

A STUDY ON EMPLOYEE RELATIONSHIP MANAGEMENT WITH SPECIAL REFERENCE TO SUNDARAM BUSINESS SERVICES

Submitted in partial fulfilment of the requirement for the award of

Master of Business Administration

BY

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(41410123)



**DEPARTMENT OF BUSINESS ADMINISTRATION SCHOOL OF MANAGEMENT
STUDIES**

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with Grade “A” by NAAC

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

MAY 2023



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ADMINISTRATION BONAFIDECERTIFICATE

This is to certify that this Project Report is the bonfide work of **B.HEMALATHA (41410123)** who carried out the project entitled “**A STUDY ON EMPLOYEE RELATIONSHIP MANAGEMENT WITH SPECIAL REFERENCE TO SUNDARAM BUSINESS SERVICES**” under our supervision for a period of 3 months from January 2023 to March 2023.

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B.HEMALATHA



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March 27, 2023

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Ms. Hemalatha B (Reg No. 41410123), student of Sathyabama Institute of Science & Technology, Chennai. Pursuing her Final year Post graduate degree in MBA has completed her final year Internship on "Recruitment & Selection" in our organization for the period from 02nd Jan 2023 to 24th Mar 2023.

During the period she proved to be a great asset by performing her duties in an enthusiastic manner.

We wish her a bright future and all success in the future endeavors.

With Best Regards,

For Sundaram Business Services Limited,

Sneha Prakash
Head – HR & Admin

Sundaram Business Services Limited

ABSTRACT

Employee relationship management constitutes an emerging trend of managing human resource by building and maintaining individualized and mutually valuable relationship with employees based on information technology. Employees are the major assets of an organization. It is very essential that the employees perform together as a collective unit and contribute equally towards the realization of common goal. However, given the early and still emerging state, there is little knowledge and agreement regarding ERM. Hence here the paper attempts to clarify the concept and derive research implications. The technological and strategic of ERM are discussed based on the Customer Relationship Management. As a result, a first general outline of an interesting concept is presented. Based on outline, the major implications for further theoretical and empirical evaluation of ERM are derived to propose directions for future research. 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, and human relations as the causative factors affecting good employment relation.

Keywords: Employee Relationship Management, Organizational Development, Employee Motivation, Employee Engagement.

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CHAPTER -1

1.1.INTRODUCTION :

The term "Employee Relationship Management", translate as "management of the relationship with the employees" refers to the use of technologies in the management of human resources. This concept is based on client relationship management, with the employee at its center. Employee Relations Management (ERM) is a vital business process that manages employer-employee and employees-employee relations. It goes by the maxim that 'a satisfied is a productive employee'. Organizations which are following good employee relations realize that employees are important stakeholders in the organization. Employees who are content with their employers contribute more effectively forwards the goals of the organization. Employees who are content with their employers contribute more effectively towards the goals of the organization. ERM is influenced by organizational strategies, culture and other factors like employee commitments and employee engagement. Managing organizational aspects like motivation, leadership, decision making and communication that play an important role in employee relations management. Employee relationship is a process that develops and maintains employee relations, ensures employee satisfaction, increases productivity and improves employee's morale. ERM enables employees to do their job in an efficient manner and achieve both corporate and personal goals. Employee relations were earlier known as Industrial relations. Industrial revolution can be traced back to the times of industrial revolution when many large scale organizations employed thousands of laborers. It is a multidisciplinary field that studies employment relationship. Management is nothing but is a technique which brings the employees together on a common platform guides them to achieve a common goal without fighting together. 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 helps to strengthening the bond among the employees and ensures that each employee is connected and building an healthy relation with each other.

1.2 SCOPE OF STUDY

This study was limited to examining the impact of ERM practices on sundaram business services. As there are few studies on Employee Relationship Management with diversified independent variables, research methodologies and industries, still there are no any attempt undertaken to identify the relationship between ERM practices . Therefore, this particular research paper tried to investigate the effect of ERM through the following employee relationship management practices; employee empowerment and involvement; initiating employee suggestions;

facilitating collective bargaining; conflict management and grievance redress measures; expertise training and development; transparency in communication and; encouraging group activities on sundaram business services

1.3.NEED FOR THE STUDY:

An agency cannot perform by myself with the assist of chairs, tables, fanatics or other non-living entities. it's miles essential that people work collectively and perform to attain the goal and targets of the corporation. employees are the primary capital of an business enterprise. The fulfillment and failure of any organization is without delay proportional to the work completed by means of each of the personnel. employees need to have a terrific courting with every different and paintings tough to attain the purpose of the business enterprise. every character in the place of business stocks a certain relation with their managers & peers

1.4. COMPANY PROFILE :

Sundaram Business Services Ltd. provides business process outsourcing services. The Company processes transactions and provides customer support, finance, accounting, payroll, and compliance services. Sundaram Business Services serves the banking, wealth management, insurance, manufacturing, and healthcare industries worldwide.

INCORPORATED : 08/12/2005

ADDRESS : 20, Pattullos Rd, Express Estate, Thousand Lights, Chennai, Tamil Nadu 600002

WEBSITE : <http://www.sundarambizserv.com>

1.5. INDUSTRY PROFILE :

Sundaram Business Services is a global business process transformation company building sustainable solutions through outsourcing. We work remotely as a seamless extension of our client's teams. Our extended office supports companies in Australia, New Zealand, the UK and India. A part of a 65-year-old large financial conglomerate in India, Sundaram provides services to mid to large-sized corporates across various industries and accounting firms, helping them build a scalable extended office with significant cost benefits. We maintain a pool of 400+ skilled graduates with experience working with Australian clients and we take complete onus on resources –on boarding, training, retention. "Sundaram Business Services (SBS) is a global business process transformation company building sustainable business processes through Automation Solutions and Extended Office Support, with over 400 employees, servicing over 100 clients across three continents. SBS offers business transformation experience, helping businesses with its innovative and streamlined service offerings across verticals. Our service offering is a combination of operational excellence,

automation and deep domain expertise. SBS provides services for SMSF administrators, accounting firms, investment & portfolio management companies, mortgage brokers and aggregators, hospitality & leisure. SBS also provides outsourced CFO Support to corporates and is industry agnostic."

1.6. THE EMPLOYEE RELATIONSHIP MANAGEMENT (ERM) :

The definition of employee relationship management (ERM) was originally from the management of labor and capital. After several evolutions, it becomes the critical component of modern human resource management system--Employee Relationship Management. Employee relationship is the sum of management between corporate and its constituencies, especially employee and employer. It is recognized by its cooperation, conflicts in front of the power. At the same time, it will be affected by the certain society's economy, technology, policy and culture. It aims at the study of behaviors of employment. And it emphasizes that the internal relationship should be focused on staff that represents the spirit of teamwork and harmony. So, employee relationship management of SMEs can be defined as small scale economic organizations, compared with large enterprises, establish social relations with employees during the process of production.

1.7. THE GOAL OF ERM :

The arrival of the era of the knowledge economy, SMEs begin to pay attention to establish, maintain and improve the relationship between employees instead of these previous extensive ways. Employee Relationship Management is the process of adopting various controlling methods and practices to regulate the relations between company vs. staff and employee vs. employee, and enables the company to achieve its goals. Employee Relationship Management of SMEs runs through all aspects of human resource management, starting from the very first day when newer come to work. The goal of ERM is to create a good relationship that enables employees to work wholeheartedly to achieve the organization's strategy. There are 6Ms around the ERM, management of labor relations, management of interpersonal relationship, management of communication, management of mood, management of corporate culture, and management of supporting

1.8. PRODUCT PROFILE:



1.9. STATEMENT OF THE PROBLEM:

Relations were consider to be strong in earlier days, but it wasn't enhanced in organizations. But in this twenty first century relations are getting worse because of rapid developments in all the sectors or in all the fields with this ever changing corporate world,

Thus, these changes are creating new opportunity along with a big problem i.e. high rate of attrition level of employees, jumping from one organization to another and it has become a problem to retain them,

Thus, Employee Relation should be enhanced in an organization to retain them and this topic concerns itself to study the Employee Relations in an existing organization and its influence on their performance and to figure the issues in retaining them.

1.10. OBJECTIVES FOR EMPLOYEE RELATIONS :

Employee relations are the ways in which the company is interacting with the employees to deliver important information and to give information about company policies and works to create a more productive work place. By not creating good policies for the employees that will affect the growth of company and affect the company success.

