

**Factors Affecting Employer-Employee Relationship in Police
Sector of Pakistan: The Mediating Role of Working
Condition**

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The study examines the factors i.e. (collective bargaining, recruitment, remuneration, communication) affecting employer-employee relationship with inclusion of mediator i.e. workplace condition. Primary data was collected from police departments working in four provinces of Pakistan namely, Khyber Pakhtunkhwa, Sindh, Punjab and Baluchistan. Questionnaires were administered among the three tiers of leadership i.e. top, middle and the bottom. For validation of data collection instrument the confirmatory factor analysis via structure equation model was conducted and all the models were found with significant loadings. Liseral and SPSS software were used for data analyses. For measuring direct and mediating effect study used hierarchal linear regression model. The findings of the study indicate that collective bargaining, recruitment, communication and remuneration have significant positive effect on employer-employee relationship whereas, workplace condition partially mediates the relationship amid factor affecting employee relation i.e. (collective bargaining, recruitment, communication and remuneration) and employer-employee relationship. Moreover, study reveals that inclusion of collective bargaining, recruitment, communication and

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remuneration inside organization will result in better performance of the police department and lead to build trust and better image of police department. Theoretical implications and future area suggestions are also incorporated in the study.

Keywords: collective bargaining, employer-employee relationship, working conditions and SEM.

Employee and employer relationship has a significant role in successful business. In Pakistan the concept of employee relation became famous (Akhaukwa, Maru and Byaruhang, 2013). Employee relation refers to the interaction between employers and employees. Such type of interaction can be either formal or informal. It includes employee communication, employee relations, labour participation, labour involvement and industrial relation (Armstrong, 2008). The industrial relations system refers to a mechanism that governs workplace relationship (Aborisade, 2008). After Pakistan independence Trade Union and Industrial Dispute Act together were merged in 1969 into a particular law, namely Industrial Relations Ordinance, the main objective of this legislation was to resolve the industrial conflicts with the help of statutory provision (Ansari et al., 2006). Research in the field of labour relations has identified that industrial conflict creates obstacle in productivity, operations and efficiency. Most of time conflicts at workplace create tension, frustration, de-motivation and lack of interest in routine operations, further the severe nature of conflicts may caused for strike or lock-out, which is definitely have very negative impact on workers and organization performance.

The effect of labour relations system and practice is manifested in the increase in the spate of industrial strikes and attendant man-days lost. The number of man-days lost due to industrial strikes almost doubled from 14,806 man-days in 2008 to 25,504 man-days in 2010. This, however, increased tremendously by about sevenfold to 175,329 in 2011. Other effects are seen in declining labour productivity in all sectors of the country's economy, increasing unit labour cost and low levels of competitiveness. All these employee relations issues are manifested in terms and conditions of employment leading to industrial unrest. Moreover, In Pakistan, none of the study so far is conducted to measure factors affecting employer-employee relationship in police sector of Pakistan with mediating variable of working condition. So, to overcome the existing gap this study seeks to analyze factors affecting employee relation in police sector of Pakistan. The

objectives of the study are a) to measure the effect of collective bargaining, recruitment, remuneration and communication towards employer-employee relationship b) to measure the mediating effect of working condition between collective bargaining, recruitment, remuneration, communication and employer-employee relationship. The outcome of the study is beneficial for all the stakeholders of management sciences studies along with competent authority of police sector of Pakistan. Moreover, eastern research scholars get additional literature pertaining to factors affecting employer-employee relationship and of working condition in the context of Pakistan.

Factors Affecting Employer-Employee Relationship

According to Odhong and Omolo (2014) there are four significant factors that affect employer-employee relationship these are collective bargaining, wages and salaries, recruitment and communication. Following are the detail of factors affecting employee relationship (FAER).

Collective Bargaining and Employer-Employee Relationship

Collective bargaining (CB) is a procedure of negotiation and discussion amid two parties (Odhong and Omolo, 2014). CB is defining as conciliation concerning employee, employer, working conditions, employment terms, obligations and rights and for managing conflicts (Rao, 1999). The deadlock in CB is occurs as soon as the groups are not capable to progress further in the direction of settlement. Deadlock frequently happen because one group is demanding additional as compared to other group. Sometimes the issue pertaining to deadlock can be solved via third party intervention. If the deadlock issue is not solved, this leads to strike which in turn put strain on management (Dessler, 2008). According to (Odhong and Omolo, 2014; Dessler, 2008) the CB has significant effect on workplace condition and employer-employee relationship.

