



# Family-Friendly Measures

Research Report 2018



INSTITUTE  
FOR THE  
PUBLIC SERVICES

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# Executive Summary

In the Public Service, the following observations were made:

## Family-Friendly Measures Utilisation: Overall

- Paternity Leave has increased by 12.28% in year 2018.
- There is a drop in the maternity leave by 14.71% from the previous year.
- The utilisation of employee convenience measures has slightly increased by 2.02%; but there is a drastic shift from employment on reduced hours to teleworking and flexi-time.

## Family-Friendly Measures Utilisation: Scale

- The utilisation of family-family measures is more **predominant in the Middle Management (Scale 6-10)**; albeit there was a decrease in the utilisation of almost all measures, except paternity leave.

## Family-Friendly Measures Utilisation: Gender

- An increase of 12.28% in paternity leave, was registered
- Work convenience measures are predominant **among female public officers**; however, there is a relatively high preference for flexi-time among male public officers.

## Family-Friendly Measures Utilisation: Profession

- The utilisation from **Top Management (Scale 1-5)** is predominant in the Telework option, with an increase of 69.66% when compared to 2017.
- The utilisation from **Middle Management (Scale 6-10)** is predominant in the Telework option with an increase of 5.12%.
- The utilisation from **Administrative / Executive / Clerical (Scale 11-15)** is likewise predominant in the Telework option.
- The utilisation from **Supervisory / Technical / Industrial (Scale 16-20)** is predominant in the Reduced Hours option, notwithstanding a decrease of 15.17%.

## Family-Friendly Measures Utilisation: Ministry

- The **Ministry for European Affairs and Equality** demonstrates very high utilisation rates with respect to family-friendly measures related to parenthood (i.e. maternity leave, parental leave and paternity leave), with the highest rate of paternity leave (3.33%).
- The **Ministry for the Economy, Investment, and Small Business** also has the highest utilisation rates with respect to the work convenience measures: reduced hours (8.52%); teleworking (24.03%); and flexitime (25.58%).

In the Public Sector, the most preferred family-friendly measure is Flexi-time, followed by Reduced Hours and Telework, which registered an increase of (3.31%, 16.72% and 15.96% respectively).

## 1. Introduction

People are at the core of the success of the service of excellence of the Malta Public Administration. To this effect, the Public Administration is at the forefront in providing optimum working conditions with a view to safeguard the wellbeing and work-life balance of public employees.

As in the previous years, the family-friendly measures are increasing and continue to capture the attention of policy makers, researchers, and employers, in view of the growing recognition to provide work-life balance opportunities. The family-friendly measures are widely being promoted as positively linked to a variety of individual and organisational outcomes (Hayman, 2010; Leblebici, 2012). By analysing the impact and utilisation of the family-friendly measures on a yearly basis, the Malta Public Administration continuously strives to improve these measures with a view to have a healthy working environment.

This report evaluates the utilisation of Family-Friendly Measures, in the Malta Public Administration in 2018.

## 2. Public Service Data Analysis

This section provides a brief outline of the compiled secondary data in the Public Service and illustrates them into four main sub-sections for different perspectives.

- Family-Friendly Measures: Overall
- Family-Friendly Measures: Scale
- Family-Friendly Measures: Gender
- Family-Friendly Measures: Profession
- Family-Friendly Measures: Ministry

The Utilisation of Family-Friendly Measures is the first sub-section to provide an overall analysis of the types of leave, grouped together in main categories: parenthood; and employment convenience.

The Family-Friendly Measure: Scale is the second sub-section to provide a brief analysis of the types of leave, based on scales. The scales are grouped together in five categories: top management (Scale 1-5), middle management (Scale 6-10), administrative (Scale 11-15), technical (Scale 16-20), and definite contracts (Scale 1-20).

The Family-Friendly Measure: Gender is the third sub-section to provide a brief analysis of the types of leave, based on gender. The gender is divided in two categories: males and females.

The Family-Friendly Measure: Profession is the fourth sub-section to provide a brief analysis of the types of measures, based on profession. It analyses each category of scale from the variety of family-friendly measures.

### 2.1 Family-Friendly Measures: Overall

This section illustrates the difference in the utilisation of Family-Friendly Measures, in the Public Service, between 2017 and 2018. The types of leaves, which are taken into consideration for this report, were grouped together and classified in two main categories:

1. Parenthood Measures: These are related to those measures intended for parents, and include, Maternity Leave, Paternity Leave, Parental Leave and Career Break.
2. Employment Convenience Measures: These include measures that provide more flexibility in working schedules, and include Flexi-time, Reduced Hours and Telework.

### 2.1.1 Parenthood Measures

	2017 (Public Officers)	2018 (Public Officers)	Variance
Maternity Leave – First 14 weeks (WLBM Manual - Section 1.3)	673	574	- 14.71%
Maternity Leave – Additional 4 weeks (WLBM Manual - Section 1.3)	485	412	- 15.05%
Paternity Leave (WLBM Manual - Section 1.4)	114	128	12.28%
Parental Leave (WLBM Manual - Section 2.2)	480	465	- 3.13%
Career Break (WLBM Manual – Section 2.3)	203	235	15.76%
<b>TOTAL</b>	<b>1955</b>	<b>1814</b>	<b>-7.21%</b>
<b>TOTAL</b>	<b>1752</b>	<b>1579</b>	<b>- 9.87%</b>

From the table above, there is a 12.28% increase in the utilisation of paternity leave; however, the parental leave has slightly decreased by 3.13%. Although a shift from paternity to parental leave seems to have occurred, the utilisation of maternity leave has nonetheless decreased in 2018.

### 2.1.2 Employee Convenience Measures

	2017	2018	Variance
Work on Reduced Hours (WLBM Manual - Section 3.1)	1273	1086	- 14.69%
Teleworking (WLBM Manual - Section 3.2)	1243	1321	6.28%
Flexi-Time	1007	1187	17.87%

3523

3594

2.02%

The utilisation of employee convenience measures has slightly increased by 2.02%; but there is an increase from employment on reduced hours to teleworking and flexi-time. This change may demonstrate a higher demand for mobility and flexibility, rather than a reduced working schedule. It can also be deduced that mobility and flexibility contribute to public officers' work-life balance enabling them to work the full working-schedule.

## 2.2 Family-Friendly Measures Utilisation by Scale

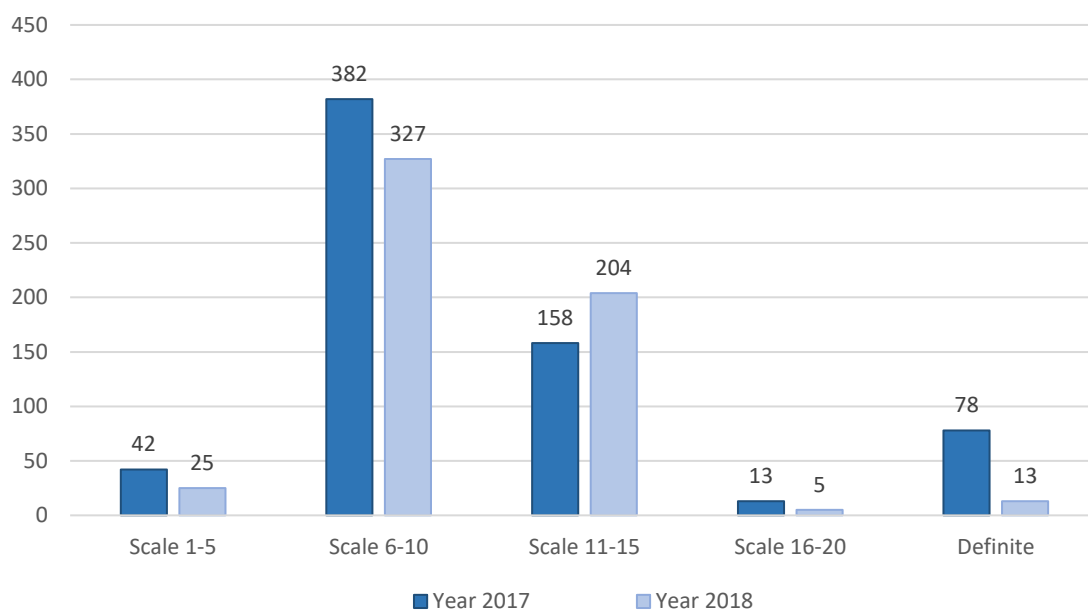
This section compares the utilisation of family-friendly measures between 2017 and 2018:

Top Management (Scale 1 – 5)

- Middle Management & Professional (Scale 6 – 10)
- Administrative / Executive / Clerical (Scale 11 – 15)
- Supervisory / Technical / Industrial (Scale 16 – 20)
- Definite Contract (Scale 1 – 20)

### 2.2.1 Maternity Leave – First 14 weeks

(WLB Manual - Section 1.3)



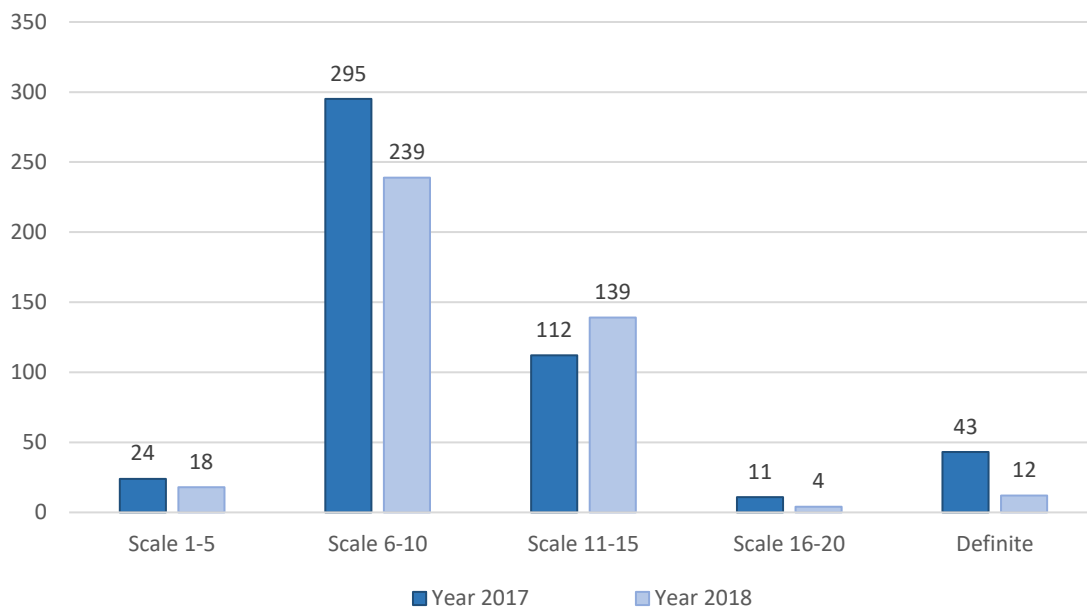


Scale 1-5	Scale 6-10	Scale 11-15	Scale 16-20	Definite
- 40.47 %	- 14.40 %	29.11 %	- 61.54 %	- 83.33 %

Whilst the utilisation of maternity leave is decreasing in Top Management and Middle Management & Professional scales, the amount has increased among beneficiaries in the Administrative / Executive / Clerical scale by 29.11%.

