



“A STUDY ON EMPLOYER-EMPLOYER RELATIONSHIP AND ITS IMPACT ON ORGANIZATION PERFORMANCE”

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Abstract

This study explores the employer-employee relationship and its impact on organizational performance at Digit in Technology, Chennai. Through a survey of 100 employees and the application of statistical tools such as percentage analysis, chi square, and correlation analysis, the research highlights the importance of strong communication and mutual understanding in the workplace. The findings suggest that initiatives like training programs, employee engagement activities, and democratic management practices can significantly improve relationships, reduce turnover, and enhance overall work culture.

Keywords: *Human resource management, Employee-Employer relationship, Employee satisfaction, Organizational Performance and Organizational growth.*

Introduction

The bond between employers and workers is grounded on regular commerce, collective respect, and cooperation. In utmost work places, both sides work together to produce a terrain that's productive and regardful. Over the times, especially in European Union countries, there has been a conspicuous movement towards promoting participated responsibility in decision- making within associations.

This collaborative approach, known As co-determination, enables workers to play an active part in shaping working conditions and organizational programs. A strong, positive connection between an association's leadership and its workers is pivotal for achieving success.

When trust and collective understanding are present, workers tend to be more productive, effective, married, and less prone to conflicts. Mortal resource operation is crucial in establishing and maintaining these connections, frequently

Working in confluence with trade unions—a field generally appertained to as artificial relations. While originally concentrated on diurnal relations between workers and operation, artificial relations now encompass a range of factors, including social, profitable, cerebral, and legal influences.

For any association aiming to succeed, fostering healthy hand relations is not simply salutary it's essential. These connections thrive in a safe and inclusive work terrain, with full engagement from staff, effective communication, and meaningful prices that fete hand benefactions.

When individualities feel reputed and valued in their places, they're more likely to develop a strong sense of belonging and pride in their work. Nonetheless, indeed in well-run associations, issues in hand-operation connections can do. Addressing these challenges instantly and effectively is pivotal for maintaining a positive plant culture and icing ongoing organizational success.

Employee indiscipline occurs when workers do not adhere to the accepted standards of behaviour.



This can manifest as absenteeism, changes in employee conduct, poor performance, and complaints. When employees fail to meet the expectations of management in terms of standard performance and behaviour, it is termed as indiscipline. In such cases, management must take steps to ensure that employee behaviour aligns with organizational expectations. Additionally, employees expect a safe working environment, fair treatment, appropriate incentives, involvement in decision-making, and fulfillment of their needs from management. When management fails to meet these expectations, it is referred to as employee grievance. Employee stress occurs when workers do not achieve their personal goals, career ambitions, performance targets, self-esteem, and more. Factors such as excessive workload, inadequate workload, peer pressure, improper or excessive use of authority by management, lack of promotion opportunities, and the nature of the job can all contribute to employee stress. It is essential to address these organizational issues affecting employee relations carefully. A positive approach should be adopted to build a constructive organizational culture based on shared values among employees. There should be an effective grievance resolution system, and stress management strategies should be implemented within the organization. Successful employer-employee relations involve balancing interests. From the employer's perspective, industrial relations are about the management's right to plan for the future so that a company can succeed, generate profits for its shareholders, and keep its employees motivated. Employers and employees need a system to communicate their views and requirements to each other. The woman levels of employee-employer relations are:

Individual Relationships: An individual's relationship with their employer is related to their employment contract and working conditions. Sometimes an employee may have a disagreement with their employer, which may lead to filing a case in court. 2. Collaborative relationships: These generally involve groups of employees and often include trade unions such as Unison and an individual employer or group of employers. The union representing employees on national level in this country is the Trade Union Congress (TUC). The number of disputes in this country is remarkably low compared to others. Many trade unionists have never gone on strike. Disputes and grievances arise wherever people work or interact, and issues such as new technology, complex pay systems, and un engaging work in industries create dissatisfaction. Many of these everyday problems can be addressed effectively through meetings, discussions, and negotiation. It is the trade union representatives with in organizations. Who voice the concerns and views of the employees.