Remuneration and Employer-Employee Relationship

The compensating of employee is called remuneration (Odhong and Omolo, 2014). Specifically, rewarding employees for employee job performance is also called remuneration.

Remuneration management is a central part of employee relationship. There exists two categories of reward these are intrinsic and extrinsic (Armstrong, 2008). According to (Pierce et al., 2003) there exists significant relationship amid financial reward and employee job related

outcomes. In workplace fair remuneration creates workers benefit in return employee-employer relationship turn out to be healthy (Price, 2000). The increase in employee salary also found significant predictor of employer-employee relationship (Odhong and Omolo, 2014; Pierce et al., 2003).

Recruitment and Employer-Employee Relationship

The procedure of attracting and finding capable candidates for filling key vacancies is called recruitment (Odhong and Omolo, 2014). The two kinds of recruitment includes external (where positions are filled from outside human resource) and internal (where positions are filled from internal human resource) (Kathy and David, 2001). Both types of fair recruitment procedures have significant effect on employer-employee relationship (Odhong and Omolo, 2014; Kathy and David, 2001).

Communication and Employer-Employee Relationship

The exchange of information or message for the objective of achieving frequent meaning amid people is called communication (Kathy and David, 2001). Verbal message or communication is the spoken words to conversation. Both spoken and written conversations are persistent in organizations (Odhong and Omolo, 2014). Written communication includes memorandums, business letters, resumes, reports, written telephone messages, policy manuals and newsletters (Odhong and Omolo, 2014). Employees at workplace become more productive when communicating with their supervisors consequently this will significantly leads to better employer-employee relationship (Odhong and Omolo, 2014; Kathy and David, 2001).

Mediating Role of Working Condition amid Employer-Employee Relationship

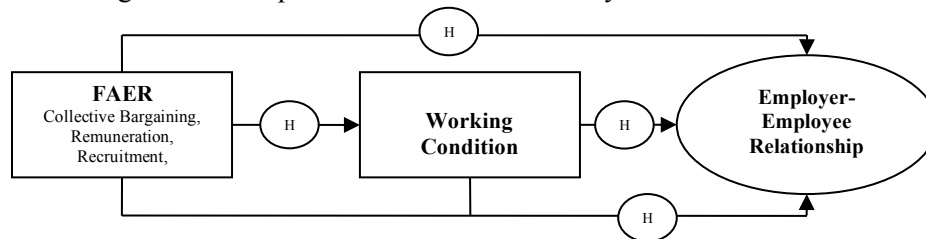
An employment terms and condition and environment of work is called working condition (Odhong and Omolo, 2014). The working condition cover up such matters these includes skills and employability, well-being of an employee, training, work activities, working time, safety, health and balancing work-life (Armstrong, 2008). Managing and developing health/safety policies at workplace, assessment of risks, health programs, preventing stress and accidents occurrence significantly mediates the employer-employee relationship and also have significant effect on employee job related outcome (Odhong and Omolo, 2014; Armstrong, 2008).

Theoretical Framework

The study investigates the political speculations of unitarism (administration ought to set the principles and laborers ought to collaborate in conforming to the guidelines) (Aborisade, 2008) and pluralism (keeps up the social arrangement of people and gatherings of the social structure (Aborisade, 2008) and the two-production line hypothesis (According to Herzberg, people are not content with the fulfillment of lower-request needs at work. Or maybe, people search for the satisfaction of more elevated amount mental necessities.

Conceptual Framework

Following is the conceptual framework of the study.



Hypotheses

Following are the alternate hypotheses of the study.

1. FAER i.e. (collective bargaining, remuneration, recruitment, communication) is significant predictor of employer-employee relationship.
2. FAER i.e. (collective bargaining, remuneration, recruitment, communication) is significant predictor of workplace condition.
3. Working condition has significant effect on employer-employee relationship.
4. Working condition partially mediates the relationship between FAER i.e. (collective bargaining, remuneration, recruitment, communication) and employer-employee relationship.

