

# A Study On Employee Relationship Management Between The Employer And Employee With Special Reference To Qess Corp Ltd.

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**Abstract-** *Employee Relationship Management (ERM) has emerged as one of the most vital aspects of Human Resource Management in contemporary organisations. Effective management of employer-employee relationships contributes significantly to organisational productivity, employee retention, and workplace harmony. This study examines the nature and effectiveness of ERM practices at Qess Corp Ltd., one of India's leading business services companies. The research evaluates communication quality, employee engagement, grievance handling, recognition, training opportunities, and career development support. Primary data were collected through a structured questionnaire administered to 110 employees across various designations. A descriptive research design with purposive sampling was adopted. Statistical tools including percentage analysis, Chi-Square test, and Pearson correlation were applied. The findings reveal that a majority of employees perceive the organisation positively in terms of management support, teamwork, and job satisfaction. However, improvement is needed in conflict resolution, work-life balance, and career growth support. The study concludes with actionable recommendations for strengthening employee relationships within the organisation.*

**Keywords:** Communication, Employee Engagement, Employee Relationship Management, Grievance Handling, Job Satisfaction, Organisational Performance.

## I. INTRODUCTION

Employee Relationship Management (ERM) refers to the systematic approach adopted by organisations to manage and maintain healthy, productive, and positive relationships between employers and employees. It encompasses a broad range of HR practices aimed at fostering open communication, mutual respect, employee engagement, and a culture of trust within the workplace. ERM is a strategic function that focuses on building and sustaining a positive work environment where employees feel valued, heard, and motivated.

In the modern business landscape, particularly in the high-volume, high-diversity workforce environment of Business Process Management (BPM) and staffing organisations, ERM assumes even greater importance. Managing thousands of associates across diverse industries, locations, and functions demands robust employer-employee relationship frameworks. Effective ERM includes communication and information sharing, grievance and conflict resolution, employee engagement and motivation, performance recognition and feedback, training and development, and work-life balance initiatives.

Qess Corp Ltd., India's leading business services provider with over 500,000 associates, presents an ideal context for studying ERM practices. The organisation's scale, diversity of workforce, and pan-India presence make it a compelling subject for understanding how ERM functions in a large-scale corporate environment. This study investigates employee perceptions of ERM practices across key dimensions and offers data-driven recommendations for improvement.

## II. OBJECTIVES OF THE STUDY

- To understand the current state of employee relationship management practices at Qess Corp Ltd.
- To assess the effectiveness of communication between management and employees.
- To evaluate the level of employee satisfaction, motivation, and engagement in the organisation.
- To examine the grievance handling mechanisms and conflict resolution practices.
- To provide recommendations for improving employee relationship management in the organisation.

## III. REVIEW OF LITERATURE

Sharma & Verma (2024) revealed that organisations with strong employee engagement practices record 21% higher profitability, with managerial communication and

recognition programs as the two strongest predictors of engagement in the Indian services sector. Mehta & Patel (2023) examined grievance management systems and found that structured grievance redressal mechanisms correlate with 35% lower attrition rates compared to organisations without formal systems.

Reddy (2023) analysed communication effectiveness in India's BPO sector and found that transparent, two-way communication significantly reduces workplace conflicts and improves job satisfaction. Gupta & Mehta (2022) demonstrated that flexible work arrangements and work-life balance initiatives directly improve employee well-being, productivity, and retention. Singh et al. (2022) found that employees who receive regular training and development report 30% higher job satisfaction and stronger organisational commitment.

Verma & Joshi (2022) established that fair and consistently applied HR policies reduce workplace grievances by up to 25%. Singh & Mehta (2021) showed that structured recognition programs correlate with 18% improvement in employee retention. Banerjee & Roy (2021) found that strong employer branding through positive employee relationships reduces recruitment costs by 15%. Rao (2020) demonstrated that formal conflict resolution processes reduce HR escalations and strengthen team cohesion. Kumar (2020) proved that employees who perceive active organisational support for career growth are twice as likely to remain for more than three years.

#### IV. RESEARCH METHODOLOGY

##### A. Research Design

This study adopts a descriptive research design to systematically describe the ERM practices and employee perceptions at Qess Corp Ltd. Descriptive research is well-suited for fact-finding investigations in a well-structured form based on primary data.

##### B. Data Collection

Primary data were collected through a structured questionnaire covering key dimensions of ERM including communication, motivation, manager support, grievance handling, recognition, training, and career growth. The questionnaire was administered to employees across various designations at Qess Corp Ltd.

##### C. Sampling

Purposive sampling was employed, selecting respondents across Employees, Team Leaders, and Managers to ensure diverse and meaningful workforce representation. A sample of 110 respondents was selected, providing sufficient data for statistical analysis.

