



## EMPHASIS OF HR PERSONNEL TO TAKE INITIATIVES FOR BETTER ERGONOMICS AT WORKPLACE FOR THE EMPLOYEES OF PUBLIC, PRIVATE AND FOREIGN BANKS IN BANGALORE CITY.

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### Abstract

Like our planet's resourcefulness, human resources are not infinite. They are not even abundant. In fact, good gift is becoming less abundant all the time. In the wake of the Great Recess, employees are bummed out, burned out and stressed out. While asking them to do more with less may have constituted a survival strategy over the past tense several years, it is neither sustainable nor in the organization's best involvement in the long run. As the thriftiness improves, employees are no longer happy just to have a job. Employers who fail to recognize that clock time have changed face losing their top talent to more agile employers who understand that without great mass, people who are engaged in their piece of work and bore to go the extra air mile, there is no sustainable business model. Innovation ceases. The pipeline vanishes. Customers go elsewhere. And stock performance tumbles. In this article the scholar wants to emphasize on the role of HR for better ergonomic office. The sector selected is the banking sector. All the three sectors were participating in the study: Public, Private and Foreign sector Banks. The methodology used is exploratory research. The research tool applied for the study was determinant analysis. The primary objective is to study the relation between the HR and office ergonomics and the initiatives taken. The secondary objective is to study the role of HR for employee well-being in the organization. The various initiatives taken by the HR for development and growth of the employee. To study the financial and non-financial aspects for well-being. The scope of the study will be helpful for the research scholars, Banking employees for making the betterment in the workplace.

**Keywords:** HR Personnel, Ergonomics, Banking Sector, Office Ergonomics, HR Initiatives, Employee Satisfaction.

### INTRODUCTION

The term Human Resources itself has the meaning in itself. As other resources employee is also resource for the organization. The emotional resources, who can react to the actions. Every organization is surrounded by people and core of the organization. An organization's workplaces, work processes and work practices comprise an ecosystem that has the prospects to develop worker well-being and organizational performance.

As the time passes the role of HR is getting crucial as the inception of HRD the task were finite. But as the trend changes the HR need to focus on the employees for higher level of satisfaction and longer stay.

The labor merchandise ivity as well as product innovativeness increase, which consequently leads to an increase in the competitiveness of the organization. The company's image affect consumer percept of its products. Therefore, entrepreneurs earnings more attention to how they are perceived by potential employee. To emerge victorious from the 'war for talent', it is necessary for organizations to bud the employer stain systematically.

### ROLE OF HR IN BANKING SECTOR - ERGONOMICS

The employees wellness and quality of work need to be seen by the HR. HR role doesn't gets over when the hiring is done or the firing is taking place. The role of HR is much more vast as HR has to look upon the employees work environment the work culture and the working habits. To have healthy and efficient work force. The banking sector is a place where employees need to be offered good quality furniture and space. The space need to be used ergonomically so that the employees don't experience the pain and discomfort while working. The spacing need to be correct it can be of the lighting, table and chair, systems, mouse and keyboard, document holders and other utilities.

According to Prabu Jaba, Today, a product might be designed in one country, manufactured in the second country, purchased by a wholesaler (buyer) in the third country and used by a customer in the fourth country. The designer might not know who are the end users and the buyer cannot influence the design of the product. Ergonomics is the only link between these four actors. He also added "Good ergonomics is good economy, Happy workforces make a happy bottom line" The aim of ergonomics is to enhance and preserve human health and satisfaction and to optimize the human performance in a system perspective. Ergonomics is concerned with both employees' well-being as well as organization well-being. Ergonomics aims to ensure that human needs for safe and efficient working are met in the design of work systems. [Prabu, J. (2010)].

As the pain and discomfort increases the employees work efficiency comes down and over all the productivity which effects the organisation. HR has to study the working environment and take steps to make to friendly and cohesive for the employees to give the best.

All because of Globalization the banks have got a change. In India, the public sector banks had totally changed the office ergonomics to compete with the private and foreign banks. As now a days its not only the bank name but also the ambience is counted when a customer steps in the bank.

