



iJRASET

International Journal For Research in
Applied Science and Engineering Technology



INTERNATIONAL JOURNAL FOR RESEARCH

IN APPLIED SCIENCE & ENGINEERING TECHNOLOGY

Volume: 13 Issue: IV Month of publication: April 2025

DOI: <https://doi.org/10.22214/ijraset.2025.68787>

www.ijraset.com

Call:  08813907089

E-mail ID: ijraset@gmail.com

A Study on Relationship between Management and Employees

Baby Shivani J¹, Mrs.S. Sivakanni²

¹Student Jerusalem College of Engineering, Chennai

²M.E. MBA, Assistant Professor of MBA Jerusalem College of Engineering, Chennai

Abstract: *Employee Relationship Management is the important factor that lies in the current competitive organization. This relationship is based on organization communication among all the workers and the management which is the essential part to build a good working community. In this study graphic plan and basic irregular testing was utilized. The essential information was taken with the assistance of survey for the review. It is found out that the greater part of the respondents are in concur that they are glad to work in the association. Employee relationship management has focused on enabling to collaborate on typical managerial tasks with their employers. By engaging inputs from both sides of the employment relationship, ERM platforms aim to align the interests of both parties, worker and employer, and inform day-to-day business functions under a streamlined workflow. The equation that we are considering has the elements of scientific management, industrial welfare, human relations as the causative factors affecting good employment relation*

I. INTRODUCTION

The term “Employee relations” refers to a company's efforts to manage relationships between employers and employees. An organization with a good employee relations program provides fair and consistent treatment to all employees so they will be committed to their jobs and loyal to the company. The important information must be discussed with the presence of all employees so that they will give their opinions freely. The important information should be put in notice boards also. So that all will read and know the information. Employee relationship management includes different activities which a organization can adopt by superiors or the management to develop an healthy and friendly relationship between the employees and extracts the best out of each team member. The employee relationship management will help to strengthening the bond among the employees and ensures that each employee is connected and building an healthy relation with each other. Employees are following politics at workplace then the relationship between employees may be spoil. It is good to be friendly with colleagues but do not have unrealistic expectations from anyone.

II. REVIEW OF LITERATURE

Bajaj (2022) Employee relation is defined as the relationship between employees and managers to enhance moral, commitment and trust of employees and to create suitable working environment which enables them to put much effort for the achievement of organizational goals. An effective employee relation involves creating and cultivating a motivated and productive workforce. Creating healthy employee relation in an organization is a prerequisite for the achievement of organizational goals. For this to happen, organizations have to develop strong employee relationship which involves motivating employees, making them to participate in decision making activity and create an opportunity for free flow of information in the organization and resolve conflicts or disagreements when they arise in the work place. This scenario makes employees to develop a sense of ownership in the organization and this in return initiated them to work hard.

Lagergren and Anderson (2022) Healthy employee relation leads to more efficient, effective and productive employees which further leads to the increment of production level in the organization. Employee relationship management is relatively a recent term defined as a strategy to effectively manage employees in a way they can attain organizational objectives. Employee relationship management includes various activities on which an organization implemented by the management so as to develop friendly cooperative relationship with its employees. It helps to create cohesive work environment in which all employees work together in collaboration to ensure the realization of its goals. Besides, it promotes commitment, facilitates employees in achievement of organizational objectives minimizes workplace conflict and increases trust.

Md. Sahedur Rahman (2021), “Effect of Employee Relationship Management (ERM) on Employee Performance”. The objective of the research is to examine the effects of ERM on employee performance at banking sector and to provide suggestions on how to implement ERM in the organization.

