The Investigation of Employee Relation: A Case Study

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Abstract

The term employee relations' refers to a company's efforts to manage relationships between employers and employees. An organisation 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. In today's corporate culture there are lots of problems related to interpersonal skill. The relationship between superior and subordinate, relationship between peers are becoming awful. This work tries to understand the actual situation and suggest strategies for developing healthy interpersonal skill by using primary data for its analysis.

Keywords*: Employee relation, Industrial relation, Employment relation, Labour relation*

1. Introduction

The term employee relations' refers to a company's efforts to manage relationships between employers and employees. An organisation with a good employee relations program provides fair and consistent treatment to all employees so that they will be committed to their jobs and loyal to the company.

The newer name, "employment relations" is increasingly taking precedence because "industrial relations" is often seen to have relatively narrow connotations. Nevertheless, industrial relations have frequently been concerned with employment relationships in the broadest sense, including "non-industrial" employment relationships. This is sometimes seen as paralleling a trend in the separate but related disciple of human resource management.

This study focuses on the type of relations exist in an organization between various layers. The relation and their behaviour is an important factor that contributes is smooth functioning of an company. Understanding the ability of the employee to adjust and cope up with other employees is necessary task for an HR so that right employee can be placed in right department or group.

The present research is about study of the interpersonal relationship between the employees in Timing Technologies India Pvt. Ltd. Hyderabad. This study is to observe and

employees were asked to give their suggestion for the same. This would not only help to be familiar with the corporate environment but it would also enable to get a close look at how the relationship effects the organisation. This will help us understand the loop holes in the relationship, and the impact in the decrease in the output desired. For any organization it is important to maintain a good work environment and low rate of employee turnover ratio in order to have smooth functioning across all the departments of the organization.

2. Literature Study

Amalia Petrovici a , Tatiana Dobrescu ,Vasile Alecsandri (2006) Concluded in their journal titled The role of emotional intelligence in building interpersonal communication skills that passionate knowledge centers upon essential human aptitudes inside our being, on the capacity to control our sentiments and internal potential to make a positive connection. The capacity to convey effectively to support a positive collaboration may comprise a case of passionate knowledge in real life. In their view, passionate knowledge includes going from a unipersonal to a bipersonal viewpoint, from inward capacities of knowing one's own individual to relational abilities transposed in cooperation. Abraham Carmeli, Daphna Brueller and Jane E Dutton (2003) in their paper titled Learning Behaviours in the Workplace: The Role of High-quality Interpersonal Relationships and Psychological Safety concluded the significance of social underpinnings in an association for the framework of key authoritative capacities, for example, learning. In their paper they highlighted that the observational outcomes from this examination will welcome further investigation of how excellent connections, in conjunction with other social develops (e.g. trust and preferring), make a social establishment for different abilities that are vital to producing positive change and upgrading execution of associations. This will open up important cooperative energies between employees interests in the production of abilities that cultivate focused achievement. Dr. C. Velmurugan (2005) in his paper Interpersonal Relationship and Organisational Effectiveness concluded that relational relationship affects hierarchical adequacy. People are made for and made of relationship. Organisation is the place where individuals spend about 33% of their lives. If the employees don't have smooth relationship, it influences their state of mind and in general conduct moreover. Tara C. Reich and M. Sandy Hershcovis (2011), in their paper Interpersonal Relationships at Work concluded that an attention on positive connections in the work environment may not have all the earmarks of being a progressive thought, most of research in the region of work environment connections has concentrated on negative connections. As analysts, we center on when things turn out badly. Jose M., Francisco J. Medina, Alicia Arenas and Lourdes Munduate (2001) in their paper the relationship between interpersonal conflict and workplace bullying recommend that work environment tormenting can be thought about as a contention acceleration process that is seen as distressing and compromising, driving representatives to encounter negative feelings. Along these lines, a preventive methodology is by all accounts more suitable to balance harassing at work in this peace promotion system. Obakpolo Patricia in his journal Improving Interpersonal Relationship in Workplaces concluded that esteemed rational relations decidedly affect singular states of mind, assessments and authoritative results (Ootan, 2009;