Banking sector too needs a positive support from the HR department. As when ever we discuss regarding the HR department it always focuses on the salary hike or the list of holidays or the change of working hours. HR has to see the non financial benefits also while measuring the satisfaction of the employee at work. Banking sector being the sector where employees are having more of sitting jobs, the HR need to check the past records, reason for leave taken, job switch, performance of the employee.

### OBJECTIVE OF THE STUDY

- To study the employees opinion for awareness program on various health issues related to sitting postures at workplace in banks.
- To study the employees opinion for HR given suggestions on health issues related to sitting postures at workplace.
- To study the role of HR initiatives for employees well being in the workplace.

### METHODOLOGY

The type of research applied was exploratory research. The universe for the research was eastern Bangalore. The sample unit was Banking sector in which Public Sector, Private Sector and Foreign Banks had taken part. The Banks selected for the survey were State Bank of India, Punjab National Bank, Bank of Baroda, ICICI, HDFC, AXIS Bank, CITI, HSBC, SCB, DBS, ANZ and Deutsche Bank. The survey analysis is done on 500 respondents. The analysis was done through SPSS 20.0 version. The respondents are the employees into sitting jobs only. The research tool was discriminant analysis method, Wilks Lambda, percentage method. The analysis was done on type of bank and the participated banks.

### ANALYSIS

The questionnaire had 4 parts. Part D of the questionnaire was focusing on the administer to analyze bank employees' opinion for ergonomic initiatives taken by their banks like awareness program on various health issues related to sitting posture at work place and suggestions from HR to keep away from health issues due to work place. Respondent bank employees were asked to give their opinion for both the questions in yes and No only as it will present that whether they are following the stated initiative or not. In this section of the chapter comparison between the type of banks as well as participated bank for the questions was performed with discriminant analysis method.

Discriminant analysis is used to investigate differences between groups on the basis of the attributes of the cases, indicating which attributes contribute most to group separation.

Following hypotheses were formulated for examining the significance of difference between the types of bank and participated banks groups on ergonomic initiatives taken by their banks like awareness program on various health issues related to sitting posture at work place and suggestions from HR to keep away from health issues due to work place.

**H<sub>01</sub>:** There is no significant difference in employees' opinion for awareness program on various health issues related to sitting posture at work place according to the type of bank.

**H<sub>a1</sub>:** There is significant difference in employees' opinion for awareness program on various health issues related to sitting posture at work place according to the type of bank.

**H<sub>02</sub>:** There is no significant difference in employees' opinion for HR given suggestions on health issues related to sitting posture at work place according to the type of bank.

**H<sub>a2</sub>:** There is significant difference in employees' opinion for HR given suggestions on health issues related to sitting posture at work place according to the type of bank.

**H<sub>03</sub>:** There is no significant difference in employees' opinion for awareness program on various health issues related to sitting posture at work place according to the participated banks.

**H<sub>a3</sub>:** There is significant difference in employees' opinion for awareness program on various health issues related to sitting posture at work place according to the participated banks.

**H<sub>04</sub>:** There is no significant difference in employees' opinion for HR given suggestions on health issues related to sitting

posture at work place according to the participated banks.

**H<sub>a4</sub>:** There is significant difference in employees' opinion for HR given suggestions on health issues related to sitting posture at work place according to the participated banks.

**Table 1: Group Statistics table for employee opinion for awareness program and HR suggestion according to type of bank**

Group Statistics					
Type of the Bank		Mean	Std. Deviation	Valid N (list wise)	
				Unweight	Weighted
Public Bank	Health awareness programs for sitting postures at bank	.3500	.47817	200	200.000
	Suggestions from HR to keep away from Health issues due to workplace	.3500	.47817	200	200.000
Private Bank	Health awareness programs for sitting postures at bank	.4950	.50123	200	200.000
	Suggestions from HR to keep away from Health issues due to workplace	.3200	.46765	200	200.000
Foreign Bank	Health awareness programs for sitting postures at bank	.5300	.50161	100	100.000
	Suggestions from HR to keep away from Health issues due to workplace	.3700	.48524	100	100.000
Total	Health awareness programs for sitting postures at bank	.4440	.49735	500	500.000
	Suggestions from HR to keep away from Health issues due to workplace	.3420	.47485	500	500.000

Source: Primary Data

From Table 1 it could observe that according to the type of bank the mean score values of the employees' opinion for the awareness program on various health issues related to sitting posture at bank shows difference as the mean score value observed for the public bank is .3500, for private bank it is .4950 and for foreign bank it is .5300. But this difference is not so large. For the other dependent variable that is suggestion from HR to keep away from health issues due to workplace employee opinion do not show major differences as observed mean score value of employee opinion for public bank is .3500, for private bank is .3200 and for foreign bank .3700.