Collective Bargaining

Collective bargaining refers to the process where representatives of both the employer and employees come together to engage in discussions and negotiations. At one end of the spectrum, these talks might involve as few as two individuals, which is a common scenario.

It's likely there are brief meetings each week between the Human Resources manager at the workplace and a representative from each trade union. However, major issues typically require in-depth negotiations involving multiple parties.

These sessions can consist of relatively small groups on each side of the table or may involve over 20 representatives from management alongside a comparable number of representatives from various trade unions.

It's crucial to recognize that negotiation and dialogue are central elements of employment relations. The strong employment relations in this country can be largely attributed to the efforts of the Advisory, Conciliation and Arbitration Service (Aces).



A cesplayavital role in fostering positive working relationships by promoting best practices among employers and offering codes of conduct, training, and guidelines for both employers and employees, as well as their representatives.

Objectives of the Study

1. The primary objective of this study is to investigate the dynamics of the relationship between employers and employees at Digipin Technology in Chennai, and how this relationship impacts the work place environment and contributes to organizational success.
2. To assess the level of employee satisfaction with their roles, working conditions, and management within the company.
3. To analyze how the quality of interactions between employers and employees influences the company's overall performance and productivity.
4. To identify the key challenges that may disruptor weaken healthy working relationships among staff members.
5. To propose practical recommendations and strategies that can facilitate stronger and more effective communication and collaboration between employers and employees.

Need For the Study

1. Examining the dynamics between employees and employers is essential as it significantly affects an organization's performance, culture, and success. By nurturing a robust and engaged workforce, it enhances productivity and supports the well-being and retention of employees.
2. Emphasizing employer-employee relationships within management practices is vital for boosting performance, addressing challenges and obstacles, and fostering efficiency, engagement, satisfaction, commitment, and retention.

Scope of the Study

1. Advancements in industry rely heavily on cooperation and harmonious relationships among workers. This perspective on the future of worker- management interactions carries significant implications for the human resources field.
2. It indicates that professionals in human resource management should actively and constructively engage in these discussions or develop the skills and mindset needed to transform various experiments and models into effective organizational practices.
3. Failing to do so could lead to a further decline in their influence, authority, and prestige, both within management circles and in society at large.

Review of Literature

The most influential connections within any organization are the everyday relationships between supervisors and their subordinates. When these relationships weaken, it can noticeably impact the overall performance of the company (Clampitt & Downs, 2005; Downs et al., 2005).

At its essence, communication between supervisors and employees involves a continuous exchange of information and influence between two organizational members, where one holds the formal authority to direct, evaluate, and reward the other's work (Jablin, 2005).

For employees, their immediate supervisor often serves as the most reliable source for understanding internal happenings within the company and for conveying questions or concerns up the corporate ladder (Lee, 2007).



Acknowledging the central importance of this role, Jablin (2009) identified several themes in supervisor-employee interactions: conversational patterns, openness, the upward filtering of information, misunderstandings, feedback quality, and the observable practices of effective versus ineffective supervisors.

Subsequent work by Jablin and Crone (2009) introduced an additional aspect—social support—emphasizing how effective managers offer reassurance, encouragement, and aid that extend beyond basic job instructions. Social support is crucial as it reduces uncertainty, enhances an employee's sense of control, and fosters stronger interpersonal connections (Jablin & Crone, 2009; Lee, 2009).

Research consistently shows that the immediate supervisor is the most likely individual to provide this support, which in turn alleviates job-related stress (Alexander, Helms, & Wilkins, 2010; Anderson & Tolson, 2010).

In summary, a healthy supervisor-employee relationship serves two key functions: it helps managers and team members secure the resources necessary to achieve goals and merges task-oriented guidance with authentic personal support.

