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EMPLOYEES RELATIONSHIP - A CASE STUDY

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ABSTRACT

Employees play a significant role in an organization. Among all the four resources land labor, capital and machinery, employees are considered as important and effective resource. Human resource consists of skills, knowledge, abilities and qualities of an organization. Employees are the key for the success of any business. To retain the efficient people and attract experienced and skilled workers, the business should maintain good employee relationship. Thus effective employee relationship must be maintained for an effective organizational performance. Employees in the job market today are seeking comprehensive benefits & compensation packages. Moreover, if the organization does not have good employee relationship, then the competitor certainly takes the advantage of it. Employee relationship takes care of day-to-day activities in the organization, good employee relationship programs tries: 1) to reduce the anxiety of the employee, 2) improves the communication between the employees, 3) increases the employee morale and employee performance, 4) it reduces employee turnover in the organization and attracts efficient people from outside and improves the knowledge and skills required in the organization, and 5) it also helps in reducing the conflicts among the employees and maintains organization culture and improves it. It takes cares of benefit and services for the development of the employees. Employee relationship to be complete must also include employee benefit and services administration and also identification developmental needs of employees.

KEYWORDS: *Employee, organizational performance.*

OBJECTIVE
- It is to help establish a cordial relationship between the management and its employees.
- It should enable the manager to have an integrated approach to the situation in which he manages the business.
- It is supposed to establish a mutual regard and recognition vertically and laterally.
- A socialization of organization is expected while improving employee relationship.
- It facilitates employee's involvement in the affairs of the organization leading to better productivity.
- It is expected to act as a good motivator and facilitate mutual co-operation and Oneness in the organization.
- Employee morale and job satisfaction are expected to improve as a result of cordial employee relations in organization

IMPORTANCE
Employee relationship plays a crucial role in an organization; it is used to reduce the dissatisfaction among the employees, maintain hygienic environment for appropriate working conditions. Maintain high

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motivation level all the time to improve the productivity and development of employees. Solve the existing problem to promote good organization culture. Plan benefit programs to motivate the employees and retain capable employees from leaving the organization by providing good compensations and incentives.

Dealing with boss: Dealing with the boss is an important as an executive's existence itself. Every executive must have a special skill and ability to deal with his boss. The subordinate's ability to get along with the boss, irrespective of his weaknesses, is an important determinant of his success. It is appropriate for the subordinate to conform to the policies, strategies, objectives and goals conveyed from the top. He must be able to make his superior's strengths productive, and to convert his subordinates' potentiality into productivity.

Dealing with peers: Dealing with the peers is another important challenge as they stand equal in rank and respect. An effective manager knows how to get along with his peers in his own and other department, cooperating with them in their tasks and not indulging in things which are not concerned with them. It is always proper to reserve reactions when one is in provocation, and control one's emotions when one is likely to lose temper. This is essential, especially in dealing with the peers. Line-staff conflict, conflict between departments, conflict of generation gap, stresses due to role conflict and crop up in the relation between peers. Proper approach on the part of the executive in dealing with peers will go a long way in preventing many such work place conflicts.

Dealing with subordinates: Manager's behavior to his subordinates is another determinant of his effectiveness. It is always appropriate on his part of the superior to bear in his mind that his subordinates are not machines and they cannot work like machines. They are also individuals' human beings with passion, pride, prejudice, strengths, weaknesses, emotions, feelings, temperaments, and so on. They may not always be as efficient as the superior expects them to be. Therefore the responsibility of the manager is to take into account all such aspects, and to provide a conductive environment and motivation to the subordinate. The superior's behavior has a considerable role to play in this respect.

Employee welfare

Employee welfare activities benefit not only the employee but also the management in form of greater organization efficiency. Significance of employee welfare: The basic objective of employee welfare is to enable employees to live a richer and more satisfactory life. Employee welfare is in the interest of the employee, employer and society as a whole.

Benefits to employee
- Welfare facilities provide better physical and mental health to the workers and make them happy.
- Welfare facilities like housing, medical benefits, education and recreation facilities for the worker's families help to create contended workers.
- Improvements in material, intellectual and cultural conditions of life, protects workers from social evils like drinking, gambling etc.

Benefits to employer
- Welfare measures help to improve the goodwill and public image of the enterprise.
- Welfare serves to maintain some peace with the employee's unions. Employee welfare also helps to improve employee relationships and organizational peace.
- Employee's turnover is reduced due to the provision of welfare facilities. Employees take active interest in their jobs and work with a feeling of involvement and satisfaction.
- Employers secure the benefit of high efficiency, cordial employee relations and low absenteeism and turnover.

