

A STUDY ON THE EMPLOYEE RELATION EFFECT ON THE ORGANISATION PERFORMANCE

S.Sumitha¹, R.Keerthana²

¹First Year MBA Student, School of Management, Sri Krishna College of Technology, Coimbatore

²First Year MBA Student, School of Management, Sri Krishna College of Technology, Coimbatore

Email: ¹sumithasambasivam@gmail.com, ²arunkeerthi94@gmail.com

Abstract—A Good Relationship is necessary for the smooth running of any business. The term 'Industrial Relations' means the relationship between employers and employees, A good communication between an employer and its employees is imperative for building a positive work place culture. In order to improve the work performance, an employee must receive feedback, both positive and critical. Gratitude and Appreciation is very important. Discipline that benefits the company and the employees, Employers will treat their employees with respect and vice versa if they all want to succeed and achieve goals. Spending a time with the employees, listening to employees is important. The negative effects of employer –employee relation, an employer who fails to understand issues concerning his employees might not achieve long-term success in his enterprise. Some business fears in giving their employees too much buying in power. The negative effects show up in three ways in particular.

Keywords—Conflict Management, Employee Relationship, Motivation, Organization Effectiveness, Performance.

INTRODUCTION

Employee relationship refers to the relationship between employees and management as a framework of organizational justice consisting of organization culture and management style as well as rules and procedural sequence for grievances and conflict management indeed, the objective of employee relationship is to achieve harmonious employee relations and minimize conflict practices in employment. Organization performance is a function of employee performance. Organization effectiveness depend on constantly improving the performance of the organization member and maintaining the human potential that serves as the backbone of the organization most organization in an attempt to increase productivity have come up with motivation of employees aimed at improving on the organization performance and condition of job, hence proper performance, organizations should induce their employees to work hard towards achieving the business set objectives. This can be done through provision of incentives organization renewal is increasingly perceived to depend not only on management skills in areas such as finance, production, marketing, but also critically in the intertwined fields of people management.

OBJECTIVES OF THE STUDY

- To study the employee-employer and co-workers' relationship in the organization.
- To analyze working environment was conducive for the employees to be productive.
- To understand the relationship between employee participation and employee productivity.
- To find the expectation of the employee from this organization.

SCOPE OF THE STUDY

- The researcher was intending to focus his finding on the relationship of employees and organization performance.

- To subject of study focused on determining how the employee relationship has the independent variable affects organizational performance which is the dependent variable.

REVIEW OF LITERATURE

Theoretical Review

Employee Relationship

Employee means an individual who works part time or fulltime under a contract of employment whether oral or written, express or implied, and has recognized rights and duties. Employees are one of the major stake holders for every organization, both commercial and non-profit organizations. Employees give the best part of their lives to organization: there is therefore a moral obligation to let them know how they are performing. At the same time organizations have to measure the performance of all their resources unlike technology and capital. This resource person has expectation and interests and they are manifested behaviour which impacts performance.

CONCEPTUAL REVIEW

He contends that people will be motivated to do things to reach a goal if they believe in the worth of that goal and if they can see that what they do will help them in achieving it. If employees want to be promoted or to have a high salary increase and he attaches a high value of the outcome and in addition, he feels that to achieve his goal and is motivated to act accordingly to expectancy theory, is the result of employees making choice depending upon their goals and expectations.
– **Victor (1964)**

It refers to an individual's subjective judgment about the fairness of the rewards she receives relative to inputs such as effort, experience, and educational, in comparison with the rewards of others who fall under the same group. If the relations are unequal then inequality will be perceived and will reduce the morale of the affected employees.

- **J. Stacy Adams (1984)**

RESEARCH REVIEW

The Relationship between Employee Voice and organizational performance

The old adage heads are better than one suggests that organizations benefit from enriched decisions making through employee participation more than imposing those decisions on the employee. The research examined how employee voice contributes to the performance of companies using electricity company of Ghana as a case study. A scatter diagram drawn showed that there is relationship between employee voice and organizational performance. The use of Pearson correlation to test the strength of the relationship proves that there is a strength of the relationship proved that there is a strong relationship between the two set of variables. The analysis showed that employees participation contributes about 92% of the total performance of electricity company of Ghana whilst 4.98% may be attributed to other factor such as high wages and salaries or custom services. Interviews conducted with the employees (98.5%) also indicated employees' overall performance of the company. It concluded by strongly recommending participation in decision making if organization want to improve upon their performance

RESEARCH METHODOLOGY

Research design - Research design of the total study is of descriptive study.