### 2.2.2 Maternity Leave – Additional 4 weeks

(WLB Manual - Section 1.3)

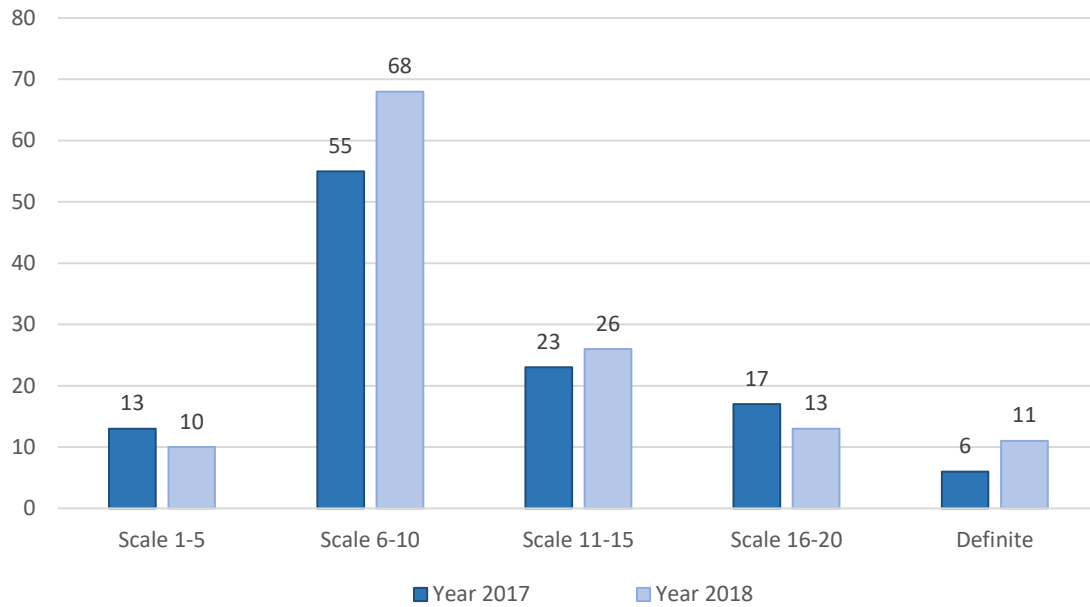


Scale 1-5	Scale 6-10	Scale 11-15	Scale 16-20	Definite
- 25.00 %	- 18.98 %	24.11 %	- 63.63 %	- 72.09 %

When it comes to the utilisation of the additional 4 weeks maternity leave, the results are like the former. This means that whilst there is a decrease in the utilisation of maternity leave in the Top Management and the Management & Professional scales, there is an increase in the Administrative / Executive / Clerical category.

### 2.2.3 Paternity Leave

(WLBM Manual - Section 1.4)

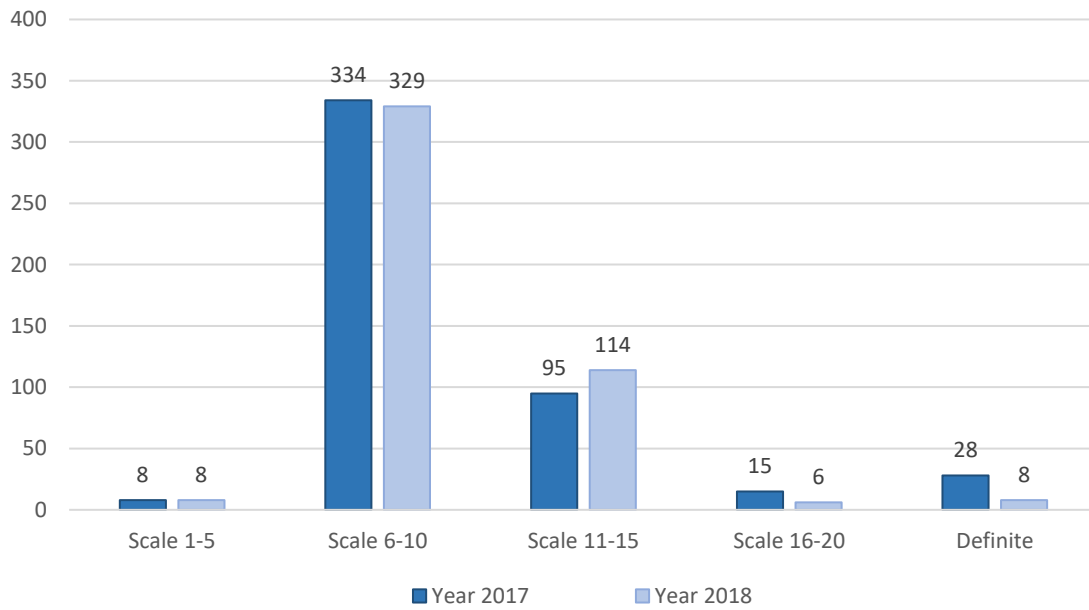


Scale 1-5	Scale 6-10	Scale 11-15	Scale 16-20	Definite
- 23.08 %	23.36 %	13.04 %	- 23.53 %	83.33 %

Despite the overall increase of 12.28% in the paternity leave, the utilisation of paternity leave amongst male public officers in Top Management scales is lower than that in the majority of the other grades. There is also a decrease of 23.53% in the Supervisory / Technical / Industrial scale.

## 2.2.4 Parental Leave

(WLBM Manual - Section 2.2)

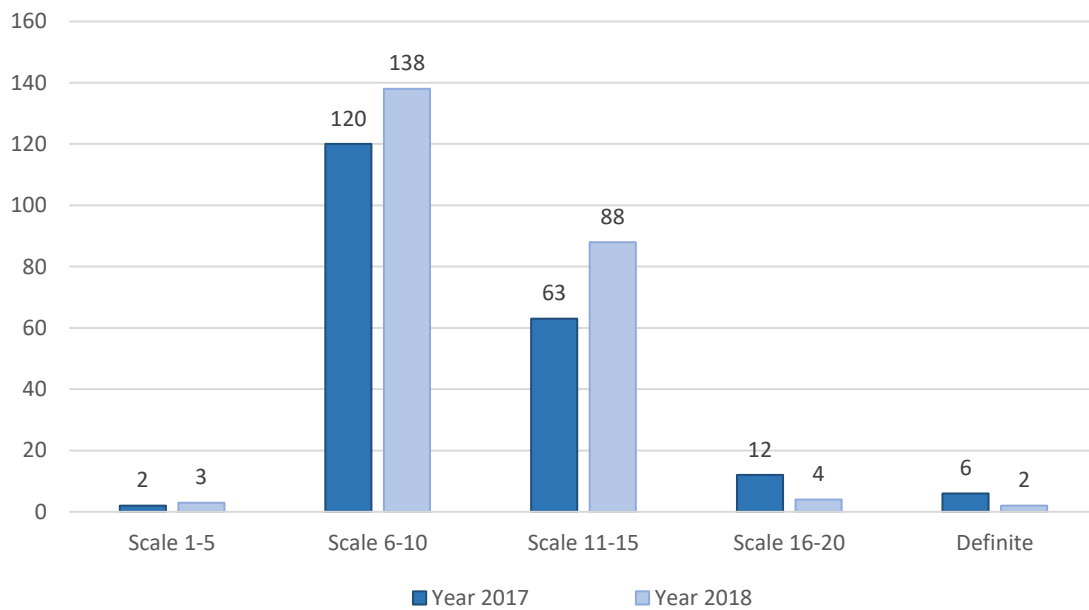


Scale 1-5	Scale 6-10	Scale 11-15	Scale 16-20	Definite
0 %	- 1.50 %	20.00 %	- 60.00 %	- 71.43 %

Although there is a drastic decrease in the lowest and definite scales, the utilisation of parental leave remains dominant in the Middle and Professional scale. Compared to the previous measures, this scale clearly shows the best possibility for a work-life balance. However, one should also keep in mind that such scale has the largest population as well.

## 2.2.5 Career Break

(WLBM Manual - Section 2.3)

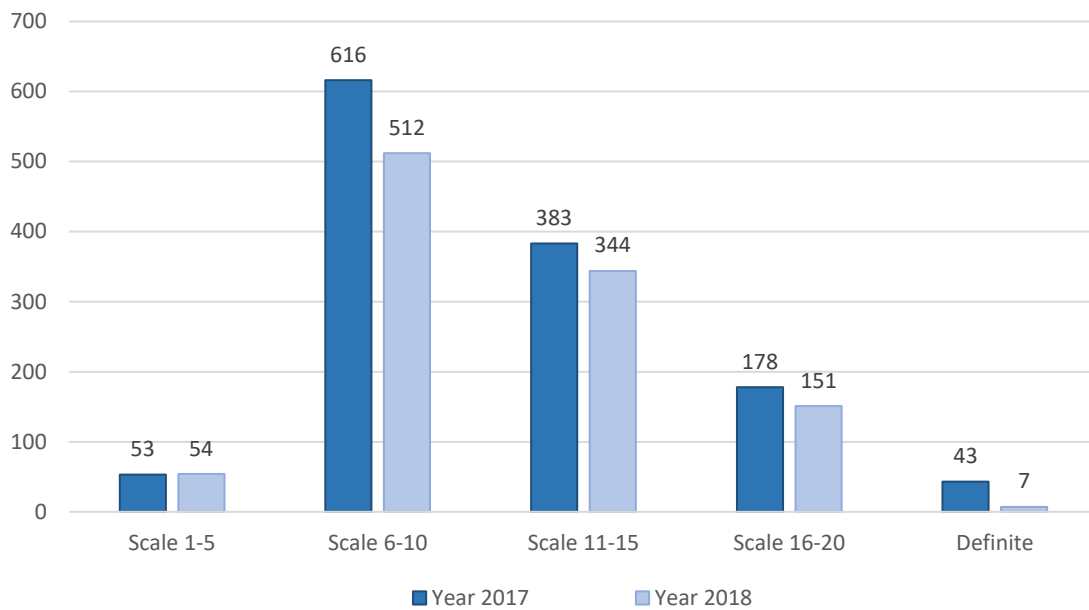


Scale 1-5	Scale 6-10	Scale 11-15	Scale 16-20	Definite
50.00 %	15.00 %	39.68 %	- 66.67 %	- 66.67 %

The increase in career break is predominant in the higher side of the scale spectrum. On the flipside, utilisation of career breaks among the Supervisor / Technical / Industrial scale is decreasing. Indeed, there is a huge gap between the higher end when compared with the lower end of the scale spectrum.

## 2.2.6 Work on Reduced Hours

(SL Manual - Section 3.1)

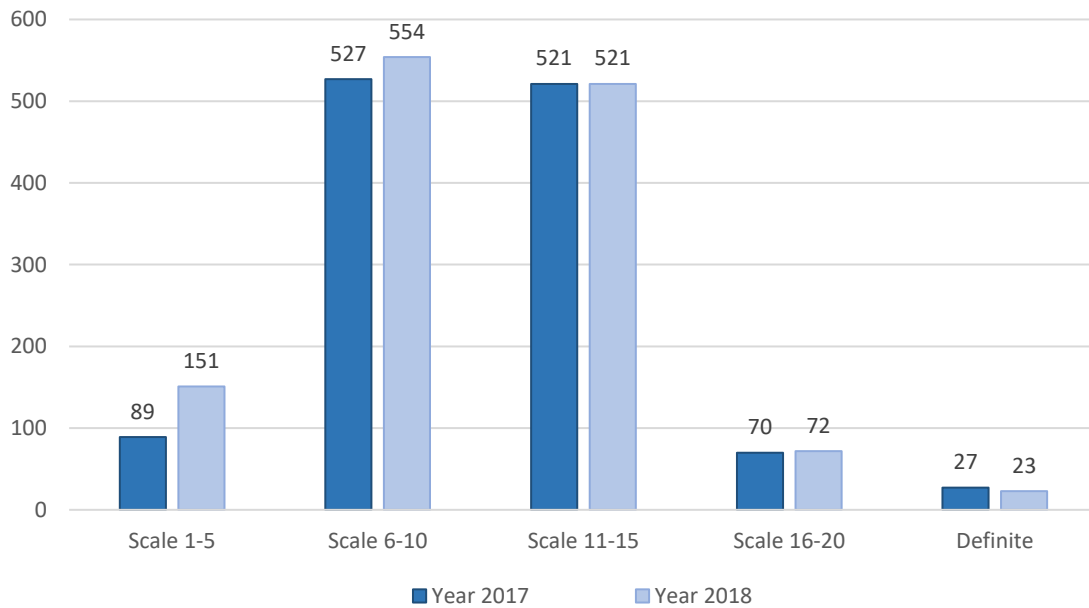


Scale 1-5	Scale 6-10	Scale 11-15	Scale 16-20	Definite
1.89 %	- 16.88 %	- 10.18 %	- 15.19 %	- 83.72 %

The utilisation of reduced hours decreased by 16.88% in Scales 6 – 10, by 10.18% in Scales 11 – 15, by 15.19% in Scales 16 – 20 and by 83.72% in the Definite Scales. There was a slight increase of 1.89% in the senior management category (Scales 1 – 5).