Morrison, 2004; Maertezt, Gruffeth, Campbell and Allen 2007). This is valid for the two connections among specialists and connections among managers and subordinates. Besides, speaking with others for love or consideration facilitates dissatisfaction and employment related nervousness and stress (Anderson and Martin, 1995). Along these lines, the requirement for relational connections in work environment can't be over accentuated on the grounds that positive work connections help diminish turnover and enhance execution by giving useful; test-or vocation related advantages. Erkut Altrndaqa ,Yeliz Kosedaqra (2008) in their journal The Relationship between Emotional Intelligence of Managers, Innovative Corporate Culture and Employee Performance concluded that the most critical impediment of this examination is that the mass of test distinguished has been deficient on a worldwide scale. Later on, it has been discovered that a piece of the representatives who filled in the poll have been suspicious of the inquiries and addressed a couple of inquiries with concern. The most essential shortcoming of polls strategies in the sociologies is that the looks into change something by error while endeavoring to gauge it. Isaac Abe and Roger B. Mason in their paper titled The role of individual interpersonal relationships on work performance in the South African retail sector concluded that the goal of this paper was to decide the impact between individual relational connections and work execution. This goal was completely tried and met. The estimation of the outcomes has been exhibited through the suggestions offered by the analysts. Measurably, this examination distinguished that relational relationship is contrarily connected with worker execution for subordinate representatives, and feebly related for administrators in the South African retail part. Clarifications of the ramifications of the negative relationship as got in this examination have been offered to administration. Notwithstanding, both the bosses and the subordinate representatives are of the view that if correspondence (tuning in), preparing, cooperation, regard, trust, data sharing, reasonable treatment of workers, and satisfactory comprehension of undertakings are upgraded by the administration of the retail associations, at that point the nature of relationship will be high, with the end goal that it will decidedly impact worker execution.

3. Objective

- To study the interpersonal relationship between employees
- To study the impact of interpersonal relationship in the company.
- To suggest some measures to improve the loop holes.
- To understand the personal problems due to interpersonal relation.

4. Methodology

The method that is being used to study this project are observation and interpretation and feedback from the employees. For the study a proper set of questions were prepared with a plan for interviewing the employee generously either personally or by filling questionnaire. The total sample size is 40 employees of Timing Technologies India Pvt. Ltd.

5. Analysis

How is the working environment in the organisation?

This question was asked to give us basic understanding of the level of satisfaction for coming to work is concerned. The work environment can be composed of physical conditions, such as office temperature, or equipment, such as personal computers. It can also be related to factors such as work processes or procedures. The results are as follows:

55% (40% Good and 15% Very Good) of the People were happy with the working environment and 32% employees felt it was average and 13% (10% Satisfactory and 3% Not Satisfactory) were not happy with the working environment.
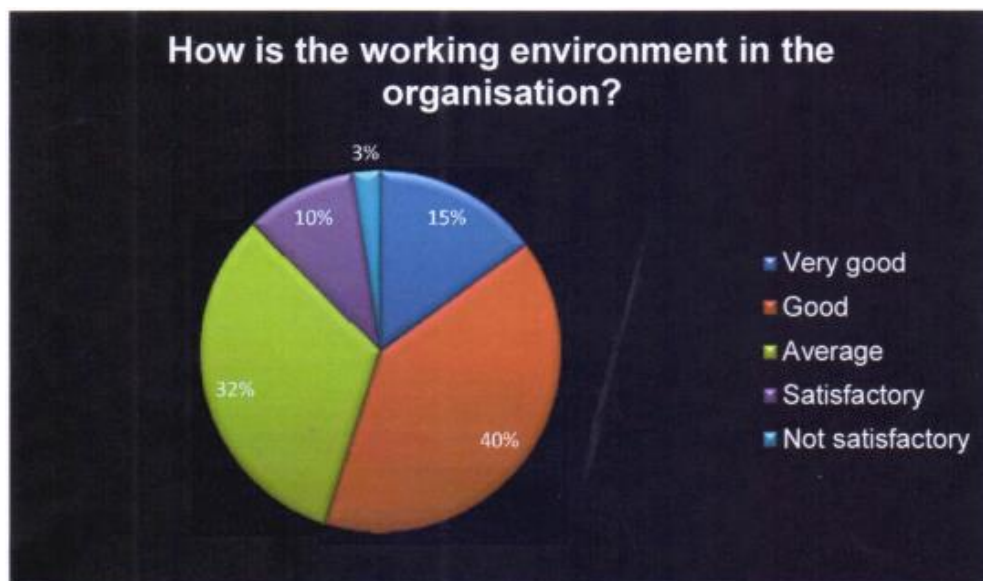

Figure 1 : Result of how is the working environment in the organisation?