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Benefits to society

Employee welfare is also in the interest of the larger society because the health, efficiency and happiness of each individual present the general wellbeing of all. Well housed, well fed and well looked after employee is not only an asset to the employer but serves to raise the standard of organization and employee in the country.

Types of employee welfare services:
- medical facilities
- recreational facilities
- libraries
- canteens
- rest rooms
- Washings and bathing facilities.
  Outside the organization services
- housing accommodation
- children education
- sports fields
- holiday homes
- leave travel facilities
- Interest free loans.
- Transportation

BENEFIT PROGRAMS

Employee benefits have a significant financial and administrative impact on a business. The educated American work force has come to expect a comprehensive benefits program; the absence of inadequacy of such a program can seriously hinder a company's ability to attract and retain the best personnel. Designing the right benefit plan for your employees is a complex task that includes taxes, legal aspects, funding, and selection of vendors or administrators.

Effective management of employee benefits is an important means by which organization successfully attract, motivate and retain employees. The employers should establish and maintain as employee benefits programs that reward the efforts of employees in the organization. Cash compensations received in the form of wages, salaries and incentives, comprise direct compensation, which forms a major part of organizational cost. Benefits and services also referred to as indirect compensation, account for the about 40% of an average firm's costs in United States and even higher in percentage in European countries. Employers have sought to increase indirect compensation to motivate and retain employees, discourage labor unrest and remain competitive in employee market. Employees seek benefits and services from the employer to take advantage of low costs, taxes and inflation protection. Moreover, they view benefits and services as a means to increase the quality of work life

What is an Employee Benefit Plan?

An employee benefit plan protects employees and their families from economic hardship brought about by sickness, disability, death, or unemployment; it provides retirement income to employees and their families; and it provides a system of leave or time off from work. A comprehensive benefit plan can include health insurance, disability insurance, life insurance, retirement plan, flexible compensation (cafeteria plans), and leave from work. Broadly defined, a benefit plan can include other components such as bonuses, service awards, reimbursement of employee educational expenses, and other benefits appropriate to employee responsibility.

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Why Offer Your Employees Benefits?

Here are some of the reasons employers offer benefits:

- To attract and hold capable personnel.
- To keep up with competition.
- To foster good morale.
- To provide opportunities for advancement and promotion as older workers retire.

A combination of benefits programs is the most effective and efficient means of meeting employees' economic security needs. For many employers, a benefit plan is an integral part of total compensation, because employers either pay the entire cost of a benefit plan or have employees contribute a small portion of premium costs for their coverage

Employee benefit and services includes:-

- Leave Programs
- Health and Life Insurance Benefits
- Retirement Benefits
- Survivor Benefits
- Long Term Care Insurance
- Flexible Spending Accounts
- Health Savings Accounts

Retirement and Benefits

- Retirement
- Leave
- Health Insurance
- Life Insurance
- Long Term Care Insurance
- Flexible Spending Accounts
- Work/Life Enrichments
- Encourage responsibility and leadership opportunities within your company.
- Promote social interaction and teamwork between employees.
- Promote job ownership.
- Develop goals and challenges for all employees.
- Provide lots of encouragement.

