Study on the effective factors on the employer, employee relationship for the motivation of associate level employees at ABC hotel, Colombo.

Pamuditha Harshani Samarasinghe

B. A Philosophy and Psychology,
University of Sri Jayewardenepura,
Gangodawila, Nugegoda, Sri Lanka
Pams803@gmail.com

Abstract- Employer employee relationship is the one of the important topics which every organization has to consider. Hotel industry this relationship is very much important because associate level employees do an immense task for the organization. If those employees are unhappy with the employees of the organization their motivation level will decrease and it will directly impact towards the organization productivity. In this research, researchers main objective is to find out the most effective factors for the motivational enhancement of associate level employees. The researcher has used a conceptual framework in order to test the selected variables. The researcher's sample size was hundred and the sample method was the random sample method. Descriptive statistical methods were used in analyzing the data which was gathered by the researcher. After the data analysis Researchers have found out that communication, Grievance handling as well as the counselling factors directly influencing on the associate level employees motivation. Recommendations were given in order to improve these factors in order to enhance the level of motivation.

Index Terms- Associate level employees, employer, employee relationship, Motivation

I. INTRODUCTION

Employer-employee relationship within an organization is commendable. When the workers have trust towards employers positive results may arise within the organizations. But getting to the point of reciprocal trust and respect can be challenging for many companies. Some business leaders do not understand how to work with their employees in order to run the smooth functioning of the organization. Hard work from both sides of the company is needed, the benefits are worth it. When these relationships strengthen the morale and job satisfaction, high retention rate, less absenteeism, better customer service and higher quality products will be increased.

Today's world is rapidly moving in order to get a competitive advantage. In order to be competitive both internal and external environments are really necessary. The importance of choosing a topic that emphasizes the employer, employee relationship would be a very effective in order to maintain a good relationship with employers and employees. If the employees are not precede well whole company might in danger. When consider about the hotel industry retain customers as well as gain customers is the challenge which they are facing today. Dissatisfaction of customers may create lots of conflicts. In order to maintain the peace in an organization's employer, employee relationship will affect directly to the organization motivation.

When considering about the hotel, it is very popular with international guests because the hotel offers famous unforgettable dining and special events. Not only that, they are also hospitable. The hotel is located on the edge of Colombo Beach. Staff is around 400 and they have wide varieties of services. They arrange meetings; Dinning, weddings and conference for the customer requirements. They have many facilities include various restaurants, bars, meeting rooms, and the Spa as well as luxury wedding halls.

Mainly this research focus on what are the effective factors of employer, employee relationships which will help for the motivation in associate level employees. By doing this research employers also can get a better understanding about the opinions of their employees and can get a clear evaluation about their associate level employees. Not only employers, employees also get a good chance to express their views about the employer, employee relationship and how it affect for their motivational improvement as well as they can find the most effective factor for the motivational improvement.

II. LITERATURE REVIEW

According to Garry Dessler's fundamentals of human resource management book he has defined employee relations as following; "Employee relations are the activity that involves establishing and maintaining the positive employee–employer relationships that contribute to satisfactory productivity, motivation, morale, and discipline, and to maintaining a positive, productive, and cohesive

work environment. Whether you're recruiting employees, managing union organizing campaigns, asking employees to work overtime, or doing some other task, it obviously makes sense to have employees on your side. Most employers therefore endeavor to build positive employee relations on the sensible assumption that doing so beats building negative ones. Managing employee relations is usually assigned to HR, and is a topic the SHRM Knowledge Base addresses".

A fundamental of human resource management Emerging experiences from Africa Josephat Stephen Itika has defined employer, employee relationship as follows; "Foot & Hook (2008) has stipulated important rights of the employer and employee in the employment relationship. In this regard, the employer has the right to control work performance, integrate employees in the organization's structure and management system, and create an environment of mutual trust, confidence and supply of enough and reasonable work. In exchange, the employee is expected to obey lawful and reasonable orders, maintain fidelity and work with due diligence and care. The laws of the land usually govern these relationships and expectations and where breaches are made, leading to conflicts of interests and grievances, legal remedies have to be sought from a court of law".

According to the workers and the family researcher network they define employee relations as "Employee Relations involves the body of work concerned with maintaining employer, employee relationships that contribute to satisfactory productivity, motivation, and morale. Essentially, Employee Relations is concerned with preventing and resolving problems involving individuals who arise out of or affect work situations."