## 2.2.7 Teleworking

WLBM Manual - Section 3.2)

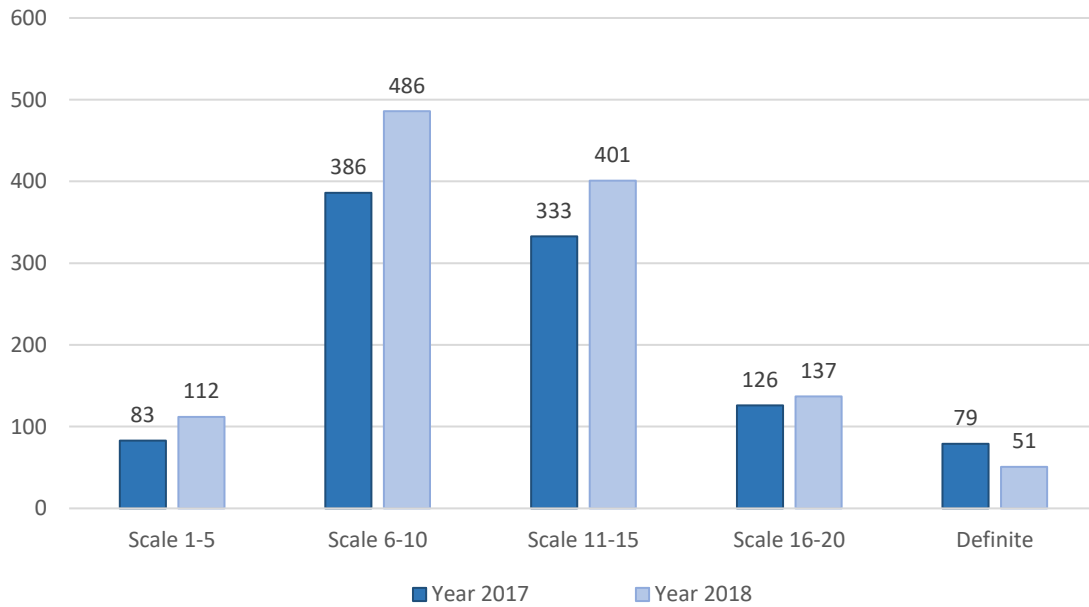


Scale 1-5	Scale 6-10	Scale 11-15	Scale 16-20	Definite
69.66 %	5.12 %	0 %	2.86 %	- 14.81 %

Overall, when compared to the utilisation of work on reduced hours, more public officers, irrespective of their scale, are more interested to utilise teleworking. This option is predominant on the higher end of the spectrum. If one compares the utilisation of telework with the reduced hours measure, it can be clearly determined that teleworking is increasingly becoming more popular amongst those in the higher end of the scale spectrum.

## 2.2.8 Flexitime

WLBM Manual - Section 3.3)



Scale 1-5	Scale 6-10	Scale 11-15	Scale 16-20	Definite
34.94 %	25.91 %	20.42 %	8.73 %	- 35.44 %

The utilisation of flexitime has some similarity to the pattern of teleworking. For instance, this type of working is predominant in the higher end of the spectrum, especially the top management and middle management scales.

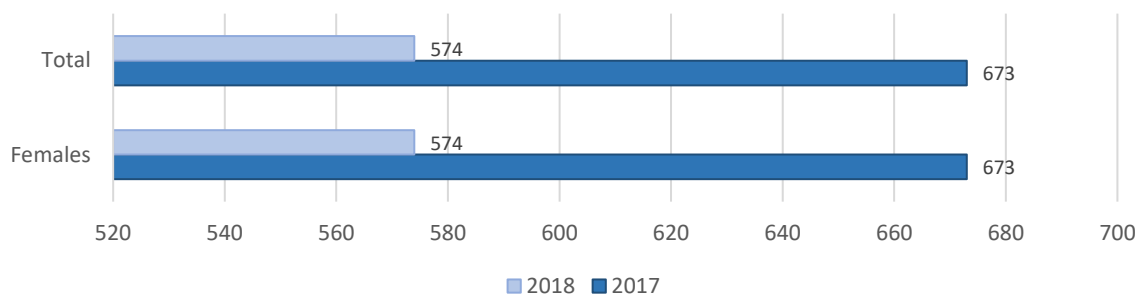
## 2.3 Family-Friendly Measures Utilisation by Gender

This section illustrates the family-friendly measure utilisations by gender for the respective types of leave, in the Public Service, in 2018 and compared to 2017:

- Female Public Officers
- Male Public Officers

### 2.3.1 Maternity Leave – First 14 weeks

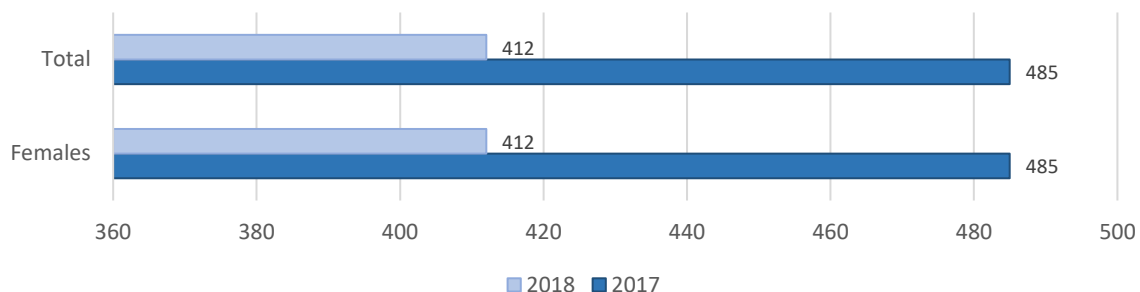
(WLB Manual - Section 1.3)



In 2018, the utilisation of maternity leave has dropped significantly, when compared to the previous year.

### 2.3.2 Maternity Leave – Additional 4 weeks

(WLB Manual - Section 1.3)

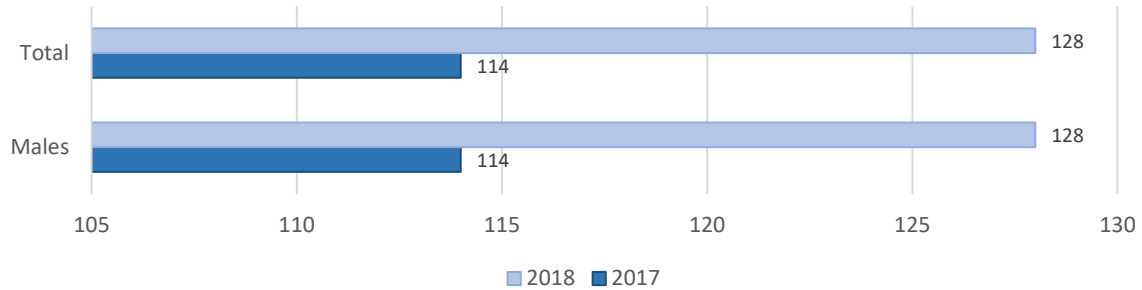


There was a decrease in the utilisation of the additional 4 weeks maternity leave.



### 2.3.3 Paternity Leave

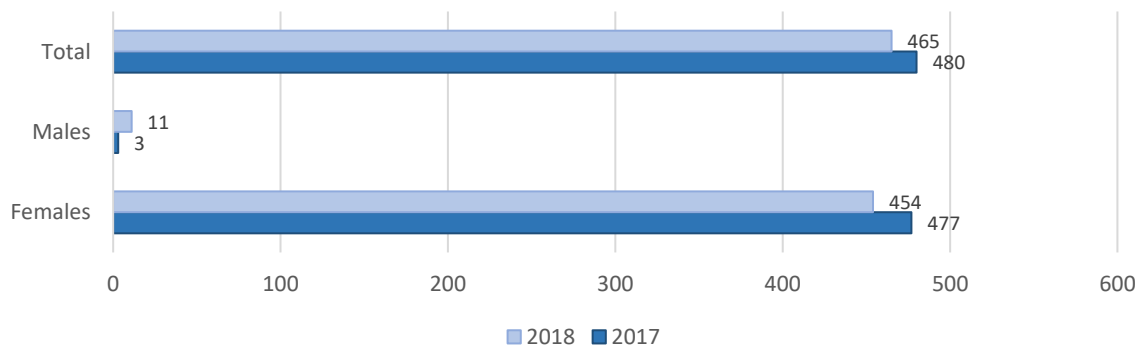
(WLBM Manual - Section 1.4)



In 2018 there was an increase of 12.25% in the paternity leave from the previous year.

### 2.3.4 Parental Leave

(WLBM Manual - Section 2.2)

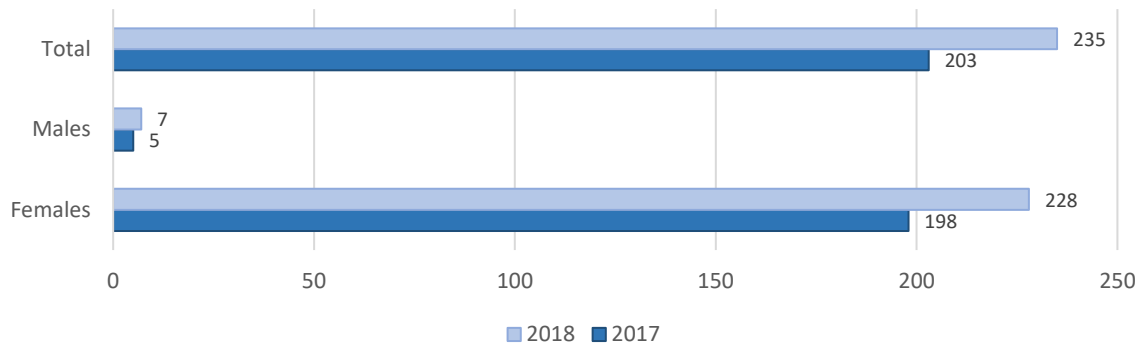


Males	Females	Total
266.67 %	- 4.82 %	- 3.13 %

There is an increase of male public officers using parental leave from year 2017, when compared to their female counterparts. In 2018 a decrease of 4.82% was registered in female employees using parental leave, when compared to 2017.

### 2.3.5 Career Break

(WLBM Manual - Section 2.3)

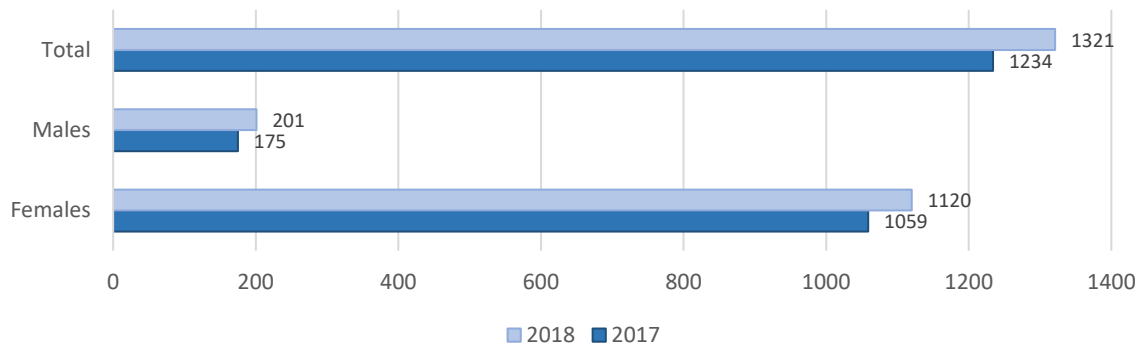


Males	Females	Total
40.00 %	15.15 %	15.76 %

The utilisation of career break remains predominant among female public officers, despite an increase of 40% among male public officers, compared to the increase of 15.15% among females.