Commitment—how dedicated both parties are to the organization and to one another—emerges as a crucial factor in determining the effectiveness of this relationship. According to Nowday, Porter, and Steers (2012), a review of the literature reveals a variety of approaches to defining commitment.

Commitment is defined as a strong desire to maintain membership in an organization. It is also described as an alignment of goals and values between an individual and the organization (Buchanan, 2012) or as behaviors exchanged to receive benefits valued by others (Meyer & Allen, 2012).

This dedication is evident in their willingness to exert extra effort to help the organization succeed. The anticipated study addresses a gap in the literature by exploring group bonding. Meyer and Allen (2012) identified three distinct themes in the definition of bonding: emotional attachment to the organization or group, perceived costs associated with leaving, and an obligation to remain within the organization or group.

The constructs are nominated as emotional cling, durability cling, and normative cling. The authors of the study suggest that each form of relating involves a distinct cerebral state. Workers with strong emotional connections stay with the group because they ask to, whereas those with strong durability connections remain because they feel compelled.

In discrepancy, some individualities stay as part of a group out of necessity, not out of genuine interest. Hasan Abu Bakar was combined with the School of Communication and Modern Languages at University Utara Malaysia.

A summary of exploration in this sphere indicates that, at the advanced situations of the organizational scale, the degree of status inequality among workers in Europe is on the rise. The paper delves into colorful reasons that might explain this miracle, similar as the glass ceiling effect, bias in creation and hiring practices, limited logrolling power, differences in personality, and threat aversion.



This total analysis evaluates the impact that education, job selection, and the labor request have on the difference in job status among recent graduates. A notable paper by JoyL., (2013), named "Relationship of Recent Employers and workers in the Job Market Education and Labor Market goods," explores why recent womanish workers tend to have further professional connections compared to their manly peers.

The exploration employs multiple retrogression analysis using data from the times 2000- 2005 from the NCES (2013) "Bachelor and Beyond Longitudinal Study." preliminarily, the choice of major was allowed. Significantly contribute to the gap in employer- hand connections; still, shifts in trends regarding major selection have warranted are-evaluation of this thesis. The paper categorizes its findings into three distinct groups, restated into natural, mortal- suchlike textbook, with a tone more aligned to standard communication, and exercising a lesser variety of antonyms.

The textbook discusses several crucial motifs related to gender differences in education and occupations, the quality of job connections, and effective job hunt strategies. According to Srinivasan (2013), an educated superintendent with perceptivity into employer- hand relations at the Kolar Goldmines in Karnataka, the socio-profitable conditions of workers and labor weal issues in the mining sector are critical areas that bear attention.

The author offers practical suggestions for perfecting these aspects. also, Dr. (Mrs.) Maitreyi Bose (2013), a recognized Member of Parliament, highlights colorful challenges in employer- hand relations across different diligence in her composition. She emphasizes the significance of understanding the cerebral connections individualities have with their associations, as noted by Buchanan(2012) and Meyer & Allen (2012).

Theawaitedstudyaimstoaddressagapinbeingliteraturebyexaminingthedynamics of group cling. The cerebral countries bolstering each type of relating differ significantly. Workers with emotional cling stay because they authentically want to, those with durability relating stay because they feel they need to, while those with normative cling might remain due to a sense of duty, not particular desire.

Hasan Abu Bakar, combined with the Communication and ultramodern Languages department at the University of Utara Malaysia, served as a tutor in these conversations. The text book highlights complex nuances in pool dynamics and offers perceptivity into fostering better employer- hand connections through understanding different motivational factors.

Asynthesis of research in this field indicates a notable escalation in status inequality among employees in Europe towards the upper echelons of organizational hierarchies. The paper elucidates several contributory elements to this phenomenon, including the glass ceiling effect, disparities in promotion and hiring practices, limited bargaining power, variations in personality, and differing levels of risk aversion

A seminal study by Joy L. (2013), titled "Relationship of Recent Employers and Employees in the Job Market: Education and Labor Market Effects," investigates the influence of education, job selection, and labor market dynamics on the employment status disparities among recent graduates. This research utilizes multiple regression analyses of data from 2000-2005, derived from the NCES (2013) "Bachelor and Beyond Longitudinal Study," to explore the query of why recent female employees exhibit a higher frequency of professional relationships compared to their male counterparts.



