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EMPLOYEE–EMPLOYER RELATIONSHIP AND ORGANIZATIONAL ENVIRONMENT: A STUDY AT BANK OF BARODA

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ABSTRACT

Employee Relationship Management is the important factor that lies in the current competitive organisation. This relationship stands on organisation communication among all the workers and the management which is the essential part to build a good working community. With respect to the growth of the company and to enhance work performance employee must get feedback in both positive and critical, Appreciation and Gratitude which is necessary. The negativity in the employee employer relation, the management might fail to know the issues with regard to the employees who do not achieve long term achievement in the enterprise. So, this study attempts to inspect "A STUDY ON EMPLOYEE RELATIONSHIP MANAGEMENT IN Bank of Baroda".

In this current competitive world, the accomplishment of good relationship is based on employee job satisfaction. Employees are treated as assets of the company. The employees must try their level best to adjust with each other and should compromise to the extent. And the employees need to enter the office.

Keywords: Employee Relationship Management, Bank of Baroda, good working community.

INTRODUCTION

For almost all the organization, employees are the vital resource and they represent an important asset of any Industry. Of all the “M”s in management such as materials, machines, methods and money the most important “M” stands for men i.e. manpower working in the organization. Now a day it is a widely accepted fact that a happy worker is a valuable asset to any organization contributing to prosperity. As employees are the precious asset of organization, the satisfaction of all employees in their work is very important. Hence, it is vital for any organization to satisfy their employees. Human resource management is concerned with developing potential of

employees so that they get maximum job satisfaction from their work and give their best efforts to the organization.

The study made regarding the job satisfaction in banking sector will facilitate and enables the management to know the perceptions and inner feelings regarding the job. It helps to identify the causes for satisfaction and dissatisfaction among the employees. This study helps to understand the employee's perspective towards bank.

Job satisfaction refers to an individual's complex attitude towards his or her job. It is a pleasurable emotional state arising from the appraisal of one's job or job experience. Job satisfaction or dissatisfaction is a function of the perceived relationship between what one wants from one's job and what one perceives it as offering or entering.

Job satisfaction is often determined by how well outcome meet or exceed expectations. For instance, if employee feels that they are working much harder than others in the department but are receiving fewer rewards he will probably have a negative attitude towards the work, the boss, and co-workers. On the other hand, if they feel they are being paid equitably, they are likely to have positive attitude towards the job.

As work is an important aspect of people's lives and most people spend a large part of their working lives at work, understanding the factors involved in job satisfaction is crucial.

RESEARCH METHODOLOGY

Universe: Gorakhpur

Area: Following banks are selected for study purpose:

Private Sector Bank:

Axis Bank, AD Chowk, Bank Road, Gorakhpur, Uttar Pradesh, 273001
HDFC Bank, Bank Road, Gorakhpur, Uttar Pradesh, 273001

Public Sector Bank:

State Bank of India, Dharamshala Bazar, Gorakhpur, Uttar Pradesh, 273001

Allahabad Bank, Dharamshala Bazar, Gorakhpur, Uttar Pradesh, 273001

Bank of Baroda, Golghar, Gorakhpur, Uttar Pradesh, 273001

Sample size: 50 employees

Sampling technique: Simple random sampling, convenience sampling.

Research design: Descriptive research design

Data collection:

Primary source: Questionnaire Secondary source: Internet **Tools:** MS Word, MS Excel

Research Methodology:

A research methodology is a way to systematically solve the problem or attain its objectives. It is a very important guideline and lead to completion of any summer internship work through observation, data collection and data analysis.

According to Clifford woody, **“Research methodology comprises of defining and redefining problems, collecting, organizing and evaluating data, making deductions and researching to conclusions.”**

Research Design:

A framework blueprint for conducting the research. It specifies the details of the procedures necessary for obtaining the information needed to structure and solve research problems.

Research methodology, which is followed by researcher, is Descriptive study. Typically, a research design involves the following components, or tasks:

- Define the information needed.
- Design the research.
- Specify the measurement and selling procedures.
- Construct and present a questionnaire or an appropriate form for data collection.
- Specify the sampling process and sampling size.
- Develop a plan of data analysis.

Sample Size:

Sample size refers to the number of participants included in a study. 50 employees are selected for conducting research.