How is the relation with your colleagues?

This is to find out the understanding between the employees of the same department as this gives us the idea of the smooth functioning of the procedures of work. As we know that in every organization all the departments are dependent on each other and therefore all the employees need to be on the same page to work for the same goal. The results are as follows:

60% (43% Good and 17% Very Good) are happy with their colleagues and 25% find it average and 15% are not happy with their colleagues. This 15% has to be decreases so as to create a healthy working environment.
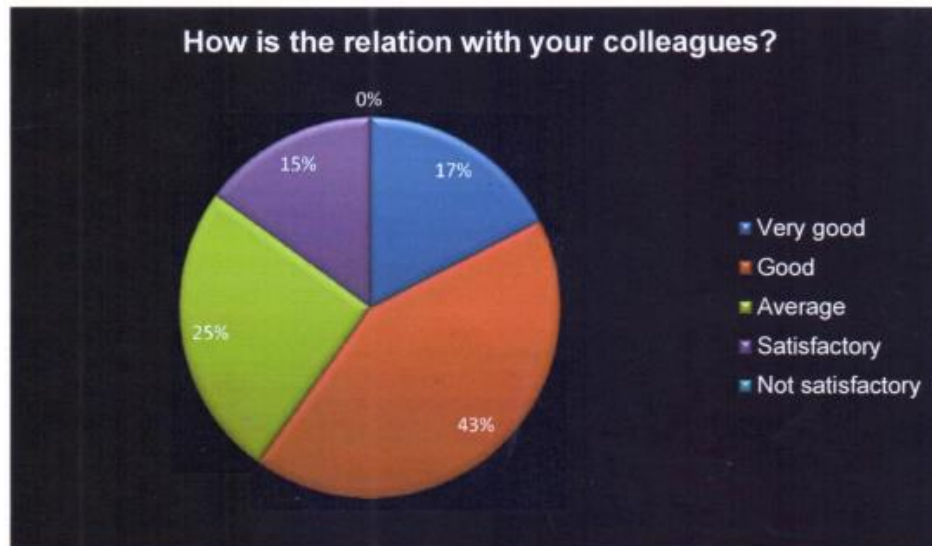
Figure 2 :Result of how is the relation with your colleagues?

How is your relation with the immediate senior?

This is the most important key in any employees   because it is the immediate   senior, who can motivate the employee to work hard and give their best to the company.   If the employees   are not happy with their boss then the morale of the employee   may fall down and there are chances that the company might lose a valuable employee.   In a study it was found that a good boss can be the best source of employee   retention. The results are as follows:

60% (40% Good and 20 % Very Good) of the employees   have good relation with their seniors n it was found that most among these 60% belonged to the front face of the company i.e the employees   working as technical   support for the marathons.   For 27% their relationship   was average and the found that they had no other interaction   out of the work zone 13% (8% Satisfactory and 5% Not Satisfactory) were not happy with their senior.
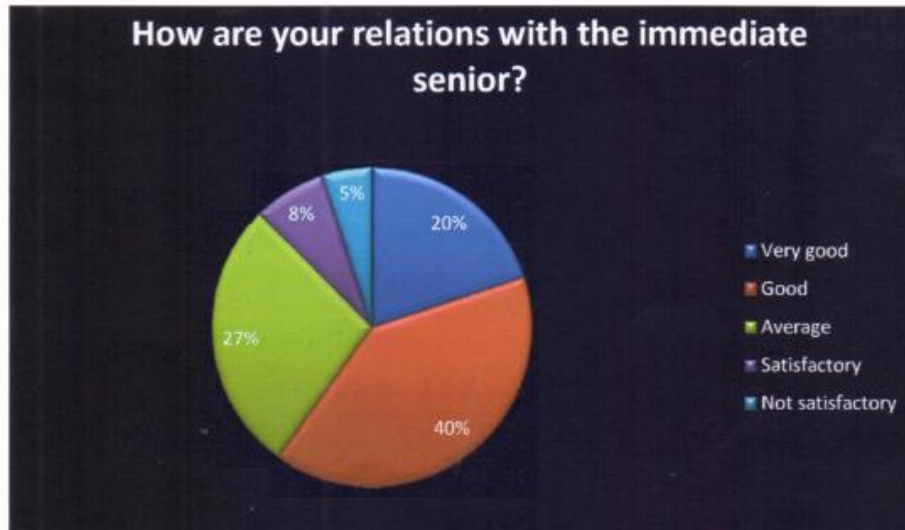
Figure 3 : Result of how are your relations with the immediate senior?