So it could conclude that in comparison of Public, Private Banks and Foreign banks, Foreign bank employees' showed more positive response for the awareness programs related to sitting posture and HR suggestion for health issues, which means the foreign bank administrations are more caring about the health issues of their employees.

**Table 21: Test of Equality of group means for employee opinion for awareness program and HR suggestion according to type of bank**

Tests of Equality of Group Means					
	Wilks' Lambda	F	df1	df2	Sig.
Health awareness programs for sitting postures at bank	.975	6.247	2	497	.002
Suggestions from HR to keep away from Health issues due to workplace	.998	.416	2	497	.660

Source: Primary data

From above Table 2 it could interpret that difference between the public, private and foreign bank employees for the health awareness programs for sitting posture at bank showed high F value (6.247) and significance (.000) which results into acceptance of alternate hypothesis  $H_{a24}$  which states that there is significant difference in employees' opinion for awareness program on various health issues related to sitting posture at work place according to the type of bank.

From the Table 2 it was also observed that difference between the public, private and foreign bank employees for the suggestions from HR of bank to keep away from Health issues due to workplace shows lower F value (.416) and insignificance (.660) which results into acceptance of null hypothesis  $H_{025}$  which stated that there is no significant difference

in employees' opinion for HR given suggestions on health issues related to sitting posture at work place according to the type of bank.

**Table 3: Correlation analysis of group means for employee opinion for awareness program and HR suggestion according to type of bank**

Pooled Within-Groups Matrices			
		Health awareness programs for sitting postures at bank	Suggestions from HR to keep away from Health issues due to workplace
Correlation	Health awareness programs for sitting postures at bank	1.000	.286
	Suggestions from HR to keep away from Health issues due to workplace	.286	1.000

Source: Primary Data

Correlation value observed between the group means for employee opinion for awareness program and HR suggestion according to type of bank is .286 which shows weak but positive correlation between them.

**Table 4: Log Determinant- Box test of Equality of Covariance Matrices**

Log Determinants		
Type of the Bank	Rank	Log Determinant
Public Bank	2	-2.979
Private Bank	2	-3.016
Foreign Bank	2	-3.032
Pooled within-groups	2	-2.990

The ranks and natural logarithms of determinants printed are those of the group covariance matrices.

Source: Primary Data

**Table Error! No text of specified style in document.: Test Results- Box test of Equality of Covariance Matrices**

Test Results		
Box's M		7.020
F	Approx.	1.162
	df1	6
	df2	1214088.174
	Sig.	.323

Tests null hypothesis of equal population covariance matrices.

Source: Primary Data

Box M test is applied to examine that the covariance matrices do not differ between groups formed by the dependent or not it the test result into not be significant it confirms that groups do not differ can be retained. From the Above Table 5 it was observed that Sig. value is .323 which shows insignificance. And Table 5.130 shows that log determinants are nearby equal to each other.

**Table 6: Wilks' Lambda**

Wilks' Lambda				
Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1 through 2	.971	14.654	4	.005
2	.998	.776	1	.378

Source: Primary Data

Wilks' lambda indicates the significance of the discriminant function. This table (Table 6) indicates a highly significant function ( $p < .005$ ) for function 1 through 2 and provides the proportion of total variability not explained is 97.1%.

For the second function is an insignificant function ( $.378 > .005$ ) indicated and provides the proportion of total variability not explained is 99.8%.

