

# Employee-Employer Relationship: A Study Of Indira Gandhi Medical College And Rajendra Prasad Medical College Of Himachal Pradesh

Manoj Kumar

Ph. D., Research Scholar, Department of Public Administration,  
Himachal Pradesh University, Shimla

**Abstract:** *A harmonious employer-employee relationship is essential for the effective functioning of any organization. No organization can fulfil its obligations, it is not supported whole heartedly just by the employees of all level. Every organization should strive to induce good industrial relations. Thus ensuring industrial peace and avoiding labour unrest such as strikes, work stoppage, demonstration, gheraoes, and slogan shouting. In the present study an attempt has been made to analyse the employee-employer relationship in Indira Gandhi Medical College Shimla and Dr. Rajendra Prasad Medical College Tanda (Kangra). The study has been conducted through some selected indicators. The indicators selected for this study are not sufficient, but because of some limitations it is not possible to select all the indicators of the employee-employer relationship. Both the medical colleges were selected for the study because Indira Gandhi Medical College is situated in the capital city of Himachal Pradesh and providing health services to a large population. Dr. Rajendra Prasad Medical College is situated at Tanda in District Kangra which is the centre point of the state. Both the colleges are government colleges and also engaged in research activities in medical stream. There were total 400 samples to furnish the study, among which 100 samples were from the doctors and 100 samples from para-medical staff working in Indira Gandhi Medical College Shimla. 100 samples from the doctors' and 100 samples from para-medical staff working in Dr. Rajendra Prasad Medical College Tanda (Kangra) were selected. The data was collected from primary study with the help of questionnaire and schedule. It was found that the employee-employer relations in both the medical colleges are not up to the mark.*

## I. INTRODUCTION

It is a well-accepted fact that human beings in a work organization play a significant role in contributing to organizational effectiveness. Guided by this fact, behavioural scientists are continually trying to identify the conditions under which employees feel integrated with the organization and try to give their best pursuance of the organizational objectives. The public services are expanding and the number of workers in the employment of government is constantly increasing. It still remains the duty of government to see to it that the public service operates for the benefit of the whole public. It is out of the inevitable conflicts in hornet in the situation that problem of employer-employee relations arise in the government service.

The term "Industrial relation" has been described as relationship between management and employees or among employees and their organizations that characterize of grow out of employment.

The expression employer-employee relations is usually taken as synonymous with industrial relations and attention primarily devoted to management and union relations where willing cooperation emanates from employee's towards the achievement of organizational goal, there is said to be good industrial relations. Unionism springs from the basic aspirations of wage earners who become convinced that they can get more satisfaction by membership in a union than by "going it alone." This feeling has been so widespread that even so called "good" firms have been unionized. Instead of regarding unionization as an evidence of ingratitude on the

part of employees or a failure by management, wise management take the initiative in attempting to develop constructive relationships with the new organization representing their employees.

#### CHARACTERISTICS OF EMPLOYEE-EMPLOYER RELATIONSHIP

- ✓ Interpersonal relationships are outcome of employment relationship in an industrial enterprise.
- ✓ Interpersonal relationships develop the skills and methods of adjusting to and cooperate with each other.
- ✓ Interpersonal relationships system creates complex rules and regulations to maintain harmonious relations.
- ✓ The government involves shaping the interpersonal relations through laws, rules, agreements, awards etc.
- ✓ The important factors of interpersonal relations are employees and their organisations, employer and associations and government.

#### FACTORS AFFECTING EMPLOYEE-EMPLOYER RELATIONSHIPS

Interpersonal relationship influenced by various factors:

##### A. INSTITUTIONAL FACTORS

These factors include government policy, labour legislation, voluntary courts, collective agreement, employee courts, employers' federations, social institutions like community, caste, joint family, creed, system of beliefs, attitude of works, system of power status etc.

##### B. ECONOMIC FACTORS

These factors include economic organ, like capitalist, communist mixed etc., the structure of labour, demand for and supply of labour force etc.

##### C. TECHNICAL FACTORS

These factors include mechanisation automation, rationalization, computerization etc.

##### D. SOCIAL AND CULTURAL FACTORS

These factors include population, religion, customs and traditions of people, race, ethnic groups, culture of various groups of people etc.

##### E. POLITICAL FACTORS

These factors includes political system in the country, political parties and their ideologies, their growth, mode of achievement of their policies, involvement in trade unions etc.

