



UNIVERSITY OF RWANDA

**COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF BUSINESS
MASTER OF BUSINESS ADMINISTRATION (MBA)**

**THE INTERFACE OF POSITIVE RELATIONSHIP AT
WORKPLACE AND THE PRODUCTIVITY OF EMPLOYEES IN PUBLIC INSTITUTIONS
OF RWANDA;**

**A CASE STUDY OF THE INSTITUTE OF SCIENTIFIC AND TECHNOLOGICAL
RESEARCH (IRST)**

*A Thesis submitted to the School of Business as a partial fulfillment for the award of
the Degree of Master's in Business Administration (MBA) by the University of
Rwanda*

By: Immaculée Mukabatsinda

Reg. No. PG 112001313

Supervisor: Prof. Rama B. Rao

June 2016



COLLEGE OF BUSINESS AND ECONOMICS

School of Business

DECLARATION

I, **Immaculée Mukabatsinda** to the best of my knowledge, hereby declare that the work presented in this thesis titled **“the interface of positive relationship at workplace and the productivity of employees in an organisation in Rwanda; with a case study of Institute of Scientific and Technological Research (IRST),”** is my own work and has never been presented in any institution of higher learning for any academic reward or qualification.

Signature.....

Date...../...../.....

Student Name: **MUKABATSINDA Immaculée**

Signature:

Date...../...../.....

Supervisor Name: **Prof. Rama B. Rao**

ACKNOWLEDGEMENT

I am very grateful to the Almighty God for having enabled me through my studies.

I extend my sincere appreciation to my Supervisor Prof. RAMA B. RAO for his generous heart and attitude he showed me throughout my research.

I am also very thankful to my respondents for having provided me with the data that I needed for this study.

I wish also to thank the Government of Rwanda for having allowed me to study while I work.

May the Almighty who never fails rewards you all accordingly!

TABLE OF CONTENTS

ACKNOWLEDGEMENT	i
TABLE OF CONTENTS	ii
LIST OF TABLES	iv
LIST OF FIGURES	v
LIST OF ACRONYMS	vi
CHAPTER ONE: INTRODUCTION.....	1
1.0 Introduction	1
1.2 The Background to the Study.....	1
1.3 Statement of the Problem	5
1.4 Purpose of the Study	5
1.5 Study Objectives	5
1.6 Research Questions	6
1.7 Scope of the Study and limitations.....	6
1.8 Significance of the study	7
CHAPTER TWO	9
LITERATURE REVIEW	9
2.1 Introduction	9
2.2 Definition of Key Operational Terms	9
2.4 The ways in which positive relationship contribute towards the productivity of employees in an Organization.....	12
2.5 The challenges hindering the interface of positive relationship at workplace and productivity of employees in an organisation	19
2.6 The possible strategies for sustainable interface of positive relationship for enhanced productivity of employees in an organisation	23
2.7: The Conceptual Framework.....	27
RESEARCH METHODOLOGY	30
3.1 Introduction	30
3.2 Research Design.....	30
3.3 Research Procedure	30
3.4 Study Area.....	31

3.5	Study Population	31
3.6	Sample Size and Selection	31
3.7	Data Source	32
3.8	Data Collection Methods and their Instruments.....	33
3.9	Validity and Reliability of Data Collection Instruments.....	34
3.10	Methods of data analysis	35
3.11	Limitations and how they were managed.....	36
CHAPTER FOUR.....		37
DATA ANALYSIS AND INTERPRETATION		37
4.1	Introduction	37
4.2	Historical Background and current status of IRST	37
4.2.1.	LAWS AND REGULATIONS ON ESTABLISHMENT, FUNCTIONING AND ORGANISATION OF IRST	37
4.3	Demographic characteristics of Respondents	43
4.4.1	The factors that interface positive relationship in an organisation.....	47
4.5	The ways in which positive relationship contribute towards the productivity of employees in an organisation	51
4.6	The challenges hindering the interface of positive relationship at workplace and productivity of employees in an organisation	54
4.7	The possible measures for sustainable interface of positive relationship for enhanced productivity of employees in an organisation	57
CHAPTER FIVE		63
SUMMARY, CONCLUSION AND RECOMMENDATIONS		63
5.1	Introduction	63
5.2	Summary	63
5.3	Conclusion.....	65
5.4	Recommendations	67
5.5	Areas of further study.....	67
REFERENCES.....		68

LIST OF TABLES

Table N ^o	Title	Page N ^o
4.1:	Official position of Respondents	47
4.2:	Factors that interface positive relationship in an organization that the respondents were aware about.	49
4.3:	Ways in which positive relationship contribute towards the productivity of employees in an organization.....	52
4.4:	Challenges hindering the interface of positive relationship at workplace and productivity of employees in an organization.....	55
4.5:	Measures that were in place for sustainable interface of positive relationship for enhanced productivity of employees in an organization.....	58
4.6:	Suggested practical strategies for sustainable interface of positive relationship for enhanced productivity of employees in an organization.....	60

LIST OF FIGURES

Figure N ^o	Title	Page N ^o
2.1:	The Conceptual Frame Work.....	28
4.1:	Age of Respondents	43
4.2:	Sex of Respondents.....	44
4.3:	Marital Status of Respondents	45
4.4:	Showing Educational Levels of Respondents.....	46
4.5:	Respondents' views on whether they were aware of the factors that interface positive relationship in an organization.....	48
4.6:	Respondents' views on whether they were aware of the ways in which positive relationship contribute towards the productivity of employees in an organization.....	51
4.7:	Respondents' views in whether they were aware of the challenges hindering the interface of positive relationship at workplace and productivity of employees in an organization.....	54
4.8:	Respondents' views on whether they were aware of the measures that were in place for sustainable interface of positive relationship for enhanced productivity of employees in an organization.....	57

LIST OF ACRONYMS

IRST: Institute of Scientific and Technological Research

IRSAC: Institute of Research in Africa Central

RPFAS: Research Program in Fundamental and Applied Sciences

RPAH: Research Program in Arts and Humanities

RPPLS: Research Program in Phytomedicines and Life Sciences

USCB: United States Census Bureau

ISSP: International Social Survey Program

ABSTRACT

The research titled ‘The interface of positive relationship at workplace and the productivity of employees in Public Institutions of Rwanda’ conducted to analyze interface of positive relationship at workplace and productivity of employees. The population of the study is employees selected from IRST by using both simple and purposive sampling methods. The total of sample size is fifty (50) respondents. Questionnaire was a major instrument used in data collection. Contingency table, pie charts and graphs was used in analyzing the data collected from the Questionnaire.

From the resultat, the findings were made showing that there is close significant relationship between positive relationship at workplace and employees productivity. Research shows that workplace satisfaction has been associated with job satisfaction.

In the light of these findings, the study recommended that Organizations should boost employee’s commitment, quick changing of responsibilities and decrease turnover intentions among all employees; establish effective communication and consider age differences in the overall number of work life activities initiatives; Goal setting per projects to be conducted by itself with the aim of hitting the organization’s targets on time and workplace flexibility that aimed at given a chance of interaction between employees and management of the organization. The Organization should also put in place proper guidelines that harness the rights of all categories of the people to reduce certain levels of marginalization.

Keywords: positive relationship, employee Productivity, workplace, productivity, employee.

CHAPTER ONE: INTRODUCTION

1.0 Introduction

The study explored the interface of positive relationship at workplace and the productivity of employees in an organisation in Rwanda; with a case study of Institute of Scientific and Technological Research (IRST). In this chapter, the researcher looked at the background to the study, statement of the problem, purpose of the study, study objectives, research questions, scope of the study, significance of the study and the conceptual framework.

1.2 The Background to the Study

As the workforce becomes increasingly global and progressively more culturally diverse, people in organizations are challenged to implement an interface of positive relationship effectively interpersonally, intercultural, and in groups. Authors (Lauring, 2011, & Devoe, 1999) noted that as a result of the rise of internationalized business environment and global competitiveness, the managing of human diversity has become a challenging daily routine task for a major part of business communities. In discussing strategies for interface of positive relationship, Bovee and Thill (2008) emphasized that effective interpersonal and group positive relationship is essential for success in today's corporations and organizations because of the growing trend of workforce diversity and intercultural business relationships.

Some studies (Ferraro, 2001; Gupta, 2008; Jandit, 2003) carried out in developed countries have emphasized the impact of positive relationship in a diverse workplace and how it affects productivity and overall performance of a business. Broadly speaking, Mulkeen (2008) describes workplace diversity as all the differences in age, gender, sexual orientation, education, cultural background, religion, and life experience. The author noted that today's workforce does not exist in a vacuum or is isolated from the marketplace, but that it is part of an emerging international business environment where effective organizational positive relationship is vital for sustainable growth.

In fact, Ober (2006) explained that effective positive relationship, both internally and externally, is essential for any organization wishing to excel in today's internationally competitive corporate

environment and global business and competitive advantage would not be achievable without effective interface of positive relationship. Cadrain (2008) discusses the relevance of sustainable interface of positive relationship at workplace and the productivity of employees in an organisation and argues that encouraging diversity is a positive motivational tool that can attract and retain the best employees as well as increase the level of organizational competitiveness. Hansen (2003) estimated that corporations in the United States spend \$8 billion annually on diversity initiatives and related issues. Many of these business organizations have identified the significance of maintaining a workforce that truly reflects the diverse nature of the contemporary society of the twenty-first century.

Grimes and Richards (2003) and Gupta (2008) pointed out that giving an example of the U.S. where population is becoming increasingly diverse over the past two decades, effective intercultural positive relationship has become the top priority facing diverse work environments; hence, cultural diversity can be advantageous or detrimental for organizations depending on the nature and structure of organizations' members' positive relationship. Significantly, Hannay & Fretwell (2011) and Deveale & Manea (2007) urge that by expanding avenues for positive relationship and providing ongoing feedback, workplaces can establish a culture that honors, values, and appreciates those who work in their environments. Other scholars have determined that the performance and productivity of human capital in the global marketplace depends, to a large extent, on the effectiveness of interface of positive relationship, which includes employees' ability to encode, decode, and analyze messages contextually (Ferraro, 2001, & Nagourney, 2008).

Similarly, in a study, Beaner (2007) identified and described the importance of interpersonal interface of positive relationship, intercultural sensitivity, business practice differences, and nonverbal positive relationship competence as essential for effective organizational positive relationship. The author stressed that effective human productivity in group or team-oriented environments depends largely on the understanding of messages, the sharing of meanings, interpersonal adjustments, and adaptations. Clearly, the productivity of a diverse workforce would be almost impossible to increase without effective positive relationship and other forms of human interactions.

Recent studies carried out in developing countries where Rwanda is inclusive have attributed workforce diversity to the increased globalization of the twenty-first century, which has increased the mobility of people across nations as well as the interdependence of organizations. With globalization comes the challenge of positive relationship among people with different cultural and racial backgrounds. For example, Martin and Nakayama (2007) note that for many people, positive relationship encounters with diverse people from different ethnic, race, and national backgrounds occur most frequently in the workplace. Similarly, Clive (2007) and Hunt (2011) argued that workplaces are the only sites at which individuals from diverse cultures convene and collaborate, and thus refreshes and broadens the relevancy of an organization. In addition, Sadri and Tran (2002) found that improvements in supervisor-subordinate positive relationship would prompt workplaces to manage diversity and cultural differences by encouraging integration and equality in the workplace. These authors recommend two strategies for accomplishing better supervisor-subordinate positive relationship, managing personal growth and mentoring new employees.

Researchers have noted that ignoring the implications of workforce diversity can affect productivity and performance as well as undermine the overall goal business performance according to Kanu (2008). Indeed, as the world economy continues to expand and attract more competitors, business scholars and practitioners have embarked on extensive study of intercultural and organizational positive relationship and its implications across research disciplines (Jandt, 2003; Tuleja, 2008; Hannay & Fretwell, 2011). Consistent with the preceding statement, Bovee & Thill (2008) buttresses that some countries all over the world including Rwanda have been facing the challenges of immigrants due to political turmoil such as the 1994 Genocide against the Tutsi and moderate Hutus and from the beginning and that the trend has continued with the result that increased emphasis has been placed on human and intercultural positive relationships. Additionally, several scholars see a multicultural workforce as a natural outgrowth of business globalization, which complicates the way people from different backgrounds in organizational and learning contexts communicate in writing, verbally, and nonverbally (Ferraro, 2001; Friedman, 2005; Giroux, 2004). Hence, organizations are now

escalating their diversity initiatives as they measure the benefits of multi-cultural and diverse organizations.

In Rwanda, the Government has an important role in promoting employee and citizen satisfaction more broadly (Halpern, 2009). Rwanda's 2020 Vision is to become a middle-income country with a thriving private sector and a competitive and dynamic knowledge-based economy. If the private sector is to become more profitable and lead economic growth it needs to reduce costs and increase profitability. The Government as well as employers must become concerned with improving the quality of work and ensuring that jobs are of high quality which may not happen without a good interface of positive relationship at workplace (Carbrita and Perista, 2007). Labour Law and human resource management policies, procedures and practices must be designed to ensure that workers are satisfied with their jobs. Measures of employee satisfaction complement definitions of decent work and outcome-orientated quantitative aspects of employment such as wages and hours of work (Cassar, 2010).

Halpern (2009) has argued that satisfaction is the hidden hand of development; high levels of subjective satisfaction are strongly associated with economic growth that accrues from a recommended standard interface of positive relationship at workplace. Putting in place measures to improve the interface of positive relationship at workplace will increase worker productivity, reduce the costs of labour turnover and through customer satisfaction increase customer retention, thus increasing profitability (Cabrita and Perista 2007). Indeed, Bloom and Van Reenen (2010) argue that differences in productivity at the firm and country levels can largely be accounted for by management practices interface of positive relationship at workplace. It too needs to see improving interface of positive relationship at workplace as a high priority and to use an understanding of employee preferences to improve labour market conditions and employee productivity more generally. With a case study of the Institute of Scientific and Technological Research (IRST) in Rwanda, the study explored and documented the relationship between interface of positive relationship at workplace and the productivity of employees in an organisation.

1.3 Statement of the Problem

Given the widespread impact of globalization and internationalization in the above background, workplace diversity in all forms of organizations, including Public Institution, is now a fact of life and a trend that will continue for a long time. In an earlier study, Cox & Blake (1991) pointed out that workforce demographics in developed and developing countries indicate that workforce management would be on the agendas of many forward-looking corporate leaders. It was further noted that the ability to manage a diverse workforce provides an opportunity for competitive advantage through improved decision-making and cross-cultural negotiation.

The workplace environment that includes the interface of positive relationship, its significance and its related issues are significantly ignored and yet they affect the productivity of employees. Many studies have had paid less attention paid to the issues of the workplace in Rwanda particularly in the study area and moreover, employers and employees are not aware of the influence and hidden dynamics of the interface of positive relationship at workplace. Such circumstances are affecting the employees productivity and hence in the form of delay in work completion, frustration, increase in absenteeism effect on personal growth etc. This study therefore explored and documented the interface of positive relationship at workplace and the productivity of employees in an organisation; with a case study of the Institute of Scientific and Technological Research (IRST) in Rwanda that would also help the country to meet and reach its Vision 2020 targets.

1.4 Purpose of the Study

To analyse the interface of positive relationship at workplace and the productivity of employees in an organisation; with a case study of the Institute of Scientific and Technological Research (IRST) in Rwanda.

1.5 Study Objectives

The study was guided by the following objectives:

- 1) To find out the factors that interface positive relationship in an organisation.