The organization has to implicate in the right way for the effective performance. Ali, B. J., & Anwar, G. (2021), "An Empirical Study of Employees' Motivation and Its Influence Job Satisfaction". The study examines the relationship between the balance score card perspectives and job satisfaction at banking sector. An Empirical Study of Employees' Motivation and its Influence Job Satisfaction - The results show that non reward incentives have a better impact on employee success because they encourage them to be more environmentally conscious. Ugoani, John (2020), "Effective Delegation and Its Impact on Employee Performance" - The results show that effective delegation provides psychological empowerment and a collaborative, coordinated and comprehensive managerial technique for motivating and evaluating employees over their performance.

Chaudhry (2020) Participative Leadership is a key factor that has major influences on the performance of the organization. Participative leadership possesses the consultative behavior such as consulting employees prior to making ultimate decision although they retain final decision authority. This is crucial for achieving high employee performance which leads to high employee commitment as followers feel appreciated and valued. Leadership is defined as the way in which leaders guide their followers in the direction that enable them to achieve organizational goals through motivating, participate in decision making, offering continuous training.

Farndale, Van Ruiten (2019) in their study found that in addition to a link between perceptions of the opportunity for employee voice and organizational commitment, the relationship is also partially mediated by the employee-line manager relationship and trust in senior management. The mediation through the employee-line manager relationship is weaker than the direct relationship, whereas the mediation through trust in senior management is stronger than the direct relationship between employee voice and organizational commitment.

III. METHODOLOGY

The methods used to collect data will vary depending on the research design chosen:

- 1) Surveys/Questionnaires (for quantitative research): A structured survey or questionnaire can be distributed to employees and management to gather numerical data on their perceptions of the relationship.
- 2) Interviews (for qualitative research): In-depth interviews with managers and employees can provide valuable insights into their personal experiences and perceptions of the relationship. These interviews can be semi-structured, allowing for open-ended responses.
- 3) Focus Groups (for qualitative research): A small group of employees and/or managers can be brought together to discuss various aspects of the relationship, providing a richer understanding of the topic.
- 4) Case Studies: Examining specific instances where management-employee relationships have been particularly effective or problematic can offer detailed insights.
- 5) Observation: Observing the interaction between employees and managers in the workplace can help identify non-verbal cues and behaviors that surveys or interviews may not reveal.

IV. DATA ANALYSIS TOOLS

The questionnaire became the basis to build five hypotheses (Null) for further testing. To analyse the results Microsoft Excel has been used. From data analysis tools Weighted Average was applied and from statistical formulas CHISQUARE test was applied in order to undertake the hypothesis testing. Research is a scientific and systematic search for pertinent information on a specific topic. Research is an art of scientific investigation. According to Clifford Woody, "Research comprises defining and redefining problems, formulating hypothesis or suggested solutions, collecting, organizing and evaluating data, making deductions and reaching conclusions and at last carefully testing the conclusions to determine whether they fit the formulating hypothesis

CHI-SQUARE TEST: A chi-square test is a statistical test that is used to compare observed and expected results.

Test Statistics		
	3. Gender	7. Do you think that healthy relationship within organization will be & more effective and successful?
Chi-Square	10.073 ^a	46.642 ^b
df	1	3
Asymp. Sig.	.002	.000
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 75.5.		
b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 37.8.		

INTERPRETATION:

Since the calculated value is lesser than the tabulated value, we accept the null hypothesis and hence, there is no relationship gender respondents and healthy relationship within organization will be & more effective and successful.

Null hypothesis (H₀):

There is no healthy relationship within organization will be & more effective and successful.

Alternate hypothesis (H₁):

There is healthy relationship within organization will be & more effective and successful.

Correlation: To find the relationship between overall relationship between employees and management in your organization.

NULL HYPOTHESIS:

H₀: There is no relationship between overall relationship between employees and management in your organization.

ALTERNATIVE HYPOTHESIS:

H₁: There is a relationship between overall relationship between employees and management in your organization.