Sampling design - Stratified random sampling method will be used.

Sample size - The sample size is 100 respondents.

Data collection - Both primary and secondary data were collected.

In primary data - Questionnaire and personal interaction.

In secondary data - Internet, journals, magazines etc.,

Questionnaire type - The open-ended questions are used to collect data such as,

✓ Name of the employee

The scales used to closed-ended questions are,

✓ Likert like scale

Strongly agree, agree, neutral, disagree, strongly disagree

✓ Multiple choice single response scale are used for

Gender, age, income etc.,

Statistical tools

- Percentage method
- Chi-square test

Percentage analysis

Percentage of the respondent = number of respondents/ Total no. of respondents * 100

Chi- square test

$$X^2 = \sum (O-E)^2 / E$$

Statistical software

SPSS software was used.

Data presentation

Column chart

DATA ANALYSIS AND INTERPERTATION

GENDER OF THE RESPONDENTS

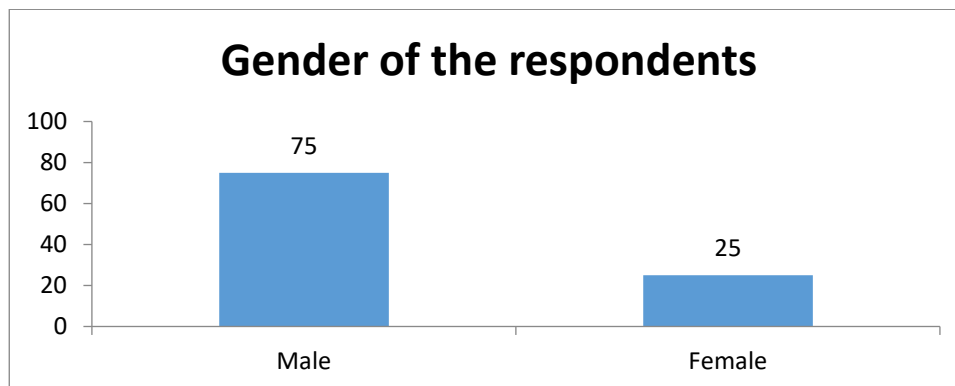
Male and female brains are dramatically different anatomically, chemically, hormonally, and physiologically. Experts have discovered that there are actual differences in the way men's and women's brains are structured, genetically affecting the way they react to events and stimuli.

Table 1: Gender of the respondents

<i>Gender</i>	<i>Frequency</i>	<i>Percentage</i>
Male	75	75
Female	25	25
Total	100	100

Chart No.1

Chart 1: Gender of the respondents



The above table indicates that 75 percent of the respondents were male and 25 percent of the respondents were female.