Maslow's Hierarchy of Needs

1. Biological and Physiological needs - air, food, drink, shelter, warmth, sex, sleep, etc.
2. Safety needs - protection from elements, security, order, law, limits, stability, etc.
3. Belongingness and Love needs - work group, family, affection, relationships, etc.
4. Esteem needs - self-esteem, achievement, mastery, independence, status, dominance, prestige, managerial responsibility, etc.
5. Self-Actualization needs - realizing personal potential, self-fulfillment, seeking personal growth and peak experiences.
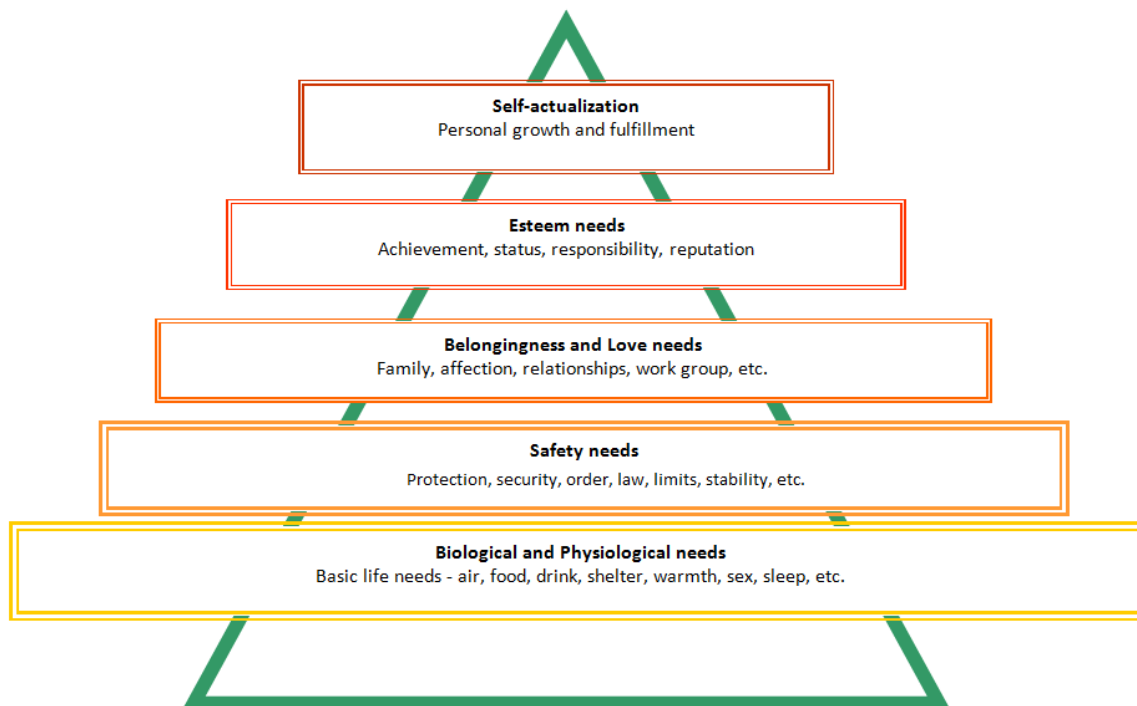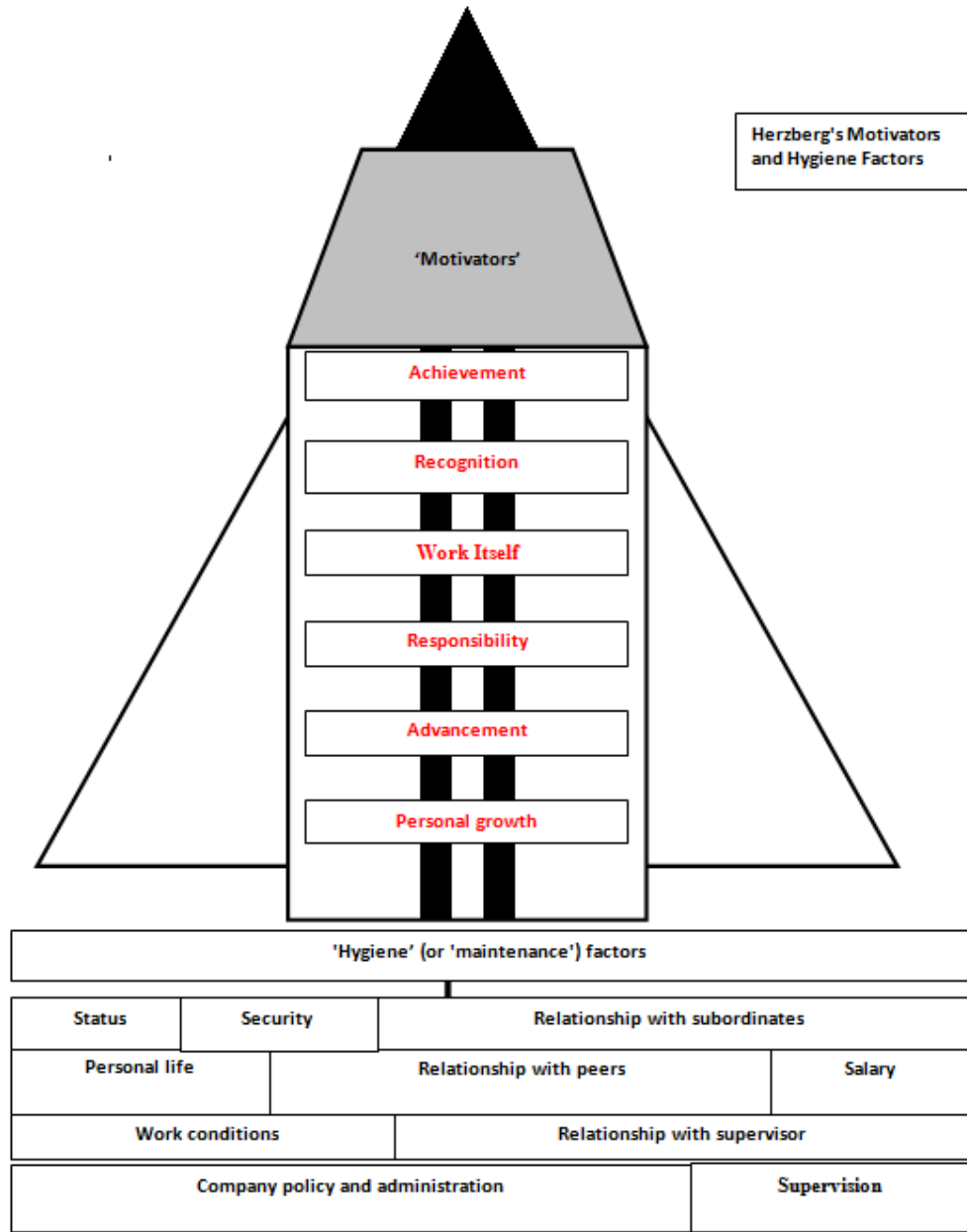
Frederick Herzberg's motivation and hygiene factors:

