

RELATIONSHIP BETWEEN MANAGERS AND EMPLOYEES

HIMAVARSHA, MBA Student

Dr. T. SRINIVASA RAO, Professor & HOD

DEPARTMENT OF MBA

INSTITUTE OF AERONAUTICAL ENGINEERING, DUNDIGAL, HYDERABAD

ABSTRACT

Employees are among an organization's most important resources and coined as most valuable assets. It involves maintaining a work environment that satisfies the needs of individual employees and management. Improving employee morale, building company culture, conveying expectations. An effective employee relation involves creating and cultivating a motivated and productive workforce.

The management provides a labor welfare scheme to motivate the employees. The management provide a good working condition to its employees with imputation of optimum output. The management follows a strict Code of Discipline to solve the conflicts.

The study includes questionnaire based survey design to find out employee relations practices, its underlying factors, issues and its impact on employee performance . The ground aspect of this study is to analyses the effect of Employee Relations on the performance of an employee. Primary data collection was conducted by undertaking convenient sampling which may have affected the accuracy of results. Relationship between employee relations factors and employee performance were found by statistical testing of formulated hypothesis.. Employees with higher level of satisfaction with the existing organization practices where more productive and resistive towards changing the current organization. The study also revealed that improving the employee relations practices an organization can improve the performance of employees and thereby the overall productivity of the organization.

KEYWORDS: Employee performance,, job satisfaction, managers and employee relationship

I. INTRODUCTION

Employees are among an organization's most important resources and coined as most valuable assets. The nature and amount of work performed by them have a direct impact on the productivity of an organization. So maintaining healthy employee relations in an organization is a pre-requisite for any organization in order to achieve growth and success.

Employee relations is a broad term that incorporates many issues from collective bargaining, negotiations, employment legislation to more recent considerations such as work-life balance, equal opportunities and managing diversity. It comprises of the practices or initiatives for ensuring that Employees are happy and are productive. Employee Relations offers assistance in a variety of ways including employee recognition, policy development and interpretation, and all types of problem solving and dispute resolution. It involves handling the pay-work bargain, dealing with employment practices, terms and conditions of employment, issues arising from employment, providing employees with a voice and communicating with employees. Employee relations is concerned with maintaining employee-employer relation, which contributes to satisfactory productivity, increase in employee morale and motivation Once there was a time when "Employee Relations" meant labor relations that fragmented into Negotiate. Orchestrate. Dictate. HR professionals helped negotiate collective bargaining agreements. The provisions of the contract defined the relationship between management, unions, and workers.

Today, Employee Relations is a much broader concept. It involves maintaining a work environment that satisfies the needs of individual employees and management. Improving employee morale, building company culture, conveying

expectations. An effective employee relation involves creating and cultivating a motivated and productive workforce. It's necessary to keep the dynamics of employer-employee relationship in mind. It covers all the relations between employers and employees in industry. Employee relations also includes giving scope for employee participation in management decisions, communications, policies for improving cooperation and control of grievances and minimization of conflicts. People are generally motivated from within, but HR and organization focus should be on what they can do to help foster the type of environment where employees thrive to give their best performance. Motivated employees have higher level of work engagement, reduced turnover and better performance as compared to disengaged employees. Since the organization success is directly linked with the performance of its employees the companies maintaining strong employee relations initiatives will benefit because their workforce is highly motivated to put their best efforts. Hence managing these relationships becomes important for business success, as strong and healthy relationships can lead to greater employee happiness and even increased productivity



Figure No. 1: The Outcome of the Relationship between the Managers and Employees

As can be seen in the following figure, employees are the seeds of economy.

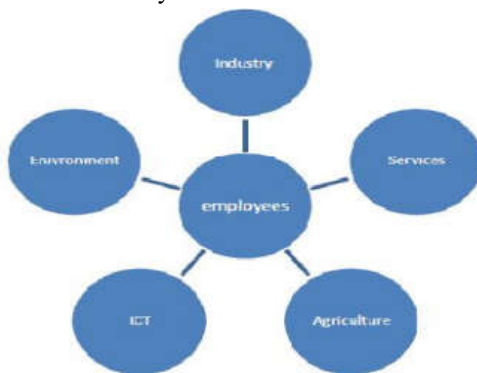


Figure No. 2: Employees are core source of the Economy

OBJECTIVES OF THE STUDY

- To study the relations between the management and employees.
- To know the workers participation in the management and decision making.
- To find out the level of satisfaction of the employees on the welfare facilities provided by the management.
- Analyze the impact of employee relations on employee performance.

II. EVOLUTION OF EMPLOYEE SYSTEM:

The problem of Employee or Labor management did not arise when business organizations were small. They developed only when organizational structures came into being during the late nineteenth century, when gigantic Employee empires of financial tycoons came into existence followed by the technology of mass production in the early 20th century. The Labor-management becomes an important subject of study only when large aggregations of people came to work together under one roof in an Organization. In order to understand the issues and problems associated with Employee relations, it is desirable to study its various evolutionary phases.