How is the team bonding?

The team bonding ensures the smooth functioning and it is as necessary to achieving target. If in any organisation there is no team bonding, it will result in more and more conflicts between the employees, which are not healthy for the organization. Team bonding helps the employees to distribute the work wisely according to the skills and ability, which gives much higher productive output. It is usually observed that the team with less skilled employees but with better team bonding outperforms the team with more skilled employees as everyone tries to outperform as an individual rather than a team. Team bonding is defined as the process of forming, growing, and improving the knowledge, skills and attitudes of individuals with different needs, backgrounds, and abilities into an integrated, high-performance team. The result for this is:

72% (30% Good and 40 % Very Good) employees had good team bonding and were happy with their team members, while 17% had average team bonding and only 11% (8% Satisfactory and 3% Not Satisfactory) people were not happy with their team mates(this can be due to the work clashes or the ego built up between employees due to work related issues or may be personal issues).
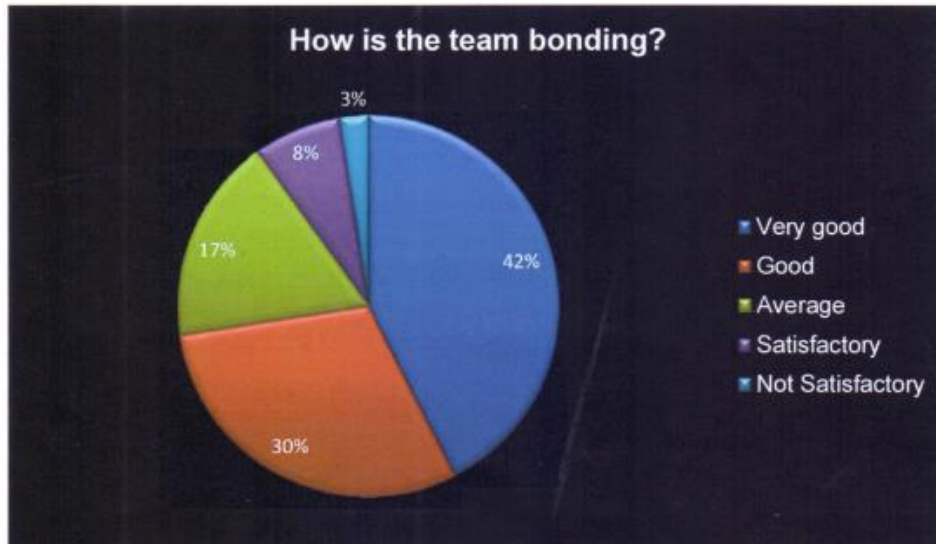
Figure 4 : Result of how is the team bonding?

How is Relation between different departments of the company?