Examples of hygiene needs (or maintenance factors) in the workplace are:

- policy
- relationship with supervisor
- work conditions
- salary
- company car
- status
- security
- relationship with subordinates
- personal life

True motivators were found to be other completely different factors, notably in Herzberg's research factors such as:

- achievement
- recognition
- work itself
- responsibility
- Advancement
- personal growth

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Herzberg's Motivators
and Hygiene Factors

'Motivators'

Achievement

Recognition

Work Itself

Responsibility

Advancement

Personal growth

'Hygiene' (or 'maintenance') factors

Status	Security	Relationship with subordinates
Personal life	Relationship with peers	Salary
Work conditions	Relationship with supervisor	
Company policy and administration	Supervision	

METHODOLOGY

Research methodology is a way to systematically solve the research problem; it may be understood as a science of studying how research is done scientifically. Thus where we talk of research methodology we not only take of research method, but also consider the logic behind the methods we use in the context of our research study and explain why we are using the particular method.

Research design

After having defined the objective the next is to formulate steps, which will specify the ways of achieving the primary and secondary objectives. Generally the data collection method and sampling plan are the main elements that constitute the research design.

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Research design provides smooth operations yielding maximal information with minimum expenditure of effort time and money.

Research design has a plan in advance of data collection analysis for our research report.

A research design is the logical and systematic planning and directing piece of research. A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to confirm relevance to the research purpose with economy procedure.

The study is designed as descriptive one based on survey method. The sample was selected based on convenience sampling method. Both primary data and secondary data were collected. And the collected data were analyzed by using statistical tools like percentage method and pie charts.

Primary data can be collected through method of survey, observations and questionnaire. The secondary data was collected from websites, journals and books.
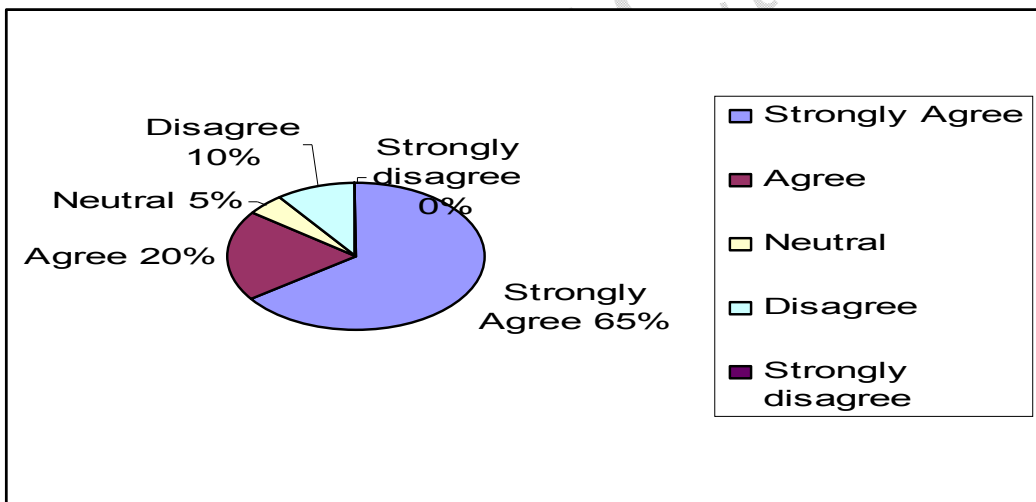
Sample size

The sample size is 20 in respect of staff, supervisors and managers

ANALYSIS

### Are you optimistic about your future success with the company?

Particulars	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
No of employees	13	4	1	2	0	20

From the above graph we can infer that 65% of the employees strongly agree about their future with the company and 20% agree the same and 5% are not in a position to comment about it and 10% disagree about their future with the company. 10% is negligible when compared with 85% of people which exhibit their successful future with the company.