(i) Primitive Stage:

Under it, the necessities of life were simple and few, mostly provided by hunting, fishing, collecting and pastoral activities with the help of crude implements. The members of families/groups worked side by side with very little specialization in work except that required by physical differences between the sexes or that dependent on tradition production was sufficient consumption and therefore, there were no savings, no accumulation of wealth and no exchange of products. Authority was exercised by the elder people and was carried out by them and was acceptable to the members of the group.

(ii) Agrarian Economy Stage:

It developed during the middle ages and brought about a change in the views on property. In tribal societies, property was common and collective asset of the group, but now it was identified as a personnel asset of the land lord. Under this system, the employees were treated as slaves and as the property

of their master who purchased them for a few chips or conquered them in some war against their opponents. The slaves were required to do all types of manual and other specialized work for their master and in return were paid no wages but food of the corset type, old clothes and a small place to live.

(iii) Serfdom Stage:

Serfdom developed under the feudal society (comprising princess, lords, and land-owning class) which also was created during the “middle ages”. The position of serfs was not any better than slaves. They had to work hard for their lord on the land, getting only a pittance and a small hut to live. The serfs were regarded as unfortunates who were born to their jobs and held these jobs throughout their lives and thus lived a life of servitude.” They were of limited intellect, ignorant, depraved and were without personal ethics and hence subject to complete direction and domination. The authorities centered in the master and his family because he was assumed to have inborn superiority and was the owner of the vast property.

(iv) Handicrafts Stage:

Handicrafts system developed because of the growth of town and cities, increase in trade and commerce and a decline in the power of feudal lords. This system introduced an important innovation in the careers of workers namely one in which they could actually move from the rank of workers/employees to those of employers. The workers/craftsmen owned factors of production, worked with their own tools and with the help of the members of their family and often worked in their homes/work shops and performed the hand tasks. They sold their products directly to the customers there being no middleman. Separate craftsmen existed for separate works. Some type of specialization

III. THE HUMAN RELATIONSHIP BETWEEN MANAGER AND EMPLOYEE

The relationship between managers and employees is a human relationship. Each party has needs, both internal and external. Both of them integrate factors from each other. For example, nowadays young

generation of employees have knowledge of new technology that managers might never have learned. On the other hand, managers have experiences and management strategies that employees probably know nothing about. Both of them can create a better future together.

Types Of Employees

The main purpose of the above employees' curve diagram is to show employees their strengths points and potential career opportunities. Managers should classify their employees from their profiles, regarding their attendance, discipline, graded performance appraisal, and achievements. Other factors can be included as well.

Managing Employees



Figure No. 3. Managing Employees

Managing employees includes many factors, such as managing strategies, communication, discipline, the work environment, motivation, and employee assessment. Organizations are divided into departments with groups of employees; each employee has different characteristics and each one is looking for job satisfaction. It is so difficult for managers to scan or know their employees, but, with good communication, channels can open. Managers should create a profile for each employee; this is a good way to observe and to assess employees.

Employee Expectations and Manager Performance

Employees build expectations about their managers. The performance of managers is a core indicator in measuring employee satisfaction.

IV. RESEARCH METHODOLOGY:**Primary Data:**

Eliciting employee opinion through a sample survey with a period predetermined questionnaire.

Sampling:

The technique used in the research was simple random technique and this is the most suitable technique.

Sample Size:

The sample size chosen was 100 employees for the study to carry out.

Secondary Data:

Optional information are those that are as of now accessible, i.e. they refer to the information, which have just been gathered and examined by another person. Auxiliary information is assembled from the association Catalogs, Journals and books.

V. CONCLUSION

The study revealed that majority employees have agreed that resources were provided by the company and has direct impact on their work efficiency. Availability of sample resources to employees leads to completion of work in time. It enhanced their performance. In addition, it was also found that performance of employees was related to other factors apart from resources provided such as:

- Effective communication of work related information
- Motivation by work recognition
- Fair policies and practices exhibited by the management of organisation
- Job satisfaction in terms of salary, growth opportunities and work environment provided by the company
- Feedback and guidance from superiors
- Encouraging expression of employee opinion

REFERENCES

1. Brian Wilson, (1988). "Employee Relations — A Future-Oriented, Progressive Approach". Employee Relations, Vol. 10 Iss: 4, pp.27 – 29
2. Blyton P and Turnbull P (1994) The Dynamics of Employee Relations. Basingstoke: Macmillan.
3. Blyton P and Turnbull P (2004) The Dynamics of Employee Relations. (3rd edn). Basingstoke: Macmillan
4. G. Nicholls P and Tailby S (eds), Employee Relations. London: FT/Pitman, 11–54.
5. Roethlisberger FJ and Dickson WJ (1939) Management and the Worker. Cambridge, MA: Harvard
6. Gospel. H. & Palmer, G. (1992), British Industrial Relations, (second edition), Routledge, Lond King, Price & Dainty. (2004). -Strategic approaches to managing human relations within construction SMEs