1.10.1. Employee Retention:

A focus on employee relations creates a corporate culture, and the corporate policies that focus on these relations help to increase employee retention. By developing policies that address employees needs and help to make the staff feel respected, it is less likely that the company will experience elevated levels of turnover. The some examples of employee retentions policies that help with employee retention include health benefits with counseling options and a retirement program

1.10.2. Legal Issues:

The federal, state and local government has the laws regarding employment and treatment of employees. Some potential legal issues are discrimination of employees and harassment. The main objective of employee relations is to create legal framework that protects the company and employees while creating a productive workplace.

1.10.3. Company Growth:

Employee relations activities include employee reviews and ongoing development of employees through training and managerial guidance. When employees and company will work together to develop employee careers, the employees have a clear path to get promotions and advancement in the company. Strategies to Improve Employee Relations: For any organization the better performance of the employees is very important, and the employees are working comfortably with each other and work in close coordination towards a common goal. People feel responsible and motivated to do good work and enjoy their work rather than feeling it like burden. It is important that the management has to promote a healthy employee relation at work place to extract the best out of each individual. There are some steps and strategies to promote healthy employee relationship in organization.

1.10.4. Involve team members:

An individual must be assigned responsibilities according to their interests and responsibilities. The work should not be imposed for the employees. We should let them willingly accept challenges. The employees should enjoy their work otherwise they will fight with their superiors and fellow workers.

1.10.5 Encourage individual to share their work with each other:

If employees share work with others they will talk with each other more, discuss things with others and also themselves then the comfort level increases. Let them work together and take decisions on their own.

1.10.6 One should try his level best that all employees should have their lunch at same time:

The management must dedicated half an hour to forty five minutes for lunch and during lunch the employees should not discuss about their work. They will discuss about other like movies, sports, and also they will plan together for outings also.

1.10.7 Encourage effective communication among the team members:

If there is not having good relationship among employees it will leads to misunderstandings and confusion. If you are not comfort with the proposal of your colleague then you did not keep things to yourself. You have to tell about your discomfort about that particular proposal, it will prevent the conflict among employees later and improves relations among them.

1.10.8 Written mode of communication:

The written mode of communication is more reliable when compare to verbal communication. The important information about company meetings, agendas should be circulated among all through emails. The communication should not be with individuals because any one of the employees feels that they are ignored.

1.10.9 Organizing parties and cultural events:

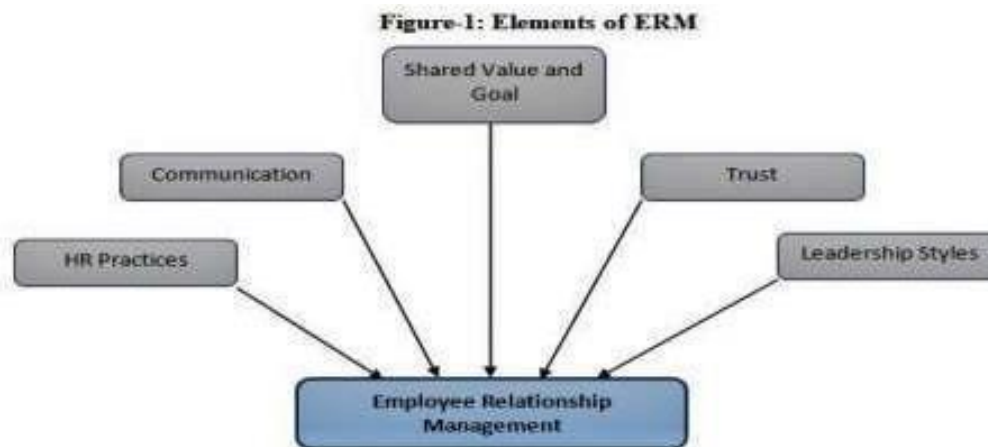
Organizing birthday parties, new year parties at work place will have an impact on the employee relationships. The small initiatives actually go a long way in strengthening bond among the employees. Employees will take initiative and organize the things on their own and let them enjoy with each other and have fun. A healthy competition among employees promotes a positive impact at the work place and employees feel happy and they feel satisfied with their work. They will work with more interest and work hard to realize their team and as well as organization goal.

1.11. FUNCTION OF ERM:

- Create a healthy and balanced relationship within the organization between the employees and between management and the employees.
- Create a work culture within the organization which is live, challenging and dynamic.
- Boost the confidence and morale level of the employees and to encourage the employees to give their cent percent at the work place.
- Bring out the inner potentials, creativity of the employees to the forefront so that the employees feel free to come out with new innovative ideas and opinions for the organizational improvement.
- Create an organizational environment where all the employees are treated fairly without any discrimination and favoritism.
- Develop and improve the level of coordination between employee-employee and between employee-management for better communication so as to avoid conflicts in the organization.
- Encourage employees participation in decision making and create an atmosphere in the organization where the employees can actively take part in the seminars, learning and cultural programs.
- Create an atmosphere where the employees feel more responsible and focused towards their task and which make them feel that they and their contribution both are important for the organizational performance.
- Work on a continuous basis for making the employees more productive, efficient, skilled and proficient in their work.
- Help employees to be more flexible so that they are ready to take additional responsibilities as and when need arises.
- Maintain a work culture where employees find the work place stress free, clean and safe. The performance of employees improves drastically, if they are at home with the equipment, tools and workplace.
- Protect the employees from occupational hazards and take care of their health. Employees feel highly motivated when they find that the organization cares for their health. Healthy employees at the workplace improve the performance of the organization.

1.12. Elements of Employee Relationship Management:

The review of different ERM models revealed several important components or elements of Employee relationship management



1.12.1. HR Practices:

The first element in employee relationship management is human resource practices. It is the HRM department which looks after the proper maintenance of the ERM and its functioning that resulted in enhancing the quality of the organisation. As quality in productivity and output related to employee motivation and commitment that can be achieved through job satisfaction, participative management, career objective and development etc. improved and quality training policy can improve the satisfaction of employees in an organisation. The increase of job satisfaction level depends upon different factors that are mainly internal to the organisation. ERM is one of the factors that result in improved job satisfaction. Participative management, on the other hand, suggests that the management does not take much interest in understanding the issues relating to employee satisfaction and the consequence greatly affect the ERM status. Lastly, performance appraisal and wage policy are two vital aspects that determine the motivation level, job satisfaction and productivity of the employees and has a direct link with the employee relationship management.

1.12.2. Communication:

Communication is the lifeline of any organisation which serves as a link between individuals or groups within and outside the organisation. Interactive or two-way communication is the most important factor in creating a relationship among people. Thinking of any relationship without any communication is quite impossible. Daniel, (2003), Claims that for building trust

between employees, communication is essential. The level of communication indicates how well the employees and the employer is informed about the issues persisting in the enterprise. According to Noordin communication keeps the employees well informed about the organisational matters as well as about their job-related issues that enable them to deliver their duty efficiently and better able to share ideas and knowledge with their colleagues. Chino Mona & Sandada makes clear by their study that, communication strengthens the relationship between employees and departments by creating a sense of trust and institutional harmony. Informal communication plays a credible role compared to formal communication in establishing a relationship through open discussions, better flow of information, efficiency and productivity.

1.12.3.Trust:

Dirks & Ferrin, (2002), claim trust as an important factor that has a bearing on effectiveness, efficiency, performance and productivity. Trust travel through different phases of ups and downs in a relationship. More trust makes the length of the relationship longer and individuals are likely to understand each other by providing more opportunity for learning and knowledge sharing (Huang & Guo, 2009). Several pieces of studies argue that trust is based on two factors; integrity and reliability. Therefore, trust in a relationship is very much essential as like oxygen for the survival of any living organism (Herington et al., 2009). If the employees do not trust the management and the managers do not trust their subordinates then, it creates an invisible barrier in communication and negatively hampers the growth and development of both employees and organisation (Daniel, 2003).

1.12.4. Leadership Style:

According to Wang et al., (2005), leadership has a significant impact on the performance of employees and managers in an organisation. Managers use different leadership styles or management styles to deal with their subordinates or employees. Armstrong, (2009), says different leadership styles determine the relationship between the employer/manager with the employees. Different styles of management impact the relationship differently.

1.12.5. Shared Goals and Values:

According to Herington et al., (2009), the organisation goal is something that is common in the context of each and every employee of the enterprise. A common organisational goal creates a sense of value between the employee and employer. Shared values represent how far the organisational objectives and beliefs are common, the appropriate and inappropriateness of behaviour, policies and goal. Kantabutra & Avery, (2009) argue that the crux of shared goal lies in the relationship among employees and their participation in different undertakings. Chinomona & Sandada, (2013), says sharing goals makes the employees toward putting their maximum effort in achieving organisational goals

and all this is possible when mutual collaboration and cohesion persists among employees. Moreover, sharing of common goals positively influence employee's productivity and organisational goal. Similarly, another study by Pulakos & O'leary, (2011), shared goals makes employees understand how work is related across different departments and in the organisational hierarchy. It helps in aligning the duties of employees on strategically priority basis.