Armstrong's handbook of Human Recourse management 12th edition "Employee relations are basically about how managements and employees live together and what can be done to make that work. There are two views about the relationship. The unitary viewpoint is the belief that management and employees share the same concerns and it is therefore in both their interests to cooperate. This was expressed by Walton (1985: 64) as the principle of mutuality. A similar belief is expressed in the idea of social partnership, which states that as stakeholders, the parties involved in employee relations should aim to work together to the greater good of all".

According to Armstrong Handbook of Human Resource management book; "the term 'motivation' derives from the Latin word for movement (mover). A motive is a reason for doing something. Motivation is the strength and direction of behavior and the factors that influence people to behave in certain ways. People are motivated when they expect that a course of action is likely to lead to the attainment of a goal and a valued reward – one that satisfies their needs and wants. The term 'motivation' can refer variously to the goals that individuals have, the ways in which individuals chose their goals and the ways in which others try to change their behavior".

John M Werner and Randy L Desimune state that in their book in human resource development, "motivation has a fundamental internal influence on employee behavior and motivation as one of the most basic element of human behavior".

Terry Mitchel synthesized many definitions of work motivation as, "The psychological processes that cause to shape, direct, and persist of voluntary actions those are goal directed."

According to Robert Dubin (1970), "Motivation is the complex set of forces starting and keeping a person at work in an organization. Motivation is something that moves the person to action, and continues him in the course of action already initiated."

Buford, Bedeian, and Lindner (1995) states that: "Motivation is a predisposition to behave in a purposive manner to achieve specific, unmet needs."

III.   METHODOLOGY

The type of research that will be used in this study is quantitative research. The researcher examined the phenomenon through the questionnaires that will be given out to respondents for the statistical representation of the findings in the study, interviews with the respondents and a few experts in this field will also be conducted. The questioner based on the following three variables due to the broadness of the topic. The researcher selected independent variable as the communication, counselling and grievance handling and the dependent variable as the motivation.

Conceptual Frame Work
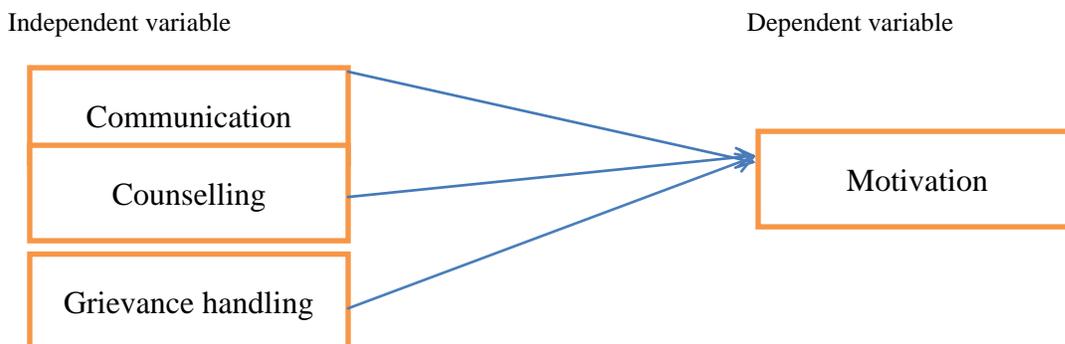
Hypothesis

H_o - Employer and employee relationship will not affect to improve motivation in associate level employees

H_1 - Employer and employee relationship will affect to improve motivation in associate level employees

Sample size - The total numbers of associate level employees are 400 and the researcher selected 100 sample size in order to analyze the data.

Data collection- The researcher uses the random sample method to which included close ended questions. The Questions were based on Communication, Counselling and grievance handling.

Data analysis- Data analysis was done by using the Excel and researcher has used graphs and tables in order to show the data.

Primary data collection – primary data is gathered through the structured questionnaire.

Secondary data collection- the data to be gathered in using or precious research findings, literature survey of text books, internet, reports and related articles from journals and magazines.