- 2) To establish the ways in which positive relationship contribute towards the productivity of employees in an organisation.
- 3) To examine the challenges hindering the interface of positive relationship at workplace and productivity of employees in an organisation.
- 4) To suggest possible strategies for sustainable interface of positive relationship for enhanced productivity of employees in an organisation.

1.6 Research Questions

The study was destined to answer the following research questions:

- 1) What are the factors that interface positive relationship in an Organization?
- 2) In which ways does positive relationship contribute towards the productivity of employees in an Organization?
- 3) What challenges hinder the interface of positive relationship at workplace and productivity of employees in an Organization?
- 4) What are possible strategies for sustainable interface of positive relationship for enhanced productivity of employees in an organization?

1.7 Scope of the Study and limitations

1.7.1 Content Scope

The study was limited towards an exploration of the interface of positive relationship at workplace and the productivity of employees in an organization; with a case study of the Institute of Scientific and Technological Research (IRST) in Rwanda. This involved proposal writing that included chapter one (introduction), two (literature review) and three (methodology); and data collection, data analysis, presentation, and discussion of results as for chapter four. Conclusion and recommendations of the study were later presented and drawn basing on the results of the study in the same order with the study objectives as illustrated in chapter five of this study.

1.7.2 Geographical Scope

The study was carried out in Institute of Scientific and Technological (IRST) which is located about four hundred meters from the main road Kigali-Bujumbura at Mamba Cell, NGOMA

sector, Huye District in the Southern Province. Huye is one of eight districts (*Akarere*) that make up Rwanda's Southern Province. It has a total surface area of 581.5 square Kilometers. It has fourteen sectors and 77 sub-sectors with a total of 509 cells in total. The district has a population of 314,022 inhabitants with an average of 540 inhabitants per square kilometer. Huye District borders with Nyanza district in the North, Gisagara in the east and south, Nyaruguru in the South West and Nyamagabe in the North West. The hilly landscape protrudes from East to West but develops into a steep hilly and mountainous area as one move towards the West and North West. In the western part of the District are high undulating mountains including the famous Huye Mountain. The District has rainfall distribution pattern of 1.200 mm and an average climate of 19°C. Apart from her natural beauty and scenery, Huye District is home to the National University of Rwanda, the oldest university in the country which has been a center of Excellency for very many nationals and foreign students alike. The National Museum which is home to Rwanda's cultural and historic heritage is also located in the district. The museum houses some of the remains of last known Rwandan kings surrounded by some of the most ancient tools and traditional hardware. Huye district is divided into 14 sectors (*Imirenge*): Gishamvu, Karama, Kigoma, Kinazi, Maraba, Mbazi, Mukura, Ngoma (from where the study was carried out), Ruhashya, Huye, Rusatira, Rwaniro, Simbi and Tumba (http://en.wikipedia.org/wiki/Huye_District).

1.7.3 Time Scope

The researcher considered the past period of three (3) years (2011 to 2013) following the interface of positive relationship at workplace and the productivity of employees in an organisation; with a case study of the Institute of Scientific and Technological Research (IRST) in Rwanda. The researcher finished the entire research process within a period of Six (6) months (from January to June 2014).

1.8 Significance of the study

A copy of the thesis will be put in the University Library to help scholars, academicians and researcher in need of library search on the interface of positive relationship at workplace and the productivity of employees in an Organization.

The study hopes to provide facts desirable for the different stakeholders including, Organizations' heads and managers, employers, policy and decision makers, development partners, government and non-Governmental Organizations interested in utilizing documentation on the interface of positive relationship at workplace and the productivity of employees in an Organization.

1.9 Presentation of thesis

The thesis is presented in five chapters:

Chapter 1: Introduction

Chapter 2: Literature review

Chapter 3: Methodology

Chapter 4: Data collection, data analysis, presentation and discussion of resultat and

Chapter 5: Conclusion and recommendation of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter has presented a detailed literature review on the interface of positive relationship at workplace and the productivity of employees in an Organisation under the following four sections: the factors that interface positive relationship in an Organisation; the ways in which positive relationship contribute towards the productivity of employees in an Organisation; the challenges hindering the interface of positive relationship at workplace and productivity of employees in an Organisation and the possible strategies for sustainable interface of positive relationship for enhanced productivity of employees in an Organisation respectively. This theoretical review was extracted from reports, textbooks, journals and internet publications.

2.2 Definition of Key Operational Terms

Productivity: according to Rolloos (1997) refers to as, “productivity is that which people can produce with the least effort”. **Productivity** is also defined by Sutermeister (1976) as, “output per employee hour, quality considered”. Dorgan (1994) defines **productivity** as, “the increased functional and organizational performance, including quality”. However, for the purpose of this study, “**Productivity**” is referred to as a ratio to measure how well an organization (or individual, industry, country) converts input resources (labor, materials, machines etc.) into goods and services. In this case, “**productivity**” is measured considering performance increase as when there is less absenteeism, fewer employee leaving early and less breaks; whereas increase in performance can be measured by the number of units produced per employee per hour.

Employee Productivity: refers to the amount of goods and services that a worker produces in a given amount of time. It is one of several types of productivity that economists measure. Employee productivity can be measured for a firm, a process, an industry, or a country.

Positive Relationship: refers to a direct relationship between two variables in which as one increases, the other can be expected to increase.

Workplace: refers to a company of ideas and actions, resources and initiatives all designed to strengthen the workforce. The Workplace is also defined as the yardstick by which all workforce development efforts across the country will be measured.

Employee: refers to a person who is hired to provide services to a company on a regular basis in exchange for compensation and who does not provide these services as part of an independent business.

2.3 The factors that interface positive relationship in an Organisation

Making employees happier and healthier increases their effort, contributions and productivity (Fisher 2003; Harter *et al* 2002, 2006; Judge 2001). Improving worker motivation requires that workers perceive a match between their own goals and those of the Organisation (Kanfer 1999). Employee well-being has a significant impact on the performance and survival of Organizations'. It affects costs relating to illness (Danna and Griffin, 1999), absenteeism, turnover and effort (Spector 1997) interpersonal behaviour and job productivity (Judge *et al* 2001). Managerial practices have a significant impact on employee well-being and their subjective satisfaction with their job (Judge and Watanabe 1993).

Research indicates that managers can change four dimensions of organizational contexts task, reward, social and physical, to improve employee well-being and satisfaction (Danna and Griffin 1999; Grant *et al*; Johns 2006). Non-financial incentives are important and are complementary to financial ones (Lipinge *et al* 2009). Measuring employee's satisfaction with their job and key dimensions of their work provides an important indication of the extent to which employment practices are promoting employee well-being. It also provides information that employers can use to change management practices to improve worker motivation and thereby reduce turnover and increase productivity and profit.

Interface positive relationship significantly reduces the life-to-job spillovers that impair productivity at the job or workplace. This holds even among hourly employees, including those at the entry level (Bond and Galinsky, 2006). Most of the literature examining reduced hour (or workload) arrangements, which involve a reduction in workload or hours with a commensurate pay reduction, focus on employer interest in retaining human capital, in particular top talent

(Kossek and Lee, 2008). A more recent case in point is research showing that, while organizations adopt reduced hour arrangements for their (largely professional) employees, mainly in order to retain talent, they also found that reduced hours improved workers' self-reported performance on the job (Kossek and Lee, 2008). This buttresses findings that employer provision of better work/life balance practices such as job flexibility is associated with significantly higher productivity and self-assessed productivity (Bloom et al., 2009).

Much research has focused on flexibility practices (such as flexitime and shortened workweeks) as a human resource benefit to attract and retain talent (Barnett and Hall, 2001). Too few studies consider the motivation and coordination consequences on individual and group productivity (Kossek and Van Dyne, 2008), especially in terms of life/work consequences. Nevertheless, even if, or when, there is no effect on employees' work/life conflict, work/life balance practices such as flexitime are often associated with improved organizational productivity (Beauregard and Henry, 2009).

Greater workplace flexibility is more strongly related to lower negative spillover from life off the job to work among low-wage and income than among mid- and high-wage and income employees. Employees who experience less negative spillover from home to work are more likely to be productive on the job (Bond and Galinsky, 2006). Empirical modeling of the entire manufacturing sector in the United States suggests that work-family support programmes succeeded in improving productivity, and hence firm productivity. Nevertheless, further research is needed to identify the mechanisms whereby interface positive relationship result in improved productivity (Clifton and Shepard, 2004).

In a relevant study examining the association between job flexibility and worker self-assessed productivity, employer provision of more or better interface positive relationship practices for employees is associated with significantly higher productivity (Bloom et al., 2009). It supports the "optimistic" view that globalizing competition can spur higher productivity with such practices, laying the groundwork for a "win-win" situation. It rejects the more "pessimistic" notion that companies face a trade-off where competing more effectively must come at the price of reducing work/life balance. However, the positive correlation between higher productivity and

superior work/life policies all but disappears when controlling for management practices. That is, work/life practices reflect better management practices and better conditions generally for employees in companies, making them more productive. Nevertheless, the absence of a negative association between interface positive relationship and productivity may justify the costs of introducing greater flexibility on worker welfare grounds. Among medium sized manufacturing firms in the United States, France and Germany, differences are found between countries. For example, the United States has been found to have managerial practices that are relatively most effective at attaining potential peak productivity but possesses the relatively poorest indicators of work/life balance among countries (Bloom et al., 2009).

Both practitioners and researchers point to the interface of positive relationship at workplace as key for corporations to transform the behavior of their employees toward embracing and accepting diversity (DeVeale & Manea, 2007). In addition, a diverse workforce that effectively communicates can take advantage of the strengths, talents, and differences in the workplace by eliminating communication barriers and developing their employees to their fullest potential (DeVeale & Manea, 2007), increasing productivity, facilitating innovation, and enabling the resolution of problems (Davis, 2000), allowing better service to diverse customers (Thomas & Ely, 1996), and taking advantage of the opportunity to enhance their future growth and development for a competitive advantage (Roberson & Park, 2007).

2.4 The ways in which positive relationship contribute towards the productivity of employees in an Organization

Even though in this ever-changing multi-cultural environment, interface of positive relationship at workplace is increasingly important, intercultural communication creates a daunting challenge in the workplace. Managing diversity is more than simply acknowledging differences in people. Flatley, Rentz and Lentz (2012) noted that it is crucial that the business communicator is able to adapt to quickly changing responsibilities and work relationships. Increased globalization of business, immigration, the aging of the Baby Boomers, the escalation of women in the workforce, and the changing educational environment are all fueling these trends. According to Bovee and Thill (2008), today's increasingly diverse workforce encompasses a wide range of communication challenges, including skills, traditions, backgrounds, experiences, outlooks, and

attitudes toward work, all of which can affect communication in the workplace (p.64). Organizations face the challenge of coexisting with business partners and the community. Managers and supervisors face the challenge of motivating and creating harmony among their workers. In addition, (Devoe (1999) and Esty, et. al (1995) found that managers may be faced with losses due to personnel and work productivity, as well as negative attitudes and behaviors that serve as barriers to effective organizational diversity. In 2007, the Equal Employment Opportunity Commission filed more than 80,000 lawsuits related to diversity issues as organizations that ignore diversity are more likely to face lawsuits, negative feelings, and lowered morale (Lieber, 2009). Therefore, to be effective in interacting across cultural boundaries, organizations need to be sensitized to the values of understanding, appreciating, and respecting human and cultural differences.

The workplace of the twenty-first century, including higher education, is changing rapidly. Faculty and administrators who occupy senior and high-powered research positions are diverse in age, gender, and race. Staff and faculty responsibilities, skills, training, and the tasks they perform in their various units/departments and universities are changing as a result of demographic differences. Additionally, domestic and global organizations are now designed to create products (goods, services, or ideas) for their diverse consumers and to ensure that there are benefits for their diverse stakeholders. In evaluating the role of operations management in acquiring the resources necessary to create goods and services, it is critically important to understand the importance of workforce diversity and effective communication in achieving the objectives of organizations and research institutions. Studies of recent years (Weaver, 2001; Crosette, 2001; Lewis, 2002) indicate that there is a correlation between diversity in the workplace and organizations' results and sustainability.

Business organizations and research institutions will be successful only to the extent that they are able to embrace and encourage interface of positive relationship at workplace. By ensuring that their workplace is significantly diverse and that minority groups are respected, appreciated, and valued, the learning environments (universities and colleges) will be able to harness the collective knowledge of their faculty and staff. As Friedman and Amoo (2002) noted, the collective knowledge of organizations, including research institutions, can be enhanced by

including people with different experiences, trainings, and racial/cultural backgrounds. Marketers and marketing consultants agree that critical ideas for new products have been suggested by subcultures. Foods, such as tacos, tortillas, pita, kasha, etc., did not originate in mainstream America, but were first popular with sub-cultural groups. The same is true of much of the educational milestones that have become widely known and respected. The higher education environments and business establishments (profit and not-for-profit organizations) need new ideas to thrive and the best way to ensure a steady flow of innovation and the realization of these objectives will stem from hiring and retaining employees and faculty from diverse backgrounds, race, and nationalities. As Schwartz (2001) explained, a homogenous workforce is not likely to come up with creative solutions to facing domestic and global markets, but empathetic marketing is very effective. Firms that hire employees similar to their customers will become more successful because these employees will be able to identify the special problems faced by their customers and will be able to come up with ideas for new products that best satisfy women, minorities, and the disabled. The U.S. Census Bureau (2001) estimated that Hispanics alone will spend about \$1 trillion a year by 2010.

Employers may introduce interface positive relationship, including schedule flexibility, as a reward for recent past individual productivity improvements (Kelly and Kalev, 2006) or as a human resource tool to achieve better individual work productivity (Hamermesh, 1999; Families and Work Institute, 2005; Golden, 2009). Employer provision of a given interface positive relationship option may be intended as a discretionary employee benefit (a form of non-wage compensation) or perk, to accommodate those they perceive to have more work/life time conflicts, and/or as a human resource strategy to retain firm-specific human capital or to recruit new employees without having to escalate the firm's internal pay scale. Employers may also offer flexible schedules as a reward for past productivity. In theory, there are six conditions in which companies may offer more employees more options for interface positive relationship, such as more flexible scheduling to better fit work to employees' preferences (see Altman and Golden, 2008).

However, most existing studies do not identify the underlying theoretical mechanisms driving productivity gains (Yasbeck, 2004). For example, a composite measure of 19 interface positive

relationship, including flexitime, voluntary reduced hours, part-time and part-year arrangements, found such options to be positively associated with individual productivity gains, as measured by sales per employee. The strongest productivity gains were found in companies that had a relatively high percentage of women and professional employees (Konrad and Mangel, 2000). Some of the 7-per cent variation in productivity between companies was attributable to these options. Framing those figures within the efficiency wage or exchange theory suggests that practices that give employees more working time flexibility affect productivity because employees make a greater effort in exchange for working in a more supportive environment. Indeed, flexible daily start and end times are also more likely to be associated with working very long hours, perhaps because the extra effort is an act of reciprocation or exchange (Golden, 2009; Kelliher and Anderson, 2010; Cañibano, 2011). For instance, in a sample of professional workers, those reporting work schedule flexibility average far more hours per week (54) than those who do not (37 hours) (Hill et al., 2011).