1.12.6. Job Satisfaction:

According to Armstrong, (2006) Job satisfaction is the fulfillment which an employee feels in relation to their jobs and work place. It brings the question, whether the employee is happy or content at their jobs. An employee may be measuring their satisfaction in financial, non-financial or psychological contract terms. Job satisfaction degree levels of people range from extreme dissatisfaction to extreme satisfaction. People also possess various aspects attitudes regarding their jobs such as, type of job done, amount of pay, co workers subordinates and supervisors. George and Jones(2008) in their research found that aspects that promote job dissatisfaction range from; poor leadership style, inability of firms to allocate adequate resources to train workers, inability to settle employee disputes on time, inappropriate compensation policies and inappropriate performance appraisal techniques. On the other hand it is evident that organizations that maintain good relations with their employees are likely to experience increased profits, improved customer service delivery, minimal resistance to change, dedicated and motivated staff who work to achieve organizational objectives. Due to job dissatisfaction, performance of the organization has been affected resulting to increased employee turnovers, decreased profits and performance standards in the competitive business environment in the recent past. Other aspects that enhanced job satisfaction included; training of employees, open communication and timely introduction of change.

1.12. ERM PROCESS :

Applying ERM requires specific processes that offer operational measures to achieve the objective of individualized, mutually valuable relationships. A first group exclusively focuses on recruiting which explains the term "candidate relationship management". By contrast, a second group focuses on all customary HR domains, i.e., beyond recruiting also development, compensation, etc. The combination of domains and characteristics as categorization criteria hence offers an instructive possibility to categorize ERM processes as well. The core of ERM process can be classified in three general areas according to their general roles or purposes as shown

1. Collaborative processes refer to the interaction between organization and employees in recruiting, development, compensation, etc. — things that are required for building and maintaining the intended relationships.
2. Operational processes refer to all administrative activities related to recruiting, development, compensation, etc., as required by the strategic aim of the concept. The main difference between this and current operational HR activities lies in the consistent orientation toward individual employees. In operative compensation, for example, payroll processing changes from calculating identical salary components to calculating different and even unique components for each employee.
3. Analytical processes refer to the collection, preparation and provision of the in-depth information required to support decisions in operational and collaborative ERM. Major information needs to refer to individual employee preferences, to the history of individual operations and collaborations and, in particular, to reasonable future operations and collaborations. In brief, ERM processes are comprised of collaborative, operational and analytical activities within the familiar, however consistently individualized HR.

Categorization of ERM processes :

		Process Domain		
		Recruiting	Development	Compensation
Process Characteristic	Collaborative	e.g. Communication of personalized corporate news to alumni	e.g. Joint specification of individual career paths	e.g. Joint specification of individual benefit components
	Operational	e.g. Printout of invitation for interview	e.g. Compensation of training course catalog	e.g. Processing of employee payrolls
	Analytical	e.g. Prediction of application job preferences	e.g. Recommendation of individual training courses	e.g. Prediction of future compensation components requests

1.13. The Four Pillars of Employee Relations :

Establishing and maintaining good work relationships is the key to a positive workplace, and it doesn't have to take much time. There are several ways in which a manager can foster a better employee relationship in a company.

1. Open Communication:



Just as it is in any form of interrelation, communication is critical. Workers spend the chunk of the day at work. Hence, it is very pertinent that employees feel comfortable in their places of work. They have to find fulfillment and comfort at work. Anything short of that would compromise the quality of work. In ensuring this comfort for employees, the core is effective communication.

As a manager, you should ensure that your employees are free to talk to you whenever. You can guarantee this communication when you make them realize that you are always available to speak. As an employer or manager, you should also note that your employees would prefer it when you are entirely truthful with them as to what you need from them.

This simple tactic makes employees loyal and productive; they know what to do and want to do it. A high level of open communication promotes retention and motivation, fosters loyalty, and improves organizational performance. Most managers already understand that communication directly affects an organization's financial health and profitability.

2. Show Recognition:



Do you know that a simple “Thank you” can go a long way in affecting how someone's day goes? Appreciation and gratitude mean a lot to your employees, and when you sincerely

recognize them for a good deed, they do more. It's simple logic. Appreciation brings about engagement. Engagement is about the active investment of an employee in their work and the value it adds to the organization.

herefore most managers have much work to do to unlock the full potential of their workforce. One way you can improve engagement is showing appreciation by giving public praise. By doing this, you are providing such employee a more profound sense of worth. He feels better about himself and does more of what he has done. This way, he is more functional, and the overall benefit is of the company.

It will help if you reward your employees for a job well done. This act would cultivate a culture of appreciation, and your company's profit will be grateful for it. By making them know that their efforts count and are appreciated, they would be inspired to work harder, working harder for you and the company at large.

3. Constant Feedback :



Feedback is another way in which you can foster a robust relationship with your employees. Employees want to feel valued and respected; they want to know you hear their ideas. As an employer, you should enable feedback in your workplace. Also, as an employee, offering frequent positive feedbacks on areas your managers are doing good is a great one. Also, in cases where they are lacking, the onus lies on you to know how to bring it to their notice constructively. With these coming from both ends, you can nurture a vibrant team.

As a manager, you should understand the fact that your employees want to know how they are faring. They want to know what area to improve on, and what they are lacking. However, it

would help if you were careful of the presentation so that you don't end up destroying the morale with which they work. You should also provide them with tips and guide on how they can be more effective at their jobs. As the manager, you can decide on having feedbacks every fortnight or month

3. Invest in your Employees :



You need to show your employees that you see them as people and not as machines or robots. They are not just workers; they are people with flesh and blood, with families only as you. It would be best if you made them know that you understand this. Making them know that you are more inclined towards their fulfillment as a person and a professional is a big statement, and this will make them respect you the more.

Invest in your employees. Invest in them means going beyond what they merit as wages or salaries; it goes towards affecting them more as a person. Once they are happy in their personal life, you can be sure of an increase in productivity at work. Hence, you should invest your time, money, and resources to ensure that they are balanced personal. Only then can your business enjoy their potentials optimally

CHAPTER 2

2.1.REVIEW OF LITERATURE

(Demising Desha, 2014) A relationship analysis was considered for the study. This survey regulate the business owners' opinions about relationship and their believed these play a significant role towards the success of their business. The business owners are avoided a destructive relationship to employee. The result shows the critical role played by positive employee relationship.

(Dr.B.Devamaindhan, 2015) A good relationship is the best running of any business. It improves the work performance, an employee's feedback is must to analyze the both positive and negative. This research paper shows the employee involvement is important for changing employee's attitude the critical role played by positive employee relationship

Solomon Markos (2018)defined that the scope of the employee engagement are very wide and broader in nature, which is strongly supported by the two way relationship between management and employees. It is very true that the engaged employees are always positive in all respect for the organization; such as employee retention, productivity, profitability, customer satisfaction and safety etc. Employee engagement is depend on the personal traits of the employee's knowledge, skills, attitude etc. organization culture, environment and practices (leadership, social networks , personal respect, process, context component of job performance etc.). The employees engagement starts from the first day through effective recruitment and orientation program, begins from the top management in the organization and always keep focus on the top- talented employees to reduce their turnover and continuously maintain or increase the business performance of the organization.

Preeti Khatri et al. (2010), that managing talent in global organization is more complex and demanding. The current business scenario showing the weaknesses in the talent management practices in many organizations, as well as the lack of a comprehensive understanding of skills, capabilities, key workforce and top talent. Talent strategy is also an integral part of the overall organizational strategy. Most of the companies also develop their plan and keep the track of the record of the talents of their employees which includes attracting and recruiting qualified candidates with competitive backgrounds, managing and defining competitive salaries, training and development

opportunities, performance management process retention program, promotion, transitioning and the leading organization generally ensure that the right person with right skills in the right job at the right time. Talent management can be the major strategy for the company's value proposition and a distinct competitive advantage

Papa and Graham (2011) measured managerial performance using a criteria proposed by Gatewood and Field (1987) where the subordinates and immediate supervisors were the assessors. The findings showed that Employee skills were the highest loading factor, explaining 39 percent of the variance (Avkiran, 2000). On the other hand, Goffee (1996) reports on subordinate appraisal of high performance 22 managerial competencies of bank managers in an effort to establish the accuracy of views held by senior human resource and line managers.