1.1Communication questions data summary

Question Number	1	2	3	4	5
Yes	45	45	42	44	42
No	55	55	58	46	58

Chart 1.1

Communication average
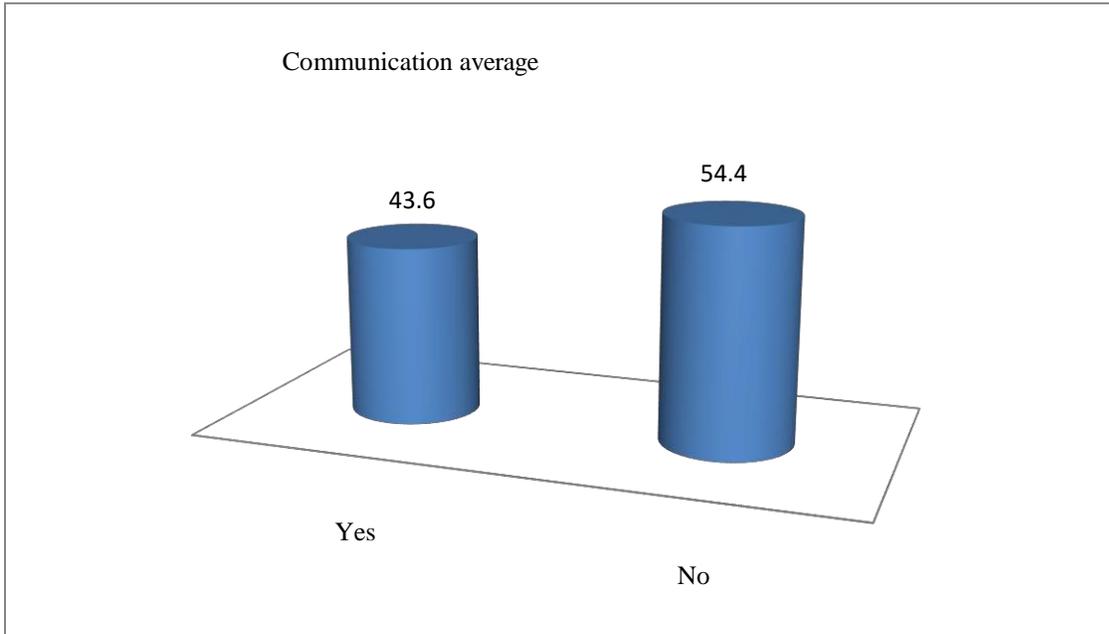
1.2 Grievance handling questions data summary

Question number	6	7	8	9	10
Yes	48	40	70	35	60
No	52	60	30	65	40

Chart 1.2

Grievance handling average
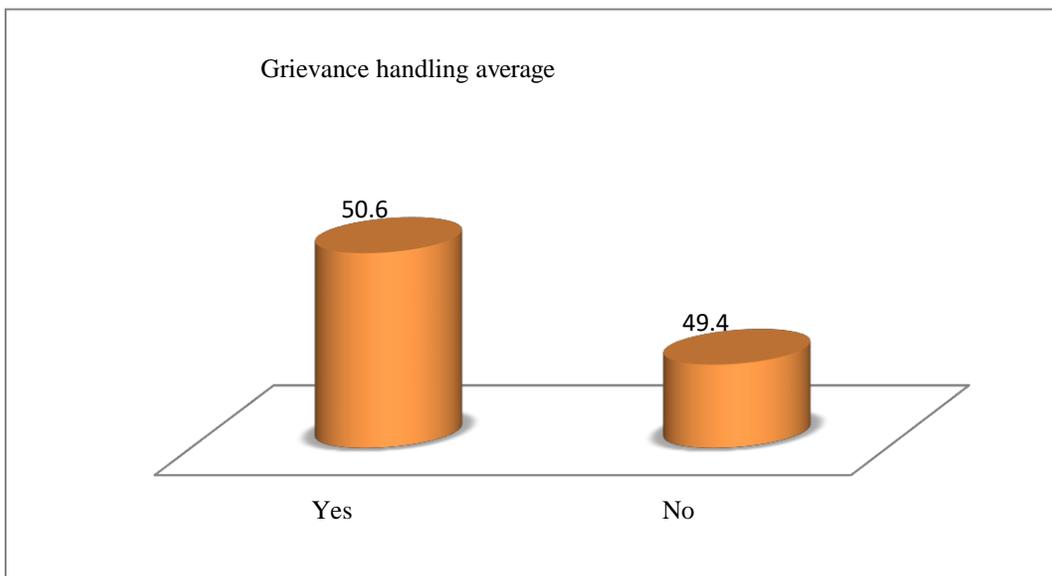
1.3 Counselling questions data summary