Correlations			
		How would you rate the overall relationship between employees and management in your organization?	8. In your opinion, how does a positive employer-employee relationship impact employee morale and job satisfaction?
6. How would you rate the overall relationship between employees and management in your organization?	Pearson Correlation	1	-.164*
	Sig. (2-tailed)		.040
	N	157	157
8. In your opinion, how does a positive employer-employee relationship impact employee morale and job satisfaction?	Pearson Correlation	-.164*	1
	Sig. (2-tailed)	.040	
	N	157	157
*. Correlation is significant at the 0.05 level (2-tailed).			

INFERENCE

From the test it is found that the significance value is 0.040 which is higher than table value 0.1, then the null hypothesis was rejected that there is no significance between overall relationship between employees and management in your organization.

Ex:

6. How would you rate the overall relationship between employees and management in your organization?

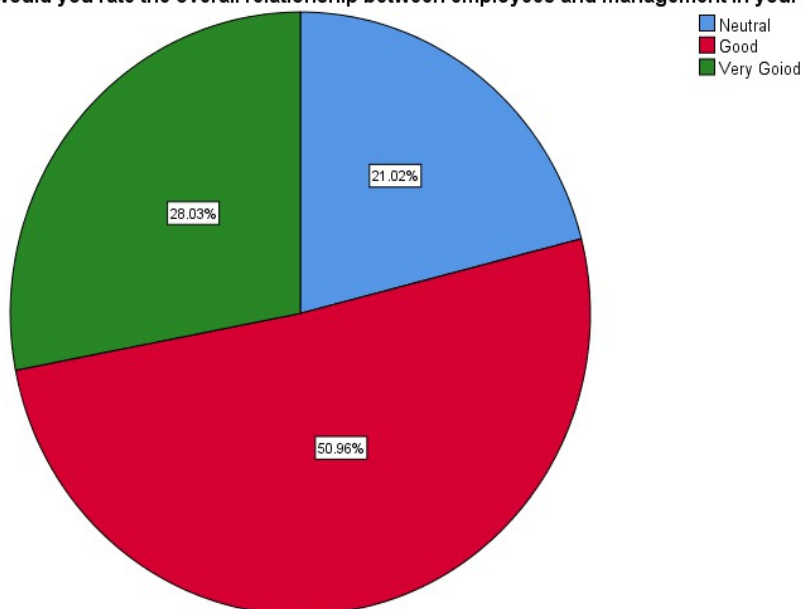


Fig:1; From the above figure it is interpreted the overall relationship between employees and management 50.96% responded for Good and 28.03% respond for Very Good and 21.02% respond of Neutral