Mitzberg (1973) cited studies which indicated that managers spend 45 percent of their contact time with their peers, about 45 percent with people outside their units and only about 10 percent with their supervisors. This study obviously indicates the importance of Employee skills in every organization.

(Avkiran, 2000). Most of the literatures and findings from past researchers said that having positive Employee skills increases the productivity in the organization since the number of conflicts is reduced. Furthermore, these studies said that people with good Employee skills can generally control the feelings that emerge in difficult situations and respond appropriately instead of being overwhelmed by emotion.

According to Rose (2008), under the unitary perspective, trade unionism is outlawed and suppressed as it is viewed as an illegitimate intrusion or encroachment on management's right to manage; trade unions are regarded as an intrusion into the organization from outside, competing with management for the loyalty of employees.

George and Jones (2012) in their research found that aspects that promote job dissatisfaction range from; poor leadership style, inability of firms to allocate adequate resources to train workers, inability to settle employee disputes on time, inappropriate compensation policies and inappropriate performance appraisal techniques.

Kaliski(2007) believed that effective employee relations enhances positive communication and attitude between management and employees, promotes the overall wellbeing of employees during their tenure at the company and helps in preventing and resolving problems involving employees' that affect work situations. Employee relationship management entails the ability to, balancing life and work needs, employee needs open, the ability of the organization to keep good relations with its stakeholders including trade unions, employees, suppliers and customers and measuring and monitoring results. Organizations normally engage in various employee relationships management practices to develop healthy relationships and extract the best out of each team member.

Sweney & McFarlin, (2005) in their research found that effective approaches adopted in conflict management within the organization like coaching, training, mediation and facilitation will enhance employee and employer relations thus improved job satisfaction. The opportunity of employees to join trade union of their choice as their right always influences the spirit of team work and motivation to perform well in an organization. The employees who are members of trade unions tend to feel protected and have a voice over their employers in the changing business environment.

According to Stallard (2009) studies have shown that employees in an organization with a strong positive employee relations are more engaged, efficient in the performance of their duties, and less likely to leave the organization for another. In addition, an organization with healthy employee relations creates a bond that promotes trust, cooperation and esprit de corps between the employers and the employees. This tendency as asserted has the potential in enhancing the skills and the abilities of the employees in the achievement of the organizational goals and objectives. Most importantly, employee relations ensure that the relationship between the employers and the employees are managed appropriately within a stipulated policy framework. It is therefore against this background that this paper tends to examine employee relations and organizational performance by reviewing the extant literature..

According to Akrani (2011) the human relations approach viewed organization as a social system of interpersonal and inter group relationships, which shows that having a work environment that stimulates healthy and sustainable relationships amongst employees plays a vital role in enhancing efficiency and effectiveness of the organization. The human relations approach arose as a reaction to Taylor's Scientific Management approach which suggested the development of standard methods for performing tasks.

Dr. K.R. Subramanian (2017) had done research on the topic “Employer employee relationship and impact on organization structure and strategy” the objective of study to identify impact of relationship between employee-employer in the organization. The result of study was that organizational structures regulate the flow of information within the organization, which leads to effects on both the strategic intent and the realized strategy of business organizations.

Mitchell H. Rubinstein (2012) had done research on the topic “employees, employers, and quasi employers: an analysis of employees and employer who operate in the borderland between an employer and employee relationship” the objective of the study to analyze the definitional status of employers, To determining whether an employment relationship exists within the meaning of title. This article explored borderland between employers and non-employers.

CHAPTER – 3

3.1. RESEARCH METHODOLOGY ;

3.1.1. OBJECTIVE

Primary objective :

A study on employee relationship management with special reference of sundaram business services

Secondary Objective :

- To identify the employees attitudes towards the management
- To Examine the difference management styles in employee relation
- To study work life balance in the sundaram business services

3.2. SAMPLE DESIGN :

The distribution system of employee relation management is more complex and cumbersome. The system depends on a rigid model where each point in the model does not have more choice or alternative arrangements.

3.3. SOURCE OF DATA COLLECTION :

The method of data collection adopted for the study is both primary and secondary. The primary data were collected with a structured questionnaire. The questionnaire was structured and restructured several times, since each dealer opined that some questions were not answerable.. Therefore, interview style has been used. Interview with the questionnaire also facilitated to initiate investigation, which, the researcher believed to substantiate the findings at the end.

The secondary data related to employees of the company have been collected from various sources like Journals, undated Journals, Books and other booklets. Some of the international journals on supply chain managed have been referred to in this regard. Since this segment has been unexplored over years, there was only little information available in this regard. Some of the journals referred to have been noted in the biography.

3.4. Period Of Study :

The period of time taken to conduct the survey and prepare the research paper is 3 months. (January 2023 to March 2023).

3.5 METHOD OF DATA COLLECTION

Following data collection methods are most commonly used in order to conduct research

3.5.1 EXPERIMENTS

Experiment refers to the method in which certain tasks are performed under controlled environment in order to get some results. The results might be expected or unexpected. Experiments focus on cause-and-effect mechanism. Based on the results of the experiments performed, analyses are made.

3.5.2 OBSERVATIONAL STUDY

Such a study involves making opinions based on observations from natural resources and previous researches. This is not very accurate data collection method.

3.5.3 QUESTIONNAIRES

Surveys or questionnaires are the methods that collect data from a sample of population whereas sample refers to the subjects under study that are. The answers given by the sample population are evaluated and analyzed. It is a very effective process since it gives clear decision-making ability. Besides, it is a cost-effective data collection method.

3.5.4 STRUCTURE OF QUESTIONNAIRE:

Questionnaire was divided into three sections. First part consists of psychometric test questions and the second part consist of Questionnaire technique questions and the third part consist of critical incident technique questions. All these sections are followed by personal details of an employees.

3.6. ANALYSIS OF DATA

In order to extract useful results for reaching a strong conclusion and decision making, it is important to analyze the data. The procedure of transforming all the obtained data into useful data and then obtaining a clear conclusion about the data is the process of analysis. Analysis process also includes examining the data, building relation of different data types with each other and trends of different factors. Questionnaire was divided into three sections. First part consists of psychometric test questions and the second part consist of Questionnaire technique questions and the third part consist of critical incident technique questions. All these sections are followed by personal details of an employees.

3.6.1. TOOLS FOR ANALYSIS

SPSS is short for Statistical Package for the Social Sciences, and it's used by various kinds of researchers for complex statistical data analysis. The SPSS software package was created for the management and statistical analysis of social science data. It was originally launched in 1968 by SPSS Inc., and was later acquired by IBM in 2009. SPSS is used by market researchers, health researchers, survey companies, government entities, education researchers, marketing organizations, data miners, and many more for processing and analyzing survey data, such as you collect with an online survey platform like Alchemer. Most top research agencies use SPSS to analyze survey data and mine text data so that they can get the most out of their research and survey projects.

3.6.2 STATISTICAL TECHNIQUES TO BE USED

The analysis of the data helps the researcher to reach conclusion and findings of the study. Appropriate statistical techniques will be used in the study to analyze data.

However, the researcher proposes following statistical techniques for data analysis.

- Chi square
- F-Test (One Way Anova)
- Correlation

For this research study, above mentioned statistical techniques will be used to identify competencies and measure its impact on organization effectiveness.

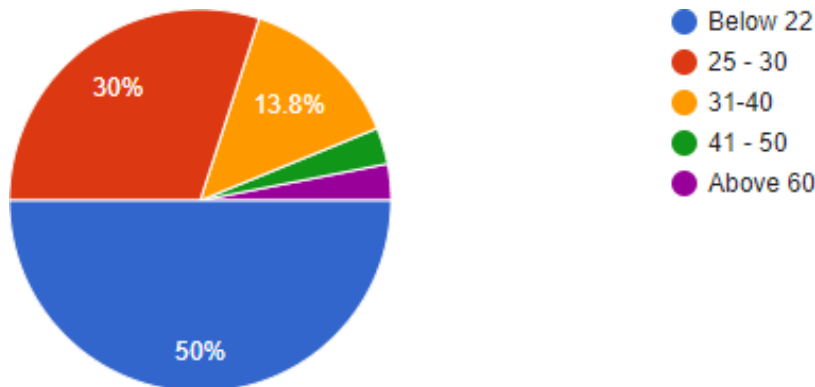
CHAPTER 4

4.1. ANALYSIS AND INTERPRETATIONS :

Table 4.1.1 **Table Showing age wise classification of respondents**

S no	Particulars	No of respondents	Percentage
1	Below 22	65	50.00 %
2	25-30	39	30.00%
3	31-40	18	13.8.00 %
4	41-50	4	3.1%
5	above 60	4	3.1%
	TOTAL	130	100%

Chart 4.1.1: Age of respondents



Interpretation

From the above table it is interpreted that the number of respondents between below 22 age of respondents are 50.0%, between 25-30 age of respondents are 30.0%, between 31-40 age of respondents 13.8%, between 41-50 age of respondents 3.1% and above 60 age of respondents are 3.1%.