Research Methodology Introduction

The concept of research methodology pertains to the systematic strategies and techniques that are search reemploys to investigate are search question. It delineates the approach undertaken to gather, analyze, and interpret data, as well as the rationale for selecting specific methods. This section functions as a blueprint for how the research was executed, ensuring that the study is organized, transparent, and replicable. Additionally, it provides justification for the chosen methods, emphasizing their relevance and suitability for addressing the research objectives.

Research Design

This investigation adopts a descriptive research design, which seeks to furnish a precise depiction of the phenomenon under study. It entails the collection of data through surveys and other methodologies that aid in comprehending current conditions or trends. In business and social research, such studies are frequently referred to as ex post facto, as the researcher does not manipulate or modify the variables but instead examines and interprets what is presently occurring or has already transpired.

Simple Random Sampling

The methodology employed in this research is that of simple random sampling, a statistical technique designed to assure that each individual within the population possesses an equal probability of selection. Participants are chosen entirely by chance, devoid of any bias or prior stipulations. This method ensures that all conceivable combinations of participants are equally probable to constitute the sample, thereby enhancing the reliability and representativeness of the data acquired in relation to the broader population.

Sampling Design

Sample Size

The planned sample size for this study consists of 100 employees.

Data Collection: In the present study, data were procured through two principal avenues: primary and secondary sources.

Multiple-Choice Questions: These inquiries presented participants with an array of potential responses, enabling them to select the option that most accurately represented their perspective or circumstance. **Dichotomous Questions:** These were straight forward inquiries featuring only two possible responses, typically "Yes" or "No," employed to elicit unequivocal and direct answers from respondents.

Total replier When $r = -1$, it shows a perfect negative correlation, where one variable increase while the other diminishments in perfect opposition. This method facilitates a quantitative assessment of the proportion of respondents, yielding insights through comparative analysis across distinct datasets.

CHI-SQUARE ANALYSIS

Relationship between the Educational qualification and Opinion about Cooperation from different departments of the organization.

Step1:

Null hypothesis (H₀)

There is no significance relationship between the educational qualification and opinion about



cooperation from different departments of the organization.

Alternative hypothesis (H1): There is some significance relationship between the educational qualification and opinion about cooperation from different departments of the organization.

Step2:Levelofsignificanceat5%

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
EDUCATIONAL QUALIFICATION*						
OPINION ABOUT COOPERATION FROM DIFFERENT DEPARTMENTS OF THE ORGANIZATION.	100	100.0%	0	.0%	100	100.0%

Chi-Square Tests

	Value	df	Symptotic (2-sided)
Pearson Chi-Square	49.582 ^a	12	.000
Likelihood Ratio	51.264	12	.000
Linear-by-Linear Association	5.075	1	.024
N. of Valid Cases	100		

a. 14 cells (70.0%) have expected count less than 5. The minimum expected count is .81.

Result

The test result falls within the rejection region, indicating that it is not statistically significant. Thus, we accept. This means there's no significant relationship between the repliers' educational qualifications and their opinion on the position of cooperation entered from different departments within the association.