7. How often does your employer provide opportunities for open communication and feedback sessions with employees?

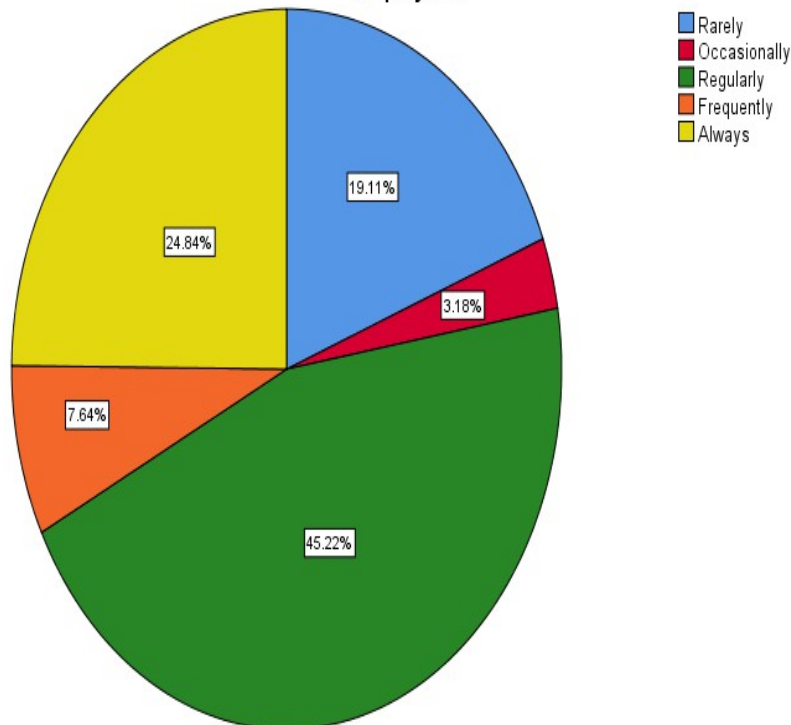


Fig:2; From the above figure it is interpreted employer provide opportunities for open communication and feedback 45.22% respond of Regularly and 24.84% respond of Always and 19.11% respond of Rarely and 7.64% responds of Frequently and 3.18% respond of Occasionally.

8. In your opinion, how does a positive employer-employee relationship impact employee morale and job satisfaction?

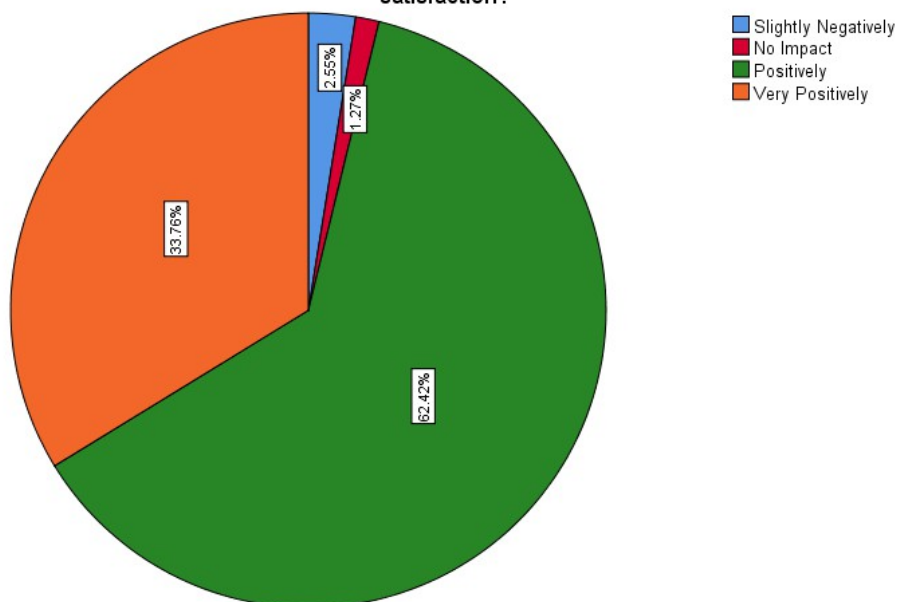


Fig:3; From the above figure it is interpreted that positive employer-employee relationship impacts employee morale and job satisfaction. 62.42% respond of Positively and 33.76% respond of Very Positively and 2.55% respond of Slightly Negatively and 1.27% respond of No impact.