Such findings, however, might indicate that supportive work practices are more of a subcomponent in a broader high-productivity strategy designed to boost productivity and firm productivity outcomes (Berg et al., 2004). Thus, there are two potential channels through which working hour practices may affect the firm's financial productivity: by increasing individual marginal productivity (Konrad and Mangel, 2000; Drago and Golden, 2006) or organizational productivity (output and thus revenue per worker), or, alternatively, by lowering costs, typically by reducing turnover or work misbehaviour such as absenteeism or tardiness. Each involves a somewhat unique theoretical link to company outcomes and different impacts on estimated return on investment (Kossek and Van Dyne, 2008). Organizations with more interface positive relationship initiatives had higher organization-level productivity, as derived from the reports of personnel directors, compared to those with fewer initiatives. However, having bundles with several such initiatives had a more synergistic effect than adopting just a single policy (Perry-Smith and Blum, 2000). In the most comprehensive review to date, researchers concluded that the main constraint they faced when collecting evidence on the effects of interface positive relationship initiatives on business outcomes such as productivity, financial productivity and associated costs was that there were too "few rigorous, published studies on this topic".

Moreover, the mechanisms by which firm initiatives designed to reduce the incidence of time conflicts for employees might affect business outcomes provide a rich vein for additional research (Kelly et al., 2008).

Much evidence has been generated in the decade since the highly useful meta-analyses of Baltes et al. (1999) and Martens et al. (1999), and the comprehensive literature review of Kossek and Ozekia (1999). The former included several dozen studies of flexitime and compressed workweeks, narrowed to those studies with pre- and post-intervention test measures or normative experimental comparisons, and found that results varied according to the policy and outcomes assessed as well. Definitive generalizations are difficult to make, given that most studies were of specific cases, covering particular companies, occupations, industries or worker demographics. Moreover, business outcomes may take the form of different indicators. This includes outcomes such as productivity measures and financial productivity, for example, return on investment of a given flexibility option or a firm's general stock market productivity. These outcomes may be correlated but are clearly not identical. Unfortunately, there are virtually no studies for which a true return on investment can be computed because the costs to firms of implementing a flexible schedule are difficult to observe or measure completely (Kelly et al., 2008). Some forms of interface positive relationship schedules, such as part-time work, compressed workweeks, annualized hours and flexitime, have a long history of implementation. For example, the meta-analysis by Baltes et al. (1999) concluded that both flexitime and compressed workweeks had, on balance, positive effects on productivity, worker self-rated productivity, and worker satisfaction with work schedules, but absenteeism was reduced only by flexitime.

Working time flexibility is an important subset of "workplace flexibility". The latter is typically considered to be "the ability of workers to make choices influencing when, where, and for how long they engage in work-related tasks" (Hill et al., 2008). There are various potential definitions of working time flexibility, emphasizing either the company side (Askenazy, 2004; Chung, 2009) or employee-centered flexibility (FlexPaths, 2004; Golden, 2009; Possenriede and Plantegna, 2011). The latter refers to the ability of workers to adjust their daily or weekly working hours in a way that best fits their preferences and constraints. Such flexibility may range

from varying workday start and end times (e.g. flexitime) to complete autonomy as to when work is performed (see Golden et al., 2011). It implies having both access to and use without jeopardy of flexible scheduling practices (see Eaton, 2003; Budd and Mumford, 2006).

In the United States, in 2005-06, data from the most recent International Social Survey Program (ISSP), Work Orientations III module, show that about 45 per cent of US workers perceive no ability to influence their own work schedule; only about 15 per cent feel they can freely determine their work schedule (that figure drops to less than 8 per cent among hourly paid workers). The remaining 40 per cent lie somewhere in between, feeling they can influence their schedule within limits (Hill et al., 2008). A survey of Australian workers asked the identical question produced strikingly similar findings 45 per cent cannot change the times they start and finish work, i.e. those times are fixed, while 43 per cent can decide within certain limits. Only 11 per cent felt entirely free to decide. In addition, about 28 per cent of full-time (and 16 per cent of part-time) workers regard their overtime work as mandatory (among those employed full time, 21 per cent face mandatory overtime at their job and actually did work some overtime in the preceding month). Almost half of US workers feel that they have the ability often, if not always, to adjust their work start and end times, the other half rarely or never. The distribution of such daily schedule flexibility is skewed heavily by whether the worker is paid hourly or receives a salary. For example, 27 per cent of salaried but as many as 41 per cent of hourly paid workers are “never” allowed to vary their work start and end times. However, almost three quarters of US workers perceive it as being not very difficult to take time off during the workday for personal or family matters (Hill et al., 2008).

Over the years, research by scholars (Abbasi, Hollman, 1991; Anderson, 1993) point out that the collective diversity among business organizations and research institutions is one of the great strengths of America’s workforce and has helped increase the country’s competitive advantage. Preserving and sustaining diversity of workplace is critically important if the United States, and indeed the global society, expects to serve the urgent development needs of democratic societies.

For example, both domestic and global research institutions share a common philosophy, born of experience, that diversity in their student bodies, faculty, and staff is important in order to fulfill their fundamental educational mission and live up to their objectives of providing interface of

positive relationship at workplace. A number of studies (Garvin, 1993; U.S. Census Bureau, 2002; Florida & Gates, 2001) emphasize that diversity in higher education enriches the teaching and learning experience of students and faculty and creates an research environment that is conducive to building supportive and life-long interface of positive relationship at workplace. Furthermore, education within a diverse setting prepares students to become good citizens in an increasingly complex, pluralistic global society and fosters mutual respect and teamwork.

With the increasing mobility of the workforce in the twenty-first century, interface of positive relationship is facing a diverse work environment, both for faculty and student population. Striving to recruit, effectively manage, and maintain a diverse workforce is an important goal in order to ensure that the right combination of skills and competencies are available at university campuses. As Campbell (2008) noted, the second half of the twentieth century witnessed quite a dramatic shift in the nature of white-collar employment from lifetime tenure, often in a very hierarchical work structure to a new model defined by flatter organizations, job insecurity, shorter tenures, declining attachment between employer and employee, and contingent workers. Other studies (Abbasi, 1991; Amott & Mathane, 1991) indicated that in recent years managing employment relations has become an issue of huge strategic importance as higher education and businesses struggle to respond to the pace of change in management and administrative system and working practices.

Furthermore, domestic and global organizations are designed to create products (goods, services, or ideas) that cater for diverse consumers and to ensure that there are benefits for their various multicultural stakeholders. Therefore, the development and management of human activities, whether in higher education or in industries associated with the transformation of resources into finished goods and services, or of transferring knowledge from faculty to students, is of critical importance for the sustainable growth and profitability of business enterprises around the world. As Ferrell, Hirt, and Ferrell (2008) pointed out, organizations as diverse as Dell Computer, Campbell Soup, UPS, and public hospitals share a number of similarities relating to how they transform resources into goods and services for consumers, but it is important that individuals who are involved in the production and distribution of services are managed effectively and that communication among them is open and interactive.

2.5 The challenges hindering the interface of positive relationship at workplace and productivity of employees in an organisation

According to Roelofsen (2002), the focus is on symptoms of disengagement such as distraction, lack of interest, poor decisions and high absence, rather than the root causes. The working environment is perhaps a key root causing employee's engagement or disengagement. Another research indicates that improving the working environment reduces complaints and absenteeism while increasing productivity (Roelofsen, 2002). Wells (2000), states that workplace satisfaction has been associated with job satisfaction. In recent years, employees comfort on the job, determined by workplace conditions and environment has been recognized as an important factor for measuring their productivity. This is particularly true for those employees who spend most of the day operating a computer terminal. As more and more computers are being installed in workplaces, an increasing number of businesses have been adopting ergonomic designs for offices and plant installations.

Ergonomics, also called biomechanics, has become popular because of demand of workers for more human comfort. Many executives are under the mistaken impression that the level of employee productivity on the job is proportional to the size of the employee's compensation package. Although compensation package is one of the extrinsic motivation tool (Ryan and Deci, 2000) it has a limited short term effect on employees' productivity. A widely accepted assumption is that better workplace environment motivates employees and produces better results.

According to Brill (1992), office environment can be described in terms of physical and behavioral components. These components can further be divided in the form of different independent variables. An organization's physical environment and its design and layout can affect employee behavior in the workplace. Brill (1992) estimates that improvements in the physical design of the workplace may result in a 5-10 percent increase in employee productivity. Stallworth and Kleiner (1996) argue that increasingly an organization's physical layout is designed around employee needs in order to maximize productivity and satisfaction. They argue that innovative workplaces can be developed to encourage the sharing of information and

networking regardless to job boundaries by allowing the interface of positive relationship to freely across departmental groups.

Statt (1994) argues that the modern work physical environment is characterized by technology; computers and machines as well as general furniture and furnishings. To achieve high levels of employee productivity, organizations must ensure that the physical environment is conducive to organizational needs facilitating interaction and privacy, formality and informality, functionality and cross-disciplinarily. Consequently, the physical environment is a tool that can be leveraged both to improve interface of positive relationship and business results (Mohr, 1996) and employee well-being (Huang, Robertson and Chang, 2004). Ensuring adequate facilities are provided to employees is critical to generating greater employee commitment and productivity. The provision of inadequate equipment and adverse working conditions has been shown to affect interface of positive relationship and thus employee commitment and intention to stay with the organization (Weiss, 1999; Wise, Darling-Hammond and Berry, 1987) as well as levels of job satisfaction and the perception of fairness of pay (Bockerman and Ilmakunnas, 2006). From a safety perspective, Gyekye (2006) indicates that environmental conditions affect interface of positive relationship which impact upon employee commitment and productivity.

Extensive scientific research conducted by Roelofsen (2002) has also yielded indications suggesting that improving interface of positive relationship results in a reduction in a number of complaints and absenteeism and an increase in productivity. The indoor organisational and office environment has the biggest effect on productivity in relation to job stress and job dissatisfaction. As suggested by Govindarajulu (2004), in the twenty-first century, businesses are taking a more strategic approach to environmental management to enhance their productivity through improving the productivity level of the employees. It is evident in the research findings of Patterson et al., (2003) that the more satisfied workers are with their jobs the better the company is likely to perform in terms of subsequent profitability and particularly productivity.

Sekar (2011) argues that the relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself. The management that dictate how, exactly, to

maximize employee productivity center around two major areas of focus: interface of positive relationship and the infrastructure of the work environment. According to Sekar, (2011), there are various literatures that define different factors that influence the productivity of the employees. Haynes (2008) explains the behavioral office environment behavioral components of the interface of positive relationship that have the greatest impact on office productivity. In all of the work patterns, it was found that interaction was perceived to be the component to have the most positive effect on productivity, and distraction was perceived to have the most negative. As people are the most valuable resource of an organization, and that the management of people makes a difference to company productivity (Patterson et al., 1997).

A common problem identified in all the existing research literature is that there is no coherent theory of exactly how, through which pathways, various working time arrangements influence employee productivity, directly or indirectly (Kelly et al., 2008). Prior meta-analyses were driven by a set of hypotheses derived from a wide range of theoretical models. For example, they are typically rooted in some area within the occupational and organizational health psychology fields, applying models such as “job demands” (work stress), “work adjustment”, “job characteristics” and “person-job fit”. The industrial-organizational psychology approach, together with the human resource approach, form the “business case” line of research.

The labour-industrial relations literature frames the institutional and workplace structural forces that give rise to either cooperation or conflict in the determination of working time and flexibility practices (e.g. Brewster et al., 1996). The labour-industrial relations and human resources approaches combine to observe whether, or establish that, it is in the long-term interest of companies to adopt employee-centered flexibility of their own volition, abstracting from national policies or standards various human resource practices that improve the health not just of workers, but also of the firm or organization. Thus, most of the relevant research, particularly regarding the consequences of interface positive relationship arrangements, has been conducted at the level of the company.

In the economics-based literature, most conventional labour supply research starts by considering hours of work to reflect voluntary responses on the part of workers (Baughman et al., 2003;

Wax, 2004; McCrate, 2005; Holzer, 2005; Heywood, et al., 2005). Economics-based models, unlike others, focus on worker earnings. This mirrors the emphasis on assumed trade-offs between wages and working conditions, the “compensating wage differential” or “hedonic wage equation” models. In the conventional economist’s model, a smoothly operating labour market guarantees that employers will eventually move to accommodate workers’ preferred working hours, so long as workers are willing to accept a lower wage in return or save on other costs. Thus, in theory, workers who do not get their preferred hours or timing of work are receiving a positive wage premium a compensating wage differential whereas those with the hours and schedules they prefer have a negative pay premium and they may forego a raise, bonus or alternative benefit (Baughman et al., 2003; Wax, 2004; McCrate, 2005; Holzer, 2005; Heywood, et al., 2005).

Employers may realize savings in compensation costs as some employees may be willing to trade wages or other non-wage benefits for more leisure time (Kossek and Michel, 2010). If labour markets truly operate in this fashion, then the case is weaker for intervening to steer working hours in a specific direction, since the individuals working undesirable hours are, in a monetary sense, compensated for working those hours. However, the theoretical justification for the existence or persistence of inflexible, inconvenient or mandatory overtime has received little or weak support when tested empirically (Ehrenberg and Schumann, 1984; Altonji and Paxson, 1988). It appears that many workers settle for hours that are not their preferred hours, because other options such as absenteeism or tardiness carry a credible risk of discharge (Altman and Golden, 2004).

Thus, some workers may face binding constraints imposed by their employer, such as fixed shift lengths and minimum hours requirements, obliging them to supply more hours than they would otherwise prefer (Sousa-Poza and Henneberger, 2002). Interface positive relationship, on workers’ terms, is actually more often found to carry a positive wage premium (Gariety and Shaffer, 2001; Weeden, 2005; Winder, 2009). Hence, part of the wage premium associated with interface positive relationship schedules might be attributed to a positive productivity effect, with the higher wage being interpreted as the result of interface positive relationship facilitating a gain in productivity. Indeed, companies using flexitime seem to operate more productively, as well as

more efficiently, and employers appear to be sharing the marginal returns of interface positive relationship arrangements with at least some of their employees (Shepard et al, 1996; Wolf and Beblo, 2004).

2.6 The possible strategies for sustainable interface of positive relationship for enhanced productivity of employees in an organisation

Current trends in domestic and global workplaces indicate the need for intercultural competence, and research evidence strongly suggests the need for organizations to prepare their human capital for the globalized economy in which business success is largely determined by the ability to relate effectively across cultures. Bowes (2008) exposes the presence of globalization and its impact on the current generation of employees, indicating that it has become a means for creating a workplace that genuinely welcomes employees from diverse countries into organizational settings. Diversity is then viewed as a key means to strengthen the human and intellectual capital of businesses through effective positive relationship and negotiation. In a comparative analysis, Bovee and Thill (2008) reconciled the advantages and disadvantages offered by a diverse workforce and argue that diversity has continued to attract the attention of business practitioners and entrepreneurs. It is noted that diversity is fast becoming a key factor for recruitment, retention, productivity, and sustained competitiveness of organizations. Friedman (2005) and Gupta (2008) concur that a diverse workforce can yield a unique advantage by employing new ideas and positive relationship skills and also providing a diversity of thoughts that result in better business solutions and decision-making.

Interface positive relationship traditionally have been introduced largely to meet employer needs for flexibility or to keep costs down, although they may also have met employee needs and demands (Krausz et al., 2000). Most importantly, there is virtually no research finding that employees working on flexitime have lower productivity than those on traditional fixed work schedules (Yang and Zheng, 2011). Similarly, prior comprehensive reviews of the literature on occupational health and safety, which affect worker and organizational productivity in a more indirect way, include the role of both duration of hours and worker discretion or choice regarding

how much and when to work (Danna and Griffin, 1999; Sparks et al., 1997; Spurgeon et al., 1997).

In the US, longer hours may be associated with greater output, in a given industry, but they are also associated with diminished output per hour, at least for the period 2000-2005 (Holman, Joyeux, and Kask, 2008: p.67). The productivity outcome of hours is rarely observable directly. However, Shepard and Clifton (2000) established that manufacturing productivity does not necessarily improve when hours are lengthened. Their empirical study of aggregate panel data for 18 manufacturing industries within the US economy suggests that the use of overtime hours actually lowers average productivity, measured as output per worker hour, for almost all of the industries in the sample, even when the data are controlled or corrected. More precisely, a 10-per cent increase in overtime resulted, on average, in a 2.4-per cent decrease in productivity measured by hourly output.