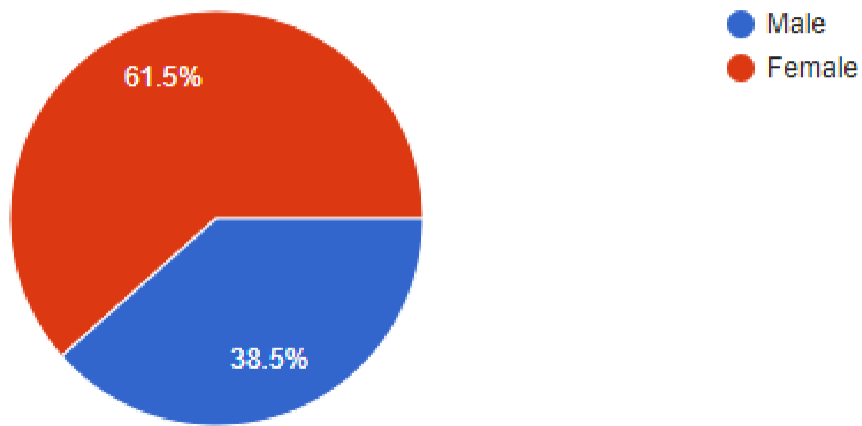
Inference

Majority (50.0%) of the respondents are age below 22 years.

Table 4.1.2 Table showing gender wise classification

S no	Particulars	No of respondents	Percentage
1	Male	50	38.5%
2	Female	80	61.5%
	Total	130	100%

Chart 4.1.2: Gender of the respondents



Interpretation

From the above table it is interpreted that the number of female respondents is 61.5% and male respondents is 38.5%.

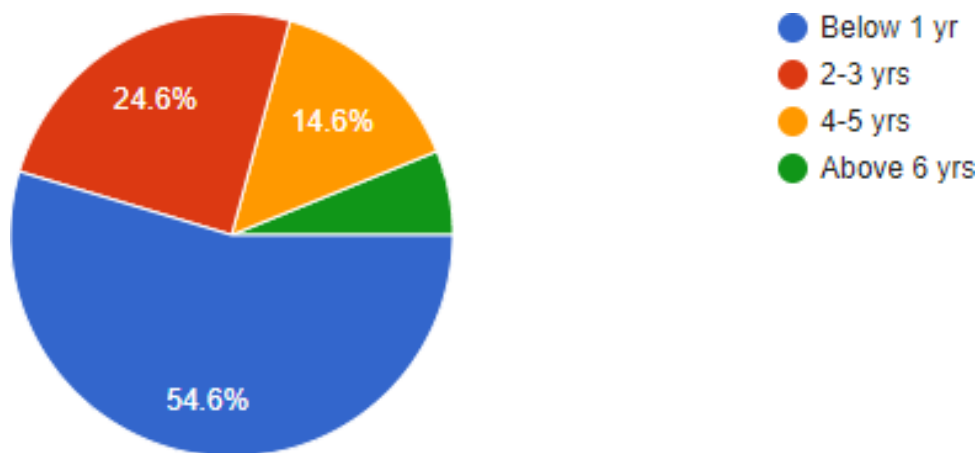
Inference

Majority of (61.5%) of the respondents are Female.

Table 4.1.3 **Table showing years of experience of respondents**

S no	Particulars (Years)	No of respondents	Percentage
1	Below 1	19	19.00%
2	2-3	50	50.00%
3	4-5	23	23.00%
4	6 and above	8	8.00%
	TOTAL	130	100%

Chart 4.1.3: Years of experience



Interpretation

From the above table it is interpreted that the number of experience below 1year is 54.6%, 2-3 years is 24.6%, 4-5 years is 14.6% and above 6years is 6.2.

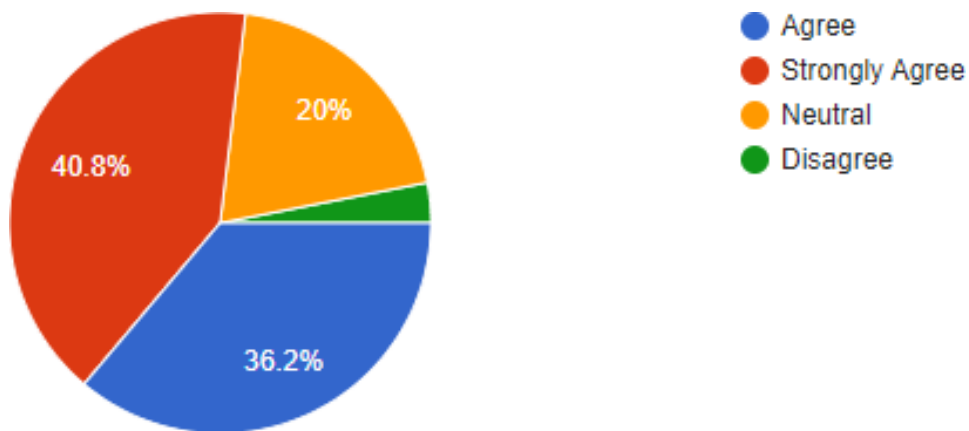
Inference

Majority of (54.6%) of the respondents are below 1 year.

Table 4.1.4 Table showing Human Resource Practices

S no	Particulars	No of respondents	Percentage
1	Strongly agree	53	40.8%
2	Agree	47	36.2%
3	Neutral	26	20.00%
4	Disagree	4	3.00%
	TOTAL	130	100%

Chart 4.1.4



Interpretation

From the above table it is interpreted that the number of Human resource practices strongly agree is 40.8%, agree is 36.2%, neutral is 20.00% and disagree is 3.00%.

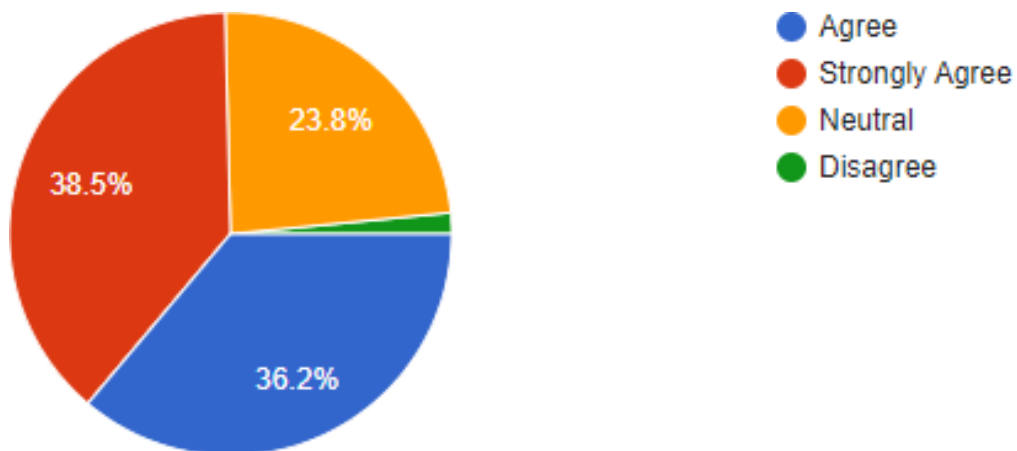
Inference

Majority of (40.8%) of the respondents are Strongly Agree.

Table 4.1.5 **Table showing Communication**

S no	Particulars	No of respondents	Percentage
1	Strongly agree	50	38.5%
2	Agree	47	36.2%
3	Neutral	31	23.8%
4	Disagree	2	1.5%
	TOTAL	130	100%

Chart 4.1.5



Interpretation

From the above table it is interpreted that the number of communication strongly agree is 38.5%, agree is 36.2%, neutral is 23.8% and disagree is 1.5%.