Data Collection

To determine the appropriate data for research mainly two kinds of data was collected namely primary and secondary data as explained below:

Primary Data:

Primary data are those, which were collected afresh and for the first time and thus happen to be original in character.

The primary data has been collected through the Questionnaire. The Questionnaire has been properly prepared in order to cover all the Information required for the study. The primary data has been obtained by interaction with the officials and staff in the division in the organization and also obtained through the Questionnaire distributed to the persons in different departments in that particular division.

Secondary Data:

The secondary data has been collected through by the Manuals and also from old records available in the organization. Some other data also collected from the websites earlier researches and published books.

Sampling Procedure:

Here the researcher follows the simple random sampling for conducting survey and in detail sampling procedure is convenience sampling. This procedure is adopted based on the convenience of the researcher time and money constraints.

Sampling Unit:

Respondents have been selected from different wings of the organization.

Universe:

Gorakhpur District.

Research Instrument:

The research instrument that is used in this study is structured questionnaire. A questionnaire consists of a set of questions presented to the respondents for their answers. The researcher has used questionnaire as the instrument of research, to collect the information. A questionnaire consists of open ended, closed ended and likert 5 scale model questions to the respondents.

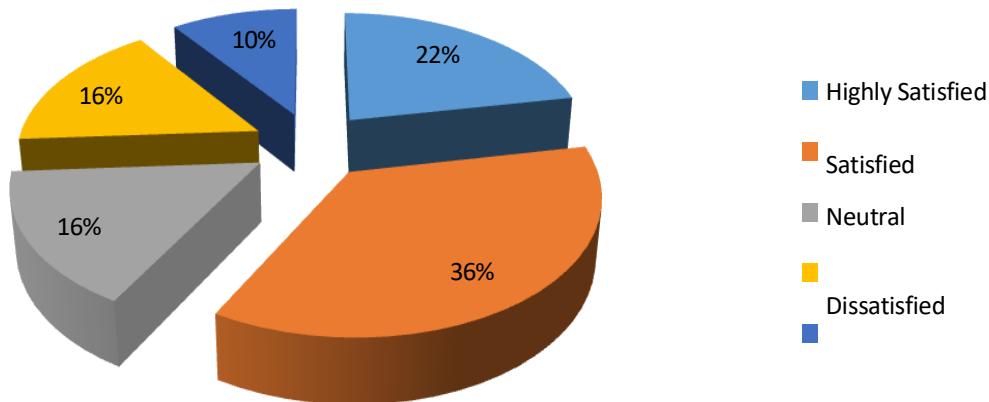
Percentage Analysis:

In the research various percentage are identified the analysis and they are presented pictorially by pie charts.

$$\text{Percentage of respondents} = \text{Number of Respondents} / \text{Total number of respondents} \times 100$$

RESULT AND DISCUSSION**Data Analysis And Interpretation****Do you enjoy your work?**

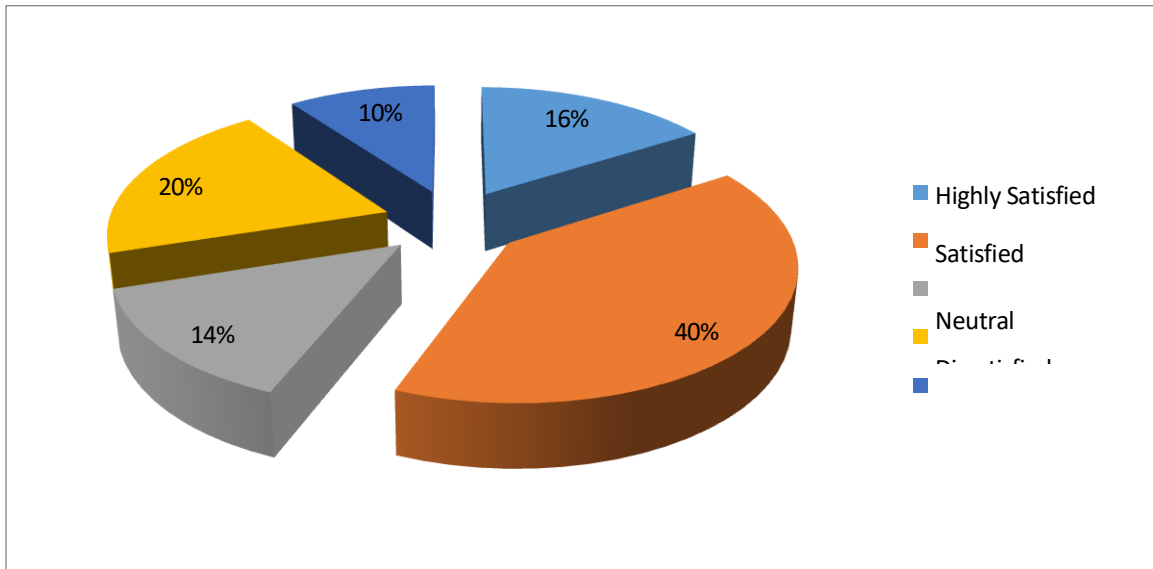
Responses	Percentage	No. of respondent
Highly satisfied	22%	11
Satisfied	36%	18
Neutral	16%	8
Dissatisfied	16%	8
Highly dissatisfied	10%	5
Total	100%	50