Question number	11	12	13	14	15
Yes	28	65	45	38	35
No	72	35	55	62	65

Chart 1.3

Counselling average

42.2   57.8

Yes   No
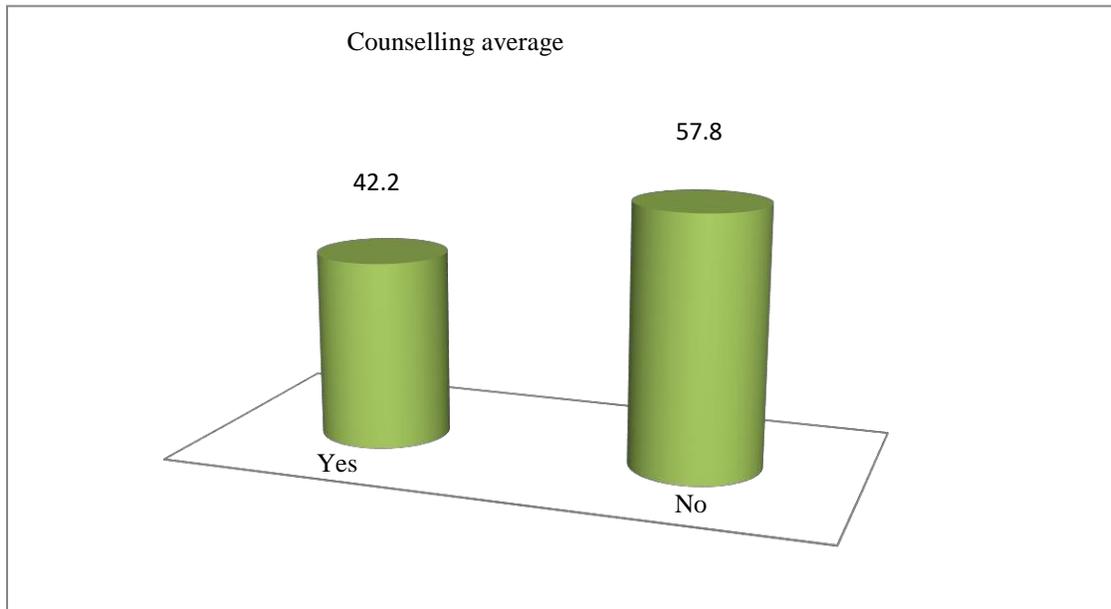
IV. FINDINGS

The researcher wanted to identify what are the effective factors inan employer, employee relationship for the improvement of motivation in associates. In order to measure the employer, employee relationship the questions are asked based on the communication, counselling and grievance handling in order to find out what are the most effective factors for the associate level employees motivation.

By analyzing percentages taken from the communication related questions researcher found that overall communication is beneficial for the improvement of motivation. In the table number 1.1 most of the employees have given negative answers about the given questions. This proves that communication is important for their motivation and it will directly effect on the employer employee relationship.

When taking the average of communication also we can see that 43.6 employees have given yes answers and 54.4 given the No answers. This proves that the communication is not in a stable manner according to theaverages.

When considering the grievance handling related questions researcher found associate level employees need a proper grievance handling method when analyzing the data.

1.2table help to identify the importance of grievance handling because management has not taken any action for an immediate

grievance handling. This may effect for the overall performance of the associate level employees.

Positive Average for grievance handling questions is 50.6 and negative average is49.4. This also reveals that grievance handling process should implement properly because of the dissatisfaction among employees.

Counselling is also should take into consideration because most of the respondents would like to implement a counselling method in order to solve their problems. Table 1.3 data reveals that counselling would be beneficial for the improvement of motivation. Counselling average shows 42.2 for Yes and 57.8 for No answers. However, this shows that need of a counselling method to solve their problems and an average of this variable shows clearly in the chart 1.3.

The researcher would able to find out the effective factors in the employee relationship for the improvement of motivation. Factors such as communication, grievance handling and counselling are very influencing factors for their motivation.
Implementing new methods to improve communication, counselling and grievance handling is important.
When considering the data gathered by the researcher, shows that there is a lack of healthy employer employee relationship. Percentages of the given answers show the negative trend which may influence for the future workplace motivation. When people are lacking in enthusiastic or motivation many more problems will arise within the employees and employers.