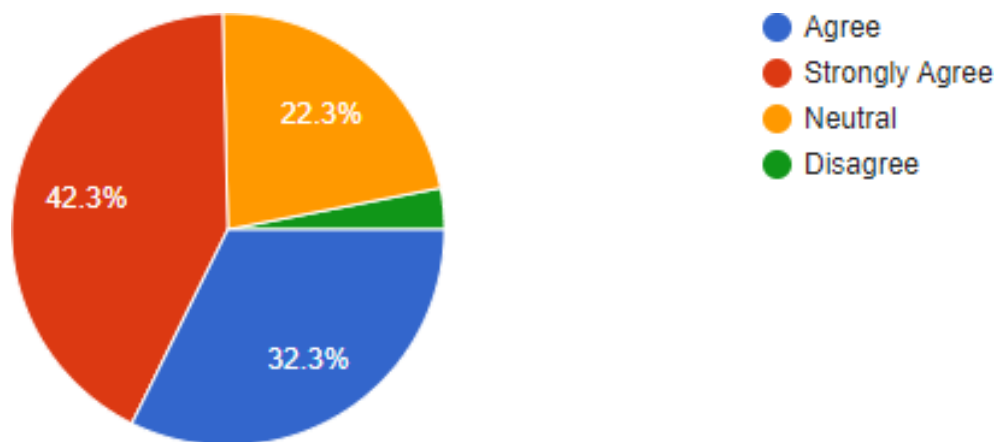
Inference

Majority of (38.5%) of the respondents are Strongly Agree.

Table 4.1.6 **Table showing trust**

S no	Particulars	No of respondents	Percentage
1	Strongly agree	55	42.3%
2	Agree	42	32.3%
3	Neutral	29	22.3%
4	Disagree	4	3.1%
	TOTAL	130	100%

Chart 4.1.6



Interpretation

From the above table it is interpreted that the number of trust strongly agree is 42.3%, agree is 32.3%, neutral is 22.3% and disagree is 3.1%.

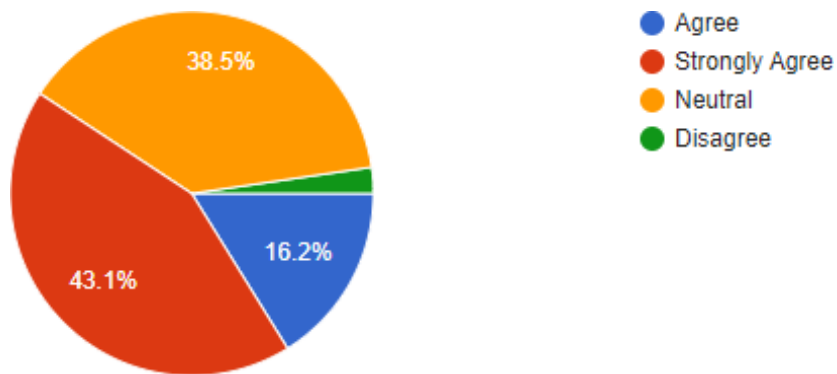
Inference

Majority of (42.3%) of the respondents are Strongly Agree

Table 4.1.7 Table showing promises provided by manager

S no	Particulars	No of respondents	Percentage
1	Strongly agree	56	43.1%
2	Agree	21	16.2%
3	Neutral	50	38.5%
4	Disagree	3	2.2%
	TOTAL	130	100%

Chart 4.1.7



Interpretation

From the above table it is interpreted that the number of promises provided by manager strongly agree is 43.1%, agree is 16.2%, neutral is 38.5% and disagree is 2.2%.

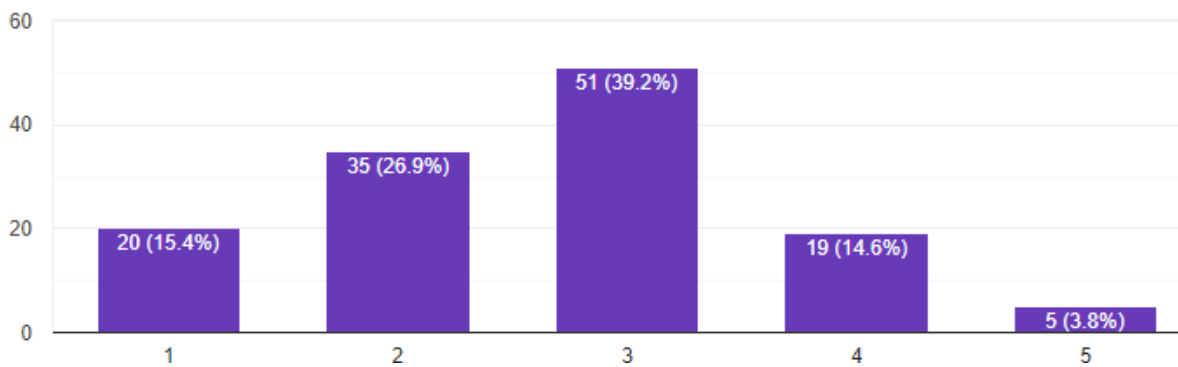
Inference

Majority of (43.1%) of the respondents are Strongly Agree

Table 4.1.8 **Table showing shared goals and values**

S no	Particulars	No of respondents	Percentage
1	1	20	15.4%
2	2	35	26.9%
3	3	51	39.2%
4	4	19	14.6%
5	5	5	3.8%
	TOTAL	130	100%

Chart 4.1.8



Interpretation

From the above table it is interpreted that the number of shared goals and values rating are 1 is 15.4%, 2 is 26.9%, 3 is 39.2% , 4 is 14.6% , 5 is 3.8%

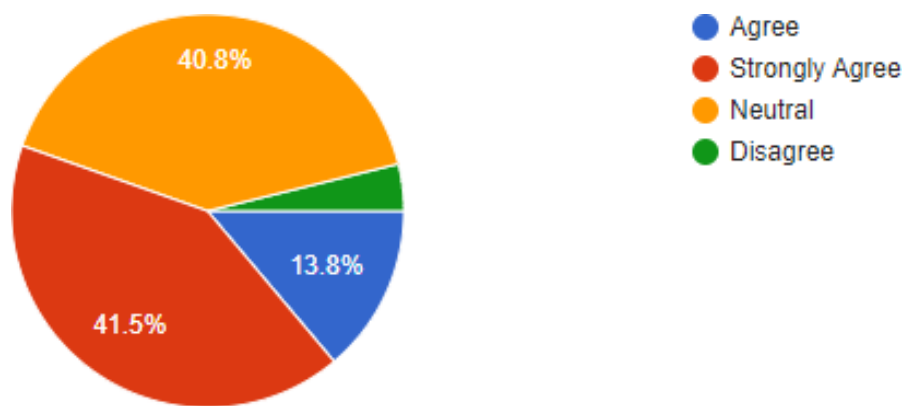
Inference

Majority of (39.2%) of the respondents are given rating is 3

Table 4.1.9 **Table showing employee achieve goals easy**

S no	Particulars	No of respondents	Percentage
1	Strongly agree	54	41.5%
2	Agree	18	13.8%
3	Neutral	53	40.8%
4	Disagree	5	3.9%
	TOTAL	130	100%

Chart 4.1.9



Interpretation

From the above table it is interpreted that the number of employee achieve goals easy strongly agree is 41.5%, agree is 13.8%, neutral is 3.9% and disagree is 40.8%.

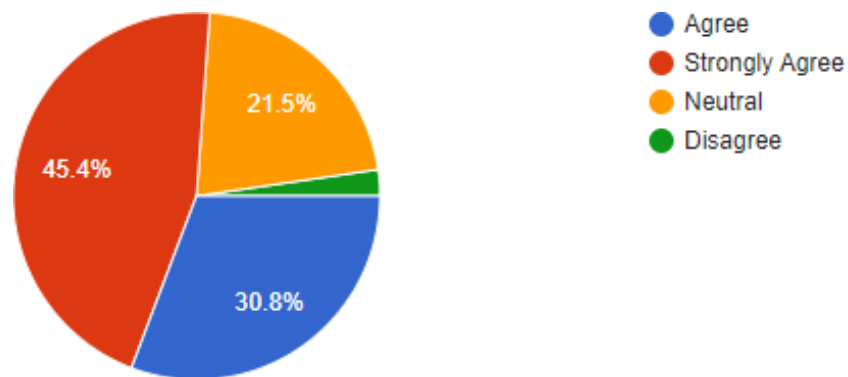
Inference

Majority of (41.5%) of the respondents are Strongly Agree

Table 4.1.10 **Table showing leadership style**

S no	Particulars	No of respondents	Percentage
1	Strongly agree	59	45.4%
2	Agree	40	30.8%
3	Neutral	28	21.5%
4	Disagree	3	2.3%
	TOTAL	130	100%

Chart 4.1.10



Interpretation

From the above table it is interpreted that the number leadership style strongly agree is 45.4%, agree is 30.8%, neutral is 21.5% and disagree is 2.3%.