Do you feel that the company care about its people?

Particulars	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
No of employees	13	4	3	0	0	20

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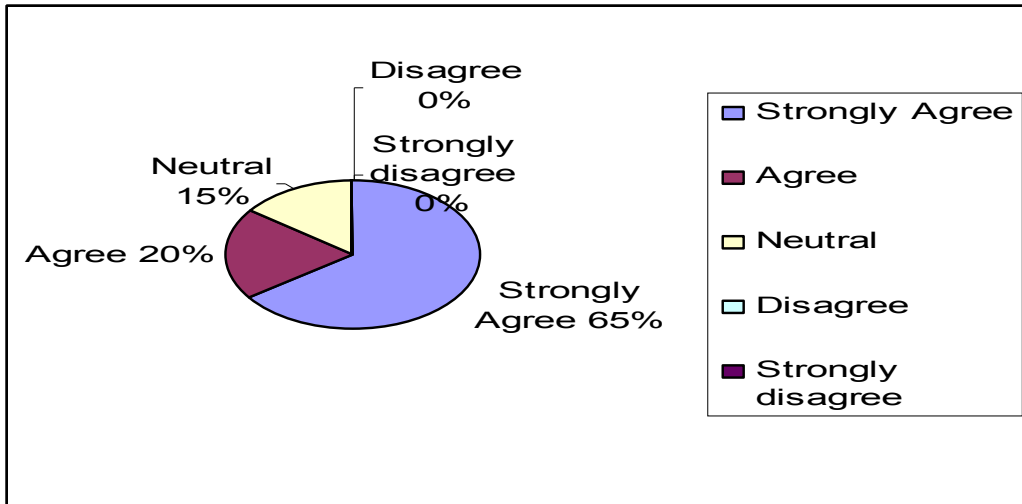
From the above graph, we can say that 65% of the employees strongly agree that the company cares about them and 20% agree with the same where as 15% are not in a position to comment on it. This shows the strong relationship between the employees and management.

How much are the employees involved in company's development?

| Particulars	Completely involved	Partially involved	Not at all involved	Total
No of employees	13	4	3	20
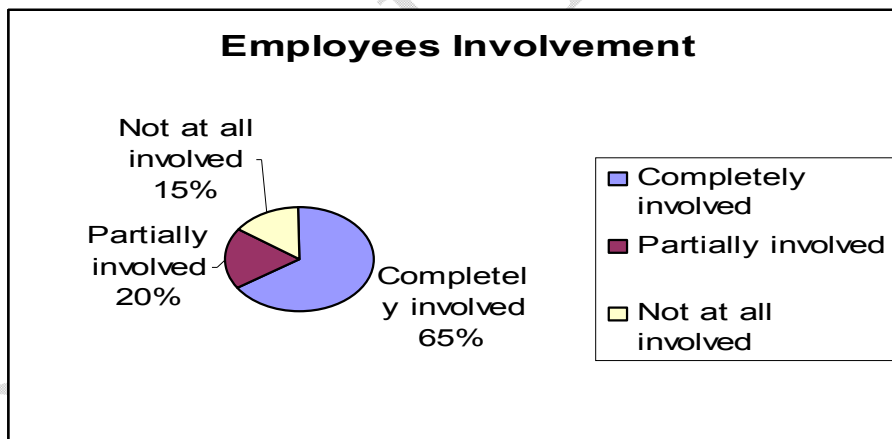
The above graph depicts that 65% of the employees feel that they are completely involved in the company's development, whereas 20% of them feel that they are partially involved and 15% are not involved. i.e. a good indication for the organization.

How satisfied are you with the following?

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
compensation	75%(15)	20%(4)	0	5%(1)	0
Benefits	80%(16)	10%(2)	0	10%(2)	0
Work culture	80%(16)	20%(4)	0	0	0
work	60%(12)	40%(8)	0	0	0