9. How would you describe the level of trust between employees and management in your organization?

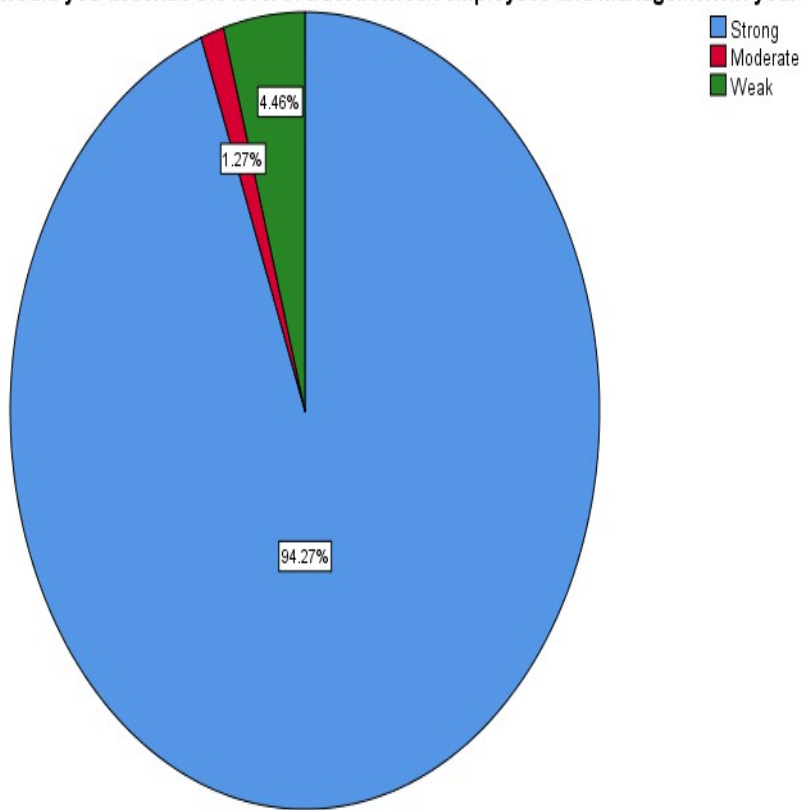


Fig:4: From the above table it is interpreted that the level of trust between employees and management in your organization is 94.27% respond of Strong and 4.46% respond of Weak and 1.27% respond of Moderate.

10. Do you believe that clear communication from management plays a significant role in fostering a positive employer-employee relationship?

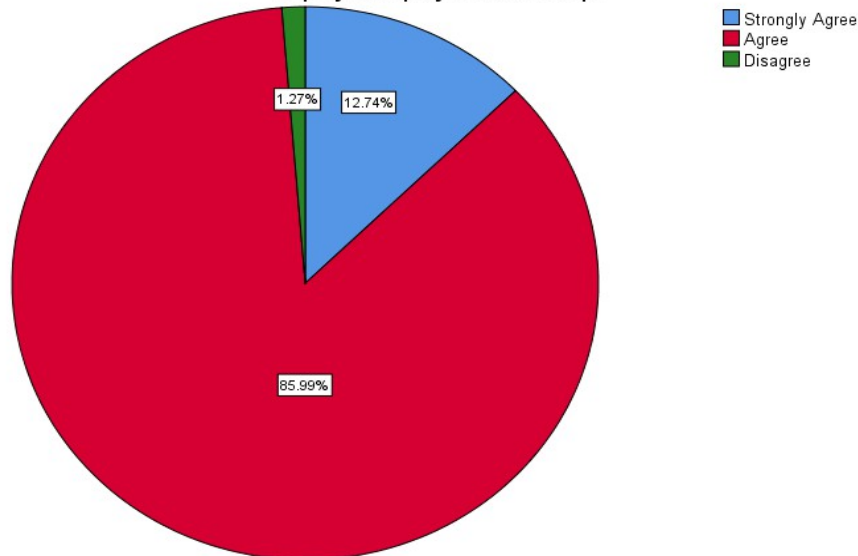


Fig:4:From the above table it is interpreted communication from management plays a significant role in fostering a positive employer-employee relationship 85.99% respond of Agree and 12.74% respond of Strongly Agree and 1.27% respond of Disagree