Interpretation: Out of 50 respondents 11 were highly satisfied or enjoy their work, 18 were satisfied as they find their work very interesting whereas 8 were neutral regarding their response, 8 were dissatisfied whereas 5 were highly dissatisfied because according to them their work is of clerical nature and also work load in the banks are too much. However Majority of respondents were satisfied with the nature of work assigned to them.

How clear are the employees regarding goals of their department and the organization?

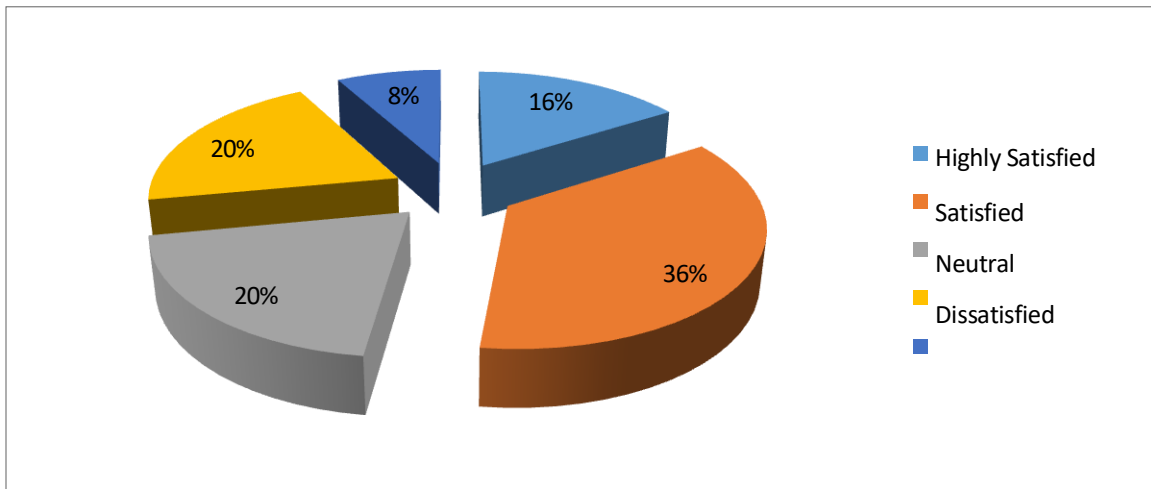
Responses	Percentage	No. of respondent
Highly satisfied	16%	8
Satisfied	40%	20
Neutral	14%	7
Dissatisfied	20%	10
Highly dissatisfied	10%	5
Total	100%	50



Interpretation: Out of 50 respondents 8 were highly satisfied, 20 were satisfied that they are clear about the goal of their department and the organization as they are old employees. 7 gave no response, 10 were dissatisfied and 5 were highly dissatisfied as they are not very clear with their goal. Further investigation revealed that most of them who were unclear with their goals were new comers to their concerned department.

Do you find your superiors as being helping and supportive?