### 2.3.6 Teleworking

(WLMB Manual - Section 3.2)

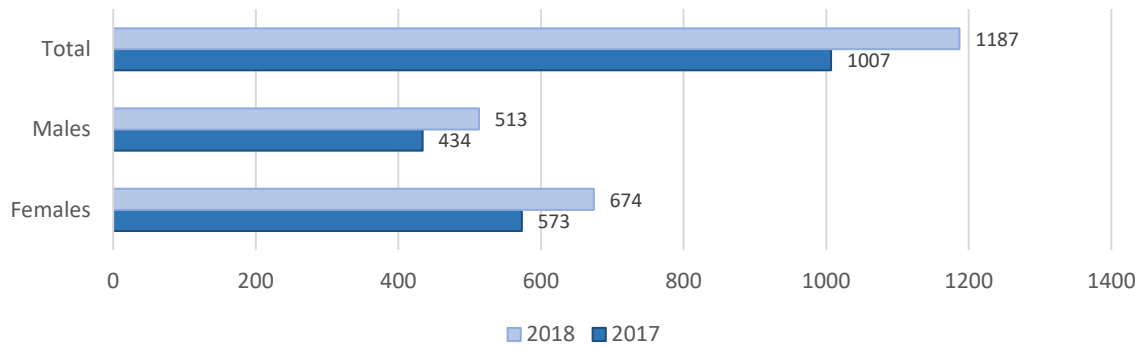


Males	Females	Total
14.86 %	5.76 %	7.05 %

There is an increase in teleworking from both genders; however, the increase is predominant among the male public officers.

### 2.3.7 Flexi-Time

(WLMB Manual - Section 3.3)

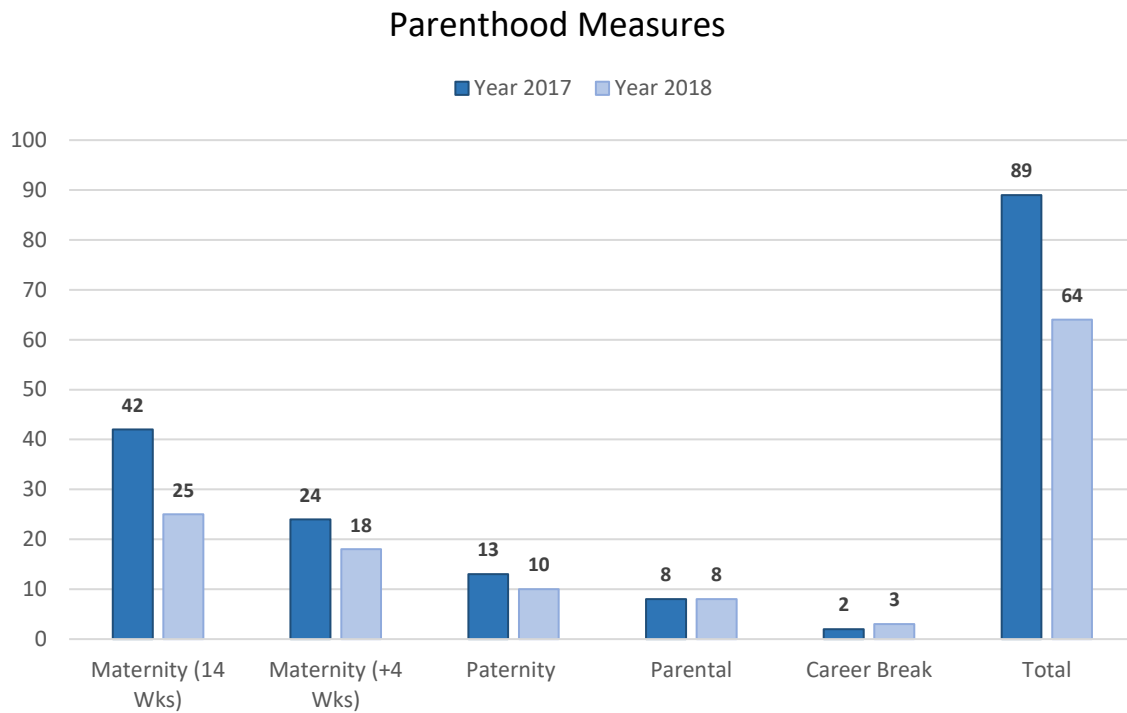


Males	Females	Total
18.20 %	17.63 %	17.87 %

Flexi-time registered an increase amongst male and female employees.

## 2.4 Family-Friendly Measures Utilisation by Profession

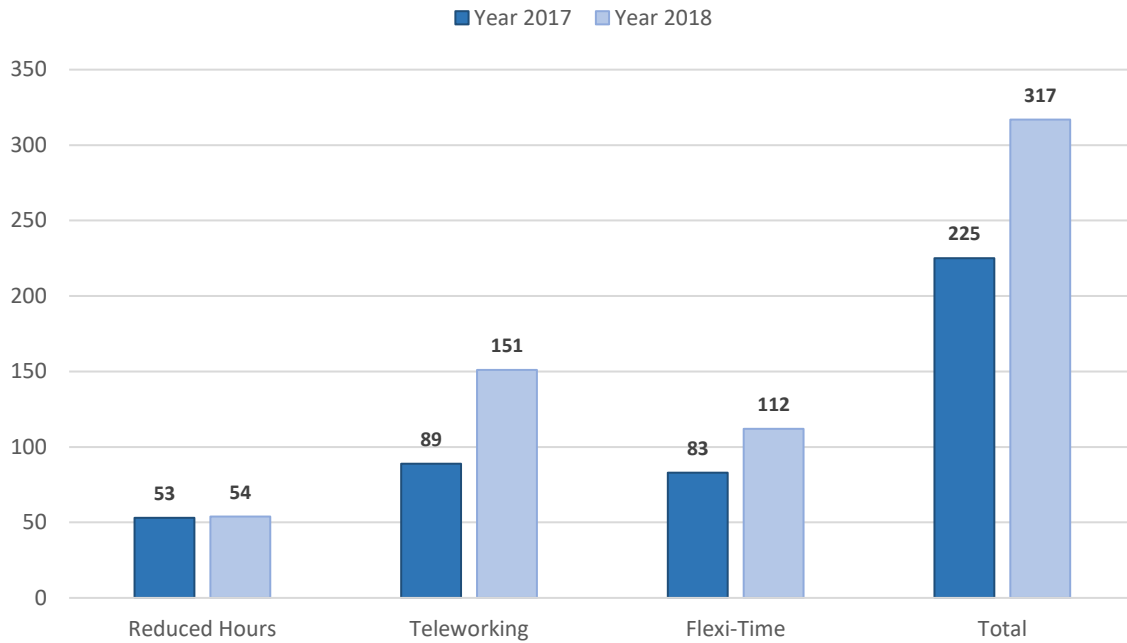
### 2.4.1 Top Management (Scale 1 – 5)



Yearly Variance in Percentage					
Maternity (14 Wks.)	Maternity (+4 Wks.)	Paternity	Parental	Career Break	Total
- 40.48%	- 25.00 %	- 23.08 %	0 %	+50%	- 29.09 %

The major decrease in maternity leave is predominant in the Top Management Scale; however, one should keep in mind that there are more males than females in the high end of the scale spectrum.

## Work Convenience Measures



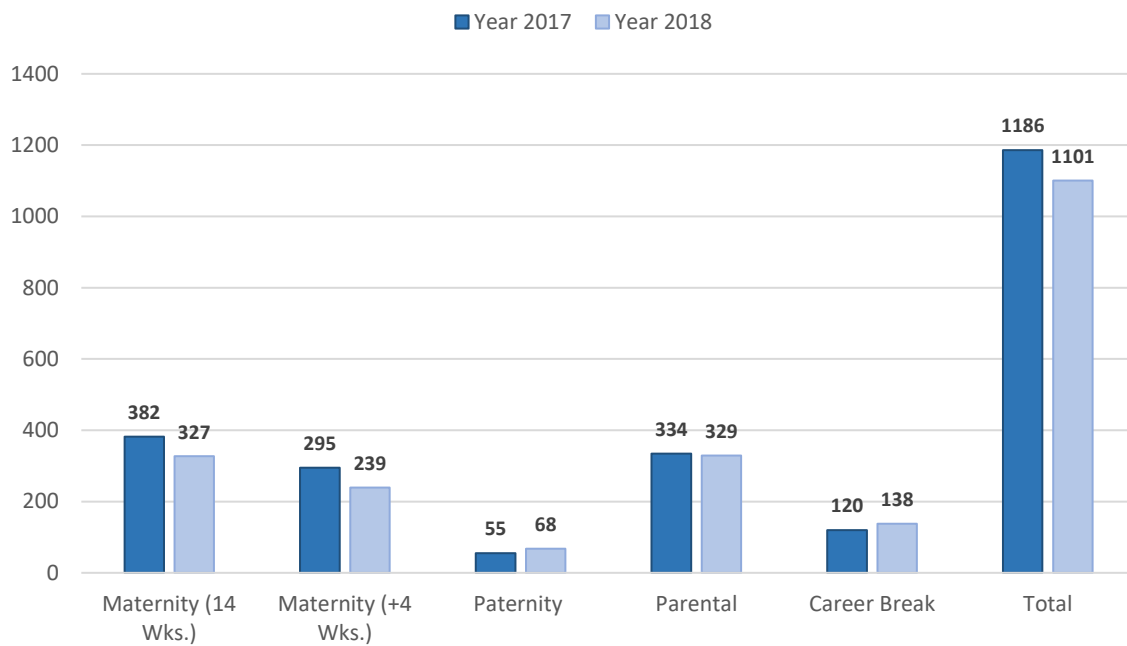
### Yearly Variance in Percentage

Reduced Hours	Teleworking	Flexi-Time	Total
1.89%	69.66 %	34.94 %	40.89 %

From the perspective of Top Management (Scale 1-5), all work convenience types of measures are being utilised; however, there is a higher preference in mobility and flexibility.

## 2.4.2 Middle Management & Professionals (Scale 6 – 10)

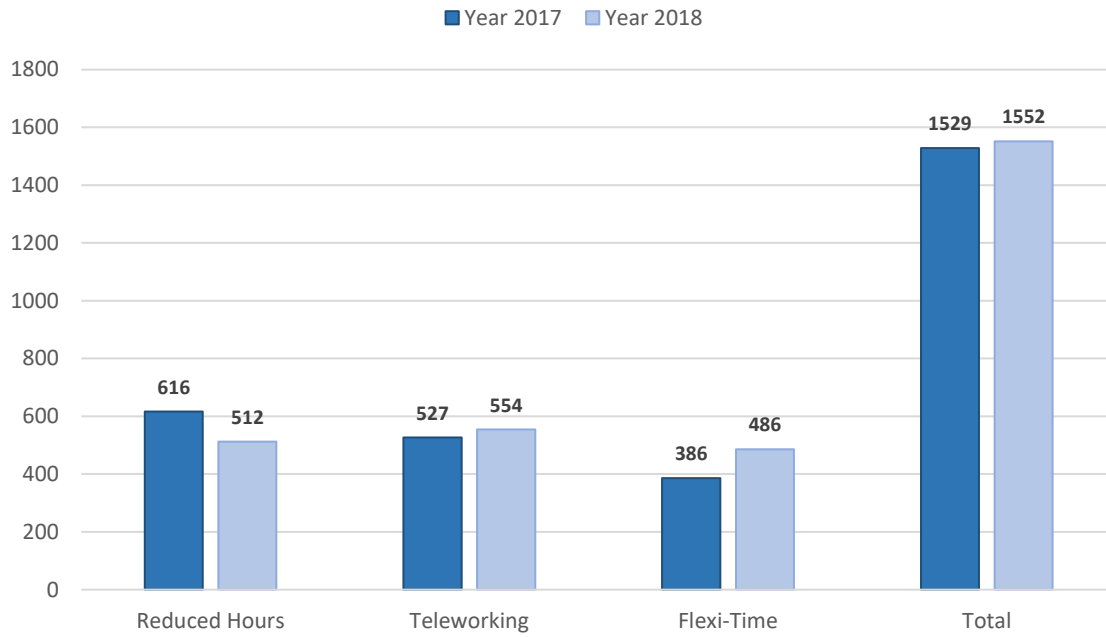
### Parenthood Measures



Yearly Variance in Percentage					
Maternity (14 Wks.)	Maternity (+4 Wks.)	Paternity	Parental	Career Break	Total
- 14.40%	- 18.98 %	23.64 %	- 1.50 %	15.00%	- 7.17 %

From the perspective of Middle Management & Professionals (Scale 6-10), the utilisation of parenthood measures has decreased by 7.17%; however, the involvement of male public officers toward the parenthood category, through paternity leave has slowly increased by 23.64%.