responsibility	70%(14)	25%(5)	5(1)	0	0
Level of transparency	90%(18)	10%(2)	0	0	0
Freedom to experiment	55%(11)	25%(5)	15%(3)	5%(1)	0
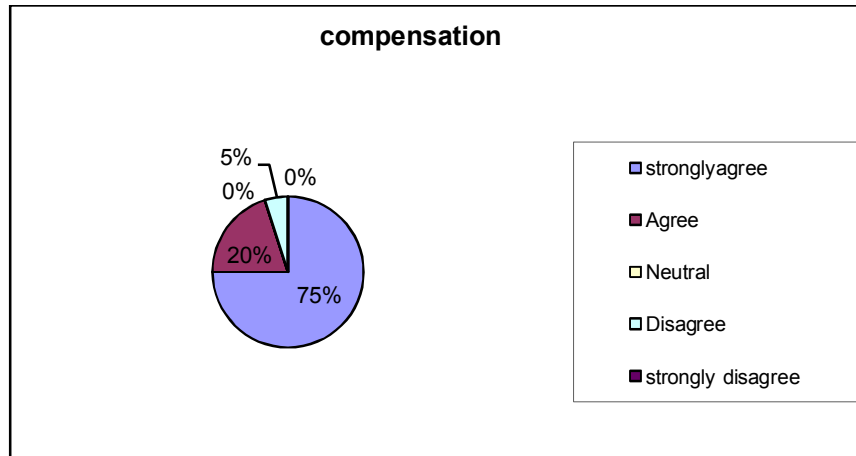
The above graph displays that 75% of the employees are strongly agreeing with their compensation, 20% of them just agree and 5% of them don't agree with their compensation.

## The professionalism of the people with you works.

Particulars	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Employees response	15	2	0	3	0	20
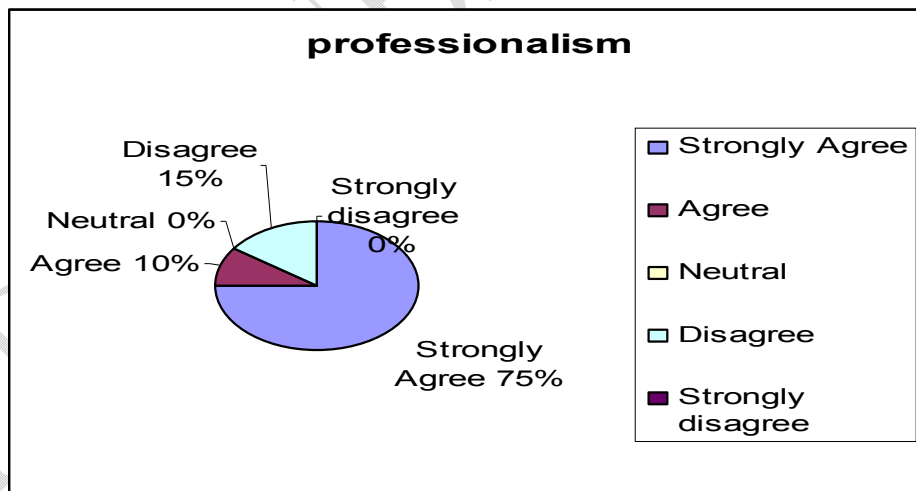
Through above graphical representation, we can infer that 75% of the employees strongly agree about the presence of professionalism in the people around them whereas 10% of them just agree and 15% of the employees feel the absence of professionalism with whom they work with.

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Have you ever faced any problem while working?

Particulars	Yes	No	Total
Employees response	8	12	20
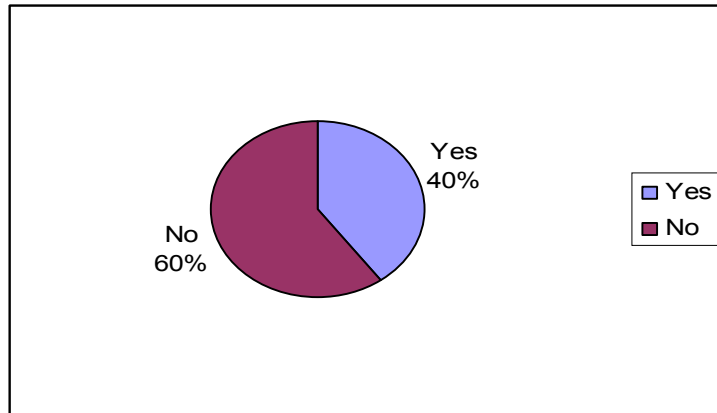
The above diagrammatic data represents that 60% of the employees has not faced any problem while working, whereas 40% of the people have faced some minor problems while working. Next graph shows that 87% of the employees who have faced problem are highly satisfied with the problem solving mechanism

Are you satisfied the way it was handled?