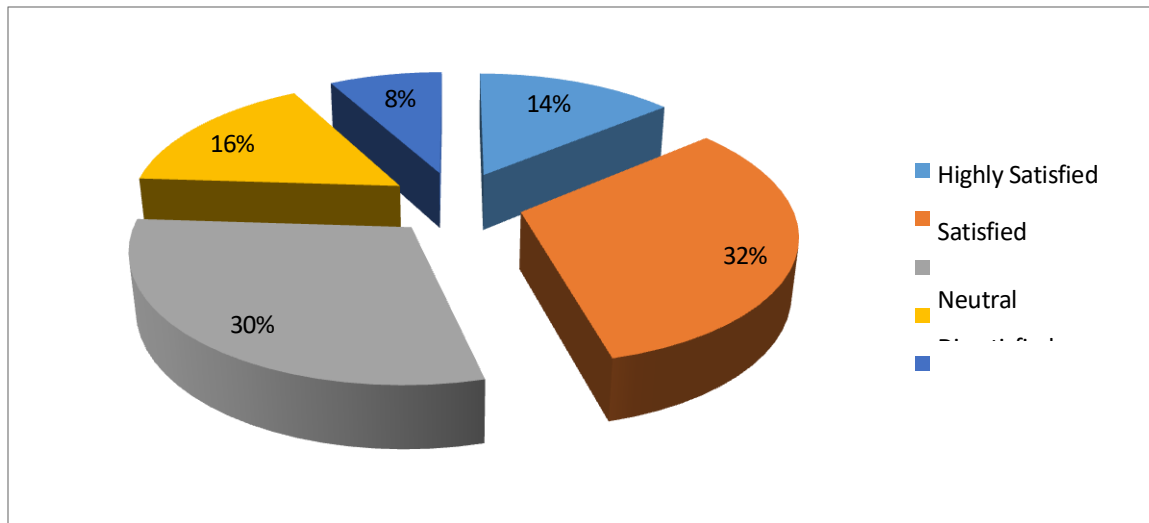
Responses	Percentage	No. of respondent
Highly satisfied	16%	8
Satisfied	36%	18
Neutral	20%	10
Dissatisfied	20%	10
Highly dissatisfied	8%	4
Total	100%	50



Interpretation: Out of 50 respondents 8 were highly satisfied with the supportiveness of their superior, 18 were satisfied, 10 were neutral regarding their response, 10 were dissatisfied whereas 4 were highly dissatisfied. Majority of respondents were satisfied with superior supportiveness they felt that their superiors are ready to clear the doubts and help them in improving their performance. They also took personal interest in the employee's growth. However opinion varies from department to department.

Does the management involve you in the decision making?

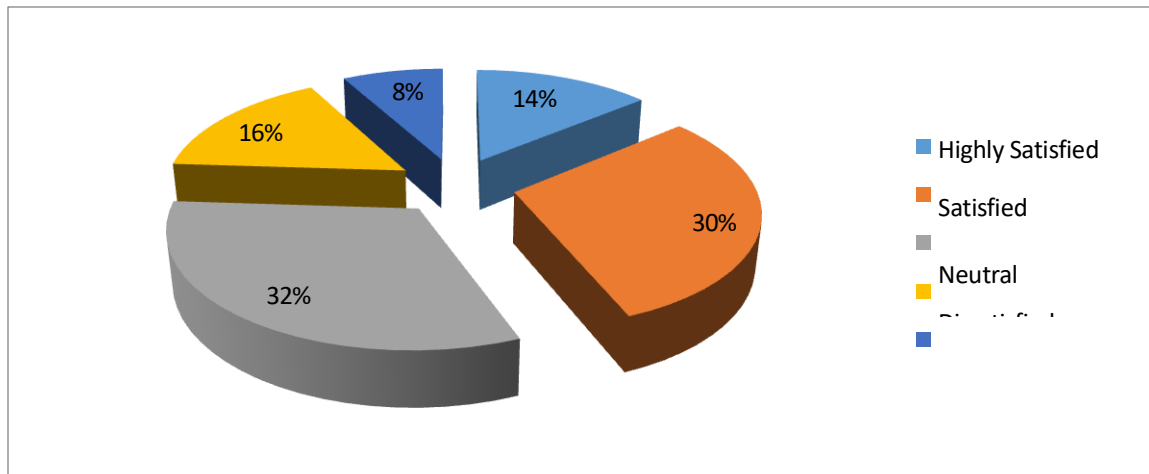
Responses	Percentage	No. of respondent
Highly satisfied	14%	7
Satisfied	32%	16
Neutral	30%	15
Dissatisfied	16%	8
Highly dissatisfied	8%	4
Total	100%	50



Interpretation: Out of 50 respondents 7 were highly satisfied, 16 were satisfied as per them management involved them in the decision making which are related to their department. 15 were neutral regarding their response, 8 were dissatisfied whereas 4 were highly dissatisfied. Some employees said that management does not involve them in decision making because the chance of security risk increases.