Method

Research Design

The researcher used quantitative research technique because numerical change can likewise only accurately be studied using quantitative methods (Sukamolson, 2010). The primary data was collected from police

departments working in four provinces of Pakistan namely, Khyber Pakhtunkhwa, Sindh, Punjab and Baluchistan. During the research study, researcher's interference was minimal, unit of analysis was individual and type of study was cross sectional. Questionnaires were distributed among the Top (Inspector General /Deputy Inspector General), Middle (Senior Superintendent Police /Superintendent Police) and Lower (Inspector/ Sub Inspector) level of management and their views were taken. The analytical software Liseral and SPSS (Statistical Package for Social Sciences) version 8.70 and 20 were used for data analysis.

Population

The targeted population of the study was 1570 male and female Top (Inspector General Deputy Inspector General), Middle (Senior Superintendent Police /Superintendent Police) and Lower (Inspector/ Sub Inspector).

Sample Size Determination

The sample size was determined by the formula of Yamane (1967). The final sample was consisted of 319 staff members.

Table 1

Sample size determination

Population (N)	Formula	Computation	Sample
1570	$n=N/1+N*e^2$	n $430/1+430*(.05)^2$ n $430/1+430*.0025$ n = 430/2.075	= 319

Where n= sample size, N=population e=chance of error i.e. .05

Sampling

For data collection, stratified sampling technique was used. Stratification is the process of dividing members of the population into homogeneous subgroups before sampling. The researcher used proportionate allocation method for sampling fraction in each of the strata that is proportional to that of the total population. Following table shows the proportionate allocation method in detail.

Table 2

Proportionate Allocation Method

Companies	Total Employees (Ni)	Sample (ni)
Khyber Pakhtunkhwa Police (Peshawar, Mardan, Kohat, DI Khan, Bannu, Hazara)	320	ni = 65 Ni*n/N
Punjab Police (Rawalpindi, Lahore, DG Khan, Gujranwala, Faisalabad)	400	ni = 81 Ni*n/N
Baluchistan Police (Quetta, Zhob, Sibi, Kalat, Makran, Nasirabad)	420	ni = 86 Ni*n/N
Sindh Police (Larkana, Hyderabad, Mirpurkhas, Karachi)	430	ni = 87 Ni*n/N
Total Number of Employees	1570	319

Note: ni = Sample size of substratum Ni = Total Number of employees in the sub Stratum n = Sample Size (319) N = Total Number of employees in (Selected Companies) of Khyber Pakhtunkhwa, Punjab, Baluchistan and Sindh Police divisions

Table 2 shows Total Number of employees in the sub Stratum. The Sample comprises of (319) N = Total Number of employees in (Selected Companies) of Khyber Pakhtunkhwa, Punjab, Baluchistan and Sindh Police divisions total 65, 81, 86, and 87 (total 319) questionnaires were distributed amid Top (Inspector General /Deputy Inspector General), Middle (Senior Superintendent Police /Superintendent Police) and Lower (Inspector/ Sub Inspector) levels of management and total 315 usable questionnaires were returned. The response rate was 98.7% which is good enough for data analysis (Sekaran, 2003).

Measures

The questionnaire was used as a data collection instrument that consisted of two parts. Part (I) was about participants demographic information and the second part was about measuring collective bargaining, recruitment, remuneration, communication, working condition and labour relation based on (5-point) Likert Scale. The following table shows the detail of questionnaire item, source and reliability statistics. All the computed values of Cronbach's alpha of different variables were greater than .70 that depicts good reliability (Sekeran, 2003).

Table 3
Questionnaire Source and Reliability

Variables	Items	Source	Cronbach's Alpha
Collective Bargaining	5	Pyman et al. (2010)	.913
Recruitment	5	Arnold and Place (2010)	.951
Communication	5	Roberts and O' Reilly (1974)	.931
Remuneration	5	Tsai and Huang (2008)	.966
Working Condition	5	Packham and Webster (2009)	.961
Employee Relation	5	Redman and Snape (2006).	.984

Data Collection

The data was collected by distributing questionnaire. Participation in the study was voluntary and the participants were assured of the confidentiality of their responses. Respondents were further informed that their responses were to be used for research purposes only.

Results

This section of the study reveals that the investigation has been made through inclusion of the descriptive statistics and confirmatory factor analysis (CFA's) by the help structure equation model.