If all the departments are on good terms then there are rare chances of conflict and decreased productivity. The issues caused would most probably be due to external factors rather than internal factors. As we know that all the departments in any organisation are interlinked and no department works independently, so it is necessary for all the departments to work smoothly. The results are as follows:

60% (40% Good and 20 % Very Good)   of the employees felt that the relations between the departments are good. 25% felt that it is average and rest 15% (12% Satisfactory and 3% Not Satisfactory) felt that there is need for the improvement at some point.
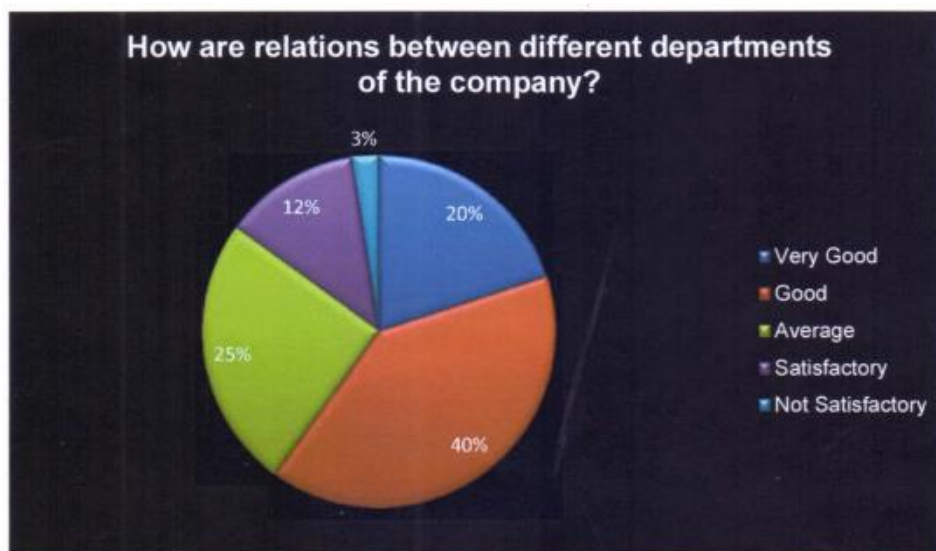

Figure 5 : Result of how are relations between different departments of the company?

Are the people from other department co-operative?

Not just the work of the department is important or the inter-relation between the department but it is the people who make the department work efficiently. Until the people can't prioritize which work is more important without being biased it will be difficult to maintain peace and will result in tension among the people. If one department watches with low eye at another department and gives the least priority to the same, then it might possibly create conflict between the two department and will cause suffering to other departments as well.

The results are:

49% (33% Good and 17 % Very Good) said that the employees are co-opertive while 33% felt average and 18% were not happy with the other department (usually the finance ad HR department due to salary handling issues)
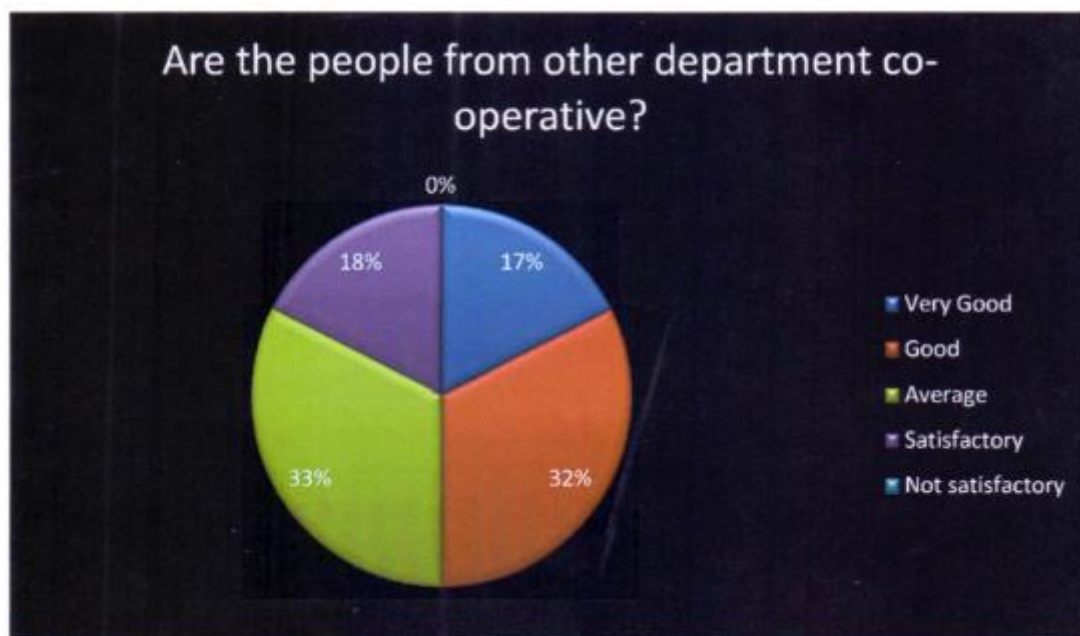

Figure 6 : Result of are the people from other department co-operative?