Do you agree that organization is very open to ideas and suggestion given by employees?

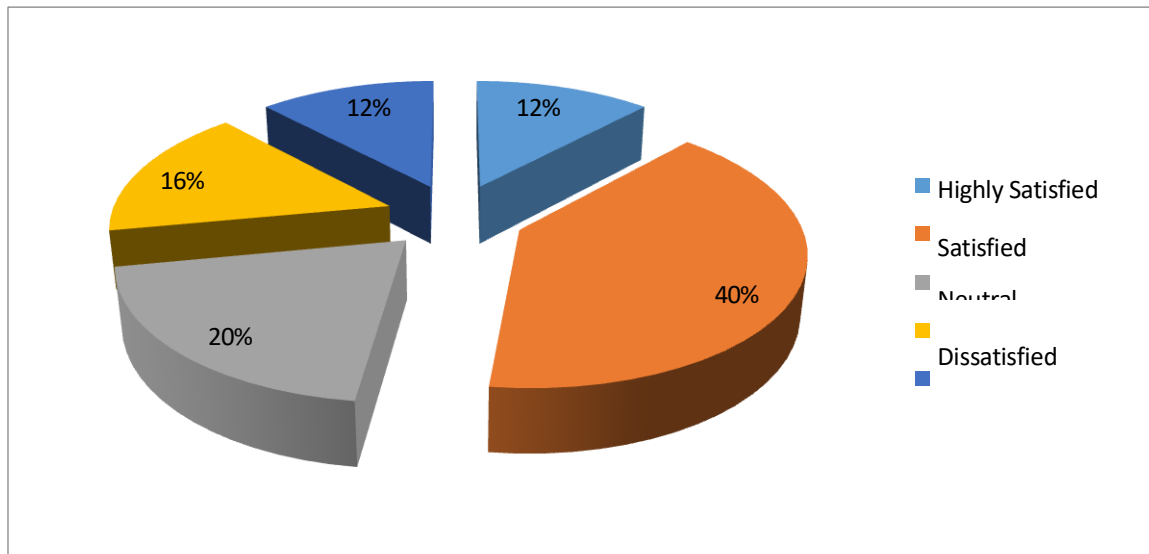
Responses	Percentage	No. of respondent
Highly satisfied	14%	7
Satisfied	30%	15
Neutral	32%	16
Dissatisfied	16%	8
Highly dissatisfied	8%	4
Total	100%	50



Interpretation: Out of 50 respondents 7 were highly satisfied, 15 were satisfied, 16 were neutral regarding their response, 8 were dissatisfied whereas 4 were highly dissatisfied. Most of the employees agree that their organization is very open to ideas and suggestions given by the employees. They believe that company approaches very friendly to the employee’s suggestions and their ideas and actually implement it in the organization, if it is concrete in nature. Whereas some employees are not satisfied with this as they are new employees of the organization hence their suggestions are not taken seriously by the organization.

Are you satisfied with the teamwork present between the employees’s?