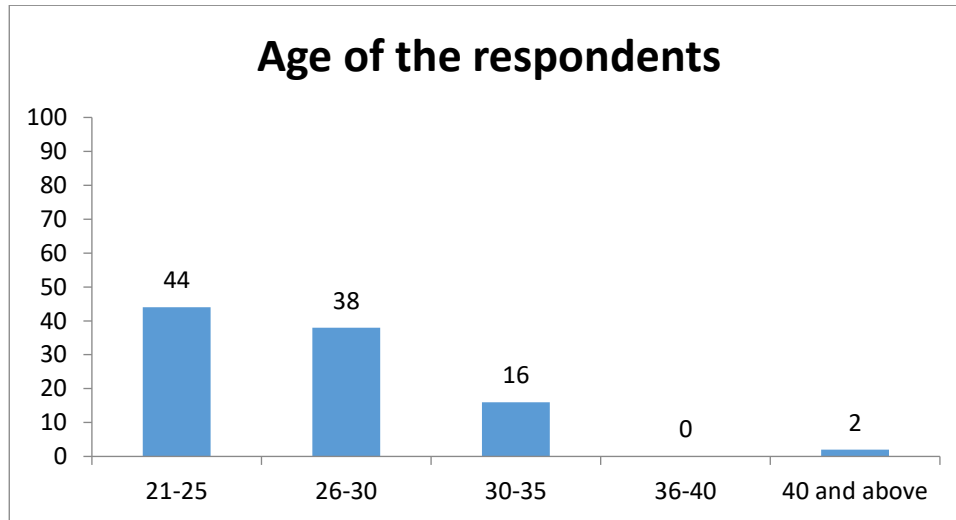
AGE OF THE RESPONDENTS

A period of human life measured by years from birth usually marked by a certain stage or degree of mental or physical development and involving legal responsibility and capacity.

Table 2: Age of the respondents

<i>Age</i>	<i>Frequency</i>	<i>Percentage</i>
21-25	44	44
26-30	38	38
30-35	16	16
36-40	0	0
40 and above	2	2
Total	100	100

Chart 2: Age of the respondents



The above table indicates that 44 percent of the respondents were in age group of 21-25, 38 percent of the respondents were of 26-30 years of age. 16 percent of the respondents are 31-35 years, 2 percent of the respondent were 40 and above years of age.

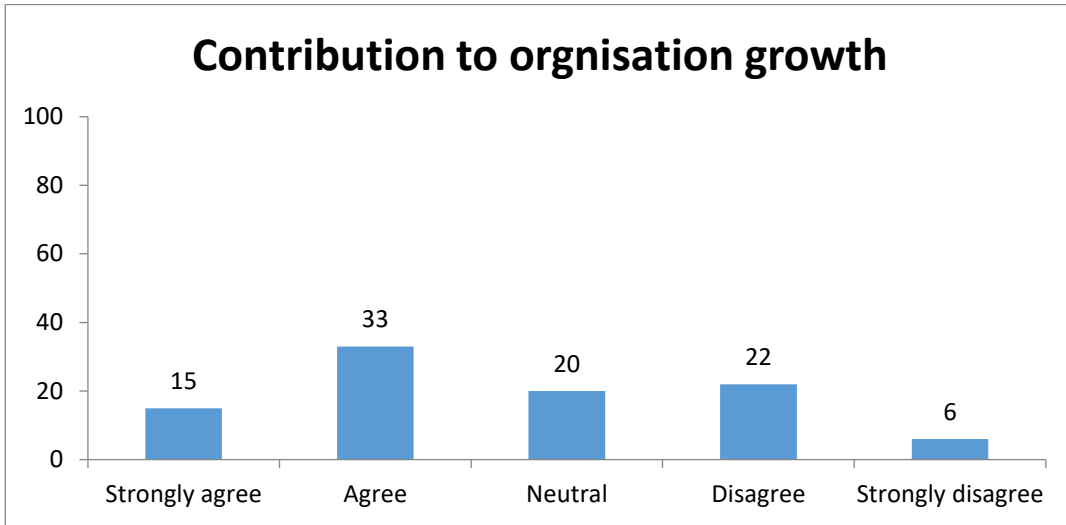
CONTRIBUTION TO ORGANIZATION GROWTH

Employee contributes to its organization by participating in decisions that they were able to see the big picture clearly and also how their actions would impact the overall growth of the company. The employee participation would make them view the job and the organization as their own, and commit themselves to organization objectives whole-heartedly.

Table 3: Contribution to organization growth

<i>Options</i>	<i>Frequency</i>	<i>Percentage</i>
Strongly agree	15	15
Agree	33	33
Neutral	20	20
Disagree	22	22
Strongly disagree	6	6
Total	100	100

Chart 3: Contribution to Organization Growth



The above table indicates that 33 percent of the respondents agree that contribution to organization growth, 22 percent of the respondents were disagreeing to it, 20 percent of the respondents were neutral to it, 15 percent of the respondents strongly agree to it and 1 percent of the respondents strongly disagree with it.