**Table 7: Group Statistics table for employee opinion for awareness program and HR suggestion according to participated banks**

Group Statistics					
Name of the Bank		Mean	Std. Deviation	Valid N (list wise)	
				Unweight	Weighted
ICICI	Health awareness programs for sitting postures at bank	.5082	.50408	61	61.000
	Suggestions from HR to keep away from Health issues due to workplace	.2623	.44353	61	61.000
AXIS	Health awareness programs for sitting postures at bank	.4302	.49801	86	86.000
	Suggestions from HR to keep away from Health issues due to workplace	.3256	.47134	86	86.000
HDFC	Health awareness programs for sitting postures at bank	.5769	.49887	52	52.000
	Suggestions from HR to keep away from Health issues due to workplace	.3654	.48624	52	52.000
State Bank of India	Health awareness programs for sitting postures at bank	.4051	.49404	79	79.000
	Suggestions from HR to keep away from Health issues due to workplace	.3038	.46283	79	79.000
PNB	Health awareness programs for sitting postures at bank	.2714	.44791	70	70.000
	Suggestions from HR to keep away from Health issues due to workplace	.3714	.48668	70	70.000
BOB	Health awareness programs for sitting postures at bank	.3725	.48829	51	51.000
	Suggestions from HR to keep away from Health issues due to workplace	.3922	.49309	51	51.000
HSBC	Health awareness programs for sitting postures at bank	.5909	.50324	22	22.000
	Suggestions from HR to keep away from Health issues due to workplace	.5000	.51177	22	22.000
CITI	Health awareness programs for sitting postures at bank	.5714	.50709	21	21.000
	Suggestions from HR to keep away from Health issues due to workplace	.1905	.40237	21	21.000
SCB	Health awareness programs for sitting postures at bank	.5000	.52223	12	12.000
	Suggestions from HR to keep away from Health issues due to workplace	.2500	.45227	12	12.000
Deutsche Bank	Health awareness programs for sitting postures at bank	.5000	.51887	14	14.000
	Suggestions from HR to keep away from Health issues due to workplace	.3571	.49725	14	14.000
DBS Bank	Health awareness programs for sitting postures at bank	.5882	.50730	17	17.000
	Suggestions from HR to keep away from Health issues due to workplace	.5294	.51450	17	17.000
ANZ Bank	Health awareness programs for sitting postures at bank	.4000	.50709	15	15.000
	Suggestions from HR to keep away from Health issues due to workplace	.4000	.50709	15	15.000
Total	Health awareness programs for sitting postures at bank	.4440	.49735	500	500.000
	Suggestions from HR to keep away from Health issues due to workplace	.3420	.47485	500	500.000

Source: Primary Data

From Table 7 it could observe that according to the participated banks (ICICI, HDFC, AXIS, SBI, BOB, PNB, CITI, DBS, HSBC, ANZ, SCB, Deutsche Bank) the mean score values of the employees' opinion for the awareness program on various health issues related to sitting posture at bank shows difference as the mean score value observed for the ICICI is .5082, for AXIS it is .4302, for HDFC it is .5769, for SBI it is .4051, for PNB it is .2714, for BOB it is .3725, for HSBC it is .5909, for CITI bank it is .5714, for SCB it is .5000, for Deutsche it is .5000, for DBS it is .5882 and for ANZ it is .4000.

For the other dependent variable that is suggestion from HR to keep away from health issues due to workplace employee opinion do not show major differences as observed mean score value of employee opinion for the ICICI is .2623, for AXIS it is .3256, for HDFC it is .3654, for SBI it is .3038, for PNB it is .3714, for BOB it is .3922, for HSBC it is .5000, for CITI bank it is .1905, for SCB it is .2500, for Deutsche it is .3571, for DBS it is .5294 and for ANZ it is .4000..

So it could conclude that ICICI, HDFC, AXIS, SBI, BOB, PNB, CITI, DBS, ANZ, SCB, Deutsche and HSBC bank employees' showed more positive response for the awareness programs related to sitting posture and HR suggestion for health issues, which means the foreign bank administrations are more caring about the health issues of their employees.