Particulars	Yes	No	No response	Total
Employees response	7	1	0	8
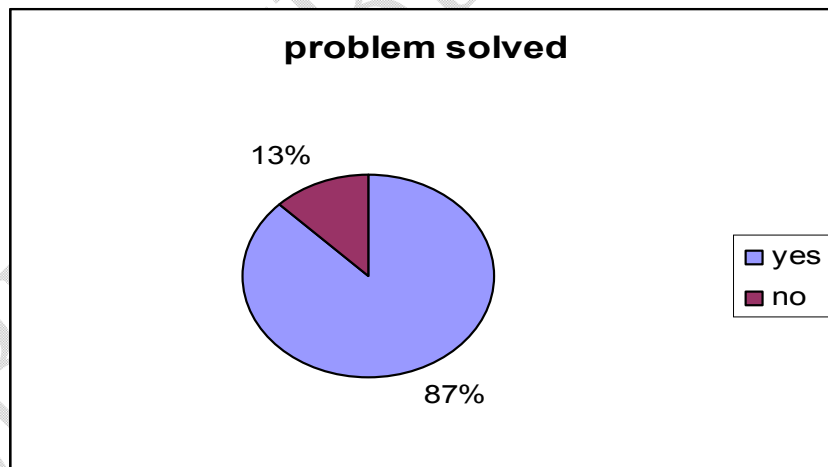
The above graph depicts that 87% of the employees are satisfied with the way the problem was tackled and 13% of them were not satisfied. This proves that the working environment is problem free and has a very effective mechanism to solve the problem.

**Have you received appropriate recognition for your contribution?**

Particulars	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Employees response	17	3	0	0	0	20

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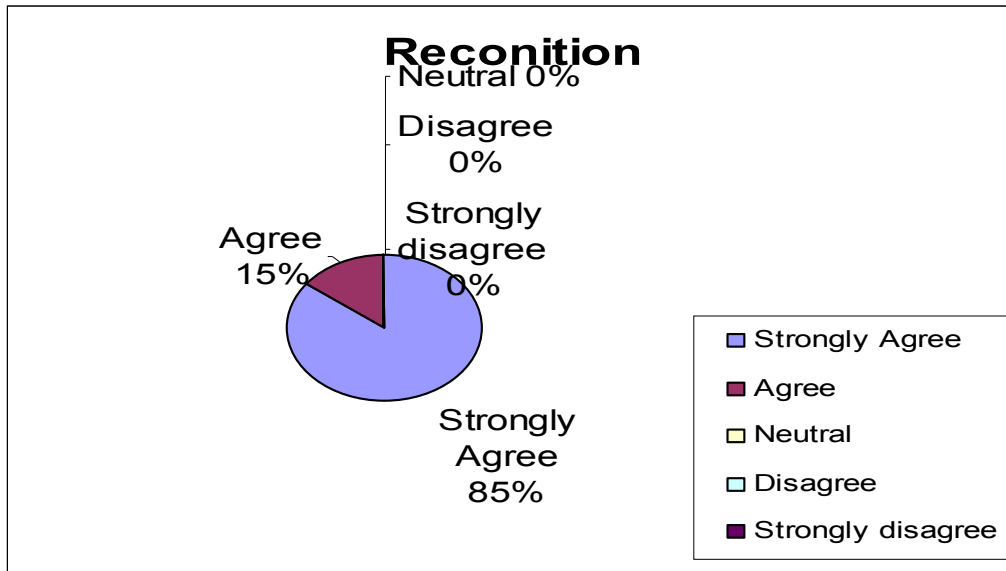
The above analysis reveals that 85% of the surveyed employees strongly agree that they have received appropriate recognition for their contribution in the organization whereas 15% of them just agree about it and none of them opposes the recognition have good rewards and recognition policy.

**Does the organization provide long-term job security?**

Particulars	Yes	No	No response	Total
Employees response	12	3	5	20
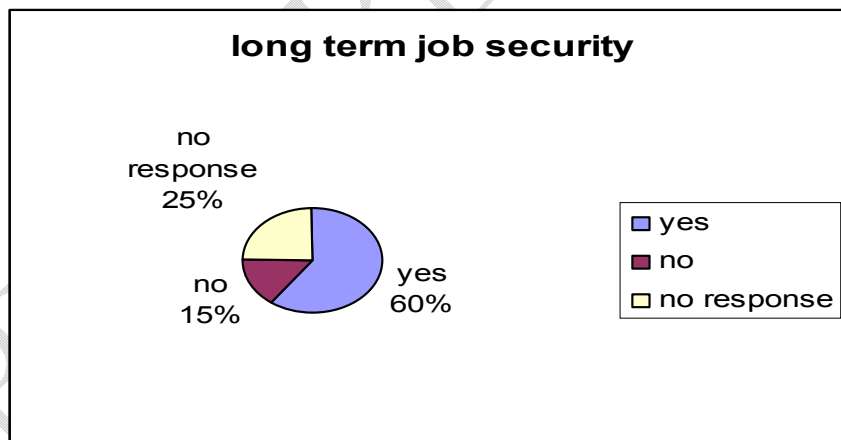
From the above chart we can comment that 60% of the employees have faith that they will be provided long-term security, 15% doesn't support it and 25% of them did not responded about it. The company should try to win the faith of not satisfied (15%) employees

Are you satisfied with the relationship with the superiors?