V.   RECOMMENDATIONS

Recommendations for a proper communication

In order to enhance the employer, employee relationship for the motivation researcher found that communication, grievance handling and counselling as the factors affecting to improve motivation. With those findings, communication grievance handling and counselling and communication should be improved. The following recommendations are based on these three factors in order to enhance the employer employee relationship. By implementing those recommendations motivations of associate level employees can be increased.
Listen carefully

Monopolize conversations ay creates workplace problems. Employers should be careful with your words. Listen to subordinates will increase the motivation because they feel that their ideas are worth. This will help your staff members feel that they play an active role in the conversation.
Mindful of Communicating

Verbal and nonverbal communication is effective ways of communicating. Body language will contribute heavily to the effectiveness with which your communication is received. Facial expression while speaking with employees will determine the results of your communication. Rest the arms by your sides, Make eye contact, smile at appropriate and nod your head affirmatively while listening is important.
Create an open dialogue

Let employees keep abreast of company changes, progress and future plans. This can be done by bimonthly or company meeting. In addition, allow employees to participate in this discussion. Encourage problems and opinions and show that all ideas are welcome. When employees feel they are in the company's leadership position, employees are more likely to communicate well.
Encourage sharing information

Provide an online platform for knowledge sharing. Employees may often read industry news, trends, and provide them with a place to share this information. By having the opportunity to show what they know, employees will be eager to continue to participate in this work. This will not only create more energy and communication behind the purpose, but sharing valuable insights will help businesses

Plan external activities

Create opportunities for employees to meet outside the office. Nothing is more hindering communication than when employees in the company do not really meet each other. Plan a holiday party or a happy time after work. This also gives the staff some expectations, which can promote improved participation and stronger communication.
Communication center

Create a communication center for the staff. Use this central location to allow employees and supervisors to share work-related

information with each other. Encourage staff to frequently check the communication center to keep up-to-date.
Open door policy

One of the biggest hurdles faced by employees is how to communicate with the manager and the CEO. They may not feel comfortable, close to the boss, and because of this concern, many employees may choose to avoid making important points, thus preventing the flow of communication. There is an "open door" policy, your employees at any time can feel anything you notice, which is very useful for your internal communication. It is also a good way to motivate employees in the organization.

Allow your employees to have the opportunity to recharge

Work time may be tired, especially when the mind is considered. When you need to charge, it may be difficult to communicate effectively with others. Have your employees had the opportunity to leave when needed. Whatever it means spending an extra hour of lunch time, or just an occasional personal day, you will get better results and let your employees have the opportunity to restart themselves instead of running too tightly.

Prevent one-way communication

Many companies use top-down communication, which is a classic constant for decades. One-way communication can provide an element of control, but will not give you or any benefit to your employees. On the contrary, allowing communication is a two-way street, as you will see some benefits in the future.

Give praise

The most common mistake of organizing and supervising is that their communication is general and inhuman. They send an email: "good! Direction, team" but admit that this nature does not have the specific meaning of the individual who lag behind to make the project complete. Give little praise may boost the morale of employees.

Recommendations for a proper grievance handling

Quick action - in the event of a complaint, it should be identified and resolved. Managers must be trained to manage complaints effectively and promptly. This will reduce the adverse impact of complaints about employees and their performance.
Acknowledging grievance - manager must acknowledge that the employee's dissatisfaction is the performance of the employee's true and true feelings. The recognition of the manager means that the manager is eager to investigate the complaint fairly without any prejudice. This will create a favorable working environment to reduce the situation of dissatisfaction.
Collect the facts - the manager should collect appropriate and sufficient facts to explain the nature of the complaint. These facts must be kept in order to use these records at the late stage of the complaint.
The reasons for the review of the complaint - the actual cause of the complaint should be determined. Therefore, remedial action should be taken to prevent repeated complaints.
Deaccessioning - an alternative action plan should be considered to manage the complaint. The impact of each action policy on existing and future management policies and procedures should be analyzed, so the manager should make a decision.
Execute and review - the manager should quickly implement the decision to ignore the fact that it may or may not harm the relevant employee. After the implementation of the decision, there must be follow-up to ensure that the complaint is resolved thoroughly and adequately.
Suggestion boxes

Suggestion boxes can be placed in an easy-to-access location for most employees in the organization. Employees can submit anonymous complaints about their dissatisfaction within these boxes. In addition, management's interest is limited to employees' freedom and fairness.