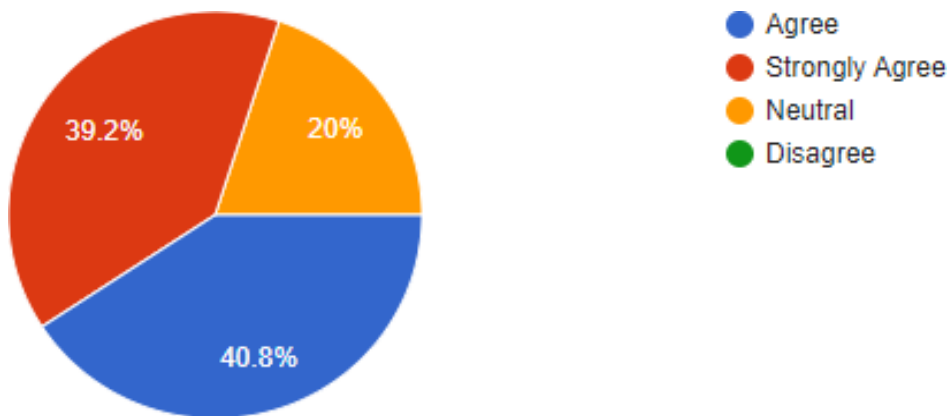
Inference

Majority of (45.4%) of the respondents are Strongly Agree

Table 4.1.11 **Table showing employee performance**

S no	Particulars	No of respondents	Percentage
1	Strongly agree	51	39.2%
2	Agree	53	40.8%
3	Neutral	26	20%
4	Disagree	0	0%
	TOTAL	130	100%

Chart 4.1.11



Interpretation

From the above table it is interpreted that the number leadership style strongly agree is 39.2%, agree is 40.8%, neutral is 20% and disagree is 0%.

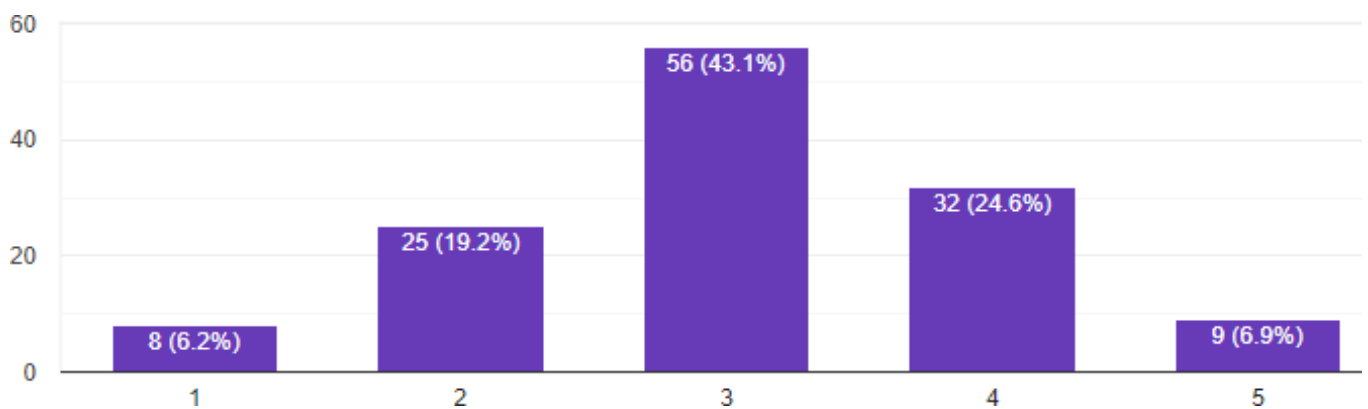
Inference

Majority of (40.8%) of the respondents are Strongly Agree

Table 4.1.12 Table showing engagement

S no	Particulars	No of respondents	Percentage
1	1	8	6.2%
2	2	25	19.2%
3	3	56	43.1%
4	4	32	24.6%
5	5	9	6.9%
	TOTAL	130	100%

Chart 4.1.12



Interpretation

From the above table it is interpreted that the number of engagement rating are 1 is 6.2%, 2 is 19.2%, 3 is 43.1% , 4 is 24.6% , 5 is 6.9%

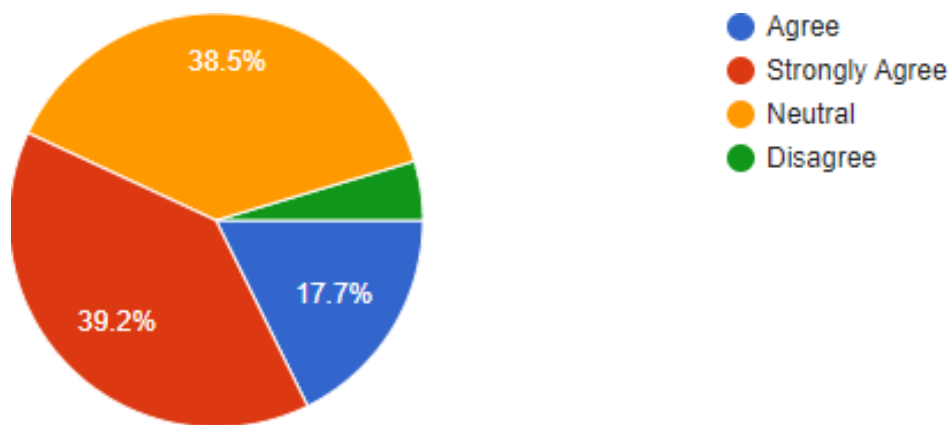
Inference

Majority of (43.1%) of the respondents are given rating is 3

Table 4.1.13 **Table showing work life balance**

S no	Particulars	No of respondents	Percentage
1	Strongly agree	51	39.2%
2	Agree	23	17.7%
3	Neutral	50	38.5%
4	Disagree	6	4.6%
	TOTAL	130	100%

Chart 4.1.13



Interpretation

From the above table it is interpreted that the number leadership style strongly agree is 39.2 %agree is 17.7%, neutral is 38.5% and disagree is 4.6 %.

Inference

Majority of (39.2%) of the respondents are Strongly Agree

4.2. CHI- SQUARE TEST :

Hypothesis

The following hypothesis is constructed for this study.

- ❑ H_0 : There is no significant relationship between organization treats employee fairly and without discrimination and employee make their effort to achieve their task in the required time
- ❑ H_1 : There is significant relationship between organization treats employee fairly and without discrimination and employee make their effort to achieve their task in the required time.

Crosstabs

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
The organization treats employees fairly and without discrimination * Employees make their effort to achieve their tasks in the required time	131	100.0%	0	0.0%	131	100.0%

The organization treats employees fairly and without discrimination * Employees make their effort to achieve their tasks in the required time Crosstabulation

		Employees make their effort to achieve their tasks in the required time				Total
		Agree	Disagree	Neutral	Strongly Agree	
The organization treats employees fairly and without discrimination	Count	1	0	0	0	1
		.0	.1	.0	.3	1.0
	Expected Count	.0	.1	.0	.3	1.0
		.3	4.5	1.9	14.4	42.0
	Agree	Count	0	9	1	15
		Expected Count	.3	4.5	1.9	14.4
	Disagree	Count	0	1	0	2
		Expected Count	.0	.4	.2	1.4
	Neutral	Count	0	2	2	14
		Expected Count	.2	3.1	1.3	10.0
	Strongly Agree	Count	0	2	3	14
		Expected Count	.4	5.9	2.5	18.9
	Total	Count	1	14	6	45
		Expected Count	1.0	14.0	6.0	45.0
		Count	1	14	6	45
		Expected Count	1.0	14.0	6.0	45.0

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	148.286 ^a	16	<.001
Likelihood Ratio	28.830	16	.025
N of Valid Cases	131		

a. 18 cells (72.0%) have expected count less than 5. The minimum expected count is .01.

Interpretation :

- ☐ As the significance value of hypothesis is less than 0.05
- ☐ The null hypothesis is accepted for the analysis.
- ☐ Looking at the results of the Chi - Square test is no significant difference between organization treats employee fairly and without discrimination and employee make their effort to achieve their task in the required time

4.3.F - TEST (One Way Anova) :

Hypothesis

The following hypothesis is constructed for this study.