V. FINDINGS

- 1) Majority of the employees 61.78% of respondents for female
- 2) Majority of the employees relationship between employees and management 50.96% responded for Good
- 3) Majority of the employees employer provide opportunities for open communication and feedback 45.22% respond of Regularly.
- 4) Majority of the employees positive employer-employee relationship impact employee morale and job satisfaction 62.42% respond of Positively.
- 5) Majority of the employee level of trust between employees and management in your organization 94.27% respond of Strong.
- 6) Majority of the employee communication from management plays a significant role in fostering a positive employer-employee relationship 85.99% respond of Agree.
- 7) Majority of the employee decision-making processes within the organization affect the employer-employee relationship 74.52% respond of Enhance Trust.
- 8) Majority of the employee role of leadership in setting a positive tone for the employer-employee relationship within the organization 52.56% respond of Neutral.
- 9) Majority of the employee correlation between employee satisfaction and their productivity level 89.17% respond of yes.
- 10) Majority of the employee supportive work environment impacts employee morale and job satisfaction 67.52% respond of Positively.
- 11) Majority of the employee observed any instances where poor employee relationship management has led to decreased employee motivation or job satisfaction 85.99% respond of Yes, Frequences.
- 12) Majority of the employee think it is for managers to actively listen to employee feedback and concerns in order to maintain a positive relationship 35.03% respond Important.
- 13) Majority of the employee healthy relationship within organization will be more effective and successful 45.22% respond of agree.
- 14) Majority of the employee relation with your co-workers 49.68% respond of Highly satisfied.
- 15) Majority of the employee supervisor actively listen to your suggestions and enables you to perform at your best 64.33% respond of Neutral.
- 16) Majority of the employee think it is for managers to actively listen to employee feedback and concerns in order to maintain a positive relationship 35.03% respond Important.
- 17) Majority of the employee healthy relationship within organization will be more effective and successful 45.22% respond of agree.
- 18) Majority of the employee relation with your co-workers 49.68% respond of Highly satisfied.
- 19) Majority of the employee supervisor actively listen to your suggestions and enables you to perform at your best 64.33% respond of Neutral.

VI. SUGGESTION

- 1) Employers should fix counseling session, meetings and communication to each of the individual employees to know the satisfaction level of the employees.
- 2) Some of the employees are not satisfied with the treating employees in the organization so company have to improve the treating an employees without discriminations
- 3) Some employees do not have a good relationship with the co-worker. Therefore, company have to clear grievance and disputes among employees to enhance relationship with co-workers
- 4) The company should accept worthy suggestions from the employees for better output.
- 5) Organizations should take necessary measures to make employees have good relationship.

REFERENCES

- [1] Kuvaas, B. (2006). "Work motivation and performance: A study of the relationship between management and employees." *Personnel Review*, 35(4), 446-460.
- [2] Gerstner, C. R., & Day, D. V. (1997). "Meta-analytic review of leader-member exchange theory: Correlates and construct issues." *Journal of Applied Psychology*, 82(6), 827-844.
- [3] Tannenbaum, S. I., & Schmidt, W. H. (1958). "How to choose a leadership pattern." *Harvard Business Review*, 36(2), 95-101.
- [4] Keenan, A., & Newton, T. (1985). "Leadership, trust, and organizational climate: The relationship between management and employees." *Journal of Occupational Psychology*, 58(1), 1-14.
- [5] Pfeffer, J. (1998). "The Human Equation: Building Profits by Putting People First." Harvard Business Press.
- [6] Schein, E. H. (2010). *Organizational Culture and Leadership* (4th ed.). Jossey-Bass.
- [7] This book delves into the influence of organizational culture on the management-employee relationship, exploring how leadership shapes and is shaped by the culture of the organization.
- [8] Towers Watson (2012). 2012 Global Workforce Study. Towers Watson.
- [9] This book focuses on employee engagement and how effective management practices foster strong relationships with employees.
- [10] Hackman, J. R., & Oldham, G. R. (1976). *Motivation Through the Design of Work: Test of a Theory*. *Organizational Behavior and Human Performance*, 16(2), 250-279.
- [11] Offers a framework for understanding how job design, management practices, and employee motivations affect their relationship and performance.
- [12] Kotter, J. P. (1996). *Leading Change*. Harvard Business Review Press.



10.22214/IJRASET



45.98



IMPACT FACTOR:
7.129



IMPACT FACTOR:
7.429



INTERNATIONAL JOURNAL FOR RESEARCH

IN APPLIED SCIENCE & ENGINEERING TECHNOLOGY

Call : 08813907089  (24*7 Support on Whatsapp)