Direct observation:

The human behavior of knowledge is the essential quality of every good manager. From the behavior of employee changes, he should be able to smell the reasons for dissatisfaction. So he will not understand the staff. This method will give general discontent. In addition to the normal daily work, regular interviews with employees, group meetings and collective bargaining is a direct observation of the specific circumstances conducive to the development of grievances.
Deal with complaints effectively

Deal with complaints, spend a lot of time talking to employees; collect their data and pass on all kinds of information. This conversation is most effective and should conform to a clear pattern and follow well-tested rules.

Managers must seek to develop their attitudes towards employees and help to enhance their confidence. Management should also be interested in the employee's questions and help with constructive will, not only to gain trust, but also to gain the greatest loyalty and sincere cooperation. Management's procedures for handling complaints must be clear.

Step ladder procedure

Another policy of setting dissatisfaction is the ladder program. Through this method, various steps can be found to solve the dissatisfaction. The latter procedure is a mechanism for the discontent of historical stuff. As shown below:

Senior Executives: According to this policy, the wrongdoer expressed dissatisfaction with the impartial senior director verbally. The employee's dissatisfaction is analyzed one by one. Here, the supervisor should not be biased in dealing with the complaint. If they are not resolved, the staff cannot be satisfied, then the next step will be taken.

Head of department: in the first step is not satisfied with the circumstances, should take the second step. In which the enemy to the department head to introduce his / her question. The department heads listen to all the questions and take steps to set them up. If resolved, then if not so sad to move to another step.

Appeals Board: The Appeals Board also serves in large organizations. This organization is inherently complex. The conclusion of the complaint is not from the department, but not to the Appeals Board. The Appeals Board must deal specifically with the complaint. Complex types of dissatisfaction are related to this level. Timely solve problems and improve organizational performance.

Senior management: If the grievances are not satisfied with the complaint board solution, then the enemy chief executive. In general, the CEO is facing serious problems. The Chief Executive, through participation in the trade union, represents the decision of the Chief Executive to make a decision as soon as possible through negotiations

Recommendations for a proper counselling method

Hire a professional counselor

Hiring a professional counselor is very important to solve all kinds of problems. Some problems employees do not like to share with their managers. In that situation, hiringa professional counselor would be beneficial. Employees' mentality can be identified to a professional counselor as well as Psychological injuries and stress-related emotional conditions can be handled via acounselor.

Mentally Healthy Workplace' training - in-house training

Many programs can be designed in order to enhance the mental health of both employers and employees. Provide information, plans and policies promote early awareness and respond to staff distress. As with any question, the sooner the problem is identified and the better results are taken. If a new psychological problem such as anxiety or depression is properly addressed, it is more likely that the intervention will be effective and the morale and function of the workplace will be maintained and will prevent disability.

Identify the risk of employee mental health

Identify the risk of employee mental health. Rising costs and regulatory requirements have already paved the way for the organization and have made significant progress and progress in identifying and addressing workplace factors that contribute to the physical illness and injury to workers. There are many useful tools to achieve this.

VI. CONCLUSION

The researcher's aim is to find out the effective factors of the employer, employee relationship for the improvement of motivation in associate level employees. The study had been done by the researcher through a structured questionnaire.

A hypothesis which proved through the data analysis part which implies that employer, employee relationship help for the improvement of motivation in associate level employees. In the findings this has been clearly mentioned by the author and the recommendations given in order to enhance the employer employee relationship. With these recommendations it is clear that motivation in associate level employees can be improved from the selected factors.

APPENDIX

QUESTIONNAIRE YES   NO

Please indicate(x) the level of agreement or disagreement

Communication

1. Do your managers tell what they expect by giving feedback and guidance?

2. Do your employers trust you?

3. Do your employers appreciate your work?

4. Do you have opportunities to discuss your problems with your managers?

5. Do you communicate freely with employers?

   Grievance handling

6. Do your employers identify your weaknesses?

7 Do you suggestions well accepted by employers?

8 Do you think you need a proper grievance handling method to discuss your problems?

9. Management takes your grievance immediately?

10. Do your managers treat you fairly?

   Counselling

11 Is the Decision taken by the top management?

Related to your grievances is satisfactory?

12. Do your employers conduct mental awareness programs?

13 Do you feel stress at times?

14. Do your managers well listen to your problems in daily work life?

15 Do your company have a proper counseling method to solve your problems?

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AUTHOR

First Author – PamudithaHarshaniSamarasinghe, B.A special in Philosophy and Psychology, University of Sri Jayewardenepura