Indeed, it appears that in many, if not most, industries in the United States, shorter hours are actually associated with higher rates of output per hour (Holman et al., 2008,). In the second half of the 1990s, output growth in industries involved in the production, distribution and use of IT products produced well-documented rapid growth in productivity, because there was more moderate growth in labour hours. In the years 2000-05, recovery from the 2001 downturn in production was relatively quick, and over 60 per cent of industries recorded increases in output. In contrast, the downturn in hours of labour was more prolonged and steeper, affecting 80 per cent of the industries studied. In some cases, this was traceable to reduced hours per worker. Productivity growth was slower from 2000 to 2005 than from 1995 to 2000, but it did not stop altogether. This was because employment and hours were both slow to recover. In the 1990s, productivity grew rapidly as output grew much faster than labour hours. In the 2000-05 periods, however, a drop in hours was the main factor in increased productivity, particularly in the information sector. Thus, relatively smaller increases in working hours after 2000 appear to have been associated with otherwise similar gains in productivity. Strong output growth was the main contributor to productivity growth during the 1990s. In contrast, during the 2000-05 periods, reductions in labour input played a key role in contributing to the productivity rate increases

observed in several sectors. It can therefore be concluded that relatively shorter hours may have contributed to a rise in productivity per hour.

A recent analysis of 18, mostly European, Member countries of the Organisation for Economic Cooperation and Development explores the degree to which longer annual hours have been associated with per-hour productivity at the national level, since 1950. It finds that the responsiveness of per hour productivity for a given increase in working time is always negative. Not only are there decreasing returns on added working time, the returns in the form of added production diminish more rapidly for longer working times. When annual working time climbs above a threshold of 1,925 hours, a 1-per cent increase in working time would lead to a decrease in productivity of roughly 0.9 per cent at the threshold and a fully proportional decrease of 1 per cent past the threshold of 2,025 hours (Cette et al., 2011).

Nowadays the relationship between employees and employers may be seen upside down. Since there the number of job opportunities available for employees has been increasing in a growing worldwide economy, not just employees but also employers need to readjust themselves in order to cope up with the dynamics of business life. Therefore, HR executives need to consider new strategies for recruiting and retaining best fit talents for their organizations. Higher salaries and compensation benefits may seem the most likely way to attract employees. However, quality of the physical workplace environment may also have a strong influence on a company's ability to recruit and retain talented people. Some factors in workplace environment may be considered keys affecting employee's engagement, productivity, morale, comfort level etc. both positively and negatively. Although convenient workplace conditions are requirements for improving productivity and quality of outcomes, working conditions in many organizations may present lack of safety, health and comfort issues such as improper lightening and ventilation, excessive noise and emergency excess. People working under inconvenient conditions may end up with low productivity and face occupational health diseases causing high absenteeism and turnover. There are many organizations in which employees encounter with working conditions problems related to environmental and physical factors. Pech and Slade (2006) argued that the employee disengagement is increasing and it becomes more important to make workplaces that positively influence workforce.

Goal setting is an important tool to attract sustainable interface of positive relationship for improved employee productivity. There are two important purposes of goals in organizations are to guide the behaviour of individuals and to motivate them to perform at higher levels of effectiveness (Richards, 1978). Specific goals are more effective than generalized goals that difficult goals lead to greater productivity than do easy goals, as long as the goals are accepted (Erez et al, 1985), and that frequent, relevant feedback is important for goal setting effectiveness (Latham and Yukl, 1975). Effective goals, those with the above characteristics, are likely to promote a greater frequency of the work style behaviours. They help generate commitment, both to the goals and to the organization, which results in people doing more than they are required to do (Morrisey, 1977). Interface of positive relationship is encouraged by the existence of effective goals. Members in groups with clear goals are more likely to positively relate openly than those with unclear goals (Kiesler, 1978).

Productivity Feedback is an information exchange and conflict resolution process between the employee and supervisor that boost sustainable interface of positive relationship. While the supervisor gives his/her feedback and requirements, the employee enables to give his her feedback regarding his/her requirements. Although this process is formal, it could be managed informally by gaining closer relations for two sides (Chandrasekar, 2011). Each employee has a role in the organization. These roles are explained in Job Descriptions forms in a formal way. Employees' roles and task should be allocated consistently by his/her supervisor (Chandrasekar, 2011) which is defined as role congruity.

Defined Processes is the organization's responsibility to explain the workflow through documenting and communicating to realize sustainable interface of positive relationship (Chandrasekar, 2011). The organization should find out tools what motivates its employees and has set up formal and informal structures for rewarding employees that behave in the way required to achieve a good interface of positive relationship. Rewards may consist of a mix of internal rewards, such as challenging assignments, and external rewards, such as higher

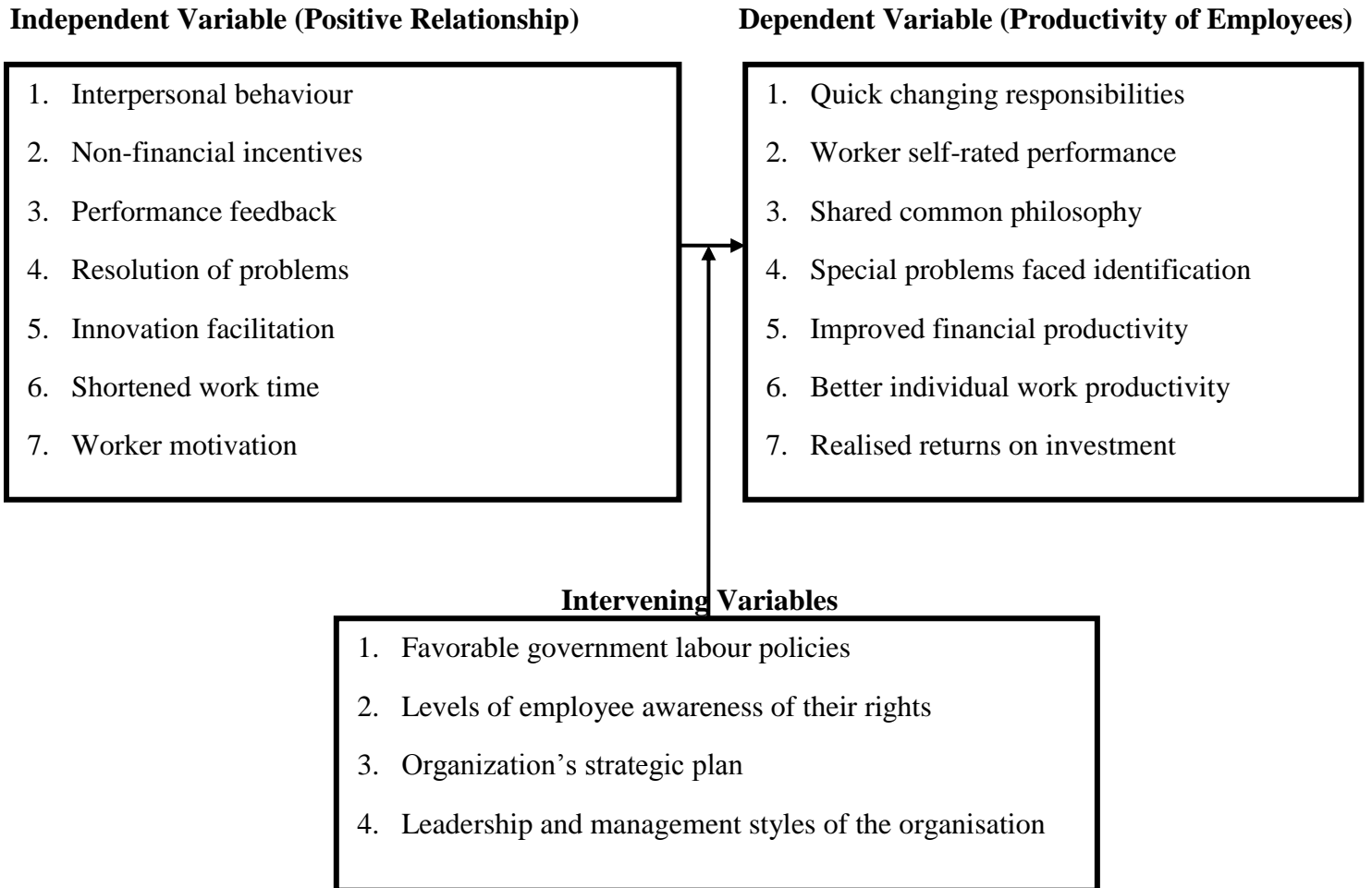
compensation and peer recognition (Chandrasekar, 2011). This rewarding explains workplace incentives.

In conclusion, supervisor support is crucial for employees to complete the job, become productive within an interface of positive relationship. Supervisors' interpersonal role is important to encourage positive relations and increase self-confidence of the employee (Chandrasekar, 2011). Skilled and respected people are available to employees to help them to perform better in their current role and to assist them develop further into a future role. Chandrasekar (2011) defines the situation as mentoring/coaching. Time and material resources should be available to employees, enabling them to perform to the best of their ability. Individual workloads and organizational systems and processes do not hinder employees from applying established skills or from practicing newly learned skills. Thus, the employees should be provided opportunity to apply. The interface of positive relationship is set up so that templates, guides, models, checklists and other such workplace aids are readily available to help minimize error rates and customer dissatisfaction.

2.7: The Conceptual Framework

This conceptual framework consists of three variables namely: the Independent Variables, Dependent Variables and Intervening Variables.

The Independent Variable refers to Positive Relationship at work place, while Productivity of employees refers to the dependent variable. This means that Positive Relationship influences Productivity of Employees, a Dependent Variable.

Figure 2.1: The Conceptual Frame Work

Source: Primary Data

According to Figure 2.1 above, it should be noted that the Independent Variable (Positive Relationship) leads to the Dependent Variable (Productivity of Employees). Both independent and dependent variables are related by the intervening variables. In other words, interpersonal behaviour, non-financial incentives, performance feedback, resolution of problems, innovation facilitation, shortened work time and worker motivation leads to quick changing responsibilities, worker self-rated performance, shared common philosophy, special problems faced identification, improved financial productivity, better individual work productivity and realized returns on investment. However, in order for the independence variable to achieve the dependent variable, then there should be an Intervening Variable namely: favorable government

labour policies, levels of employee awareness of their rights, organization's strategic plan and leadership and management styles of the organisation.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research design, research procedure, target population, sample size and selection, data sources, methods of data collection and their instruments, validity and reliability of data collection instruments, methods of data analysis, limitations encountered during the field and how they were managed.

3.2 Research Design

This study was exploratory and descriptive. According to Brink and Wood, an exploratory research examines the relevant factors in detail to arrive at an appropriate description of the reality of the existing situation (Brink & Wood, 1995; Burns & Grove, 1993). According to Polit and Hungler, a descriptive research provides an accurate account of characteristics of a particular individual, event or group in real life situations (Polit & Hungler, 1999). According to Waltz and Bausell, a descriptive design may be used for the purpose of developing a theory, identifying problems with current practice, justifying current practice, making judgments, or determining what others in similar situations are doing (Waltz & Bausell, 1981). This study was exploratory research because; it explored and documented the relationship between interface of positive relationship at workplace and the productivity of employees in an organisation; with a case study of the Institute of Scientific and Technological Research (IRST) in Rwanda. Both quantitative and qualitative data were collected and this enabled the researcher to draw valid and dependable conclusion and recommendation.

3.3 Research Procedure

The researcher requested for a letter of introduction from Research Coordinator of the Post-Graduate Unit of University of Rwanda to explore and document the relationship between interface of positive relationship at workplace and the productivity of employees in an organization; with a case study of the Institute of Scientific and Technological Research (IRST) in Rwanda. A copy of this letter was presented to the respondents that participated during data

collection. During the field, questionnaires were distributed to the selected literate respondents who could easily read and write.

3.4 Study Area

The study was carried out in Institute of Scientific and Technological (IRST) which is located about four hundred meters from the main road Kigali-Bujumbura at Mamba Cell, NGOMA sector, Huye District in the Southern Province. The Institute of Scientific and Technological Research (IRST) is originated on most remote of the decisions of Belgium dating from the 19th Century. Indeed, the preamble to the decree constitutive of the Institute for Scientific Research in Central Africa, dating from July 2nd, 1947 begins as follows; “ Considering the decree of the King-Sovereign 9of Belgium) of December 28th, 1888 on the institutions and associations scientific, religious and philanthropic”. The Scientific Institute of Research in Africa Central (IRSAC) was created in Leopoldville (in Belgium Congo). Its seat which sheltered the General Management Committee and the Board of directors was installed with the Metropolis (in Belgium). The direction of activities was placed at Leopoldville. From 1948, various centers were created. The Oldest are that of Uvira (Congo Belgium) and that of Astrida (Rwanda-Urundi). That of Astrida was installed on with the Hill of Mamba on ground of 40ha. Institute of Scientific and Technological Research (IRST) was created by the organic law N^o 06/1989 on March 15 in 1989 published in the Official Gazette of May 1st, 1989. Research was restructured from the point of view of planning, of the programming of the activities of research and the productivity of the institutions as regards research (http://en.wikipedia.org/wiki/Huye_District).

3.5 Study Population

The study population constituted of fifty (50) respondents from the Institute of Scientific and Technological (IRST) and a part of contractual workers. Respondents of the study therefore included: Staff and Management of the Institute of Scientific and Technological (IRST).

3.6 Sample Size and Selection

The local population was put into strata namely: Staff and Management of the Institute of Scientific and Technological (IRST) and a part of contractual workers. The study involved a total number of fifty (50) respondents that were selected using both simple and purposive sampling methods.

Simple random sampling was used to select Twelve (12) Members of contractual where the researcher considered the first four (4) members of the contractual that were attending the work to Institute of Scientific and Technological (IRST); while selecting Two (2) per two months starting research and other Two (2) in the two last months of research at random in order to give all workers-members of the Institution the chance to participate in the study. The same simple random sampling was used to select thirty-five (35) permant staff of the Institute of Scientific and Technological (IRST) from the staff lists considering the first Ten (10) Researchers Staff, the first Fifteen (15) Technicians and other first Ten (10) support staff on the three lists (of researchers, technicians, contractual workers and support staff) respectively in order to reduce bias in sampling there by giving equal opportunity of all the members of staff to participate in the study.

Purposive sampling method was however used to select remaining Three (3) Key Informants that included three Manages that the researcher presumed and believed to be more knowledgeable and informed about the content of the study.

3.6.1 Population of IRST

Table 3.1 sample selected for study

Categorization	Numbers of Respondents
Researchers	10
Support staff	15
Technicians	10
Contractual	12
Top Managers	3
Total	50

3.7 Data Source

The researcher collected data and information from both primary and secondary sources in order to drive to meaningful interpretation of findings.

3.7.1 Primary Data

The primary data was collected from respondents that were approached during the study (Staff and Management of the Institute of Scientific and Technological (IRST) and the members of the public living in Mamba Cell, NGOMA sector, Huye District in the Southern Province). In order to effectively gather primary data, the researcher used various tools which included observation guide, questionnaires, interview guide and a focus group discussion guide.

3.7.2 Secondary Data

The secondary data was collected through an extensive literature review the relationship between interface of positive relationship at workplace and the productivity of employees in an organisation from the various information resources which included reports, Newsletters, and books, publications from different Libraries and the internet as reflected in the reference section of this study.