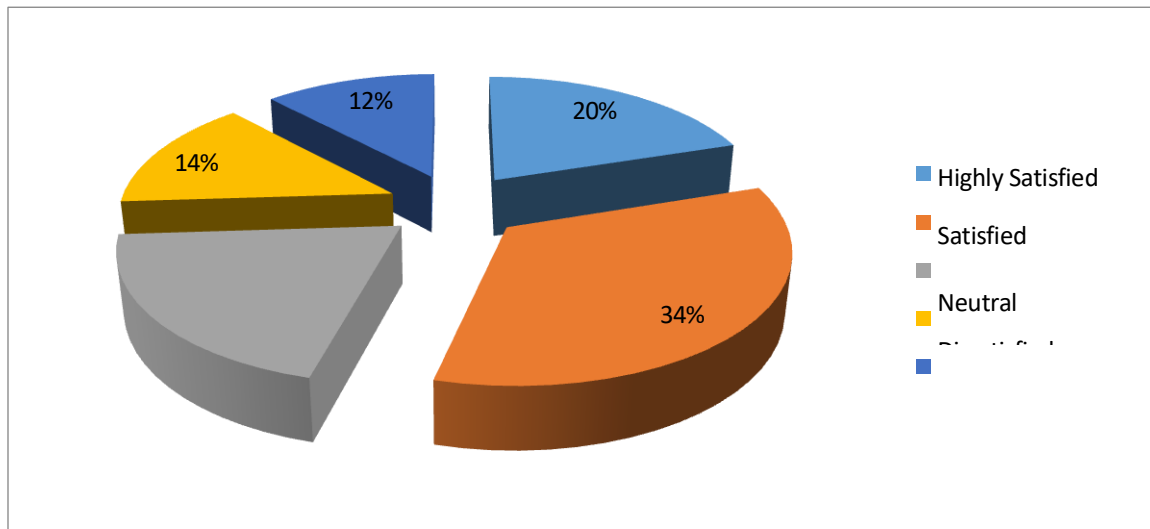
Responses	Percentage	No. of respondent
Highly satisfied	12%	6
Satisfied	40%	20
Neutral	20%	10
Dissatisfied	16%	8
Highly dissatisfied	12%	6
Total	100%	50



Interpretation: Out of 50 respondents, 6 were highly satisfied, 20 were satisfied with the team work presents between the employees. 10 were neutral, 8 were dissatisfied and 6 were highly dissatisfied. Majority of respondents are satisfied because they feel that the team work in their respective department is excellent. Again these are from the department where team work was rewarded. In department where teamwork was not rewarded, teamwork and cooperation was not very apparent.

Are you satisfied with the communication between the peers and superiors?

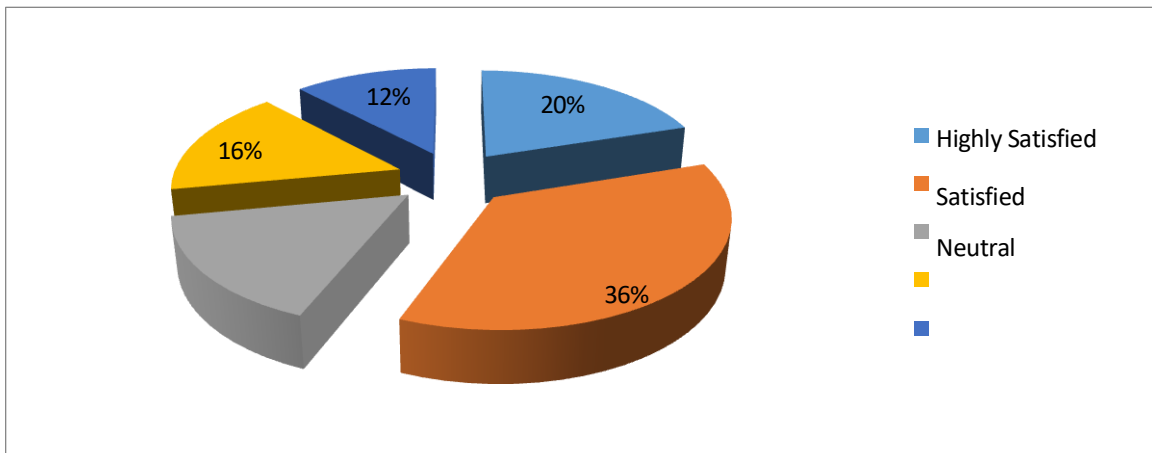
Responses	Percentage	No. of respondent
Highly satisfied	20%	10
Satisfied	34%	17
Neutral	20%	10
Dissatisfied	14%	7
Highly dissatisfied	12%	6
Total	100%	50



Interpretation: Out of 50 respondents, 10 were highly satisfied, 17 were satisfied that the communication between the peers and superior are good. As they are old employees and they are comfortable in communicating with their peers and superiors. Whereas 10 were neutral, 7 were dissatisfied and 6 were highly dissatisfied with the communication between the peers and superior because they are new employees and they feel a little uncomfortable in communicating with their superiors.