- ☐ H_0 : There is no significant relationship between age and monthly income motivates to perform better
- ☐ H_1 : There is significant relationship between age and monthly income motivates to perform better

Age	Eta-squared	.078	.000	.155
	Epsilon-squared	.049	-.032	.128
	Omega-squared Fixed-effect	.048	-.032	.127
	Omega-squared Random-effect	.013	-.008	.035

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Post Hoc Tests

Homogeneous Subsets

Age			
Duncan ^{a,b}			
Monthly income motivates meto perform better	N	Subset for alpha = 0.05	
		1	2
3	56	28.16	
2	25	28.64	
4	32	28.91	
5	9	29.56	
1	8		36.75
Sig.		.623	1.000

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 15.374.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Interpretation :

- ☐ As the significance value of hypothesis is more then 0.05
- ☐ The null hypothesis is rejected for the analysis.
- ☐ Looking at the results of the F - test is significant difference between age and monthly income motivates to perform better

4.4. CORRELATION :

Hypothesis

The following hypothesis is constructed for this study.

- ❑ H_0 : There is no significant relationship between employees age and employees participate in setting the organization goals and values and work to achieve it.
- ❑ H_1 : There is significant relationship between employees age and employees participate in setting the organization goals and values and work to achieve it.

➔ Correlations

		Correlations	
		Experience	Employees participate in setting the organization goals and values and works to achieve it
Experience	Pearson Correlation	1	.006
	Sig. (2-tailed)		.942
	N	130	130
Employees participate in setting the organization goals and values and works to achieve it	Pearson Correlation	.006	1
	Sig. (2-tailed)	.942	
	N	130	130

Interpretation :

- ☐ As the significance value of hypothesis is more than 0.05
- ☐ The null hypothesis is rejected for the analysis.
- ☐ Looking at the results of the Correlation is significant difference between shared goals and values and job satisfaction management

CHAPTER 5
FINDINGS, SUGGESTIONS AND CONCLUSION

5.1. FINDINGS:

- Majority of (61.5%) of the respondents are Female.
- Majority of (54.6%) of the respondents are below 1 year.
- Majority of (40.8%) of the respondents are Strongly Agree
- Majority of (38.5%) of the respondents are Strongly Agree.
- Majority of (42.3%) of the respondents are Strongly Agree
- Majority of (43.1%) of the respondents are Strongly Agree
- Majority of (39.2%) of the respondents are given rating is 3
- Majority of (41.5%) of the respondents are Strongly Agree
- Majority of (45.4%) of the respondents are Strongly Agree
- Majority of (40.8%) of the respondents are Strongly Agree
- Majority of (43.1%) of the respondents are given rating is 3
- Majority of (39.2%) of the respondents are Strongly Agree

5.2. SUGGESTIONS:

- Organization should focus on improving relationship that is maintained between employee & employees
- Organization should take necessary measures to make employees have good relationship
- Organization should provide some amount of autonomy to its employee to perform their work effectively
- Organization should build good relation with management within the workplace
- Organization should increase training programmed to its employees
- Organization should take time out to get to know employees personally
- Organization should take care about the conflict between the employees and between the management

5.3. CONCLUSION:

Nowadays employee relations appear everywhere, from small companies to the big organizations all over the world. We have seen that the importance of employee relations and how to practice it effectively. In this we have explained that how employee relation is relevant today, its role in supporting business to support business to improve performance. This relationship may significantly affect the productivity as well as the working environment in organizations. It is very useful to manage and improve performance of both employees and firms. Therefore organizations should focus more on improving and enhancing their relationship with staff members for the ultimate benefit of the organization and in order to realize organizational goals and targets.

Article and Journals :

- Lawler III, E. E. (1986). *High-Involvement Management. Participative Strategies for Improving Organizational Performance*. Jossey-Bass Inc., Publishers, 350 Sansome Street, San Francisco, CA94104.
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- Jo, S., & Shim, S. W. (2005). Paradigm shift of employee communication: The effect of management communication on trusting relationships. *Public Relations Review*, 31(2),277-280
- .Dhanesh, G. S. (2014). CSR as organization–employee relationship management strategy: A case study of socially responsible information technology companies in India. *Management Communication Quarterly*,28(1),

- Rhee, Y. (2004). The employee-public-organization chain in relationship management: A case study of a government organization (Doctoral dissertation).
- Liao, S. H., Chang, J. C., Cheng, S. C., & Kuo, C. M. (2004). Employee relationship and knowledge sharing: A case study of a Taiwanese finance and securities firm. *Knowledge Management Research & Practice*, 2(1), 24-34.

QUESTIONNAIRE :

Name :

Age :

- ☐ below 22
- ☐ 25 to 30
- ☐ 31 -40
- ☐ 41 to 50
- ☐ above 60

Gender

- ☐ Male
- ☐ Female

Marital status:

- ☐ a.)Married
- ☐ b.)Single

Family size :

- ☐ upto 3
- ☐ 4 – 6
- ☐ more 6

Type of employment:

- ☐ Temporary
- ☐ Permanent
- ☐ contract

Educational Degree:

- ☐ Diploma and less
- ☐ Bachelor
- ☐ Master
- ☐ PhD

Years of Experience

- ☐ less than two yrs.
- ☐ 2 to less than 5
- ☐ 5 to less than 10
- ☐ 10 years and more

Which shift are you working?

- ☐ Dayshift
- ☐ Night shift

What is your total working hour in a day?

- ☐ 8 hrs
- ☐ 10 hrs

Employee Relationship Management

Human Resources Practices

1. Selection and recruitment processes in the organization considered fair

- ☐ Strongly Agree
- ☐ Agree Neutral

- ☐ Disagree
 - ☐ Totally Disagree
2. The organization provides employee with training opportunities that increase his abilities and skills
 - ☐ Strongly Agree
 - ☐ Agree Neutral
 - ☐ Disagree
 - ☐ Totally Disagree
 3. Employee's Training needs are discussed with the manager.
 - ☐ Strongly Agree
 - ☐ Agree Neutral
 - ☐ Disagree
 - ☐ Totally Disagree
 4. Organization depends of attracting distinguished qualified and expertise trainers to train employee
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree
 5. Performance appraisal system identifies the strengths and weaknesses of the employees
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree
 6. Managers seeks to strengthen and expand relations with employees
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree

Communication

1. The manager talks continuously with employees about work problems and obstacles
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree
2. The manager can deliver clear messages to employees about matters relating to work
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree
3. The manager use various communication methods to clarify his ideas
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree
4. The manager conduct regular meetings to discuss the employees achievements
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree
5. Written information are provided to employees in an easy manner to understand
 - ☐ Strongly Agree
 - ☐ Agree

- ☐ Neutral Disagree
- ☐ Totally Disagree

Trust

1. The organization treats employees fairly and without discrimination
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree
2. The Employees trust the promises provided by managers
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree
3. Managers takes the opinions of employees into account when making decisions
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree
4. Managers are successful in the work they attempt to Accomplish
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree
5. The employees feel very confident about their manager skills and abilities
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree
6. The employees trust the decisions taken by managers
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree
7. The organization is considered successful in things it attempts to do
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree

Shared Goals and Values

- 1 . Employees participate in setting the organization goals and values and works to achieve it
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree
2. Employees find that their goals and values are similar to the organization goals and values
 - ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree
3. Employees understand and know the organization goals and Values
 - ☐ Strongly Agree

- ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree
4. Employees participating in setting organization goals and values helps them to understanding the nature and the flow of work process
- ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree
5. Employees achieve goals easily because they know it well
- ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree

Leadership Styles

1. Manager encourages employees to express their opinions in planning and implementing the work
- ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree
2. Manager used varied methods of reward and punishment as Required by situation and conditions
- ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree
3. Manager encourages employees to be creative in their work and bring new ideas
- ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree
4. Manager follow up employees when they late believing that strict supervision make them feel the importance of their work.
- ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree
5. Manager concerns the working procedures and gives employees freedom to choose tasks because he trusts their opinions and decisions
- ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree

Employee Performance

1. Employees perform their tasks efficiently and effectively
- ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree
2. Employees make their effort to achieve their tasks in there required time
- ☐ Strongly Agree

- ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree
3. Employees have well known and understand to the nature of the assigned tasks
- ☐ Strongly Agree
 - ☐ Agree Neutral
 - ☐ Disagree
 - ☐ Totally Disagree
4. Employees participate in decisions that improve their performance
- ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree
5. Employees take into account the required time to achieve their tasks
- ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree
 - ☐

Work life balance

1. I most ways my family life is close to my ideal
- ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree
2. I am generally satisfied with the kind of work I do in my life
- ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree
3. I am able to enjoy the normal day to day activities
- ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree
4. The condition of my family life are excellent
- ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree
5. I experience flexible work time
- ☐ Strongly Agree
 - ☐ Agree
 - ☐ Neutral Disagree
 - ☐ Totally Disagree