**Table 8: Test of Equality of group means for employee opinion for awareness program and HR suggestion according to participated banks**

Tests of Equality of Group Means					
	Wilks' Lambda	F	df1	df2	Sig.
Health awareness programs for sitting postures at bank	.960	1.846	11	488	.044
Suggestions from HR to keep away from Health issues due to workplace	.978	1.019	11	488	.428

Source: Primary data

From above Table 8 it could interpret that difference between the ICICI, HDFC, AXIS, SBI, BOB, PNB, CITI, DBS, ANZ, SCB, Deutsche and HSBC bank employees for the health awareness programs for sitting posture at bank showed F value (1.846) and significance (.044) which results into acceptance of alternate hypothesis  $H_{a26}$  which states that there is significant difference in employees' opinion for awareness program on various health issues related to sitting posture at work place according to the participated banks.

From the Table 7 it was also observed that difference between the ICICI, HDFC, AXIS, SBI, BOB, PNB, CITI, DBS, ANZ, SCB, Deutsche and HSBC bank employees for the suggestions from HR of bank to keep away from Health issues due to workplace shows lower F value (1.019) and insignificance (.428) which results into acceptance of null hypothesis  $H_{027}$  which stated that there is no significant difference in employees' opinion for HR given suggestions on health issues related to sitting posture at work place according to the participated banks.

**Table 9: Correlation analysis of group means for employee opinion for awareness program and HR suggestion according to participated banks**

Pooled Within-Groups Matrices			
		Health awareness programs for sitting postures at bank	Suggestions from HR to keep away from Health issues due to workplace
Correlation	Health awareness programs for sitting postures at bank	1.000	.290
	Suggestions from HR to keep away from Health issues due to workplace	.290	1.000

Source: Primary Data

Correlation value observed between the group means for employee opinion for awareness program and HR suggestion according to participated banks (ICICI, HDFC, AXIS, SBI, BOB, PNB, CITI, DBS, ANZ, SCB, Deutsche and HSBC) is .290 which shows weak but positive correlation between them.

**Table 10: Status of Hypothesis of section 5.9**

S. No.	Hypotheses	Status
1.	<b>H<sub>a1</sub></b> : There is significant difference in employees' opinion for awareness program on various health issues related to sitting posture at work place according to the type of bank.	Accepted
2.	<b>H<sub>02</sub></b> : There is no significant difference in employees' opinion for HR given suggestions on health issues related to sitting posture at work place according to the type of bank.	Accepted
3.	<b>H<sub>a3</sub></b> : There is significant difference in employees' opinion for awareness program on various health issues related to sitting posture at work place according to the participated banks.	Accepted
4.	<b>H<sub>04</sub></b> : There is no significant difference in employees' opinion for HR given suggestions on health issues related to sitting posture at work place according to the participated banks.	Accepted

Source: Table 2 and 8

**Table 11: Descriptive statistics of bank employees' opinion for Health awareness program according to the type of Bank**

		Health awareness programs for sitting postures at bank		Total
		No	Yes	
Type of the Bank	Public Bank	130 (65.00%)	70 (35.00%)	200
	Private Bank	101 (50.50%)	99 (49.50%)	200
	Foreign Bank	47 (47.00%)	53 (53.00%)	100
Total		278 (55.60%)	222 (44.40%)	500

Source: Primary Data

From table 11 it could interpret that out of 500 bank employee respondents only 222 (44.4%) bank employee agreed that their banks have health awareness programs for sitting posture at the banks. So it is suggested that health awareness programs should be for every level of bank employees and related awareness should be examined. Percentage wise highest number of awareness for the programs is found in Foreign Bank employees that is (53.0%) which shows that foreign banks organizes more programs for health awareness or their employees' are more aware for it. And the least agreement was observed for the Public bank employees' that is (35.0%) which shows that public banks are not frequent in organizing the health awareness programs or might be not organizing for every level of bank employees.

