fringe benefits, sound payment structure, incentive plans and profit sharing activities, health and safety measures, social security, compensation, communication system and finally, atmosphere of mutual trust respect.

Yaghoubipoor et al. (2013), this study aims to look into the ways in which leadership styles including transformational and traditional (independent variable) affect employee job satisfaction (dependent variable), focusing on six production lines in the Iranian Automotive industry. The study focused solely on the production line workers and used questionnaires to obtain the relevant data. Implementation of the questionnaires was done using the proportional stratified random sampling method, whereby questionnaires were distributed to the target population over the period June to August 2010. Of the 600 questionnaires distributed 540 were returned completed. The survey results showed the dominant leadership style practiced in the industry to be the transformational styles. The employees reported moderate satisfaction with their jobs. The findings revealed that different employee job satisfaction components were impacted in different ways
depending on the leadership style. Overall it was shown that job satisfaction factors were strongly predicted by the Individualized consideration factor.

Cheryl Lynn Kelsey (2012), numerous court rulings and gender discrimination laws have legitimized a women’s right to equality and yet subtle sexist behaviours remind females that they are not truly equal in the workplace. These discriminatory practices are being legally challenged by women committed to attaining full equality and changing the inequities of employment compensation and benefits. Employment discrimination is considered to be unlawful when adverse treatment of employees is motivated by age, sex, race, creed, religion, national origin, disability, veterans’ status or other protected class status (Civil Rights Act of 1964). Gender discrimination laws apply to both men and women equally but women are often the victim (Gregory 2003). Although women have yet to be the victor in attaining full equality, this article will examine the current under-payment of women and the employment discrimination laws that have been passed so that no gender need be the victim of a sexist economy.

Yaghoubipoor et al. (2012), the primary aim of the study was to assess the job satisfaction of the men workers working in Automotive industry in Iran based on primary survey from 600 man workers. The job satisfaction score was calculated using Maslow's Theory. The result showed that male workers were generally satisfied with their job. A close view of specific job facets indicate that the highest level of satisfaction occurs in the areas of growth, policy and administration, salary and work conditions. However, relatively more number of men workers was dissatisfied with recognition and supervision.

Pseekos et al. (2011), the researchers examined the impact of person-environment (P-E) fit, as defined by Holland's (1997) theory, on interpersonal conflict at work (ICAW) and workplace aggression. In addition,
previous relationships found in the job satisfaction literature were examined in the present sample of 244 United States employees. Internet based surveys were completed by 244 participants in the current research. Results of hierarchical multiple regression and correlational analyses demonstrated a negative relationship between P-E fit and ICAW. Replication of previous relationships was found between job satisfaction, P-E fit, and workplace aggression. Implications for P-E fit and workplace aggression research are discussed.

Dawal & Taha (2007), in their article explained the effect of job organizational factors on job satisfaction in two automotive industries in Malaysia. A methodology is developed in diagnosing the effect of job organizational factors on job satisfaction in two automotive industries in Malaysia. One hundred and seventy male subjects of age 18-40 years with the mean age of 26.8 and standard deviation (SD) of 5.3 years and the mean work experience of 6.5 years and SD of 4.9 years took part in the study. Five job organizational factors were tested in the study including job rotation, work method, training, problem solving and goal setting. A job organization questionnaire was designed and was based on respondents' perception in relation to job satisfaction. The results showed that job organization factors were significantly related to job satisfaction. Job rotation, work method, training and goal setting showed strong correlation with job satisfaction while problem solving had intermediate correlation in the first automotive industry. On the other hand, most job organization factors showed intermediate correlation with job satisfaction in the second automotive industry except the training factor which had low correlation with job satisfaction. These results highlight that job rotation, work methods, problem solving and goal setting are outstanding factors in the study of job satisfaction for automotive industries.
Siti Zawiah Dawall & Zahari Taha (2006), in their research investigated the relationship between job satisfaction, job characteristics and environmental factors that affect work design in two automotive manufacturing companies in Malaysia. The aim of the study is to determine the factors that influence employees’ perception towards their work. 170 male subjects between the ages of 18 to 40 years with the mean age of 26.8 and standard deviation (SD) of 5.3 years and mean work experience of 6.5 and SD of 4.9 years were involved. A set of multiple choice questionnaire was developed and data was collected by interviewing the employees at the production plants. The survey focused on job satisfaction, job characteristics and environmental factors. The results showed that job characteristics and environmental factors were significantly related to job satisfaction.

2.5 RELATIONSHIP BETWEEN WORKPLACE ISSUES & OCCUPATIONAL STRESS, JOB SATISFACTION

Hoboubi et al. (2017), this study was carried out to investigate the job stress, job satisfaction, and workforce productivity levels, to examine the effects of job stress and job satisfaction on workforce productivity, and to identify factors associated with productivity decrement among employees of an Iranian petrochemical industry. In this study, 125 randomly selected employees of an Iranian petrochemical company participated. The data were collected using the demographic questionnaire, Osipow occupational stress questionnaire to investigate the level of job stress, Job Descriptive Index to examine job satisfaction, and Hersey and Goldsmith questionnaire to investigate productivity in the study population. The levels of employees' perceived job stress and job satisfaction were moderate-high and moderate, respectively. Also, their productivity was evaluated as moderate. Although the relationship between job stress and productivity indices was not statistically significant, the positive correlation between job satisfaction and productivity
indices was statistically significant. The regression modeling demonstrated that productivity was significantly associated with shift schedule, the second and the third dimensions of job stress (role insufficiency and role ambiguity), and the second dimension of job satisfaction (supervision). Corrective measures are necessary to improve the shift work system. “Role insufficiency” and “role ambiguity” should be improved and supervisor support must be increased to reduce job stress and increase job satisfaction and productivity.

Heaney et al. (1994), they have conducted longitudinal study of 207 Automotive manufacturing workers indicated that chronic job insecurity is predictive of changes over time in both job satisfaction and physical symptoms. Extended periods of job insecurity decrease job satisfaction and increase physical symptomatology, over and above the effects of job insecurity at any single point in time. These results indicate that job insecurity acts as a chronic stressor whose effects become more potent as the time of exposure increases. Worksite health professionals should develop strategies for reducing the impact of job insecurity on employee well-being, particularly in industries where employment opportunities are declining.

2.6 RESEARCH GAP

In the recent decades, the economic prosperity of organizations has been challenged by several major issues such as credit crisis, fraudulent business and accounting practices, and subsequent global recession. Typical with most survival responses, workforces have been downsized and expenditures on employees reduced. This slump for human resource only annoys the efforts of integrating and improving the workers’ job satisfaction which leads to productivity of organization.
The literature, theoretical and empirical studies conducted by earlier researchers has been noiseless on the impact of work place issues and how it influence workers’ job satisfaction that can upset the performance of the temporary workers those who are working in the automobile companies. Henceforth, by way of examining the workers’ job satisfaction, this research would discovery the workers’ job satisfaction factors that would affect the performance of automobile companies. Literature done in the earlier period on the impact of work place issues and its effect on workers’ job satisfaction were missing, and thus, this research study wants to fill this gap. Moreover with regards to the design of model the researcher found a huge gap while doing the literature survey, no prior research model was found by combining the impact of work place issues and its associations with workers’ job satisfaction, where the researcher wants to fill the research gap in through this study.