Table 4
*Crosstab Gender*Management Level*

		Management Level			Total
		Low Level (Inspector/ ASI)	Middle Level (SSP/SP)	Top Level (DIG/IG)	
Gender	Male	281	24	3	308
	Female	5	2	0	07
Total		286	26	3	315

Table 4 shows gender and management level. The male participants with low level management were found 281, middle level was found 24 and top level was found 3. In female participants with low level management were found 5, middle level was found 2 and top level was found 0 respectively out of total 315 participants.

Table 5

*Crosstab Age*Gender*

Age	Gender		Total
	Male	Female	
18-28 years	164	90	254
29-39 years	29	28	57
40 and above years	2	2	4
Total	195	120	315

The table 5 shows age and gender cross tabulation. The male participants with the age of 18 to 28 years were found 164 and female participants with the age of 18 to 28 years were found 90. The male participants with the age of 28 to 39 years were found 29 and female participants with the age of 28 to 39 years were found 28. The male participants with the age of 40 and above years were found 2 male and 2 female participants out of the total sample 352

Matrix Correlation

Following table shows the Pearson correlation matrix among factors affecting employee relation i.e. (collective bargaining, recruitment, remuneration, and communication), working condition and employee relation. The result shows that there exists strong positive relationship between factors affecting employee relation and working condition and employee relation ($r_1 = .53$, $p < .01$; $r_2 = .897$, $p < .01$). The correlation analysis of working condition and employee relation is also found positive and significant ($r_3 = .751$, $p < .01$). Overall, result reveals that there exists strong positive relationship amid all these variables.

Table 6

Correlation Matrix

Variables	1	2	3
1. FAER	—		
2. Working Condition	.53**	—	
3. Employer-Employee Relation	.90**	.75**	—

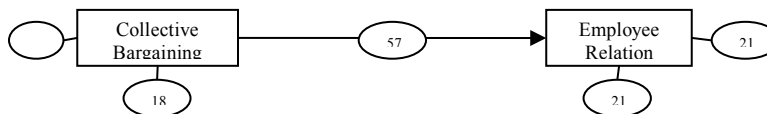
**P<.01

Validity and Confirmatory Factor Analysis

The content and face validity of measurement instrument i.e. (questionnaire) was checked by veteran PhD research scholars. The scholars in this regard validated the questionnaire and gave permission for data collection. For convergent/construct validity the particular model of the research study was examine through structural equation Model (SEM) and confirmatory factor analysis (CFA). For examining model fitness researcher used seven fit indices namely (X^2/df , GFI, AGFI, NNFI, CFI, RMSR, RMSEA).

Structural Analysis**CFA for Model 1**

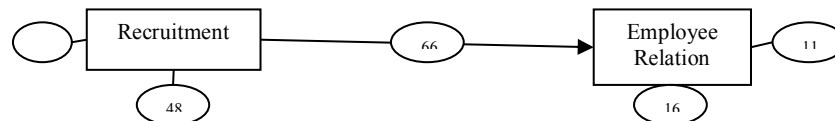
Result of 2 factor model i.e. collective bargaining and employee relation is as follows



Chi-Square=2.46, df=1, P-value=.00, RMSEA=0.07

CFA for Model 2

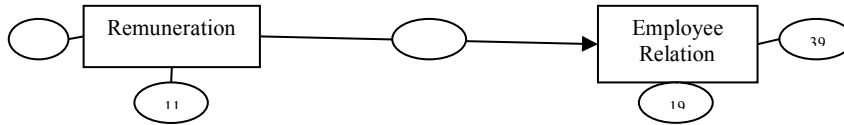
Result of 2 factor model i.e. recruitment and employee relation is as follows



Chi-Square=2.1, df=1, P-value=.006, RMSEA=0.06

CFA for Model 3

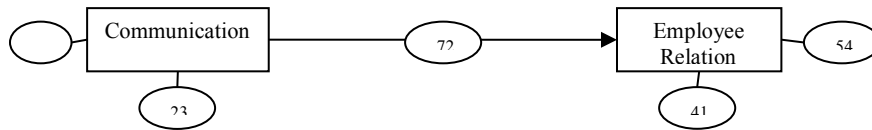
Result of 2 factor model i.e. remuneration and employee relation is as follows