3.8 Data Collection Methods and their Instruments

Polit and Hungler (1999) defined data as “information obtained during the course of an investigation or study”. For this study, data refers to the facts, figures and other relevant materials, past and present, serving as bases for study and analysis. The researcher used the following methods and tools during data collection:

3.8.1 Interviewing

Interviewing was one of the major methods of data collection that the researcher used during data collection. Interviewing in this study is defined as a two-way systematic conversation between an investigator and an informant, initiated for obtaining information relevant to a specific study.

In this study the primary data was mainly gathered through interviewing due to the fact that the majority of the respondents could hardly respond to the English language. However, it was necessary for the researcher to use in-depth interviews. According to Polit and Hungler (1999)

the in-depth interview is a technique designed to elicit a brilliant picture of the participant's perspective on the research topic. During in-depth interviews, the respondent being interviewed was considered an expert and the interviewer was considered the student. The researcher's interviewing techniques were highly motivated by the desire to learn everything the participant could share about the research topic. In-depth interviews were usually conducted face-to-face and involved one interviewer and one participant.

The main reason behind the option for interviewing was twofold. First, the aim was to explore the respondents' views, feelings, and perceptions and experiences about the interface of positive relationship at workplace and the productivity of employees in an organisation; with a case study of the Institute of Scientific and Technological Research (IRST) in Rwanda. The second was due to the context, society or tradition in which the study was conducted: Rwanda where the population that was transiting from French to English and at the same time with low literacy rates, but also where oral culture was favoured as a method of communication. Therefore, the interviewing method helped the researcher in collecting data directly through face-to-face interactions. For efficiency purposes, an interview guide was developed in advance and in a sequence that made sense to interviewees.

3.8.2 Questionnaire Method

The researcher constructed a simple, clear, and straight-forward questionnaire for easy understanding and interpretation to the respondents. The questionnaire was very smart (specific, measurable, affordable, and realistic and time bound) so as to give comfort to the respondents while replying to various questions. A structured questionnaire consisting of both open and close-ended questions based on a set of questions in the same order with the study objectives was administered to solicit information from the literate general respondents that participated in the study.

3.9 Validity and Reliability of Data Collection Instruments

Joseph & Maxwell (1992) developed five categories to judge the validity of qualitative research namely: descriptive validity, interpretive validity, theoretical validity, generalizability, and

evaluative validity. Although other researchers have also developed various categories, Maxwell's five categories offer the most thorough conceptualization.

In order to collect valid data during the field research, interviews of different categories of people were conducted from the selected respondents. Furthermore, individual interview and focus group discussions were conducted from the key and general respondents. The interview guide and questions were planned according to the study objectives in advance. Data of various characteristics was collected from different individuals in order to gather in-depth information from relevant respondents.

3.10 Methods of data analysis

The data used in this study was both qualitative and quantitative in nature and was analyzed qualitatively and quantitatively. This entailed classifying, comparing, weighing and combining empirical material from the interviews and field notes to extract the meaning for an understanding of the subject under study in a coherent explanation.

During the analysis, the interview material and field note texts as well as the researcher's own comments were broken down into data units and blocks of information that were examined together. Thereafter, the data units were combined according to the same topics or themes in order to produce coherent meaning. The method of data analysis of the facts that were given in the interviews consisted of reporting results as text illustrated in direct speech (respondents' success stories or accounts). In order to be more systematic the responses to interview questions were grouped according to themes in the questions' series.

The data that was collected during the research was then sorted, organized, entered and analyzed using Microsoft Excel a computer based statistical application program where both inferential and descriptive analysis were carried out. Results were later presented in form of tables, pie charts, and graphs for easy interpretation. Conclusion and recommendation were finally drawn in the order of the objectives and findings of the study.

3.11 Limitations and how they were managed

During the course of this study, the researcher encountered the following obstacles:

Attitude of Respondents: Notwithstanding the fact that some of the respondents that were involved especially the contractual workers were less literate, most of the time, the researcher had to convince them on the importance of the study before they could co-operate. Some of them demand that they had no time to attend to the questions or had other more important things to do. However, the researcher did all she could to sensitize such respondents and aroused their willingness to cooperate and contribute their information for the study.

Financial Constraints: Normally, studies of this nature involve huge financial back-up, but due to limited funds at the disposal of the researcher, which was due mainly to the prevailing economic situation at hand, the study never covered as many owns as would have been expected. However, the researcher managed to fundraise from friends and used the limited funds sustainably according to the stated budget so as to accomplish the study effectively.

Time and Factors: The time limit that was given for this study though enough but the fact that the researcher was still having other study commitments at the University and at the workplace to attend to, took some of her time. Also, due to enormous size of the sample population, the researcher was unable to cover most of them. This was basically due to time constraints.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter gives a detailed presentation, interpretation and discussion of findings based on the order according to the objectives of the study namely: to find out the factors that interface positive relationship and productivity in an organisation; to establish the ways in which positive relationship contribute towards the productivity of employees in an organisation, to examine the challenges hindering the interface of positive relationship at workplace and productivity of employees in an organisation and; to suggest possible strategies for sustainable interface of positive relationship for enhanced productivity of employees in an organisation. The data collected was screened properly and analyzed according to these objectives of the study where both qualitative and quantitative methods were used in the process of data analysis as shown below.

4.2 Historical Background and current status of IRST

IRST has a colonial history. Its constitutions and rules are out of date.

1947: Foundation in Belgium

1962: Becomes IRSAC

1989: IRST established with new roles. Now, three Departments and three Units and Research Stations.

4.2.1. LAWS AND REGULATIONS ON ESTABLISHMENT, FUNCTIONING AND ORGANISATION OF IRST

1.1 Introduction

The Institute of Scientific and Technological Research (IRST) is a public institution having a legal personality, administrative and financial autonomy. IRST is governed according to laws governing Public Service (see the Law n°06/1989 on March 15th, 1989 made public in official gazette of May 1st, 1989).

1.2 IRST establishment law

The Institute of Scientific and Technological Research (IRST) was established by the Act No 06/1989 of 15 March 1989 determining the creation and organisation of the Institute of Scientific and Technological Research, with the objectives of carrying out scientific and technological research.

1.3 Amendment of IRST establishment law

The 1989 Act was amended by the Act No 42/2007 of 10/09/2007 determining the attributions, organisation and functioning of the Institute of Scientific and Technological Research (IRST).

1.4 Attributions of IRST

According to the Act No. 42/2007, the main responsibilities of IRST are as follows:

- a) To implement the national policy in research, science, technology and inventiveness;
- b) Conducting and promoting research based on the main appropriate technologies required for the development of the country;
- c) Promoting technological activities aimed at national development;
- d) Publishing and disseminating results of research conducted by IRST at the national and international level;
- e) Collaborating with other concerned institutions in extending to beneficiaries results of the research in science, technology and inventiveness;
- f) Providing training for scientific and technological research staff (The Law No 42/2007 of 10/09/2007 determining the attributions, organisation and functioning of the Institute of Scientific and Technological Research).

1.5 IRST Internal Regulations

Beside the establishment Law of IRST and its amendment, IRST uses internal regulations approved by the Board of Directors.

1.6 Manual of Administrative and Financial Procedures

IRST uses its Manual of Administrative and Financial Procedures as a tool for daily IRST management.

4.2.2 PRESENT ORGANISATIONAL STRUCTURE OF IRST

1 Introduction

IRST vision is to be a performing institution, with durable partnership at national and international level, with competitive research results meeting the needs of the Rwandan people, mainly in energies, environment, health and socio-economic areas.

IRST mission is to contribute to the improvement of the social and economic well-being of the Rwandan people in particular, and the sustainable development of Rwanda in general, through research, experimental achievements, training and scientific and technological of information, as well as the transfer of technologies mainly in the fields of Fundamental and Applied Sciences, Phytomedecines Life Sciences, and Arts and Humanities.

2. Components of IRST Organizational structure

To fulfil its vision and mission, IRST has an organizational structure comprised of the following:

The Ministry of Education as a Tutorial Ministry;

The Board of Directors;

The Director General's Office;

The Research Programmes;

Support Units.

The Research Stations;

IRST has the following research programmes:

Research Programme in Fundamental and Applied Sciences (RPFAS);

Research Programme in Phytomedecine and Life Sciences (RPPLS);

Research Programme in Arts and Humanities (RPAH);

The Phytomedicines and Life Sciences Research Program focuses on research in Phytomedicines and traditional medicine, essential oils, biotechnology as well as in agro-forestry, land rehabilitation and biodiversity conservation.

The Fundamental and Applied Sciences Research Program includes research in material sciences, energies, environmental sciences, geography and seismology as well as in applied mathematics.

The Arts and Humanities Research Program includes research in history, literature and languages, socioeconomics and psycho-sociology.

IRST has, in addition, the following Support Units:

Unit of Administration and Finance;

Unit of Innovations and Technology Transfer;

Unit of Planning, Monitoring and Evaluation.

IRST has research stations in Huye, Nyange, Kigali, Nyagatare, Ngoma, Rusizi, and Musanze.

The total of employees was 63 and was grouped in categorisation according their official position like Researchers, Technicians, Support staff and Contractual workers.

Some example of positive relationship and negative relationship

Positive relationship was noted among some researchers based on team work they build, for example a group of 3 researchers worked closely with Director of IRST and made research and wrote two usefully books only in two years consecutive; while some negatives relationship was

noted between researchers and IRST management based on frequency of turnover. From 2009 to 2013 there were 28 resignations leaving staff and 4 dismissals

4.2.3 IRST Performance Contracts

It has become a practice in IRST to have performance contracts whereby every employee signs a performance contract with the Director General who similarly signs a performance contract with the Board of Directors. The Board of Directors usually signs a performance contract with the Tutorial Ministry. Performance contracts between the IRST employees are the basis for staff performance evaluation.

4.2.4. Output of IRST

Basing on research products situation in IRST and taking only into consideration 3 years; the research done and publications are the following:

Table 4.1: Output of IRST

Title of product	Type of publication	Author (s)	year	Product value
Chemical composition and Antimicrobial effect of the essential oil of Pelargonium graveolens (Geranium Rosat) grown in Butare-Rwanda toward formulation of Plant based Antibiotics	Article in Journal of Microbiology Research	Kabera Justin, Mugiraneza Jean Pierre, Ugirinshuti Viateur, Chalchat Jean Claude	2013	Essential oil, or Herbal drug-antibiotic
Remarkable Suppression of Hepatitis C Virus (HCV) replication and blocking of virus entry	Article submitted in European journal of Pharmacology	Mukazayire MJ, Braekman JC, Op de Beeck A, Stévigny C, Draps ML, Wychrowski	2013	Anti-hepatitis C herbal drug

by compounds obtained from Rwandese hepatoprotective medicinal herbs		C, Beuerle T, Duez P,		
Pyrrolizidine alkaloids from <i>Crassocephalum vitilium</i> (Benth.) S. Moore (Asteraceae): Gas Chromatography-Mass Spectrometry analysis	Article submitted in biochemical Systematics and Ecology	Mukazayire MJ, Okusa Ndjolo P, Ngezahayo, Stévigny C, Duez P,		Toxics from herbal drug-safety assessment

Nutritional Potentials of Wild Edible Plants of Rwanda	Book	Nduwayezu J, Ruffo CK, Minani V, Munyaneza Emmanuel, Nhutiyayesu S	2013	Plants database
Effectiveness of leaf essential oils of <i>Cymbopogon citrates</i> and <i>Ocimum urticifolium</i> in controlling <i>Phytophthora infestans</i> Mont. damaging Irish potato in Ruhengeri (Rwanda)	Article in international Journal of Agriculture Sciences	Kabera Justin Ugirinshuti Viateur, Niyondora Martin Ntahonshikira Charles, Nteziryayo Emile	2012	Essential oils, insecticide
Know Useful Trees and Shrubs for Agricultural and Pastoral Communities of Rwanda	Book	Nduwayezu J, Ruffo CK, Minani V, Munyaneza Emmanuel, Nhutiyayesu S	2012	Useful trees for Agricultural and Pastoral Communities

Source: IRST annual report 2012 – 2013

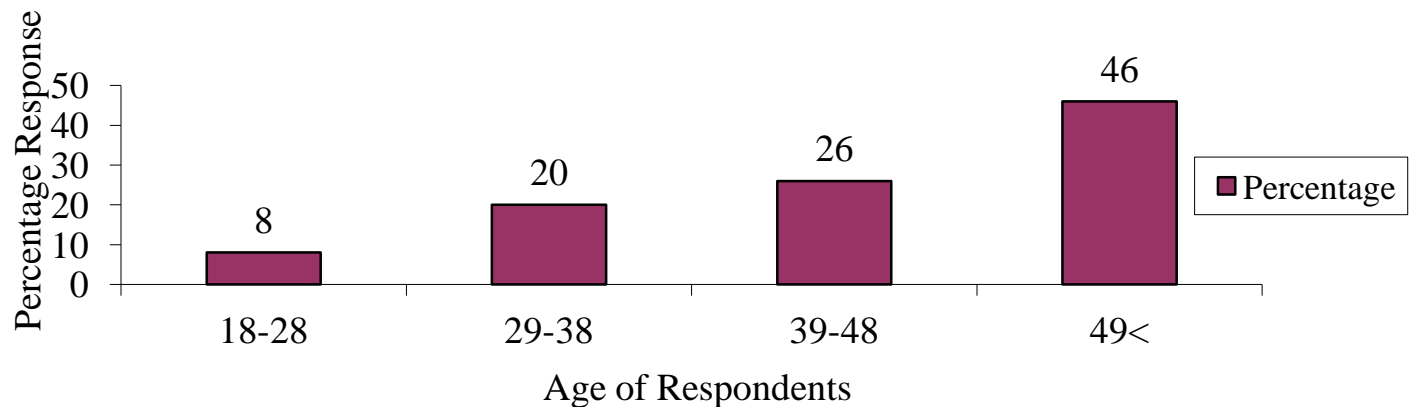
4.3 Demographic characteristics of Respondents

A total of fifty (50) respondents were selected for the study. The researcher considered the age, sex, marital status, official position and educational levels as part of the bio-data of respondents so as to understand each of their categories and relevance for participation in the study.

4.3.1 Age of Respondents

The study considered the age of respondents and the results presented in the figure 4.1.

Figure 4.1: Age of Respondents



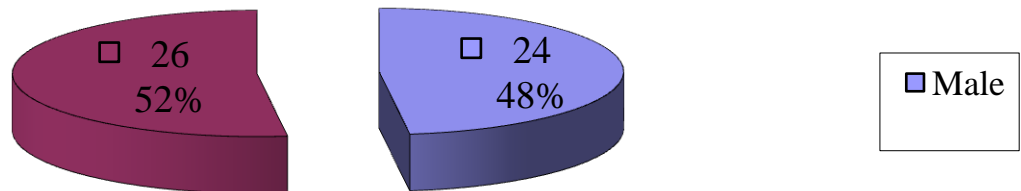
Source: Primary Data

As reflected in figure 4.1 above, the study results indicate that 46% the highest number of respondents had 49 years and above of age while 8% the least number of respondents were aged between 18 and 28 years. The rest of the respondents included 20% who were aged between 28 and 38 years; and the remaining 26% of the respondents who were aged between 39 and 48 years. The researcher considered the age of respondents in order to get their life time experience and understanding with respect to the problem of the study that was under investigation. The researcher considered the minimum age of 18 years due to the fact that it was nationally regarded as the age from which the citizens are regarded as mature and could ably make decisions on their own; and also the working age recognized by the government of Rwanda and other Organisations in service delivery.