## Work Convenience Measures



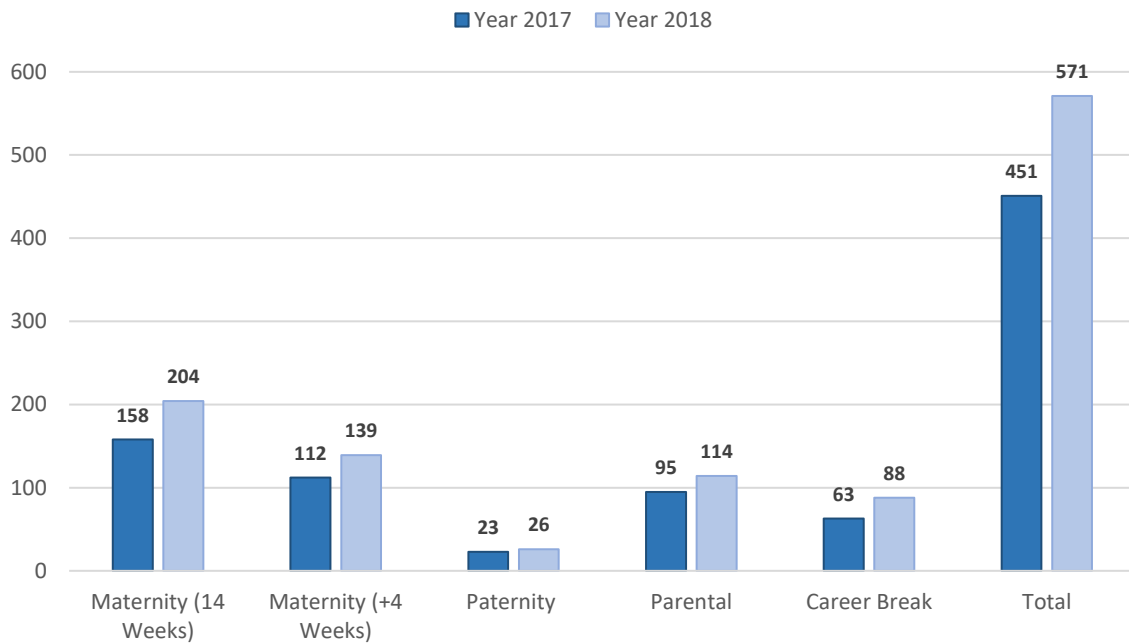
### Yearly Variance in Percentage

Reduced Hours	Teleworking	Flexi-Time	Total
- 16.88%	5.12 %	25.91 %	1.50 %

From the perspective of Middle Management & Professionals (Scale 6-10), the utilisation of work convenience measures has slightly increased by 1.50% . Similar to the other aspects of the scale spectrum, rather than a significant decrease or increase in the work convenience measures, there is a shift from the reduction of working hours toward the need for flexibility and mobility.

### 2.4.3 Administrative / Executive / Clerical (Scale 11 – 15)

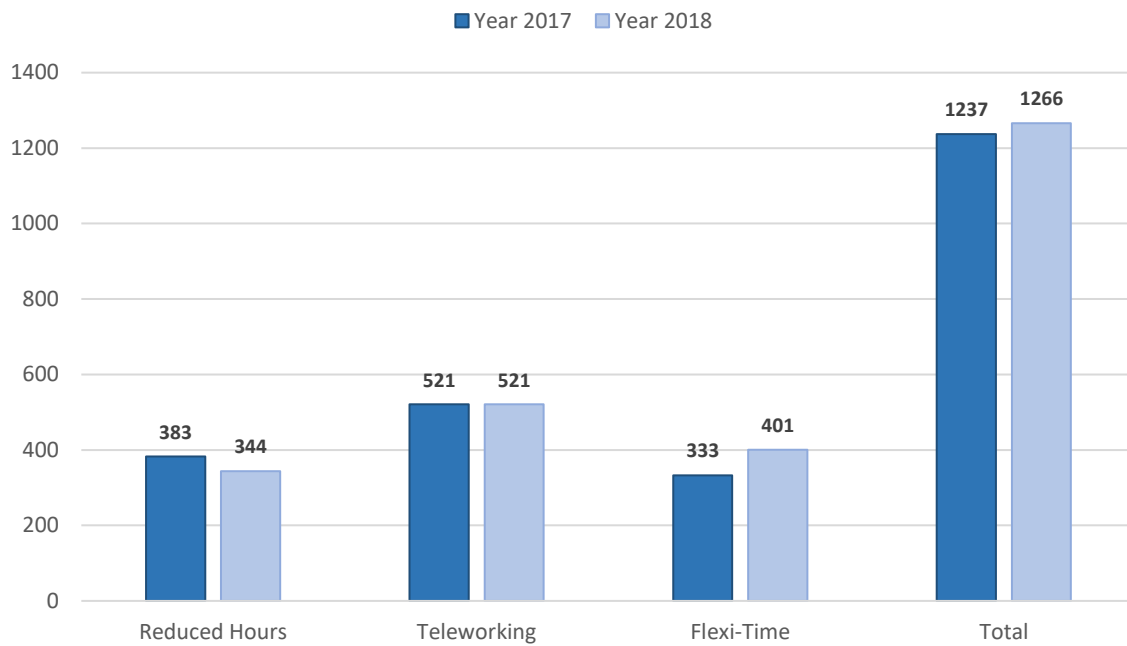
#### Parenthood Measures



From the perspective of Administrative / Executive / Clerical (Scales 11-15) and unlike the top and middle management professions, the utilisation of parenthood measures has increased by 26.61%. From the perspective of Administrative / Executive / Clerical (Scale 11-15) utilisation of career break has increased by 39.68%.



## Work Convenience Measures



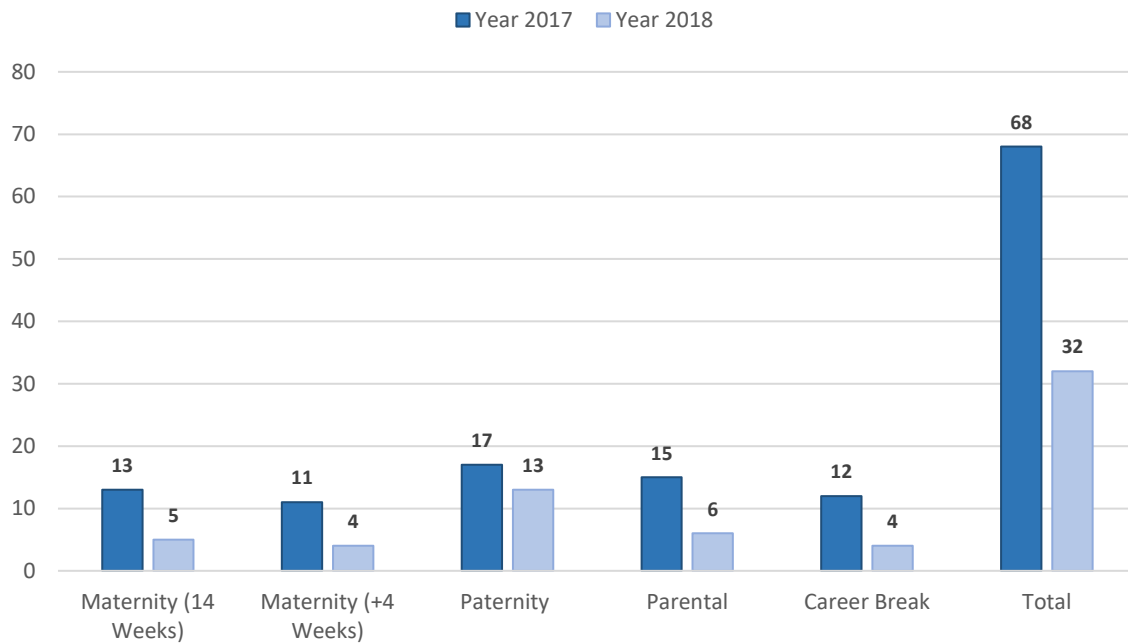
### Yearly Variance in Percentage

Reduced Hours	Teleworking	Flexi-Time	Total
- 10.18%	0 %	20.42 %	2.34 %

From the perspective of Administrative / Executive / Clerical (Scale 11-15) utilisation of work convenience measures has slightly increased by 2.34%.

2.4.4 Supervisory / Technical / Industrial (Scale 16 – 20)

Parenthood Measures

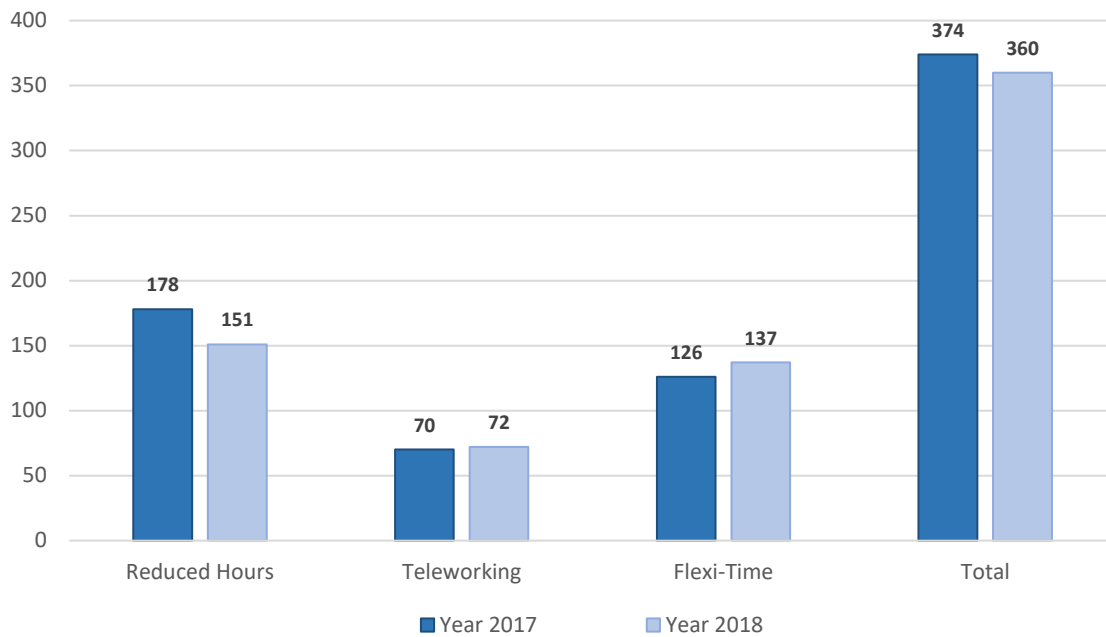


Yearly Variance in Percentage					
Maternity (14 Wks.)	Maternity (+4 Wks.)	Paternity	Parental	Career Break	Total
- 61.54 %	- 63.64 %	- 23.53 %	- 60.00 %	-66.67%	- 52.94 %

From the perspective of Supervisory / Technical / Industrial (Scale 16-20) utilisation of measures related to parenthood has dropped by 52.94%0%. All types of leaves in this category have decreased.

From the perspective of Supervisory / Technical / Industrial (Scale 16-20), the utilisation of career break, unlike the other grades of the employment spectrum, public officers within this category are becoming less interested to opt for the career break measure.