Chi-Square= 2.8, df=1, p-value=.001, RMSEA=0.07

CFA for Model 4

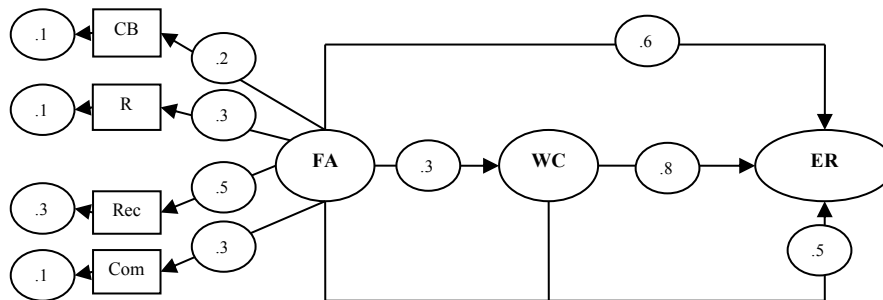
Result of 2 factor model i.e. communication and employee relation is as follows



Chi-Square= 2.4, df=1, P-value=.001, RMSEA=0.06

CFA for Model 7

Result of 3 factor model i.e. (factors affecting employee relation, working condition and employer-employee relationship) is as follows.



Chi-Square=15.23, df=6, P-value=.018, RMSEA=0.074

Table 7

Goodness of fit for Overall Model

Models	<i>NF</i>	<i>AG</i>	<i>RMS</i>	<i>GF</i>	<i>RM</i>	<i>CF</i>	<i>X²/df</i>
	<i>I</i>	<i>FI</i>	<i>EA</i>	<i>I</i>	<i>R</i>	<i>I</i>	
Standard Value (Uslueletal., 2008)	>.9	>.8	<.08	>.9	<.1	>.9	<.3
Model 1 (CB-ER)	.98	.96	.07	1.0	.00	1.0	2.4
Model 2 (Rec-ER)	1.0	1.0	.06	1.0	.00	1.0	2.1
Model 3 (Rem-ER)	1.0	1.0	.07	1.0	.01	.99	2.8
Model 4 (Com-ER)	.96	.94	.07	.98	.01	.98	2.5
Model 5 (FA-WC-ER)	.92	.97	.07	.94	.01	.96	2.5

CB = Collective Bargaining, ER = Employee Relation, Rec = Recruitment, Rem = Remuneration, Com = Communication, WC = Working Condition, FA = Factors Affecting, X² = chi-sqr, df = degree of freedom, GFI = goodness of fit index AGFI = RMR = root mean error of residuals RMSEA = root means sqr error of approximation, CFI = comparative fit index, NFI = normed fit index

Seven fit aforementioned indices i.e. (X²/d.f, GFI, AGFI, NNFI, CFI, RMSR, RMSEA) were used for checking the goodness of fit for all alternative models. The result of CFA's analysis exhibits the uniqueness of variables. The result of model-1 (collective bargaining and employer-employee relationship) depicts that all values have their own significant loadings. Direct path indicates 57% variation exists in response variable by predictor. The result of model-2 i.e. (recruitment and employer-employee relationship) depicts that all values have their own significant loadings. Direct path indicates 66% variation exists in response variable by predictor. The result of model-3 (remuneration and employer-employee relationship) depicted 60% variation in response variable by predictor. The result of model-4 (communication-employer-employee relationship) depicted 72% variation in response variable by predictor. The result of model (FAER, working condition and employer-employee relationship) depicted 53% variation in response variable by predictor. All the values were in the acceptable ranges. Result reveals that all alternative models are good fit.

Regression Analysis

In statistics, regression analysis is use for estimating the relationships among variables. Regression analysis makes several key assumptions for primary/ Likert scale data a) the data should be normally distributed b) there exists no or little multicollinearity in the data (Al-Matari, Al-Swidi and BtFadzil, 2014).

Normality of Data

The normality of the data was calculated through Kolmogorov-Smirnovi (KS-test) and Shapiro-Wilk test. Following are the hypotheses of KS and Shapiro-Wilki test.

H_0 : $P > .05$ (data is normally distributed)

H_1 : $P < .05$ (data is not normally distributed)

Table 8

Tests of Normality

	Kolmogorov-Smirnovi			Shapiro-Wilki		
	Statistic	df	Sig.	Statistic	df	Sig.
FAER	.19	315	.27	.92	315	.27
Working Condition	.28	315	.55	.84	315	.68
Employee Relation	.17	315	.245	.87	315	.64

a. Lilliefors Significance Correction

For the normal data the significance value should be above than $P > .05$ (Fasano and Franceschini, 1987). In above captioned table all the computed values of all aforementioned variables are above .05 which further indicates that the data is normally distributed. So, null hypothesis should be accepted that data is normally distributed.