Are you satisfied with the leadership of your superior?

Responses	Percentage	No. of respondent
Highly satisfied	20%	10
Satisfied	36%	18
Neutral	16%	8
Dissatisfied	16%	8
Highly dissatisfied	12%	6
Total	100%	50

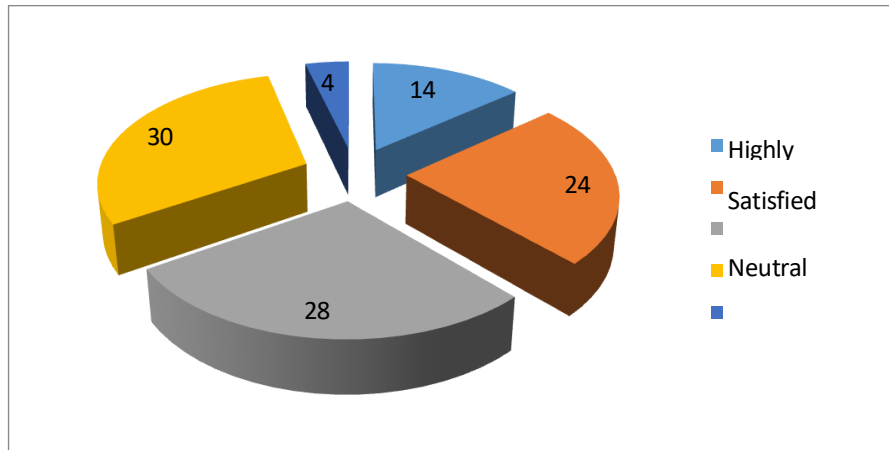


Interpretation: Out of 50 respondents, 10 were highly satisfied, 18 were satisfied, 8 were neutral to the response, whereas 8 were dissatisfied and 6 were highly dissatisfied. Most of the employees are satisfied with leadership of their superior. They were happy with their superior’s leadership. They felt that their bosses took personal interest in the employee’s growth. Whereas some of the employees were not very much satisfied with their superior’s leadership. Since the opinion is precisely divided into two halves, this issue clearly has got to do with the kind of superiors present in each department.

Do you find your job role interesting and challenging?

Responses	Percentage	No. of respondent
Highly satisfied	14%	7
Satisfied	24%	12

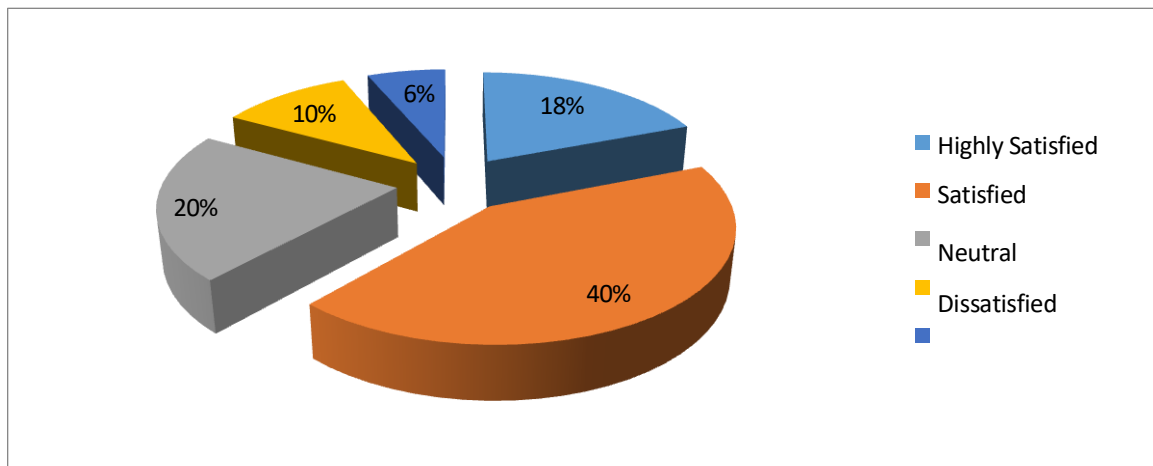
Neutral	28%	14
Dissatisfied	30%	15
Highly dissatisfied	4%	2
Total	100%	50



Interpretation: Out of 50 respondents, 7 were highly satisfied, 12 were satisfied. Whereas 14 were neutral to the respond, 15 were dissatisfied and 2 were highly dissatisfied. Mostly higher-level employees think that their work is quite challenging where most of the decision-making process is involved or employees of cash or account department work is also challenging whereas employees who are in front desk or enquiry department do not feel their role much challenging.