4.3.2 Sex of Respondents

The researcher considered the sex of respondents and the results were recorded in figure 4.2.

Figure 4.2: Sex of Respondents

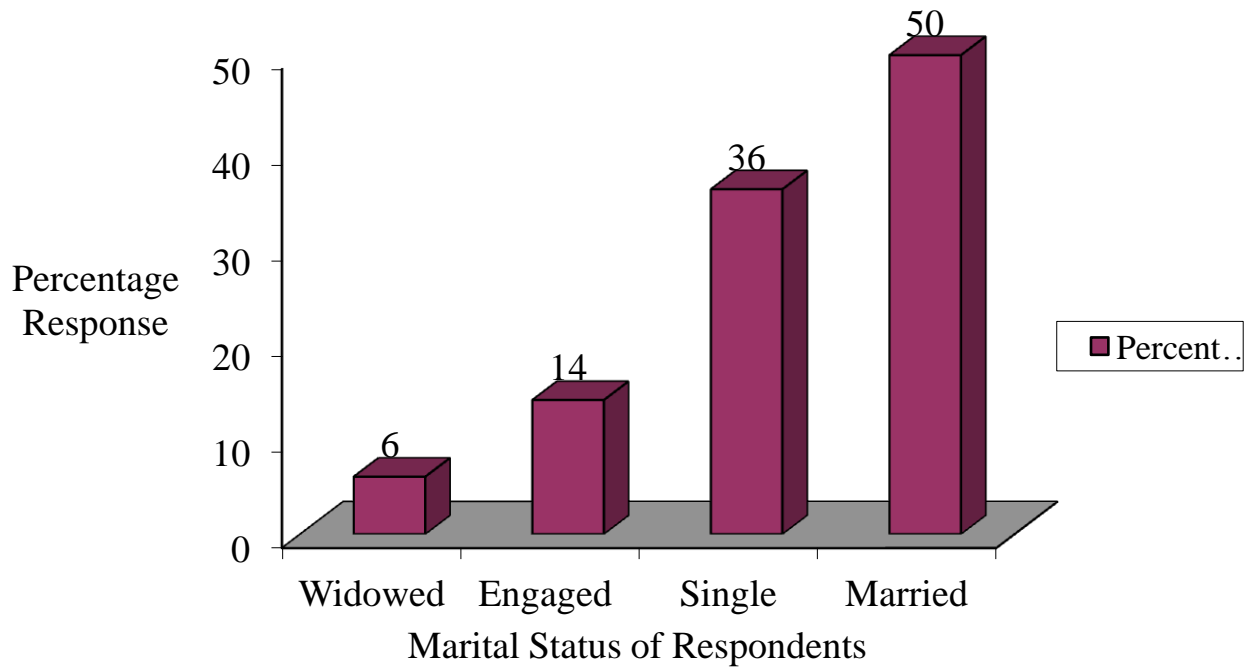


Source: Primary Data

According to the study results presented in figure 4.2, 52% the biggest number of respondents were females while 48% the smallest number of respondents were males. The main reason to why the researcher considered the sex of respondents was to ensure gender balance in the study. The results however, indicated that the number of female respondents was higher than that of males because of the government's initiative of motivation to have many more women taking and participating in the day to day competitive posts in governments and non-governmental projects and organisations under the theme "empower the women and save the nation".

4.3.3 Marital Status of Respondents

The researcher also considered the marital status of respondents and the results presented in figure 4.3 below were recorded:

Figure 4.3: Marital Status of Respondents

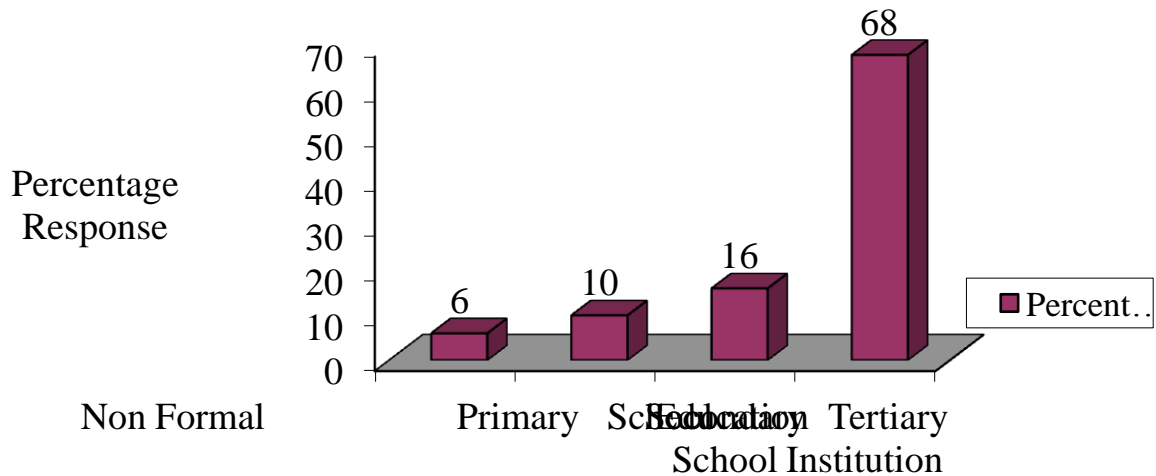
Source: Primary Data

The results presented in figure in figure 4.3 indicate that 50% the biggest number of respondents were married while 6% the least number of respondents that were considered for the study were widowed. The number of widows was blamed of the 1994 Rwandan genocide that claimed over 800,000 Tutsis and moderate Hutus where men were the most targeted leaving very many widows. The other categories of respondents included 14% who were engaged to their future marriage partners and 36% of the respondents that had not made their decision over marriage relationships and were still living single lives. The reason to why the researcher considered the marital status of respondents was to acquire data/information with regard to respondents' levels of understanding in relation to their kind of accountabilities their held right away in their daily lives to their statuses of work.

4.3.4 Educational Levels of Respondents

The researcher further considered the educational levels of respondents in order to check their levels of understanding and competence with regard to the study and the results are presented in figure 4.4 below:

Figure 4.4: Showing Educational Levels of Respondents



Highest educational Level of Respondents

Source: Primary Data

According to the study findings presented in figure 4.4, 68% the highest number of respondents had attended tertiary institutions and belonged to the most literate category of respondents considered for the study while 6% the least number of respondents had no formal education and therefore very illiterate with limited skills and knowledge on how to read and write. Others included 16% of the respondents who had attended their primary school education and 16% of the respondents who had undergone secondary school education. The researcher considered it in order to consider the highest levels of respondents' education in order to ascertain the best data collection tools and instruments to use that matched with respondents' levels of literacy.

4.3.5 Official position of Respondents

The researcher also considered the official position of respondents and the results in table 4.2 were recorded:

Table 4.2: Official position of Respondents

Official Position	Frequency	Percentage
Managers	3	6
Support Staff	10	20
Researchers	10	20
Contractual workers	12	24
Technicians	15	30
Total	50	100

Source: Primary Data

Based on the findings of the study, the study results presented in table 4.2 indicate that 30% the highest number of respondents were technicians that operated and managed experiments and data/information for the organization; while 6% the least number of respondents were the managers whose duties and responsibilities were to make sure that all programmes and activities were implemented as in the strategic plan of the organisation.

The rest of the respondents included 20% who compose of the support staff to the administration, researchers and technicians; 20% who were researchers of different specializations; and the remaining 24% of the respondents who were the contractual workers. With the use of simple random and purposive sampling methods, the researcher considered the official positions of respondents in order to be able to select only relevant ones that could ably and adequately contribute facts to the study.

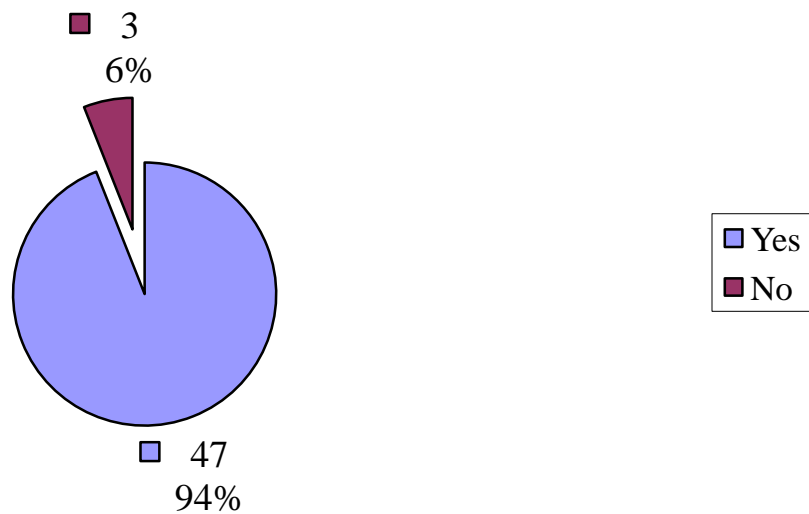
4.4.1 The factors that interface positive relationship in an organisation

The researcher investigated and documented the results for the first research question and presented in 4.5 sub-sections below.

4.3.1 Respondents' views on whether they were aware of the factors that interface positive relationship in an organization

In so doing, the researcher sought from the respondents to reveal whether they were aware of the factors that interfaced positive relationship in an organization and the results presented in figure 4.5 were recorded.

Figure 4.5: Respondents' views on whether they were aware of the factors that interface positive relationship in an organization



Source: Primary Data

According to the study findings presented in figure 4.5, 94% the biggest number of respondents reveal that they were aware of the factors that interfaced positive relationship in an organisation by replying 'Yes' while 6% the least number of respondents were never aware of the same factors and replied 'No' to the same question that was being investigated.

4.4.2 The factors that interface positive relationship in an organization that the respondents were aware about

The researcher continued and recorded the factors that interfaced positive relationship in an organization that the respondents were aware about as presented in table 4.2 below.

Table 4.3: Factors that interface positive relationship in an organization that the respondents were aware about.

Factors	Number of Respondents	Percentage to total
Shortened work time	1	2
Performance Feedback	3	6
Non-financial incentives	4	8
Resolution of problems	5	10
Interpersonal behavior	7	14
Innovation facilitation	8	16
Worker motivation	10	20
Effective Communication	12	24
Total	50	100

Source: Primary Data

As reflected in table 4.3, the findings of the study reveal that 24%, the largest number, of respondents noted that there was effective communication through the various means such as the internet, letters and person to person interaction depending on the kind of information which cross-cut through the various levels of the organisation while 2% the least number of respondents noted that there was shortened work time that gave ample time for employees to do their personal and family duties that reduced stress and improved their productivity.

The rest of the respondents included 6% who revealed that there was performance feedback through the various chains of management and operations from small units of the organisation to higher levels and vice versa;

Eight percent (8%) of the respondents noted that there was resolution of problems whenever they arise so that conflicts were professionally managed in time to give room for the employees to perform better;

Fourteen percent (14%) of the respondents revealed that there were interpersonal behaviours between the staff and management which helped in containing solidarity and vision sharing that boosted productivity of employees;

Sixteen percent (16%) of the respondents noted that there was facilitation of innovations an element that motivated employees with new ideas that would shape the organisation to be in position of excellent productivity;

And the remaining 20% of the respondents indicated that there was worker motivation in order to keep their future productivity focused on their organisation.

The study findings are in line with Fisher (2003); Harter *et al* (2002/2006); Judge (2001) who noted that making employees happier and healthier increases their effort, contributions and productivity. Kanfer (1999) had earlier added that improving worker motivation requires that workers perceive a match between their own goals and those of the organisation.

Other research findings had already indicated that managers can change four dimensions of organisational contexts task, reward, social and physical, to improve employee well-being and satisfaction (Danna and Griffin 1999; Grant *et al*; Johns 2006). Non-financial incentives are important and are complementary to financial ones (Lipinge *et al* 2009). Measuring employee's satisfaction with their job and key dimensions of their work provides an important indication of the extent to which employment practices are promoting employee well-being. It also provides information that employers can use to change management practices to improve worker motivation and thereby reduce turnover and increase productivity and profit.

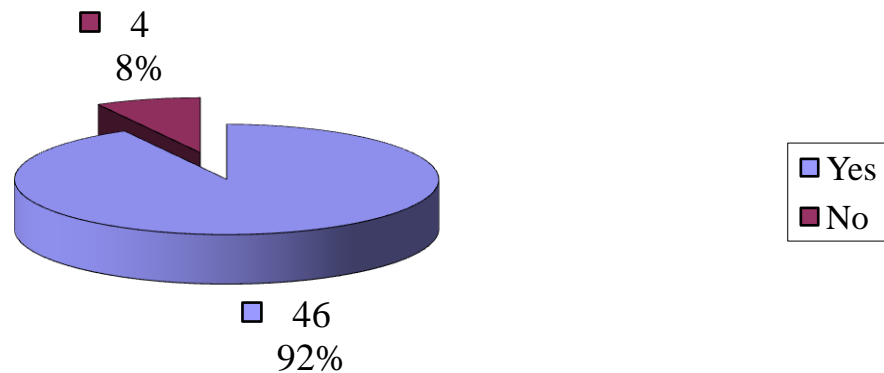
4.5 The ways in which positive relationship contribute towards the productivity of employees in an organisation

The researcher also attended to the demands of the second research question and the results were presented below in 4.6 sub-sections.

4.5.1 Respondents' views on whether they were aware of the ways in which positive relationship contribute towards the productivity of employees in an organization

The researcher also looked into the ways in which positive relationship contributed towards the productivity of employees in an organization and the results presented in figure 4.6 below were recorded.

Figure 4.6: Respondents' views on whether they were aware of the ways in which positive relationship contribute towards the productivity of employees in an organization.



Source: Primary Data

According to the study findings presented in figure 4.6 above, 92% the biggest number of respondents reveal that they were aware of the ways in which positive relationship contribute towards the productivity of employees in an organization by replying 'Yes' while 8% the smallest number of respondents replied 'No' meaning that they were never aware of the same ways that were being explored for the study.

4.5.2 The ways in which positive relationship contribute towards the productivity of employees in an organization

In the same sense of exploration, the researcher went ahead and asked respondents to record the ways in which positive relationship contribute towards the productivity of employees in an organization and the results presented below in table 4.3 were recorded.

Table 4.4: Ways in which positive relationship contribute towards the productivity of employees in an organization.

The Ways	Number of Respondents	Percentage to total
Quick changing responsibilities	1	2
Worker self-rated performance	2	4
Shared common philosophy	4	8
Special problems faced identification	5	10
Improved financial productivity	8	16
Better individual work productivity	9	18
Realized returns on investment	10	20
Commitment generation	11	22
Total	50	100

Source: Primary Data

According to the study results presented in table 4.4, 22% the biggest number of respondents note that positive relationship had improved the commitment of employees while 2% the least number of respondents revealed that positive relationship had led to quick changing responsibilities.

The others included: 4% of the respondents who noted that positive relationship had improved worker self-rated productivity as a prerequisite to employee productivity;

Eight percent (8%) of the respondents recorded that positive relationship had strengthened employees and management to have a shared common philosophy;

Ten percent (10%) of the respondents noted that positive relationship had enabled management to solve especial problems and identify them as they came about;

Sixteen percent (16%) of the respondents revealed that positive relationship had improved financial performance;

Eighteen percent (18%) of the respondents noted that positive relationship had enhanced individual work productivity;

And the remaining 20% noted that positive relationship had enabled the organisation to realize returns on investment.