Multicollinearity

Multicollinearity refers to a situation in which two or more explanatory variables in a multiple regression model are highly linearly related.

Table 9

Collinearity Statistic

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
FAER	.72	1.38
Working Condition	.72	1.41

DV: Employee Relation

According to (O'Brien and Robert, 2007) tolerance less than 0.20 indicate the multicollinearity problem. In the above table the value of tolerance of all variables are above than .20 which is evidence that there is no multicollinearity. The reciprocal of tolerance is recognized as variance inflation factor(VIF). According to O'Brien and Robert (2007) when the VIF is 10 or higher than it implies the multicollinearity issue. In the given table the value of VIF of all variables are not above than 1.407 which hasn't shows any multicollinearity issue.

Testing for Mediation

For testing mediation effect Barron and Kenny (1986) theory was used. According to Barron and Kenny (1986) the first regression statement tests the independent variable (I.V) predicts the dependent variable (D.V). The second regression statement tests the I.V predicts the mediator (M). The third regression statement tests the mediating variable predicts the D.V. In the last comparison, I.V and D.V must be regressed with inclusion of mediating variable. Hierarchal Regression analysis was conducted to examine the hypothesized relationship among the variables. The hierarchal regression model is as follow.

Factors Affecting Employee Relation (IV), Employee Relation (DV) and Working Condition (Mediator)

Following are the regression equations for checking mediation effect.

$$ER = \alpha + \beta_1 (FAER) + \epsilon \dots (1)$$

$$WC = \alpha + \beta_1 (FAER) + \epsilon \dots (2)$$

$$ER = \alpha + \beta_1 (WC) + \epsilon \dots (3)$$

$$ER = \alpha + \beta_1 (FAER) + \beta_2 (WC) + \epsilon \dots (4)$$

Where ER= Employer-Employee Relation (D.V), FAER= Factor affecting employee relation (I.V), WC = Working condition (M)

Table 10

Hierarchical Regression Analysis Summary for factors affecting employee relation, working condition and employee relation

Steps		R	ΔR^2	F	B	t	Sig
<u>Step 1</u>							
FAER(IV)	→	.89	.80	1289.42	.69	35.90	.001
ER(DV)							
<u>Step 2</u>							
FAER(IV)	→	.52	.27	120.07	.36	10.95	.001
WC(DV)							
<u>Step 3</u>							
WC(IV)	→	.75	.56	405.83	.83	20.14	.001
ER(DV)							
<u>Step 4</u>							
FAER+WC	→	.89	.80	1289.4	.69	35.90	.001
ER(DV)							
FAER		.95	.91	1624.8	.53	35.19	.001
WC					.42	19.58	.001

DV: ER

As per the four-step model suggested by (Barons and Kenny, 1986) for measuring mediation this research initially analyzed the direct effect of factors affecting employee relation (FAER) i.e. (collective bargaining, remuneration, recruitment, communication) and employee relation and the values were found (R= .897, $R^2 = .805$, $F = 1289.42$, $\beta = .693$, $t = 35.90$, $p = .001$). The value of coefficient of determination shows 80.5% of variation in dependent variable is explained by FAER. Moreover the value of beta shows one unit increase in FAER will increase 69.3 units in employee relation the t value was found 35.90 and significance value was less than $p < .05$. This implies the alternate hypotheses should be accepted i.e. FAER has significant positive effect on employer-employee relationship.

In second step the direct effect of factors affecting employee relation i.e. (collective bargaining, remuneration, recruitment, communication) and working condition and the values were found (R= .527, $R^2 = .277$, $F = 120.07$, $\beta = .360$, $t = 10.95$, $p = .001$). The value of coefficient of determination shows

27.7% of variation in dependent variable is explained by FAER. Moreover, the value of beta shows one unit increase in FAER will increase 36 units in employee relation the t value was found 10.95 and significance value was less than $p < .05$. This implies the alternate hypotheses should be accepted i.e. FAER has significant positive effect on working condition.