## Work Convenience Measures



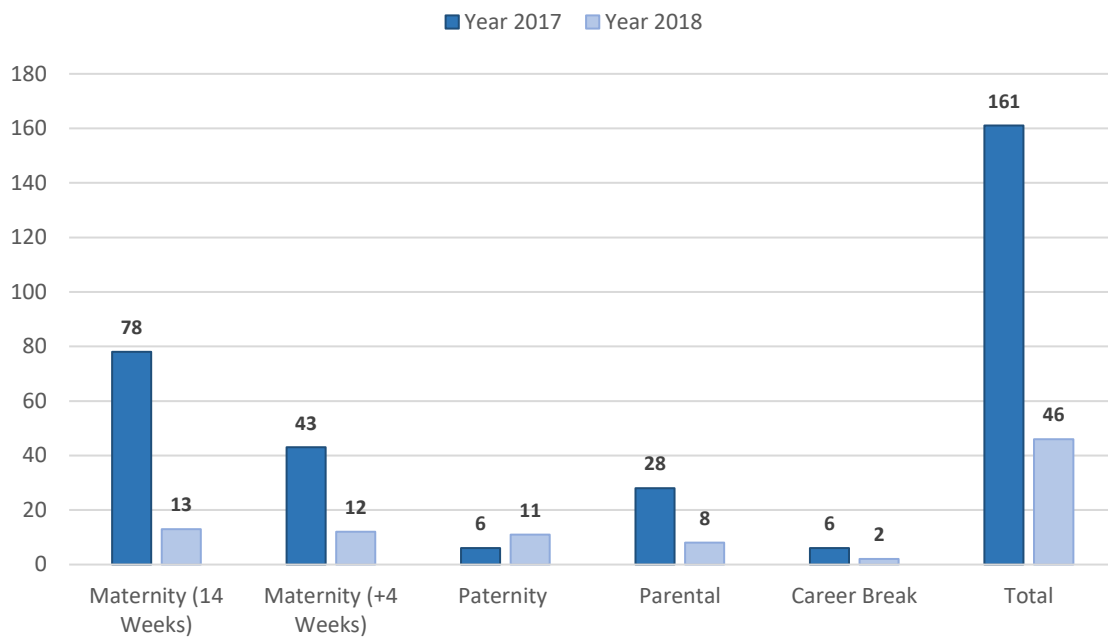
### Yearly Variance in Percentage

Reduced Hours	Teleworking	Flexi-Time	Total
- 15.17%	2.86 %	8.73 %	- 3.74 %

From the perspective of Supervisory / Technical / Industrial (Scale 16-20) utilisation of measures related to work convenience has slightly decreased by 3.74% (n = 14). Like the other grades of the employment spectrum, there is a similar shift from the reduced hours to the need for more mobility and flexibility at work.

## 2.4.5 Definite Contract

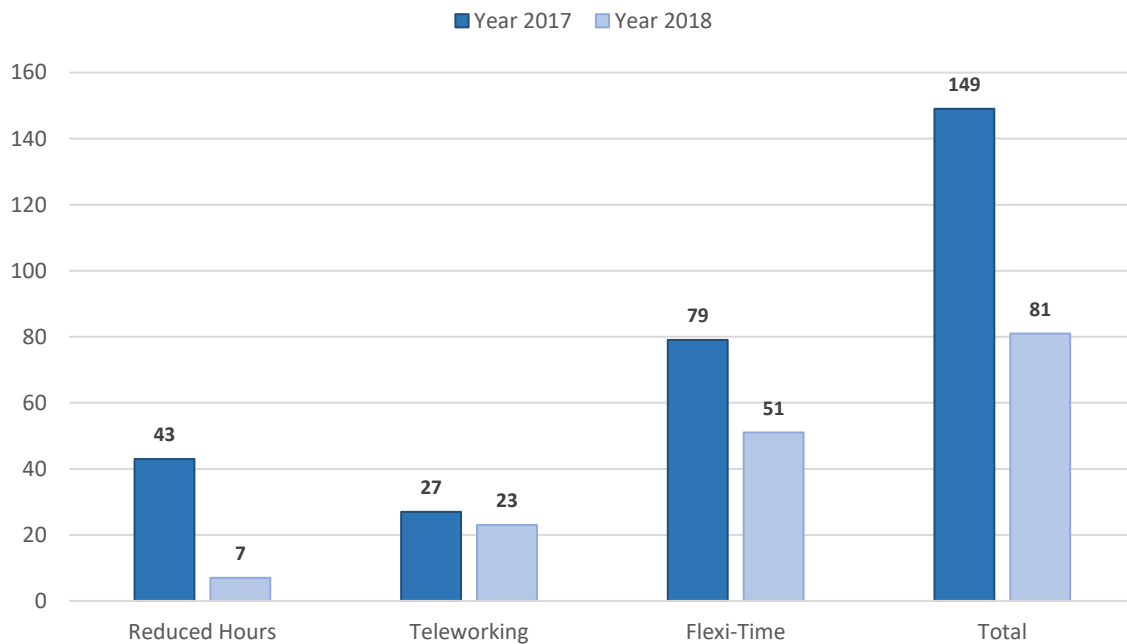
### Parenthood Measures



Yearly Variance in Percentage					
Maternity (14 Wks.)	Maternity (+4 Wks.)	Paternity	Parental	Career Break	Total
- 83.33 %	- 72.09 %	83.33 %	- 71.43 %	-66.67%	- 71.43 %

From the perspective of Definite Contracts, the utilisation of measures related to parenthood measures has decreased by 71.43%. From the perspective of Definite Contracts, the utilisation of career break has decreased by – 66.67.

## Work Convenience Measures



### Yearly Variance in Percentage

Reduced Hours	Teleworking	Flexi-Time	Total
- 83.72 %	-14.81 %	- 35.44 %	- 45.64 %

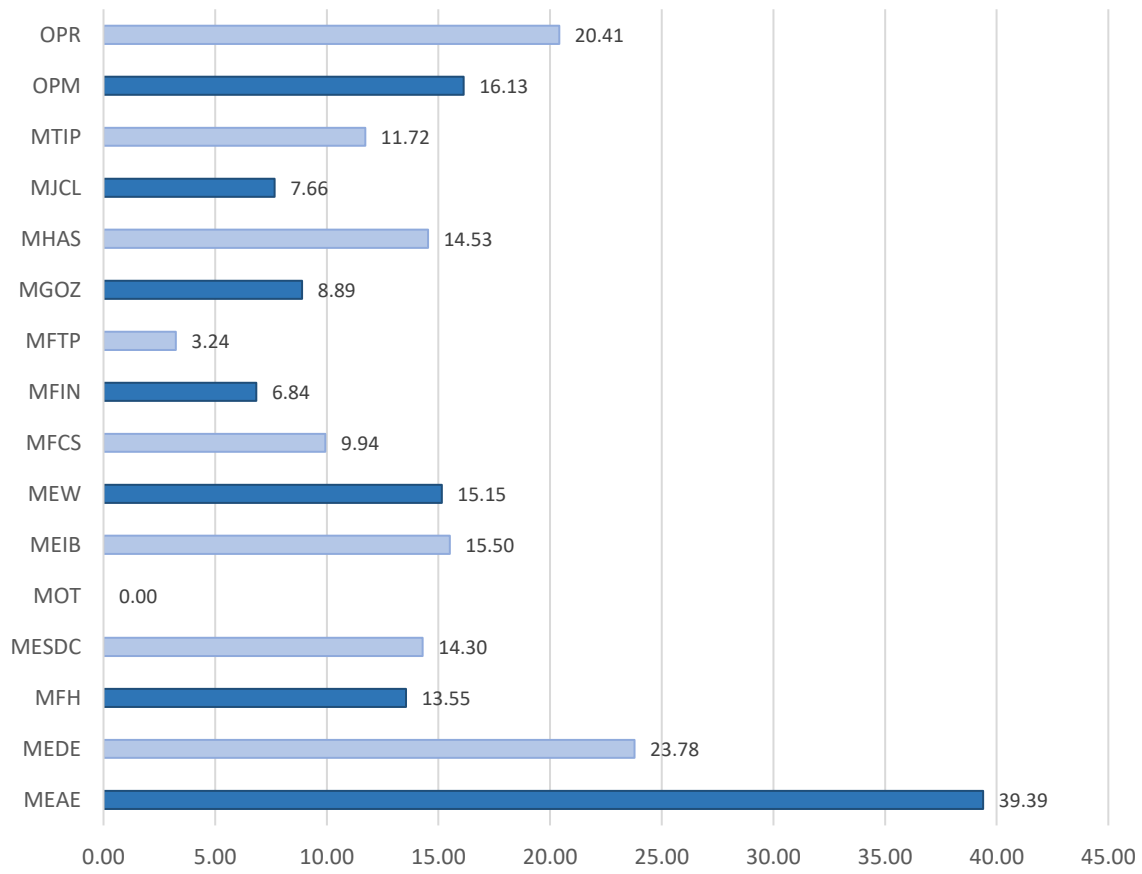
From the perspective of Definite Contracts, the utilisation of work convenience measures has decreased by 45.64%.

## 2.5 Family-Friendly Measures Utilisation by Ministry

This section illustrates the family-friendly measure utilisations by ministry for the respective types of leave, in the Malta Public Service, on a yearly basis.

## 2.5.1 Maternity Leave (14 Weeks)

(WLBM Manual - Section 1.3)

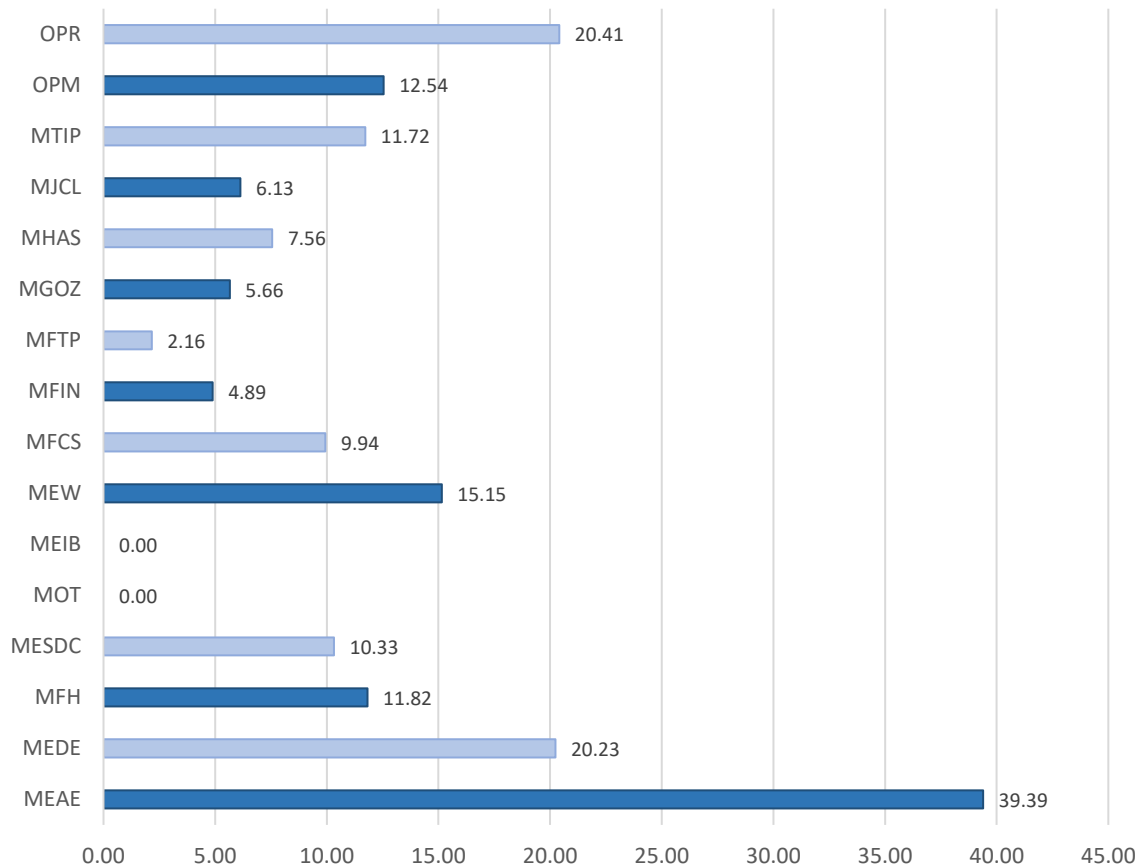


Note: This graph is based one leave out of every 1000 employees.

The Ministry for European Affairs and Equality, the Ministry of Education and Employment, and the Office of the President, are among the highest with respect to maternity leave.