The study findings above are in harmony with those of Kelly and Kalev (2006), who noted that employers may introduce interface positive relationship, including schedule flexibility, as a reward for recent past individual productivity improvements or as a human resource tool to achieve better individual work performance. They added that employer provision of a given interface positive relationship option may be intended as a discretionary employee benefit (a form of non-wage compensation) or perk, to accommodate those they perceive to have more work/life time conflicts, and/or as a human resource strategy to retain firm-specific human capital or to recruit new employees without having to escalate the firm's internal pay scale. Employers may also offer flexible schedules as a reward for past performance. In theory, there are six conditions in which companies may offer more employees more options for interface positive relationship, such as more flexible scheduling to better fit work to employees' preferences.

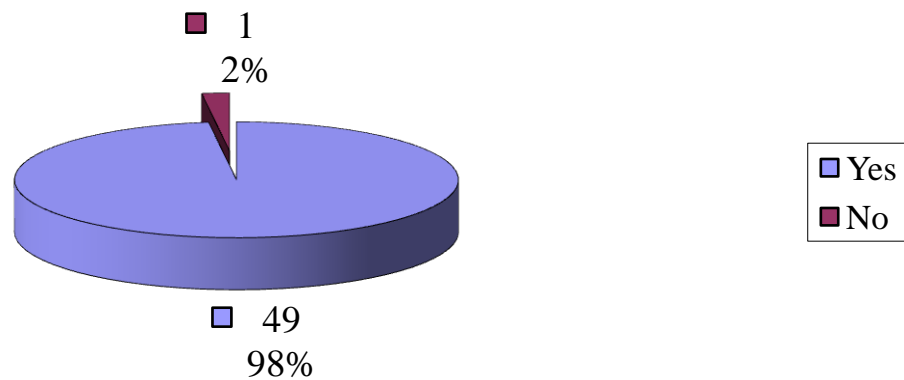
4.6 The challenges hindering the interface of positive relationship at workplace and productivity of employees in an organisation

The researcher went ahead to address the concerns that was demanded for the third research question and the results presented in 4.7 sub-sections were recorded.

4.6.1 Respondents' views in whether they were aware of the challenges hindering the interface of positive relationship at workplace and productivity of employees in an organization

The researcher also conducted an investigation on the challenges that hindered the interface of positive relationship at work place and the productivity of employees in the organisation and the results presented below in figure 4.7 were recorded.

Figure 4.7: Respondents' views in whether they were aware of the challenges hindering the interface of positive relationship at workplace and productivity of employees in an organization



Source: Primary Data

As reflected in the study results presented in figure 4.7 above, 98% the largest number of respondents reveal that they were aware and indeed there were challenges that hindered the interface of positive relationship at workplace and productivity of employees in an organization where as 2% the least number of respondents were not aware of the same challenges that were reported.

4.6.2 The challenges hindering the interface of positive relationship at workplace and productivity of employees in an organization

The researcher went ahead and sought from respondents to record the challenges that were hindering the interface of positive relationship at workplace and productivity of employees in an organization and the results presented in table 4.4 were recorded.

Table 4.5: Challenges hindering the interface of positive relationship at workplace and productivity of employees in an organization

Challenges	Numbers of Respondents	Percentage to total
Lawsuits related to diversity issues	1	2
Inexperienced Human Resource	3	6
Adverse working conditions	6	12
Inadequate equipment	10	20
Negative attitudes and behaviors	14	28
Fixed work schedules	16	32
Total	50	100

Source: Primary Data

As presented in table 4.5, the results of the study indicate that 32% the biggest number of respondents noted that there was a challenge of fixed work schedules while 2% the smallest number of respondents noted that there was a challenge of lawsuits related to diversity issues.

The rest of the respondents reported the following challenges:

Six percent (6%) of the respondents noted that there was a challenge of inexperienced human resource who needed a patient hand of interactions and relationship in order to make sure that productivity is realized in the organisation;

Twelve percent (12%) of the respondents noted that there was a challenge of adverse working conditions especially strictness that never gave employees the liberty of relaxation or innovation

due to the kind of service delivery that required a lot of neatness and high level of accuracy that ended up stressing workers;

Twenty percent (20%) of the respondents noted that there was a challenge of inadequate equipments such as computers printers, photocopiers, scanners, GPSs, among others that could help in efficiency and effectiveness in the research process as the core activity of the organisation;

And the remaining 28% of the respondents reported the challenge of negative attitudes and behaviours to work among some clients especially the new ones who had not been fully oriented with the strategic plan of the organisation.

The study findings above concur with those of Roelofsen (2002), whose focus was on symptoms of disengagement such as distraction, lack of interest, poor decisions and high absence, rather than the root causes. The working environment is perhaps a key root causing employee's engagement or disengagement. Another research indicates that improving the working environment reduces complaints and absenteeism while increasing productivity (Roelofsen, 2002). Wells (2000), states that workplace satisfaction has been associated with job satisfaction. In recent years, employees comfort on the job, determined by workplace conditions and environment has been recognized as an important factor for measuring their productivity. This is particularly true for those employees who spend most of the day operating a computer terminal. As more and more computers are being installed in workplaces, an increasing number of businesses have been adopting ergonomic designs for offices and plant installations.

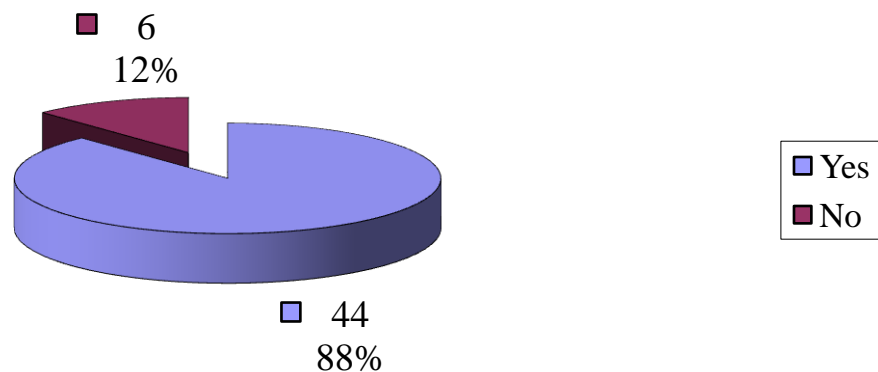
4.7 The possible measures for sustainable interface of positive relationship for enhanced productivity of employees in an organisation

The researcher concluded the study by seeking response to the fourth research question, whose results are presented and recorded in 4.8 sub-sections below.

4.7.1 Respondents' views on whether they were aware of the measures that were in place for sustainable interface of positive relationship for enhanced productivity of employees in an organization

The study being part of the solution to the problem of the study, the researcher sought from respondents to reveal to whether there were any measures that were in place they were aware of for sustainable interface of positive relationship for enhanced productivity of employees in an organization and the results presented in figure 4.8 were realized.

Figure 4.8: Respondents' views on whether they were aware of the measures that were in place for sustainable interface of positive relationship for enhanced productivity of employees in an organization



Source: Primary Data

According to the study findings presented in figure 4.8 above, 88% the highest number of respondents replied 'Yes' acknowledging that they were aware of the measures that were in place for sustainable interface of positive relationship for enhanced productivity of employees in

an organization unlike 12% the lowest number of respondents that had no idea about the question that was being investigated and replied 'No'.

4.7.2 The measures that were in place for sustainable interface of positive relationship for enhanced productivity of employees in an organization

The researcher went further and recorded the measures that were in place for sustainable interface of positive relationship for enhanced productivity of employees in an organization as presented in table 4.6 below.

Table 4.6 Measures that were in place for sustainable interface of positive relationship for enhanced productivity of employees in an organization.

Measures in Place	Frequency	Percentage
Workplace flexibility	3	6
Rewards	5	10
Operations management monitoring and evaluation	8	16
Work Orientations	10	20
Meetings	11	22
Goal setting	13	26
Total	50	100

Source: Primary Data

Basing on the study results presented in table 4.6, 26% indicate that the largest number of respondents reveal that there was goal setting per projects that were conducted by the organisation with the aim of hitting the organisation's targets on time while 6% the least number of respondents recorded that there was workplace flexibility that aimed at giving a chance of interaction between the employees and management of the organisation.

Others included 10% of the respondents who noted that there were rewards given to the best productivity and fully active employees especially in increasing the number of clients to the Organisation, and to those that had been creative and innovative towards accelerating great productivity of the organisation;

Sixteen percent (16%) of the respondents reveal that there were operations management monitoring and evaluation systems aiming at checking employees levels and standards of their operations in order to realise efficiency, effectiveness, relevancy and impact for greater sustainability of the organisation;

Twenty percent (20%) of the respondents noted that there was work orientation that aimed at equipping employees with the knowledge and experiences at workplace and at the same time be guided with their duties and responsibilities that could boost organization's productivity;

And the remaining 22% of the respondents noted that there were meetings which were conducted weekly, monthly, quarterly and yearly mainly aiming at reviewing the organisation's strategies under various units and departments of the organisation whenever need was.

The study findings above are in agreement of Krausz et al., (2000) who emphasized that interface positive relationship traditionally have been introduced largely to meet employer needs for flexibility or to keep costs down, although they may also have met employee needs and demands. Most importantly, there is virtually no research finding that employees working on flexitime have lower productivity than those on traditional fixed work schedules (Yang and Zheng, 2011). Similarly, prior comprehensive reviews of the literature on occupational health and safety, which affect worker and organizational productivity in a more indirect way, include the role of both duration of hours and worker discretion or choice regarding how much and when to work (Danna and Griffin, 1999; Sparks et al., 1997; Spurgeon et al., 1997).

4.7.3 Suggested practical strategies for sustainable interface of positive relationship for enhanced productivity of employees in an organization

The study was concluded with the researcher seeking from respondents to suggest the practical strategies that would be adopted for sustainable interface of positive relationship for enhanced productivity of employees in an organization and the results were presented in table 4.7.

Table 4.7: Suggested practical strategies for sustainable interface of positive relationship for enhanced productivity of employees in an organization

Suggested Strategies	Frequency	Percentage
Racial/cultural backgrounds recognition	2	4
Flexible scheduling practices	4	8
Need for intercultural competence	5	10
Human resource sensitization	7	14
Modern work physical environment	9	18
Reduction in a number of complaints and absenteeism	10	20
Strengthened human and intellectual capital of businesses	13	26
Total	50	100

Source: Primary Data

According to the study results presented in table 4.7, 26% (the highest number) of respondents suggested that there should be strengthened human and intellectual capital of business while 4% the least number of respondents suggested that there should be recognition of racial/cultural backgrounds of employees in an organisation.

The rest of the respondents included 8% who suggested that there should be flexible scheduling practices of activities so that employees were able to competently budget their time amidst other personal and family duties and responsibility outside the organisation;

Ten percent (10%) of the respondents suggested that that there was need for intercultural competence so as to be inclusive with shared beliefs and exposure that provide employees with variations of skills and life time experiences to perform better;

Fourteen percent (14%) of the respondents suggested that there was great need for human resource sensitization so that they are directed towards the emphasis and focus of the organization's strategic plan;

Eighteen percent (18%) of the respondents suggested that there was need for modern physical environment that favoured the use of modern information and communication technologies and at the same time a good office lay out that would help employees to have comfort of mind and work;

And the remaining 20% of the respondents noted that there was need to reduce in a number of complaints and absenteeism as soon as they rose because too much anger and discontentment always demoralized employees and affected their productivity.

The study findings concur with those of Bowes (2008) who concluded that current trends in domestic and global workplaces indicate the need for intercultural competence, and research evidence strongly suggests the need for organizations to prepare their human capital for the globalized economy in which business success is largely determined by the ability to relate effectively across cultures. Bowes (2008) added that exposes the presence of globalization and its impact on the current generation of employees, indicating that it has become a means for creating a workplace that genuinely welcomes employees from diverse countries into organizational settings. Diversity is then viewed as a key means to strengthen the human and intellectual capital of businesses through effective positive relationship and negotiation. In a comparative analysis, Bovee and Thill (2008) added that reconciled the advantages and disadvantages offered by a diverse workforce and argue that diversity has continued to attract the attention of business practitioners and entrepreneurs. It is noted that diversity is fast becoming a key factor for recruitment, retention, productivity, and sustained competitiveness of organizations.

4.8 Answers to Research Questions:

The research has answered the questions raised in chapter 1 as following:

- 1- What are the factors that interface positive relationship in an Organization?
 - Shortened work time, Performance feedback, Non-financial incentives, Resolution of problems, Interpersonal behavior, Innovation facilitation, Worker motivation, Effective communication
- 2- In which ways does positive relationship contribute towards the productivity of employees in an Organization?
 - Quick changing responsibilities, Worker self-rated performance, Shared common philosophy, Special problems faced identification, Improved financial productivity, Better individual work productivity, Realized returns on investment, Commitment generation, attitudes and behaviors, Fixed work schedules
- 3- What challenges hinder the interface of positive relationship at workplace and productivity of employees in an Organization?
 - Lawsuits related to diversity issues, Inexperienced Human Resource, Adverse working conditions, Inadequate equipment, Negative attitudes and behaviors, Fixed work schedules
- 4- What are possible strategies for sustainable interface of positive relationship for enhanced productivity of employees in an organization?
 - Workplace flexibility, Rewards, Operations management monitoring and evaluation, work orientations, Meetings, Goal setting
- 5- What suggested practical strategies for sustainable interface of positive relationship for enhanced productivity of employees in an organization?
 - Racial/cultural backgrounds recognition, Flexible scheduling practices, Need for intercultural competence, Human resource sensitization, Modern work physical environment, Reduction in a number of complaints and absenteeism, Strengthened human and intellectual capital of businesses

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter contains summary, conclusions and recommendations based on analysis of the results and on the order according to the objectives of the study namely: to find out the factors that interface positive relationship in an organisation; to establish the ways in which positive relationship contribute towards the productivity of employees in an organisation, to examine the challenges hindering the interface of positive relationship at workplace and productivity of employees in an organisation and; to suggest possible strategies for sustainable interface of positive relationship for enhanced productivity of employees in an organisation.

5.2 Summary

Research evidence shows that engagement and an employee's intention to stay with their organisation are influenced by the relationships held at work and the behaviours experienced. Therefore, management must be able to develop a sense of community and ensure favourable behaviours are displayed, such as trusting employees by giving them autonomy to make their own decisions.

5.2.1 Demographic characteristics of Respondents

Results concerning the age of respondents indicated that 46% the highest number of respondents had 49 years and above of age while 8% the least number of respondents were aged between 18 and 28 years (see figure 4.1).

Study findings of the sex of respondents revealed that 52% the biggest number of respondents were females while 48% the smallest number of respondents were males (see figure 4.2).

Considering the marital status of respondents, the study results indicated that 50% the biggest number of respondents were married while 6% the least number of respondents that were considered for the study were widowed (see figure 4.3)

As far as the highest level of education was concerned, the study findings indicated that 68% the highest number of respondents had attended tertiary institutions while 6% the least number of respondents had no formal education (see figure 4.4).

With regard to the official positions of respondents, the study findings indicated that 30% the highest number of respondents were technicians that operated and managed experiments and data/information for the organization while 6% the least number of respondents were the members of administration (see table 4.1).

5.2.2 The factors that interface positive relationship in an organisation

The study findings revealed that 94% the biggest number of respondents revealed that they were aware of the factors that interfaced positive relationship in an organisation while 6% the least number of respondents were never aware of the same factors that were being investigated (see figure 4.5).

The findings of the study further revealed that 24% the largest number of respondents reveal that there was effective communication through the various means such as the internet, letters and person to person while 2% the least number of respondents reveal that there was shortened work time that gave ample time for employees to do their personal and family duties among others (see table 4.2).