Count							
		OPINION ABOUT COOPERATION FROM DIFFERENT DEPARTMENTS OF THE ORGANIZATION.					
		Strongly Agree	Agree	Neutral	Slightly Disagree	Disagree	Total
EDUCATIONAL	Up to schooling	12	12	0	0	1	25
QUALIFICATION	UG	12	3	11	5	1	32
	PG	16	9	0	4	5	34
	others	3	2	0	0	4	9
Total		43	26	11	9	11	100

Correlation analysis

Relationship between income level of the respondent's Opinion about employees Are organized by Employer Effectively

		INCOME LEVEL OF THE RESPONDENTS	OPINION ABOUT EMPLOYEES ARE ORGANIZED BY EMPLOYER EFFECTIVELY
INCOME LEVEL OF THE RESPONDENTS	Pearson Correlation	1	-.155
	Sig.(2-tailed)		.124
	N	100	100
OPINION ABOUT EMPLOYEES ARE ORGANIZED BY EMPLOYER EFFECTIVELY	Pearson Correlation	-.155	1
	Sig.(2-tailed)	.124	
	N	100	100



Correlations

Null hypothesis (Ho):

There is no significance relationship between income level of the opinion about Employees are organized by employer effectively.

Alternative hypothesis (H1):

There is a relationship between the income level of the opinion about Employees are organized by employer effectively.

Inference

The above table depicts the relationship between incomes levels of the respondent's opinion about employees are organized by employer effectively. These two variables have some degree of correlation i.e.-155.

Suggestion

To foster a more equitable and harmonious workplace, it is advisable for employers to avoid displaying favoritism across various hierarchical levels within the organization, ensuring all employees are treated equitably.

Regular engagement between employers and employees, both formal and informal, is recommended to enhance communication and rapport.

Consultation with employees on significant organizational matters can engender a sense of loyalty and commitment towards the company.

It is imperative for employers to cultivate an atmosphere of cooperation and solidarity among the workforce.

The organization should prioritize the facilitation of training and development initiatives to bolster employee competencies and skills.

Direct guidance from senior management can be instrumental in the accurate rectification of employees' errors, thereby mitigating potential misinterpretations by intermediaries. Communication from employers should be articulated with clarity, ensuring that employees fully comprehend the given information and directives.

An optimal utilization of employees' skills and abilities is essential, avoiding any underutilization of their potential. Creating a congenial and respectful working environment is crucial for minimizing conflicts and acknowledging the intrinsic sentiments of employees.

Organized management activities can effectively promote camaraderie and facilitate interpersonal connections among staff members.

Celebrating organizational events as special occasions can enhance mutual understanding and camaraderie among employees.



Limitations of the Study

During the execution of this survey, several challenges were encountered. Firstly, due to time constraints, some participants were unable to provide comprehensive responses, which could potentially influence the study's reliability and relevance.

Additionally, certain individuals exhibited hesitancy in their responses, stemming from concerns that management might respond unfavorably, leading to unforeseen repercussions.

The robustness of the survey results is contingent upon a sufficiently large sample size to ensure that findings can be generalized. However, expanding the sample size inherently increases the temporal and financial demands associated with gathering primary data via questionnaires.

The current study is confined to a cohort of 120 respondents, a limitation imposed by the restricted timeframe available for data acquisition.

Conclusion

heightens employee contentment. A sound workplace atmosphere aids in averting and addressing personal or organizational issues that could disrupt daily operations. Employees who perceive themselves as supported and appreciated tend to be more motivated, engaged, and industrious, thereby augmenting the organization's overall efficacy. This relationship is bolstered by several essential elements: a secure and respectful work environment, full participation and dedication from staff members, appropriate motivation through rewards or incentives, and transparent, effective communication at all hierarchical levels. Empirical studies indicate that organizations that embrace comprehensive human resource practices often experience superior financial performance. Furthermore, financially successful companies are more inclined to reinvest in practices that nurture their work force, there by engendering virtuous cycle of growth and enhancement.

Overall, it is evident that organizations require strong interpersonal connections to thrive. Thus, they might consider organizing activities such as training programs, team-building excursions, and business simulations to foster interactions among employees and cultivate solid relationships. The implementation of a democratic management style is recommended, along with providing an environment conducive to fostering positive relationships among colleagues. This initiative is anticipated to bolster relations among employees, mitigate staff turnover, and facilitate the identification and resolution of conflicts within the workforce. Ultimately, these efforts are expected to enhance the individual performance of employees as well as the organizational productivity.

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