Particulars	Yes	No	Total
Employees response	15	5	20

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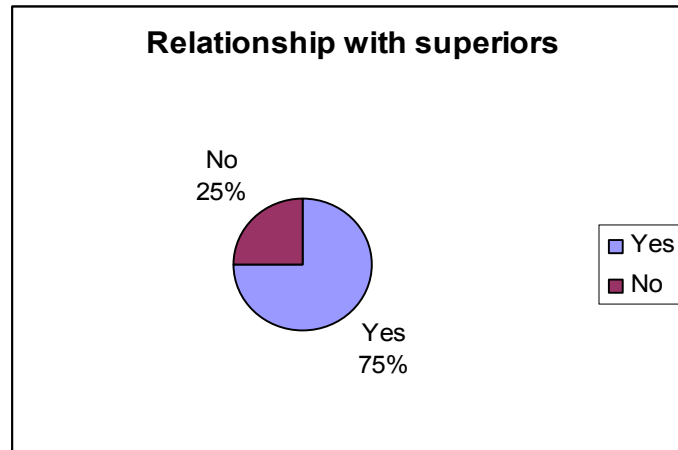
The above chart indicates that 75% of the total employees are satisfied with their relationship with the superior are maintaining relationship with employees whereas 25% of them reject it. The company should try to work out this difference to make it best in the industry

Findings:
➢ Employees feel that organization cares for their employee who reflects the bond between the company and employee.
➢ In Organization employee feels that they are allowed to participate in decision making this reflects professionalism of the company.
➢ Employees are given a chance to deal with problem situation; they are allowed to approach their seniors for any problem situation. Most of the employees (90%) are satisfied with problem solving mechanism available in the company.
➢ On an average almost all the employees are satisfied the way rewards and recognition is awarded to them. That shows the company is offering awesome benefit package to the employees.
➢ Only 60% of the employees are of the view that they are having long term job security it is a good percentage but still 25% are in different. So company should try to win the faith of them.
➢ A good and effective relationship among the employees and superiors is the sing of trust and understanding which is witnessing as 75% of them are satisfied with the relationship with superiors.
➢ On an average 70% of the employees are satisfied with incentives and medical allowances
➢ 80% of the employees say that they will give a second thought before leaving this job which shows that they are content with it and this is a healthy sign in today's market where companies are facing high turnover.

CONCLUSIONS

Today's workers expect their employers to offer more than basic health insurance. They want comprehensive benefits packages that help them lead healthy and productive lives.

Benefits can range from pet insurance to onsite child care, so how do you decide which ones to provide to your employees? The common suggestions made are as follows
• Make sure the benefit is important to a large number of your employees.
• Choose benefits that work well with your corporate culture.
• Decide if your benefits package will offer a good return on your investment.
• Let your benefits package evolve with your company and employees.
• Perform a cost analysis of each benefit to determine how it will affect your bottom line.

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New Benefits Ideas: Call your health-care provider and ask how you can supplement existing benefits. You may be able to offer your employees new benefits and perks without spending a lot of cash. Some traditional providers offer such benefits as prenatal care, smoking cessation and weight loss programs, gym subsidies, onsite flu shots, and CPR training and retiree health-care benefits. Then try adding a few new perks that your employees will appreciate and enjoy.

Offer assistance to new recruits; In addition to offering a relocation package, consider providing services that will help spouses of your new employees find jobs. Family transition packages help family members find jobs, schools, activities, and churches or synagogues.

Give perks to business travelers: Encourage employees to use their company-earned frequent-flier miles to bring their spouses and children on business trips. And offer to pay for their long-distance calls and dry cleaning while they're on the road.

Incorporate "lifestyle" benefits: Add benefits that help employees simplify their personal lives. Consider offering dry cleaning services, legal assistance, onsite cash machines and health insurance for pets.

Offer domestic-partner benefits: Many businesses include packages that accommodate an employee's significant other, regardless of their marital status.

Create a time bank: Build a sense of loyalty among coworkers with a time bank. Encourage your employees to donate sick, vacation or personal days to others in the company.

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