5.2.3 The ways in which positive relationship contribute towards the productivity of employees in an organisation

The study results revealed that 92% the biggest number of respondents revealed that they were aware of the ways in which positive relationship contribute towards the productivity of employees in an organization while 8% the smallest number of respondents were never aware of the same ways that were being explored for the study (see table 4.6).

22% the biggest number of respondents note that positive relationship had improved the commitment of employees while 2% the least number of respondents revealed that positive relationship had led to quick changing responsibilities (see table 4.3).

5.2.4 The challenges hindering the interface of positive relationship at workplace and productivity of employees in an organisation

The study results indicated that 98% the largest number of respondents revealed that they were aware and indeed there were challenges that hindered the interface of positive relationship at

workplace and productivity of employees in an organization where as 2% the least number of respondents were not aware of the same challenges that were reported (see figure 4.7).

The findings of the study further indicated that 32% the biggest number of respondents noted that there was a challenge of fixed work schedules while 2% the smallest number of respondents noted that there was a challenge of lawsuits related to diversity issues (see table 4.4).

5.2.5 The possible strategies for sustainable interface of positive relationship for enhanced productivity of employees in an organisation

The study findings revealed that 88% the highest number of respondents were aware of the measures that were in place for sustainable interface of positive relationship for enhanced productivity of employees in an organization unlike 12% the lowest number of respondents that had no idea about the question that was being investigated and replied 'No' (see figure 4.8).

The study results also indicated that 26% the largest number of respondents reveal that there was goal setting per projects that were conducted by the organisation with the aim of hitting the organization's targets on time while 6% the least number of respondents recorded that there was workplace flexibility that aimed at giving a chance of interaction between the employees and management of the organisation (see table 4.5).

The study findings indicated that 26% the highest number of respondents suggested that there should be strengthened human and intellectual capital of business while 4% the least number of respondents suggested that there should be recognition of racial/cultural backgrounds of employees in an organisation (see table 4.6).

5.3 Conclusion

Basing on the findings of the study, the following conclusions were drawn under the following themes:

5.3.1 The factors that interface positive relationship in an organisation

Ninety four percent (94%) the biggest number of respondents were aware of the factors that interfaced positive relationship in an organisation (see figure 4.5). Among the factors included effective communication through the various means such as the internet, letters and person to

person and shortened work time that gave ample time for employees to do their personal and family duties among others (see table 4.2).

5.3.2 The ways in which positive relationship contribute towards the productivity of employees in an organisation

Ninety two percent (92%) the biggest number of respondents were aware of the ways in which positive relationship contribute towards the productivity of employees in an organization (see table 4.6). These included improved commitment of employees and quick changing of responsibilities among others (see table 4.3).

5.3.3 The challenges hindering the interface of positive relationship at workplace and productivity of employees in an organisation

Ninety eight percent (98%) the largest number of respondents were aware and indeed there were challenges that hindered the interface of positive relationship at workplace and productivity of employees in an organization (see figure 4.7). Among these challenges included fixed work schedules and lawsuits related to diversity issues (see table 4.4).

5.3.4 The possible strategies for sustainable interface of positive relationship for enhanced productivity of employees in an organisation

Eighty eight (88%) the highest number of respondents were aware of the measures that were in place for sustainable interface of positive relationship for enhanced productivity of employees in an organization (see figure 4.8). Among these measures included goal setting per projects that were conducted by the organisation with the aim of hitting the organization's targets on time and workplace flexibility that aimed at giving a chance of interaction between the employees and management of the organisation (see table 4.5.).

The study was concluded with respondents suggesting possible strategies that could be adopted for sustainable interface of positive relationship for enhanced productivity of employees in an organization. Among them included strengthened human and intellectual capital of business and recognition of racial/cultural backgrounds of employees in an organisation (see table 4.6).

5.4 Recommendations

Basing on the study findings, the following recommendations were made:

Strategic and well-focused diversity initiatives and intercultural communication workshops are recommended as an essential part of organizational orientations and retreats that can boost employee productivity.

The organisation needs to improve its reward system to her employees so as to boost their motivation into realized productivity of the organisation.

The organisation should put in place proper guidelines that harness the rights of all categories of the people to reduce certain levels of marginalization.

5.5 Areas of further study

A study should be undertaken on the analysis of gender and cultural differences towards the effects of workplace environment and productivity.

REFERENCES

- Abbasi, S.M. & Hollman (1991). Managing Cultural Diversity: The challenge of the 90s Records Management. *Records Management Quarterly*, 25, 24-32.
- American Society of Interior Designers (1999). “*Recruiting and retaining qualified employees by design.*” White paper
- Ammott, T. L. & Matthaie (1991). *Race, gender, and work*. South End Press: Boston.
- Anderson, J. A. (1993). Thinking about diversity. *Training and Development*, 49, 59-60.
- Bockerman, P., and Ilmakunnas, P. (2006). Do Job Disamenities raise wages or ruin job dissatisfaction? *International Journal of Manpower*, 27(3), 290-302.
- Bovee, C. L., & Thill, J. V. (2008). *Interface of positive relationship today* (9th ed.). Boston: Prentice Hall.
- Bowes, B. (2007, December). *The business case for workplace diversity*. CMA Management, 81(8), 14-16. Retrieved June 24, 2011, from ABI/INFORM Global. (Document ID: 1430001721).
- Brill, M. (1990). *Workspace design and productivity*. *Journal of Healthcare Forum*, 35 (5), pp. 51-3.
- Brill, M. M. Konar E, (1984). *Using Office Design to Increase Productivity*. Vol. 1, 1984: Vol.2, 1984. Buffalo, N.Y.: Workplace Design and Productivity. Buildings/IAQ, pp.495 500.
- Cadrain, D. (2008). *Sexual equity in the workplace*. *HR Magazine*, 53(9), 44-48, 50.

- Chandrasekar, K. (2011). *Workplace Environment and its Impact on Organizational Productivity in Public Sector Organizations, International Journal of Enterprise Computing and Business Systems*, Vol: 1, Issue: 1
- Clements-Croome, D., Kaluarachchi, Y. (2000). *An Assessment of the Influence of the In-door Environment on the Productivity of Occupants in Offices Design, Construction and Operation of Healthy Buildings* ,pp.6781.
- Clive Muir. (2007). *Communicating diversity at work*. Interface of positive relationship Quarterly, 70(1), 80-82. Retrieved June 17, 2011, from ABI/INFORM Global. (Document ID: 1219373241).
- Cox, T.H. & Blake, S. (1991). Managing cultural diversity: Implications for organizational competitiveness. *Academy of Management Executive*, 5(3), 45-46.
- Crossette, Barbara (2001). Living in a World without Women. *The New York Times*, November 4, Section 4, 1-5.
- Davis, S. (2000). Minority execs want an even break, *Workforce*, 799(4), 50-55.
- DeVeale, C., & Manea, L. (2007, December). *Companies embrace power of diversity*. Canadian HR Reporter, 20(22), 14-15.
- Devoe, Deborah. (1999). *Managing a diverse workforce*. San Mateo, CA: InfoWorld Media Group.
- Dorgan, C.E. (1994). *Productivity Link to the Indoor Environment Estimated Relative to ASHRAE 62-1989*. Proceedings of Health Buildings '94, Budapest, pp. 461 472.
- Erez, M., Earley, P. C. and Hulin, C. L. (1985). *The impact of participation on goal acceptance and productivity: A two step model*. *Academy of Management Journal*, 28, 50-66

- Esty, Katharine, Richard Griffin, and Marcie Schorr-Hirsh (1995). *Workplace diversity. A manager's guide to solving problems and turning diversity into a competitive advantage*. Avon, MA: Adams Media Corporation.
- Ferraro, G. P. (2001). *Global brains: Knowledge and competencies for the twenty-first century*. NC: Intercultural Associates, Inc.
- Ferrell, Hirt, Ferrell (2008). *Business: A changing world*. McGraw-Hill, Boston.
- Flatley, M., Rentz, K., & Lentz, P. (2012). *Interface of positive relationship* (2nd ed.) New York: McGraw-Hill.
- Florida, Richard and Gary Gates (2001). *Technology and Tolerance: the Importance of Diversity to High-Technology Growth*. Washington, D.C.: The Brookings Institution.
- Friedman, T. L. (2005). *The world is flat: A brief history of the twenty-first century*. New York: Farror, Straus and Giroux.
- Garvin, D. A. (1993). *Building a Learning Organization*. Harvard Business Review 71(4), 71-91.
- Giroux, H. (2004). *Cultural studies and the politics of public pedagogy: Making the political pedagogical*. Parallax, 10(2), 73-89.
- Govindarajulu N, Bonnie, F. Daily (2004). *Motivating Employees for Environmental Improvement*. Industrial Management and Data Systems, 104 (4), pp. 364-372.
- Grimes D., & Richard, O. (2003). *Could communication form impact organizations// experience with diversity?* Journal of Interface of positive relationship, Vol. 40, No. 1, pp. 7 – 27.\80, 82, 84.
- Gupta, S. (2008, October). *Mine the Potential Of Multicultural Teams*. HR Magazine, 53(10), 79-80, 82, 84.

- Gyekye, S. A. (2006). *Safety Management: Perceptions of Workplace Safety*. Professional Safety, 51(7), 34-41.
- Hannay, M., & Fretwell, C. (2011). *The higher education workplace: meeting the needs of multiple generations*. Research in Higher Education Journal, 10, 1-12.
- Hansen, F. (2003). *Diversity's business case doesn't add up*. Workforce, pp. 28-32.
- Haynes, B. P. (2008). *An Evaluation of the Impact of the Office Environment on Productivity*. Journal of Facilities, 26 (5/6), pp. 178-19.
- Hellriegel & Slocum (2009). *Organizational Behavior*. Southwestern Publishing, OH.
- Huang, Y. H., Robertson, M. M., and Chang, K. I. (2004). *The role of environmental control on environmental satisfaction, communication, and psychological stress: effects of office ergonomics training*. Environment and Behavior, 36(1), 617-638.
- Hunt, K... (2011, March). *Embracing diversity*. Journal of Property Management, 76(2), 29-33. Retrieved June 17, 2011, from ABI/INFORM Global. (Document ID: 2371411131).
- Jandit, F. E. (2003). *An introduction to intercultural communication: Identities in a global community*. Thousand Oaks, CA: Sage Publications.
- Kanu, K. (2008, November). *The new workforce*. Black Enterprise, 39(4), 68. Retrieved June 24, 2011, from ABI/INFORM Global. (Document ID: 1586944101).
- Kiesler, S. (1978). *Inter-Personal Processes in Groups and Organizations*. AHM Publishing, Arlington Heights, IL.
- Latham, G. P. and Yukl, G. A. (1975). *Assigned versus participative goal setting with educated and uneducated wood workers*. Journal of Applied Psychology, 60, 299-302.
- Lauring, J. (2011). *The social order of interaction in international encounters*. Journal of Interface of positive relationships, 48, 231 – 255.

- Leaman, A, Bordass, B (1993). *Building design, complexity and manageability*. Facilities 11(9), 16-27.
- Leaman, A. (1995). *Dissatisfaction and office productivity*. Journal of Facilities Management, 13(2), 3-19.
- Lieber, L. (2009). *The Hidden Dangers of Implicit Bias in the Workplace*. Employment Relations Today, 36(2), 93. Retrieved June 23, 2011, from ABI/INFORM Global. (Document ID: 1811109241).
- Martin, J., & Nakayama, T. (2007). *Intercultural communication in contexts* (4th ed.). New
- Mohr, R. (1996). *Office Space is a Revenue Enhancer, Not an Expense*. National Real Estate Investor, 38(7), 46-47.
- Morrisey, G.L. (1977). *Management by Objectives and Results for Business and Industry*. Addison-Wesley, Reading, MA.
- Mulkeen, D. (2008). *How can the HR team improve internal communication?* Strategic HR Review, 7(2), 42. Retrieved June 20, 2011, from ABI/INFORM Global. (Document ID: 1603677461).
- Nagourney, E. (2008, March 18). *East and West part ways in test of facial expression*. New York.
- Ober, S. (2006). *Contemporary Interface of positive relationship* (6th Ed). Boston: Houghton Mifflin Company.
- Patterson M G, West M A, Lawthorn R and Nickell, S (1997). *Impact of People Management Practices on Business Productivity*. (Issues in People Management No 22), Institute of Personnel and Development, London
- Richards, M.D. (1978). *Organization Goal Structures*. West Publishing, St Paul, MN.

- Roberson, Q.M., & Park, H.J. (2007). *Examining the link between diversity and productivity: The effects of diversity reputation and leader racial diversity*. *Group and Organization Management*, 32(5), 548-568.
- Roelofs P. (2002). *The impact of office environments on employee Productivity*. The design of the workplace as a strategy for productivity enhancement. *Journal of Facilities Management*; 1 (3), ABI/INFORM Global pp. 247 – 264.
- Rolloos, M. (1997). *Een gezond binnenmilieu betaalt zichzelf terug Praktijkboek Gezonde Gebouwen*. October, A 2001-3 18. As cited in Chandrasekar, 2011
- Ryan, R. M., and Deci, E. L. (2000). *Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being*. *American Psychologist*, 55, 68–78.
- Sadri, Golnaz & Tran, Hoa (2002). *"Managing your diverse workforce through improved communication"*, *Journal of Management Development*, Vol. 21 Issue: 3, pp. 227-237.
- Schermerhorn, Hunt, & Osborn (2007). *Organizational behavior*. Wiley Publishers, NJ.
- Sekar, C. (2011). *Workplace Environment and its impact on organizational productivity in public sector organizations*. *International Journal of Enterprise Computing and Business System International Systems*, Vol. 1 Issue 1 January 2011.
- Springer, T. (1986). *Improving Productivity in the Workplace: Reports from the Field*. St. Charles, IL: Springer Associates, Inc. 1986
- Stallworth, J.O.E. and Kleiner, B.H. (1996). *Recent developments in office design*. *Journal of Facilities*, 14 (1/2), pp. 34-42.
- Statt D. A. (1994). *Psychology and the World of Work*. (Washington Square, NY: New York University Press, 457 p.). Psychology, Industrial.
- Sutermeister, R.A. (1976). *People and Productivity*, 3rd Edn, New York.
- The Gensler Design + Productivity Index, The U.S. Workplace Survey (2006).
www.gensler.com

- Thomas, D.A., & Ely, R.J. (1996). *Making differences matter: A new paradigm for managing diversity*. Harvard Business Review, 74(5), 79-90.
- Tuleja, E. A. (2008). *Intercultural communication for business* (2nd ed.). Mason, OH: Cengage South-Western Publishing.
- U.S. Census Bureau (2007), National Population Projection (Summary Files), availableonlineat-
<http://www.census.gov/population/www/projections/natsum-T1.html>.
- U.S. Census Bureau (2001). *USA Statistics in Brief 1990 and 2000 Census Race and Hispanic Data*. <http://www.census.gov/statab/www/part1a.html>>U.S. Census Bureau, Administrative and Customer Services Divisions, Statistical Compendia Branch.
- Uzee, J (1999). *The inclusive approach: creating a place where people want to work*. Facility Management Journal of the International Facility Management Association 26-30.
- Wang, X. and Gianakis, G. A. (1999). *Public Officials' Attitudes toward Subjective Productivity Measures*. Public Productivity and Management Review. Vol 22. No. 4, 537 - 553.
- Weaver, Vanessa J. (2001). *What These CEOs and Their Companies Know About Diversity*. *Business Week*, September 10, 2001, Special Section.
- Weiss, E. M. (1999). *Perceived Workplace Conditions and First-year Teachers Morale, Career Choice Commitment and Planned Retention: A Secondary Analysis*. Teaching and Teacher Education, 15, 861-879.