## 2.5.2 Maternity Leave (+4 Weeks)

(WLBM Manual - Section 1.3)

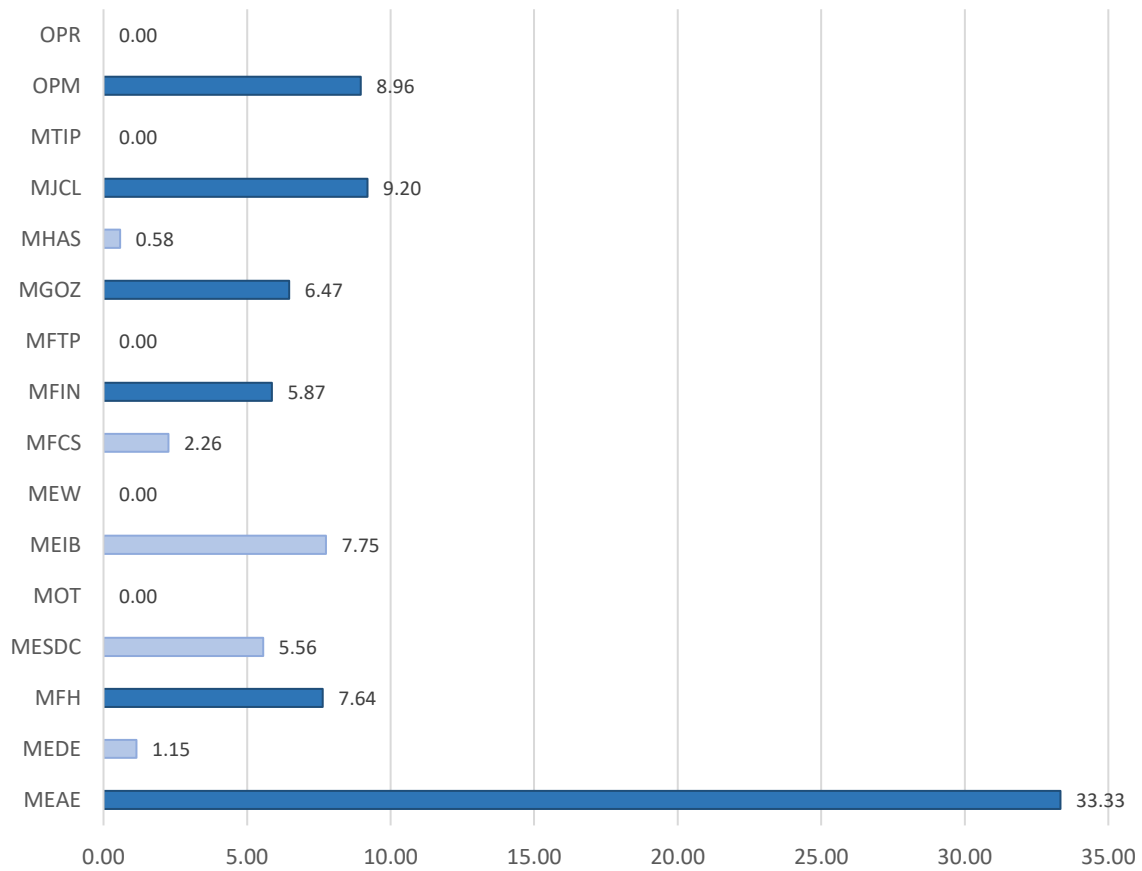


Note: This graph is based one leave out of every 1000 employees.

The Ministry for European Affairs and Equality, the Ministry of Education and Employment, and the Office of the President, are also among the highest with respect to the additional 4 week maternity leave.

### 2.5.3 Paternity Leave

(WLBM Manual - Section 1.4)



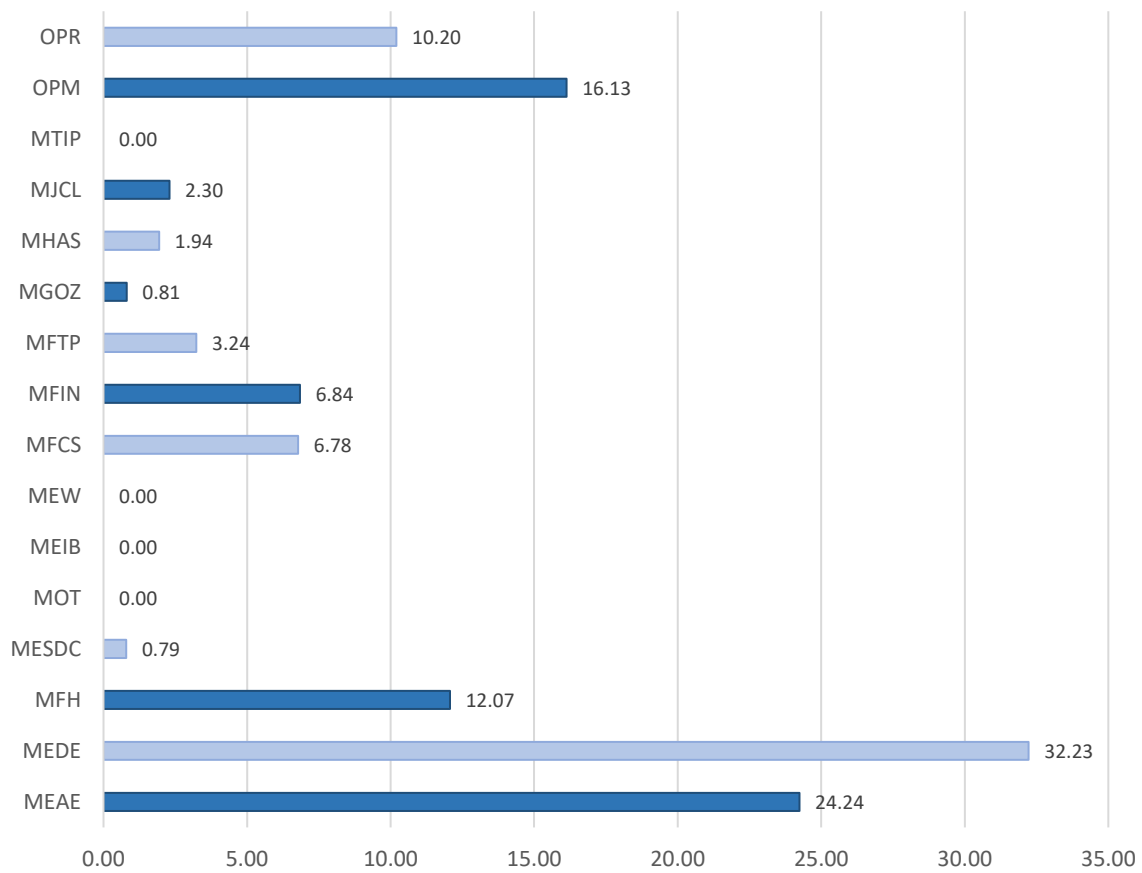
Note: This graph is based one leave out of every 1000 employees.

Despite a predominant population of female public officers, the Ministry for European Affairs and Equality shows a far higher rate in the utilisation of paternity leave, when compared with the other ministries.



## 2.5.4 Parental Leave

(WLBM Manual - Section 2.2)

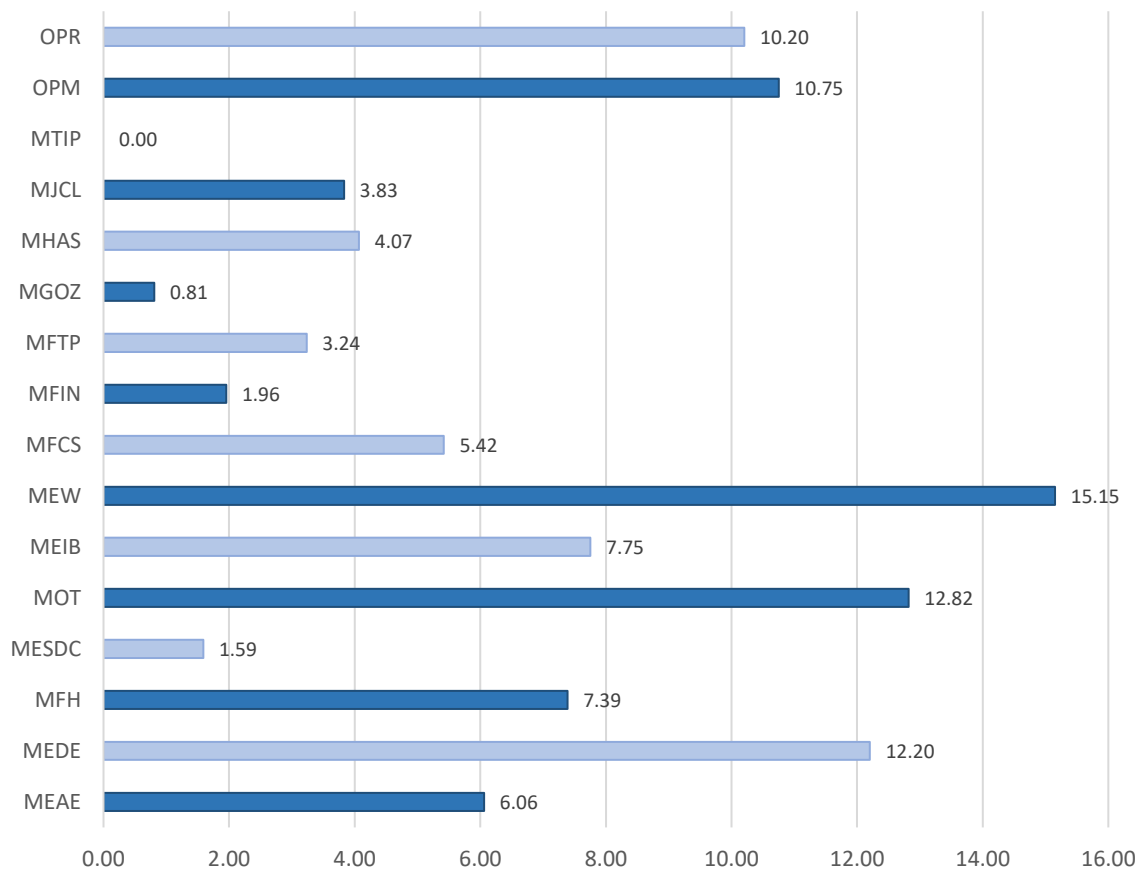


Note: This graph is based one leave out of every 1000 employees.

Although the Ministry for European Affairs and Equality also indicates a high rate in the utilisation of parental leave, the Ministry for Education and Employment has the highest score in the utilisation of this measure.

### 2.3.5 Career Break

(WLBM Manual - Section 2.3)

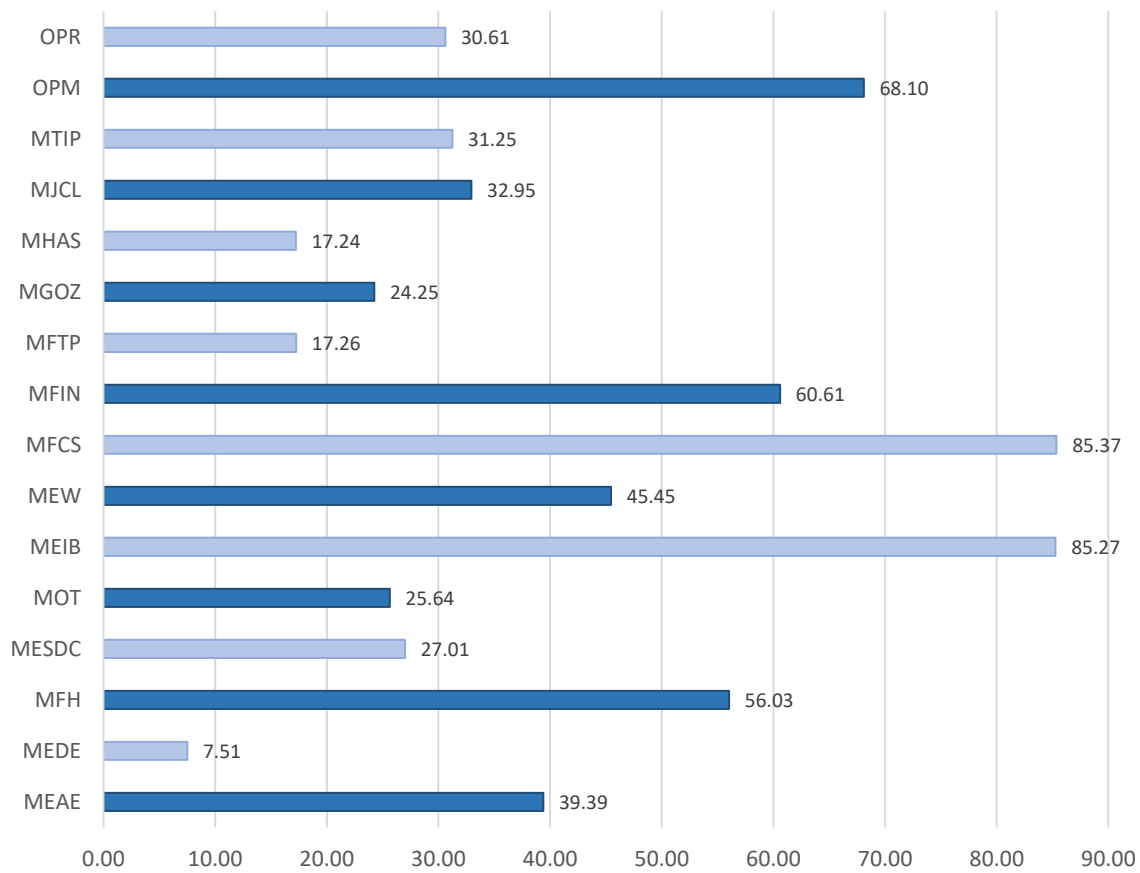


Note: This graph is based one leave out of every 1000 employees.