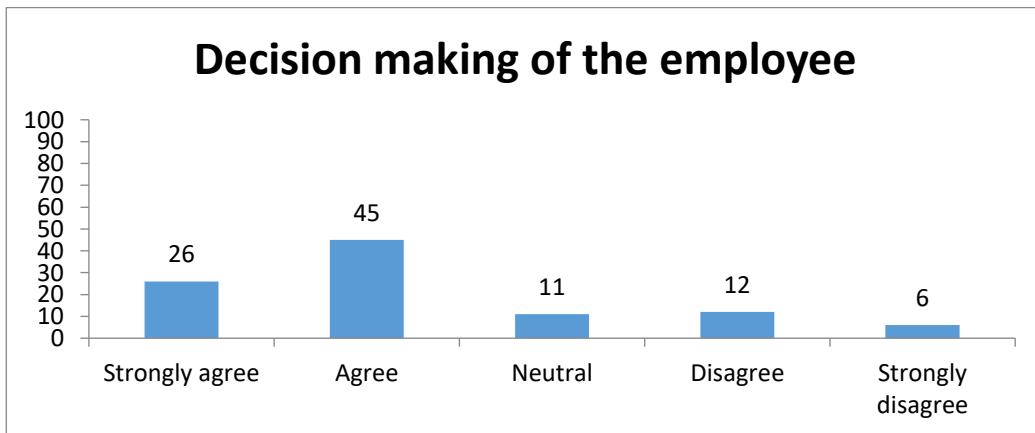
ORGANIZATION INVOLVES IN DECISION MAKING

Workers participate in organizational decisions; they are able to see the picture clearly. Example how they action would contribute to overall growth of the company. They can offer feedback immediately based on their experiences and improve the quality of decisions significantly.

Table 4: Organization involves in decision making

<i>Employee Decision Making</i>	<i>Frequency</i>	<i>Percentage</i>
Strongly agree	26	26
Agree	45	45
Neutral	11	11
Disagree	12	12
Strongly disagree	6	6
Total	100	100

Chart 4: Decision making of the employee



The above table indicates that 45 percent of the respondents agree that organization involves employee on decision making, 26 percent of the respondents were strongly agree to it, 12 percent of the respondents were disagree to it, 11 percent of the respondents neutral to it and 6 percent of the respondents strongly disagree with it.

Chi- square analysis –Gender with contribution to organization growth

Null hypothesis –there is no significance difference between contribution to organization growth

Alternative hypothesis - there is no significance difference between contribution to organization growth

<i>Description</i>	<i>Male</i>	<i>Female</i>	<i>Total</i>
Strongly Agree	8	7	15
Agree	21	6	27
Neutral	26	10	36
Disagree	18	4	22
Strongly Disagree	NIL	NIL	NIL
Total	63	27	100

<i>O</i>	<i>E</i>	<i>(O-E)</i>	<i>(O-E)2</i>	<i>(O-E)/E</i>
8	5.04	2.96	8.7616	1.7384
21	13.23	7.77	60.3729	4.5633
26	16.38	9.62	92.5444	5.6498
18	11.34	6.66	44.3556	3.9114
7	1.89	5.11	26.1121	13.8159
6	1.62	4.38	19.1844	11.8422
10	2.7	7.3	53.29	19.787
4	1.08	2.92	8.5264	7.8948
CALCULATED VALUE				69.1528

Result P value is 9.49 is greater than the 69.1528 level of significance, so Alternative hypothesis is accepted. Therefore, there is no significance difference between the mean values of Gender with contribution to organization growth.

Chi- square analysis –Age with employee in decision making

Interpretation

Null hypothesis –there is no significance difference between Age with employee in decision making

Alternative hypothesis - there is no significance difference between Age with employee in decision making

<i>AGE</i>	<i>21-25</i>	<i>26-30</i>	<i>31-35</i>	<i>36-40</i>	<i>41 AND ABOVE</i>	<i>TOTAL</i>
Strongly Agree	3	14	14	8	2	41
Agree	2	NIL	3	NIL	NIL	5
Neutral	18	6	7	5	NIL	36
Disagree	4	12	NIL	2	NIL	18
Strongly Disagree	NIL	NIL	NIL	NIL	NIL	NIL
Total	27	32	24	15	2	100