Are you satisfied with the work environment?

Responses	Percentage	No. of respondent
Highly satisfied	18%	9
Satisfied	40%	20
Neutral	20%	10
Dissatisfied	10%	5
Highly dissatisfied	6%	3
Total	100%	50



Interpretation: Out of 50 respondents, 9 were highly satisfied, 20 were satisfied, 10 were neutral whereas 5 were dissatisfied and 3 were highly dissatisfied. Majority of the respondents are satisfied with the physical environment, in terms of commercial buildings and office decoration, they were also satisfied with the technical aspect of their workplace, including IT equipment and level of technical support, they also have access to all necessary information and perform their work in line with the internal rules and policies of the bank. However, some of employees are not satisfied with work environment as they perceived that there is no proper refreshment facility.

FINDINGS

- 36% of the respondents are satisfied that they enjoy their work.
- 40% of the respondents are satisfied regarding goal of the organization.
- 36% of the respondents are satisfied regarding supportiveness of their superiors whereas 20% were dissatisfied.
- 32% employees agree that management involve them in decision making. whereas 30% gave neutral response regarding this.
- 30% employees are satisfied that organization is very open to ideas and suggestion given by employees. Whereas some employees said that organization take their suggestion occasionally.
- 40% of the respondents were satisfied with the teamwork present between the employees.
- 34% employees are satisfied with the communication between peer and superiors.
- 36% of the respondents are satisfied with the leadership of their superiors. 16% gave neutral response.
- 24% of the respondents are satisfied that their job role is interesting and challenging.
- 40% employees are satisfied with the work environment.
- 44% are satisfied with the salary and bonus being offered to them. 20% gave neutral response.
- 36% employees are satisfied with the performance appraisal system of the organization.
- 40% employees are satisfied with the promotion policy of the organization.
- 34% employees are satisfied with the training and development program of the organization.
- 34% employees are satisfied with the leave policy of the organization.
- 36% of the respondents are satisfied that environment in the organization support a balance between and personal life.
- All the employees are satisfied with the flexibility with respect to their family requirement.
- 40% employees satisfied with grievance handling procedure.

- 28% employees are satisfied with job security.
- Majority of the employees are satisfied with their job.

SUGGESTIONS

- Proper action should be taken by organization to reduce the work load of employees.
- Superior should support the employees. They should share a good relation with employees
- Management should involve the employees in Decision making.
- To motivates the employees mostly suggestion should be taken from them.
- Strong emphasis should be laid on team work. Team work should be rewarded to further motivate employees.
- Communication (free and frank exchange between employees and employers) may be given more importance.
- Salary and bonus should be appropriate.
- Performance appraisal should be done in fair and just manner.
- The rigid policy of promotion must be done away with. Instead, deserving employees must be promoted. Promotion decisions should be made in fair and just manner. This will lead to better job satisfaction.
- External training /seminar related to technical development should be introduced in organisation to increase effectiveness of training programme.
- Proper leave policy should be followed.
- Organization should provide such work environment that is conducive to their overall development.
- Employee's grievance should be redressed properly.
- The organization should provide Job security to its employees to a great extent.

CONCLUSION

According to the study conducted we can conclude that the overall job satisfaction level of employees at banking sector is moderate. The research is conducted using primary data and secondary data.

Most of the employees are satisfied with the communication network and relationship between all the members of the organization.

Majority of the employees are satisfied with their job because of the organization provide the adequate facilities like training and development, leave facilities etc.

However, there are some employees who are dissatisfied with the grievance handling procedure, performance appraisal system, participation in decision making etc.

The success or failure of any organization depends on its employees. They are one of pillar of the organization. Hence, organization should try to satisfy the employees to the maximum extent.

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