The Office of the Prime Minister, Ministry of Water and Energy, and Ministry of Tourism, show the highest utilisation of career break. The Ministry for Transport, Infrastructure, and Capital Projects, Ministry for Gozo, and the Ministry for the Environment, Sustainable Development, and Climate Change have the lowest utilisation of the career break measure.

## 2.5.6 Reduced Hours

(WLBM Manual - Section 3.1)

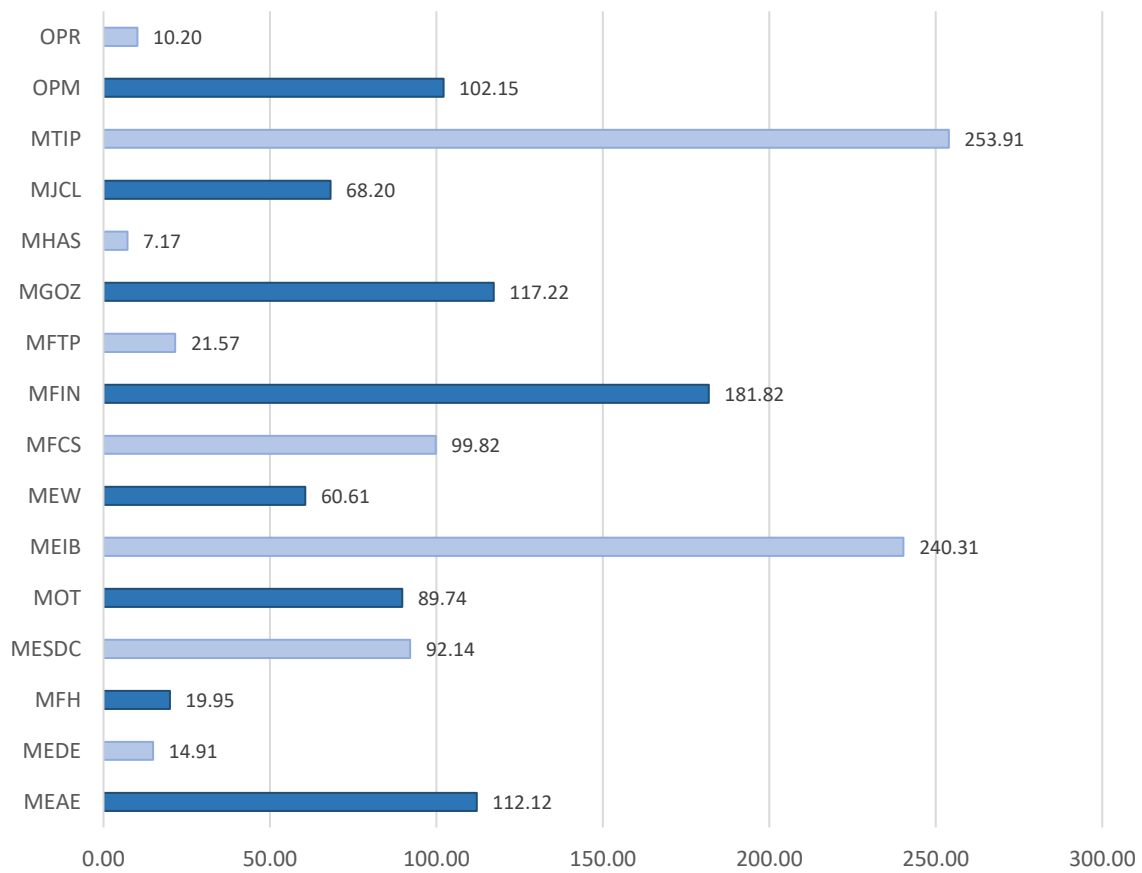


Note: This graph is based one leave out of every 1000 employees.

The Ministry for the Economy, Investment, and Small Business and Ministry for Family, Children’s Rights and Social Solidarity have a relatively high amounts of public officers working on reduced hours. The Ministry for Education and Employment has the lowest rate of reduced hours beneficiaries.

## 2.5.7 Teleworking

(WLBM Manual - Section 3.2)

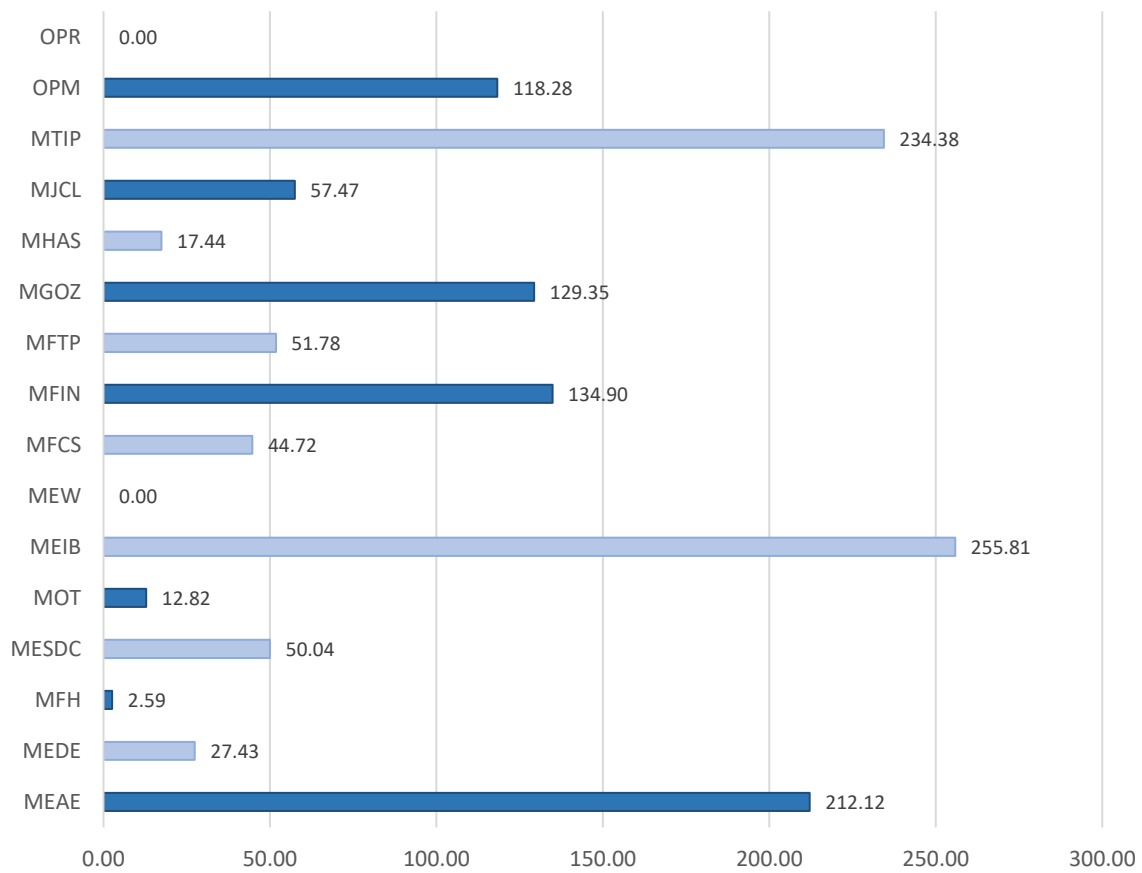


Note: This graph is based one leave out of every 1000 employees.

The Ministry for the Economy, Investment, and Small Business and Ministry for Transport, Infrastructure, and Capital Projects, have a relatively high amount of public officers opting for teleworking.

## 2.5.8 Flexi-Time

(WLBM Manual - Section 3.3)



Note: This graph is based one leave out of every 1000 employees.

Like the previous measure, the Ministry for the Economy, Investment, and Small Business and Ministry for Transport, Infrastructure, and Capital Projects, have a relatively high amount of public officers opting for flexitime.

### 3. Public Sector Data Analysis

#### 3.1 Utilisation of Family-Friendly Measures

The table below compares the utilisation of family-friendly measures in the Public Sector between 2017 and 2018.

Family-Friendly Measures	Utilisation Totals 2017	Utilisation Totals 2018	% Variance of individual measures against utilisation in 2017
Maternity Leave	249	278	11.64%
Paternity Leave	135	83	-38.52%
Parental Leave	98	182	85.71%
Career Break	74	79	6.76%
Reduced Hours	646	754	16.72%
Teleworking	633	734	15.96%
Flexible Working Schedule	2777	2685	-3.31%
<b>Grand Total</b>	<b>4612</b>	<b>4795</b>	<b>94.96</b>

Maternity Leave (additional four weeks)	168	200	19.05%
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Flexi-time recorded the highest number of beneficiaries (2685), followed by Reduced Hours (754) and Teleworking (734). When compared to 2017, Flexi-time recorded a decrease of 3.31%, whereas Reduced Hours and Teleworking increased by 16.72% and 15.96% respectively.

Whilst maternity leave increased by 11.64, paternity leave decreased by 38.52%. There was an increase in the utilisation of parental leave (85.71%) and career break (6.76%).

### 3.2 Family-Friendly Measures by Gender

The table below demonstrates the utilisation of family-friendly measures in the public sector by gender in 2018.

<b>Family-Friendly Measures</b>	<b>Females</b>	<b>Males</b>	<b>Totals</b>
Maternity Leave	278	-	278
Paternity Leave	-	83	83
Parental Leave	174	8	182
Career Break	66	13	79
Reduced Hours	693	61	754
Teleworking	634	100	734
Flexible Working Schedule	1284	1401	2685
<b>Grand Total</b>	<b>3129</b>	<b>1666</b>	<b>4795</b>

From the table above, it can be seen that flexi-time was predominant amongst both male and female employees, with a total of 2685 beneficiaries, followed by reduced hours (754 beneficiaries) and teleworking (734 beneficiaries).

### 3.3 Family-Friendly Measures by Category

The table below illustrates the utilisation of family-friendly measures by category in the public sector in 2018.

<b>Family-Friendly Measure</b>	<b>Top Management</b>	<b>Middle Management &amp; Professional</b>	<b>Administrative/ Executive/ Clerical</b>	<b>Supervisory/ Technical</b>	<b>Totals</b>
Maternity Leave	7	131	103	37	278
Paternity Leave	9	32	13	29	83
Parental Leave	0	95	77	10	182
Career Break	3	28	36	12	79
Reduced Hours	11	259	382	102	754
Teleworking	23	307	340	65	735
Flexible Working Schedule	179	1118	923	500	2720

The table above shows that the most utilized family-friendly measure is flexible working schedule (2720 beneficiaries), followed by reduced hours (754 beneficiaries) and Teleworking (735 beneficiaries).



## 4 Conclusion

The concept of family-friendly measures helps the public officers toward the changing nature of its working environment and the fact that female participation rate in Malta is among the lowest in European Union (Eurostat 2018). However, the overall utilisation of family-friendly measures has increased in the Public Administration.

As in previous years, teleworking, flexi-time, and reduced hours, remain the most utilised family-friendly measures.

### ***References***

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