##### D. Statistical Tools

The following statistical tools were applied:

- Percentage Analysis – to examine the distribution of responses for each survey item.
- Chi-Square Test – to assess whether there is a significant association between overall job satisfaction and willingness to recommend the organisation. Formula:  $\chi^2 = \frac{\sum (O - E)^2}{E}$
- Pearson Correlation – to determine the relationship between manager support and overall job satisfaction. Formula:  $r = \frac{\sum[(x - \bar{x})(y - \bar{y})]}{[\sqrt{\sum(x - \bar{x})^2} \times \sqrt{\sum(y - \bar{y})^2}]}$

#### V. DATA ANALYSIS AND INTERPRETATION

##### A. Demographic Profile

The study surveyed 110 employees at Qess Corp Ltd. Table I summarises the demographic distribution.

Demographic	Distribution	Interpretation
Gender	Male: 65 (59.1%), Female: 43 (39.1%), Others: 2 (1.8%)	Male majority
Age Group	20–30: 65 (59.1%), 30–40: 32 (29.1%), Others: 13 (11.8%)	Young workforce
Designation	Employee: 72 (65.5%), Team Leader: 27 (24.5%), Manager: 11 (10.0%)	Front-line dominant
Work Experience	1–3 yrs: 42 (38.2%), 3–5 yrs: 39 (35.5%), >5 yrs: 19 (17.3%)	Experienced base

**Table I: Demographic Profile of Respondents**

The sample is predominantly male (59.1%), young (59.1% in the 20-30 age group), and concentrated at the employee level (65.5%). A substantial 73.7% have 1-5 years of work experience, reflecting an experienced yet relatively young workforce.

**B. ERM Practices – Percentage Analysis**

Table II presents the percentage of respondents who agreed or strongly agreed with each ERM dimension statement, based on analysis of 20 questionnaire items.

ERM Dimension	Positive Response (%)	Key Stat	Interpretation
Clear Communication from Management	69.1%	Agree+SA	Positive
Information Shared on Time	72.7%	Agree+SA	Strong
Employee Motivation at Work	63.6%	Agree+SA	Positive
Employees Feel Valued	75.4%	Agree+SA	Strong
Work Environment Rating	66.4%	Agree+SA	Positive
Work-Life Balance Maintenance	63.6%	Agree+SA	Moderate
Manager Support at Work	67.3%	Agree+SA	Positive
Employee Concerns Taken Seriously	62.7%	Agree+SA	Moderate
Feedback Received Regularly	63.6%	Agree+SA	Positive
Work Recognition	63.6%	Agree+SA	Positive
Organization Promotes Teamwork	63.6%	Agree+SA	Positive

Fairness of Company Policies	65.5%	Agree+SA	Positive
Overall Job Satisfaction	72.7%	Agree+SA	Strong
Willingness to Recommend Organisation	67.3%	Agree+SA	Positive
Conflict Resolution Effectiveness	60.0%	Agree+SA	Moderate
Safety in Reporting Issues	64.6%	Agree+SA	Positive
Grievances Handled Fairly	70.9%	Agree+SA	Positive
Adequate Training Opportunities	59.1%	Agree+SA	Moderate
Usefulness of Training Programs	60.9%	Agree+SA	Moderate
Support for Career Growth	55.4%	Agree+SA	Moderate

**Table II: Summary of ERM Dimensions – Percentage Analysis**

The analysis indicates that employees at Quess Corp Ltd. hold a broadly positive perception of ERM practices. The strongest areas are employees feeling valued (75.4%), information shared on time (72.7%), and overall job satisfaction (72.7%). Moderate concern areas include career growth support (55.4%), adequacy of training opportunities (59.1%), and conflict resolution effectiveness (60.0%).

**C. Chi-Square Test**

H<sub>0</sub>: There is no significant association between overall job satisfaction and willingness to recommend the organisation.

H<sub>1</sub>: There is a significant association between overall job satisfaction and willingness to recommend the organisation.

Test	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-	13.760	16	0.617

Square			
Likelihood Ratio	15.218	16	0.509
N of Valid Cases	110	—	—

**Table III: Chi-Square Test Results**

The Pearson Chi-Square value is 13.760 (df = 16, p = 0.617). Since  $p = 0.617 > 0.05$ , the null hypothesis ( $H_0$ ) is accepted. There is no statistically significant association between overall job satisfaction and willingness to recommend the organisation. The two variables are statistically independent, indicating that employees' decision to endorse the organisation depends on multiple factors beyond job satisfaction alone.

**D. Pearson Correlation**

$H_0$ : There is no significant relationship between manager support and overall job satisfaction.