**Table 2: Descriptive statistics of bank employees' opinion for HR Suggestion for Ergonomics of sitting according to the type of Bank**

		Suggestions from HR to keep away from Health issues due to workplace		Total
		No	Yes	
Type of the Bank	Public Bank	130 (65.00%)	70 (35.00%)	200
	Private Bank	136 (68.00%)	64 (32.00%)	200
	Foreign Bank	63 (63.00%)	37 (37.00%)	100
Total		329 (65.80%)	171 (34.20%)	500

Source: Primary Data

From table 12 it could interpret that out of 500 bank employee respondents only 171 (34.2%) bank employee agreed that their banks' HR members give suggestions to them for sitting posture. Percentage wise highest number bank employee agreement for the HR suggestions was found in Foreign Bank employees' that is (37.0%) which shows that foreign banks HR member are more suggestive. And the least agreement was observed for the Private bank employees' that is (32.0%) which shows that Private Banks HR members are not offering their assistance to their employees for the ergonomics in a good proportion. So it is suggested that all type of banks' HR member should actively provide their assistance to their employees about the ergonomics as it is directly associated with their productivity and satisfaction.

**Table 13: Descriptive statistics of bank employees' opinion for Health awareness program according to the participated Banks**

		Health awareness programs for sitting postures at bank		Total
		No	Yes	
Name of the Bank	ICICI	30 (49.18%)	31 (50.82%)	61
	AXIS	49 (56.98%)	37 (43.02%)	86
	HDFC	22 (42.31%)	30 (57.69%)	52
	State Bank of India	47 (59.49%)	32 (40.51%)	79
	Punjab National Bank	51 (72.86%)	19 (27.14%)	70
	Bank of Baroda	32 (62.75%)	19 (37.25%)	51
	HSBC	9 (40.91%)	13 (59.09%)	22
	CITI	9 (42.86%)	12 (57.14%)	21
	SCB	6 (50.00%)	6 (50.00%)	12
	Deutsche Bank	7 (50.00%)	7 (50.00%)	14
	DBS Bank	7 (41.18%)	10 (58.82%)	17
	ANZ Bank	9 (60.00%)	6 (58.82%)	15
Total		278 (55.60%)	222 (44.40%)	500

Source: Primary Data

From Table 13 it could observe that foreign bank employee's level of agreement for the awareness programs is found comparatively better than the public and private bank employees. Highest level of agreement was observed in the HSBC bank employees (59.09%) and after then it was observed for DBS bank and ANZ bank employees (58.82%). Least level of agreement was observed for the Punjab National bank employees (27.14%) for health awareness programs at banks.

**Table 14: Descriptive statistics of bank employees' opinion for HR Suggestion for Ergonomics of sitting according to the Participated Banks**

		Suggestions from HR to keep away from Health issues due to workplace		Total
		No	Yes	
Name of the Bank	ICICI	45 (73.77%)	16 (26.23%)	61
	AXIS	58 (67.44%)	28 (32.56%)	86
	HDFC	33 (63.46%)	19 (36.54%)	52
	State Bank of India	55 (69.62%)	24 (30.38%)	79
	Punjab National Bank	44 (62.86%)	26 (37.14%)	70
	Bank of Baroda	31 (60.78%)	20 (39.22%)	51
	HSBC	11 (50.00%)	11 (50.00%)	22
	CITI	17 (80.95%)	4 (19.05%)	21
	SCB	9 (75.00%)	3 (25.00%)	12
	Deutsche Bank	9 (64.29%)	5 (35.71%)	14
	DBS Bank	8 (47.06%)	9 (52.94%)	17
	ANZ Bank	9 (60.00%)	6 (40.00%)	15
Total		329 (65.80%)	171 (34.20%)	500

Source: Primary Data

From Table 14 it could observe that foreign bank employee's level of agreement for the HR suggestion for ergonomics is found comparatively better than the public and private bank employees. Highest level of agreement was observed in the DBS bank employees (52.94%) and after then it was observed for ANZ bank employees (40.00%). Least level of agreement was observed for the CITI bank employees (19.05%) for HR suggestion for ergonomics at banks.

## CONCLUSION

From the above analysis it was studied that the HR personnel of foreign bank (53%) have more consideration for the employees and they take many initiatives to make the environment healthy to work. Between private and public banks, the lateral was far behind as only 35% of the public sector employees agreed that they have health awareness program. As it was seen that no health related programs were conducted by the HR of public sector banks so it was suggested that public sector





banks HR must take initiative for better ergonomic workplace and the feedback and the problems related to office ergonomics must be taken into priority by providing the best to the employees.

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