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<i>O</i>	<i>E</i>	<i>(O-E)</i>	<i>(O-E)²</i>	<i>(O-E)/E</i>
3	0.81	2.19	4.7961	1.5987
2	0.54	1.46	2.1316	1.0658
18	4.86	13.14	172.6596	9.5905
4	1.08	2.92	8.5264	2.1316
14	4.48	9.52	90.6304	6.4736
6	1.92	4.08	16.6464	2.7744
12	3.84	8.16	66.5856	5.5488
14	3.36	10.64	113.2096	8.0864
3	0.72	2.28	5.1984	1.7328
7	1.68	5.32	28.3024	4.0432
8	1.2	6.8	46.24	5.78
5	0.75	4.25	18.0625	3.6125
2	0.3	1.7	2.89	1.445
2	0.04	1.96	3.8416	1.923
CALCULATED VALUE				55.8063

Results

P value is 26.30 lesser than the 55.8063 level of significance, so Alternative hypothesis is accepted. Therefore, there is no significance difference between the mean values of Age with employee in decision making

Findings

- 75 per cent of the respondent employee male
- 44 per cent respondents are 21-25.
- 68 per cent of the respondents are undergraduate.
- 55 per cent of the respondent income level 5000-10000.
- 45 per cent of the respondent said strongly agrees that employer was cordial with the employees.
- 41 per cent of the respondent said that they agree that co-workers are friendly and supportive.
- 39 per cent of the respondent are neutral that supervisor helps them when they got problem at work.
- 33 per cent of the respondent are agrees that supervisor resolves their grievances.
- 44 per cent of the respondents are neutral that proper work flow of communication.
- 33 per cent of the respondents were strongly agreed that organization allows communicating with top level management.
- 52 per cent of the respondents were strongly agreed that working environment was conducive to accomplish to work.
- 37 per cent of the respondent were agrees that organization urges for employee development.
- 32 per cent of the respondents were strongly agrees that organization provides facilities like transportation, canteen etc...
- 44 per cent of the respondent were agrees that organization celebrates the special occasion of the employee in the premises.
- 33 per cent of the respondents were strongly agreed that individual interest was protected.
- 37 per cent of the respondents were strongly agreed the working environment helps to improve the employee morale.
- 37 per cent of the respondents were strongly agreed they contributes to organization growth.
- 39 per cent of the respondent strongly agrees that they feel proud of the organization.
- 45 per cent of the respondents were neutral that organization involves them in decision making.
- 37 per cent of the respondent were strongly agrees that their suggestion is accepted.
- 48 per cent of the employee strongly agrees that employee participation would improve employee productivity.
- 36 per cent of the respondent were strongly agrees that changes in the organizational policies as an employee they will accept the changes.
- 30 per cent of the respondent expects money from their boss as motivational factors.

- 41 per cent of the respondent were agrees that they help the co-workers at work.
- 39 per cent of the respondent were strongly agrees that they share the new idea with co-workers.
- 40 per cent of the respondent were strongly agrees that supervisor supervises them at work.
- 43 per cent of the respondent were strongly agrees that have opportunity to climb the ladder of success.

SUGGESTIONS

- The management can take appropriate actions to improve the present welfare measures. So that it will increase the morale of the employees and it will reflect in their productivity.
- The organization can also enhance the grievances handling system in the organization. So, it will improve the value system of the organization as well as employees too.
- Management can effect in involving all the levels of employees in decision making. So that it will create the since of belongingness among employees and it will reflect in their organization growth.

CONCLUSION

Employee Relations is relevant today, its role in supporting business to improve performance, and the need for a strategic view. We have enabled the different aspects of Employee Relation and discussed the skills needed by modern employer and employees.

The fact that there are many organizations influencing Employee Relations indicated that Employee Relations is not carried out within companies. All organizations can benefit from good employee communications and consultations. Certain information, for example concerning operational matters and employment rights, is essential, but in many successful organizations the principles of good management ensure that systematic communication and consultation take place on a much wider range of subjects. The organizations benefit from better decision making, greater employee understanding and commitment and improved industrial relations.

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