In step three the direct effect of mediator variable i.e. (working condition) and employee relation was checked and the values were found ($R = .75$, $R^2 = .56$, $F = 405.83$, $\beta = .83$, $t = 20.14$, $p = .001$). The value of coefficient of determination shows 56.5% of variation in dependent variable is explained by working condition. Moreover, the value of beta shows one unit increase in working condition will increase 83 units in employee relation the t value was found 20.14 and significance value was less than $p < .05$. This implies the alternate hypotheses should be accepted i.e. working condition has significant positive effect on employer-employee relationship.

In step four the mediating effect of working condition was measured amid FAER and employer-employee relation. Beta weights of FAER reduce from (.693 to .536) and found significant in both step. According to Barons and Kenny (1986) if the direct relationship between independent and dependent variables become smaller and the value of mediator become significant it shows partial mediation and if the relationship become insignificant it shows full mediation. The value of FAER variable is significant i.e. $p = .001$ with beta weight of .536 and t value of 35.19. This implies that working condition partially mediates the relationship amid FAER and employer-employee relationship.

Discussion

The study examines the factors affecting employer-employee relationship with mediation of working condition. The researcher uses quantitative research technique. The primary data was collected from police departments working in four provinces of Pakistan namely, Khyber Pakhtunkhwa, Sindh, Punjab and Baluchistan. Questionnaires were distributed among the Top (Inspector General /Deputy Inspector General), Middle (Senior Superintendent Police /Superintendent Police) and Lower (Inspector/ Sub Inspector) level of management and their views were taken. The analytical software Liseral and SPSS version 8.70 and 20 respectively were used for data analysis. Total population was 1570 male and female staff members. The final sample was consisted of 319 staff members of police department. For data collection, stratified sampling technique was used with proportionate allocation method. Research study checked Regression

assumptions and data were found normal with no multicollinearity. For measuring mediating effect of workplace condition the theory of Barron and Kenny (1986) was incorporated. Hierarchical linear regression model was used to examine the hypothesized relationship among the variables. Researchers initially analyzed the direct effect of FAER and employer-employee relationship. The alternate hypotheses was accepted i.e. FAER has significant positive effect on employer-employee relation. The result was consistent with the previous study of (Odhong and Omolo, 2014). Secondly, the direct effect of FAER and working condition was measured and found significant. This implies FAER has significant positive effect on working condition. The result was consistent with the previous study of (Odhong and Omolo, 2014). Thirdly, the direct effect of working condition and employee relation was checked and values were found significant. This implies working condition has significant positive effect on employee relation. The result was consistent with the previous study of (Odhong and Omolo, 2014). Fourthly, mediating effect of working condition was measured amid FAER and employer-employee relationship. Result of statistics reveals that working condition partially mediates the relationship amid FAER and ER

Result Summary

Hypotheses	Accept/Reject
H ₁ : FAER is significant predictor of employer-employee relationship.	Accept
H ₂ : FAER is significant predictor of workplace condition.	-do-
H ₃ : Working condition has significant effect on employer-employee relationship.	-do-
H ₄ : Working condition significantly mediates amid FAER and employer-employee relationship.	-do-

Theoretical Contribution/ Implications

Tentatively, this study augmented the literature in context of FAER, employer-employee relationship and working condition in Pakistan. Additionally, this study assists the competent authority or policy makers of police department of Pakistan to make such plans which constructively improve the employee-employer relationship by focus on implementing fair communication, recruitment, remuneration and collective bargaining practices inside police departments of Pakistan.

Future Research and Limitation

Study sample was police departments working inside four provinces of Pakistan owing to which this study was generalize and comprehensive. But most of the working police departments are neglected in the study sample due to time and financial constraints. Moreover, the data was collected on cross-sectional basis. In future study the same hypotheses will be tested on longitudinal basis in public and private organizations of Pakistan with more moderator and mediator variables.

Conclusion

Consequences of the study represents that FAER i.e. (collective bargaining, recruitment, communication and remuneration) has significant positive effect on employer-employee relationship) whereas, workplace condition was partially mediates the relationship amid FAER i.e. (collective bargaining, recruitment, communication and remuneration) and employer-employee relationship). SEM consequences of all models divulge own significant constructs loadings. The police departments must include such practices that should improve i.e. (collective bargaining, recruitment, communication and remuneration) inside organization this will result in improved employer-employee relationship in workplace settings. Consequently, the performance of the police department will improve and in return the society will get benefits in terms of low propensity of theft, embezzlement, fraud and crimes. Ultimately, this leads to build trust and better image of police department in the mind of society.

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