$H_1$ : There is a significant relationship between manager support and overall job satisfaction.

Variable	Pearson r	Sig. (2-tailed)	N
Manager Support vs Job Satisfaction	0.079	0.413	110

**Table IV: Pearson Correlation – Manager Support vs Job Satisfaction**

The Pearson correlation coefficient  $r = 0.079$  with significance value  $p = 0.413 (> 0.05)$ . The null hypothesis ( $H_0$ ) is accepted. The relationship is weak and positive but not statistically significant at the 0.05 level. While the direction of the relationship suggests that greater manager support is associated with slightly higher job satisfaction, the effect is not conclusive. The organisation should nevertheless prioritise enhancing managerial support as part of its ERM strategy.

**VI. FINDINGS**

- 59.1% of respondents are Male and 39.1% are Female, indicating a male-dominant but diverse workforce.
- 59.1% fall in the 20-30 age group, confirming a young and dynamic workforce at Quess Corp Ltd.
- 65.5% are Employees, 24.5% are Team Leaders, and 10.0% are Managers.

- 38.2% of respondents have 1-3 years of work experience, reflecting a relatively young but experienced base.
- 69.1% feel that communication from management is clear and effective.
- 72.7% agree that information is shared on time by management, reflecting strong communication practices.
- 63.6% feel motivated at their workplace, indicating a generally positive motivational climate.
- 75.4% feel valued in the organisation – the highest positive rating across all ERM dimensions.
- 66.4% rate the work environment positively; 63.6% agree work-life balance is maintained.
- 67.3% confirm that their manager provides adequate support at work.
- 62.7% feel their concerns are taken seriously; 63.6% receive regular performance feedback.
- 63.6% feel their work is recognised; 63.6% agree the organisation promotes teamwork.
- 65.5% believe company policies are fair and transparent.
- 72.7% are overall satisfied with their job at Quess Corp Ltd.
- 67.3% would recommend the organisation to others as a good place to work.
- 60.0% agree that conflicts are resolved effectively – a moderate area requiring attention.
- 70.9% agree that employee grievances are handled fairly.
- 59.1% agree adequate training opportunities are provided; 60.9% find training programs useful.
- 55.4% agree the organisation supports career growth – the lowest-rated ERM dimension, indicating a key gap.
- Chi-Square test ( $p = 0.617 > 0.05$ ): No significant association between job satisfaction and willingness to recommend the organisation.
- Pearson Correlation ( $r = 0.079, p = 0.413 > 0.05$ ): Weak, non-significant positive relationship between manager support and job satisfaction.

**VII. SUGGESTIONS**

- The organisation should establish structured two-way communication channels such as town hall meetings, open-door policies, and employee feedback portals to strengthen transparency and trust between management and employees.
- Given the relatively low scores on conflict resolution, Quess Corp Ltd. should invest in formal conflict mediation training for managers and HR personnel to improve workplace harmony and reduce escalations.
- Career development programs should be strengthened by offering clear career progression pathways, mentorship programs, and regular career counselling sessions to boost

employee motivation and retention, particularly given that career growth support received the lowest satisfaction score (55.4%).

- Work-life balance initiatives such as flexible work timings, remote work options, and wellness programs should be enhanced to address moderate satisfaction levels in this area.
- Employee recognition programs should be formalised and made more consistent, with regular awards, public acknowledgements, and performance-linked incentives to sustain high motivation levels.
- Training programs should be periodically reviewed for relevance and effectiveness. The organisation should invest in digital learning platforms and skill-specific workshops to enhance the perceived usefulness of training.

### VIII. CONCLUSION

This study on Employee Relationship Management at Qess Corp Ltd. reveals that the organisation has established a broadly positive work environment, with strong performance in employee motivation, job satisfaction, grievance handling, and management communication. A significant majority of employees feel valued, supported, and aligned with the organisation's policies and culture, as evidenced by the high positive response rates across most ERM dimensions.

The Chi-Square analysis confirms that job satisfaction and the willingness to recommend the organisation are statistically independent variables, suggesting that employees' endorsement of the company depends on multiple factors. The Pearson Correlation reveals a weak positive relationship between manager support and job satisfaction, highlighting that managerial support is one of many influencing factors.

Areas requiring targeted improvement include career development support, conflict resolution mechanisms, training program adequacy, and work-life balance initiatives. With focused improvements in these dimensions, Qess Corp Ltd. can further strengthen its employer-employee relationships, achieving higher levels of employee engagement, reduced attrition, and enhanced organisational productivity. The study underscores the critical importance of ERM as a strategic HR priority for organisations operating in the large-scale, dynamic workforce solutions industry.

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