After knowing the basis on which the relations depend on we wanted to study the cause due to which there are loop holes in the relation between the employees of the same organisation. Timing technologies is a small company with 60 employees including a sister concern company "Thought Green". So if there are many problems within a small organisation then we can imagine the level or conflicts in a much larger organisation which is spread across a state, country or across globe. The above questions were analyzed on the basis of the relation which are there in the organisation and the views of all the employee regarding it.

6. Data Interpretation

From the following data we find that the relation between the employees in the organisation needed improvement. Different department were not in sync with each other. There were issues between people relating to both professional and personal reasons.

The employees were not stable and did not have a stable view for the company and only few employees were happy working due to the need for working at flexible timings for the organisation. Very few employees had long term goals towards the organisation as it was a small organisation with less chances of career growth.

Questions	Options				
	Very good	Good	Average	Satisfactory	Not Satisfactory
How is the working environment in the organisation?	6	16	13	4	1
How is the relation with your colleagues?	7	17	10	6	0
How are your relations with the immediate senior?	8	16	11	3	2
How is the team bonding?	17	12	7	3	1
How are your relations with HR?	5	17	16	1	1
How are HR handling in the organisation?	7	14	14	4	1
How are Relation between different departments of the company?	8	16	10	5	1
Are the people from other department co-operative?	7	13	13	7	0
Total	65	121	94	33	7
Percentage	20.31	37.81	29.37	10.31	2.19

Table 1: Cumulated result of first set of questions

For a small organisation it is important to maintain a good working culture as it is easy to implement rules and make a work culture. If we have a close look at the figures in table 1 we can see that only 20% employees are very happy with the organisation, happiness can be due to many reasons like salary, job role, recognition by higher authorities, opportunity, knowledge growth, skill polishing, work culture, relation with colleagues, seniors, team members, juniors etc... The employees that have average views and below average views about the organisation are likely to go for a job switch in the near future. And finding new employees is a complicated, tedious and tiresome job for a small organisation. If the organisation goes for outsourcing and has a large employee turnover ratio then the Human resource costing would go high, which is not desirable in any organisation. Maintaining a lower employee turnover ratio reduces the efforts arid contributes in increasing the productivity and profitability of the organisation as the employees who work for long term can help cover the loop holes, maintain a working culture, contribute towards common goal in a more better way.

7. Finding & Recommendation

This study was made to understand the various interpersonal relations and their impact on the employees. Interpersonal relations have a great impact in building work culture which leads to the job role satisfaction in long run. If the monetary factor is kept aside and not taken into consideration it is the interpersonal relation that keeps the employee motivated to work and also contributed to the positive output from the employees. In case of Timing technologies India Pvt Ltd it is small organization with 60 employees and they require technical person for the front line operation with no time limits to work and who are willing to move across India for event on short notice (1-2 days prior). As the events such as marathons start from early mornings, technical support people have to sacrifice for their sleep, and events on most cases are on Sundays, as the results of the event are very crucial and no errors are expected, so mentally also the tech support people have to be alert. On the other hand programmers and other administrative jobs were at ease but they had to work hard prior to the event and post event, PET were related to the police recruitment so utmost care had to be taken so that no errors occur. As the work was both physically and mentally challenging it is necessary for the organization to maintain a good work culture in order to retain employees. The main reason was found to be interpersonal relation between employees.

It is recommended from the study and observation that:

- Organisation need to build good relation between the employees both inter and intra department for smooth functioning and higher productivity.
- Steps need to be taken for reducing the employee turnover ratio.
- Proper motivation and guidance can help new employees stay for longer.
- Building and maintaining a healthy work culture will ensure positivity among employees. Ensuring proper communication between employees is a must.
- To conduct programs like Tea talk once a month to know the loop holes and ways that can be covered.
- Conduct job evaluation for certain job roles where the employees are more likely to switch job.

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