#### F. GOVERNMENTAL FACTORS

These factors include governmental policies like industrial policy, economic policy, labour policy, export policy etc.

Response	No. of Respondents	Percentage
Highly Satisfied	86	43.00
Satisfied	73	36.50
Not Satisfied	41	20.50
<b>Total</b>	<b>200</b>	<b>100.00</b>

Source: Primary Prove

Table 1 (a): Doctors' Opinion Regarding Satisfaction with the Employee-Employer Relationship

Response	No. of Respondents	Percentage
Highly Satisfied	13	06.50
Satisfied	128	64.00
Not Satisfied	59	29.50
<b>Total</b>	<b>200</b>	<b>100.00</b>

Source: Primary Prove

Table 1 (b): Opinion of Para-Medical Staff Regarding Satisfaction with the Employee-Employer Relationship

Table 1 (a) and 1 (b) shows that majority of respondents from both categories are satisfied with the employee-employer relationship. It further reveals that only 6.5 percent para-medical staff is highly satisfied and in the case of doctors 43 percent are highly satisfied with the employee-employer relationship. It means that the dissatisfaction level of para-medical staff is high than the doctors.

Response	No. of Respondents	Percentage
Very Cordial	141	70.50
Cordial	46	23.00
Never Cordial	13	06.50
<b>Total</b>	<b>200</b>	<b>100.00</b>

Source: Primary Prove

Table 2 (a): Opinion of Doctors Regarding Relationship with Superior

Response	No. of Respondents	Percentage
Very Cordial	38	19.00
Cordial	89	44.50
Never Cordial	73	36.50
<b>Total</b>	<b>200</b>	<b>100.00</b>

Source: Primary Prove

Table 2 (b): Opinion of Para-Medical Staff Regarding Relationship with Superior

The data in the above tables shows that in case of doctors majority of respondents have very cordial relationship with the superior, but in case of para-medical only 19 percent respondents has very cordial relations with the superior. This may because the doctors are above than the para-medical staff in hierarchy, and the para-medical staff is at lower level and they have to follow more hierarchy levels than the doctors.

Response	No. of Respondents	Percentage
Highly Satisfied	40	20.00
Satisfied	142	71.00
Not Satisfied	18	09.00
<b>Total</b>	<b>200</b>	<b>100.00</b>

Source: Primary Prove

Table 3 (a): Opinion of Doctors Regarding Satisfaction with the Supervision

Response	No. of Respondents	Percentage
Highly Satisfied	32	16.00
Satisfied	107	53.50
Not Satisfied	61	30.50
<b>Total</b>	<b>200</b>	<b>100.00</b>

Source: Primary Prove

Table 3 (b): Opinion of Para-Medical Staff Regarding Satisfaction with the Supervision

Tables 3 (a) and 3 (b) show that majority of the employees of both the categories are not highly satisfied with supervision. Majority of the employs from both the categories are satisfied for some extent. Some of the employees are not satisfied with the supervision.

Response	No. of Respondents	Percentage
Highly Excessive	8	04.00
Excessive	33	16.50
Normal	159	79.50
<b>Total</b>	<b>200</b>	<b>100.00</b>

Source: Primary Prove

Table 4 (a): Opinion of Doctors Regarding Excessive Control over Employees by the Superiors

Response	No. of Respondents	Percentage
Highly Excessive	104	52.00
Excessive	67	33.50
Normal	29	14.50
<b>Total</b>	<b>200</b>	<b>100.00</b>

Source: Primary Prove

Table 4 (b): Opinion of Para-Medical Staff Regarding Excessive Control over Employees by the Superior

The data in above tables depicts that the control of superiors over subordinates is highly excessive in case of para-medical staff. Doctors do not feel excessive control. More than 79 percent doctors feel normal control, but it is only 14.5 percent in the case of para-medical staff.

Response	No. of Respondents	Percentage
Always Cordial	49	24.50
Sometimes Cordial	138	69.00
Never Cordial	13	06.50
<b>Total</b>	<b>200</b>	<b>100.00</b>

Source: Primary Prove

Table 5 (a): Doctors' Opinion Regarding Behaviour of Superiors with the Employees

Response	No. of Respondents	Percentage
Always Cordial	18	09.00
Sometimes Cordial	114	57.00
Never Cordial	68	34.00
<b>Total</b>	<b>200</b>	<b>100.00</b>

Source: Primary Prove

Table 5 (b): Opinion of Para-Medical Staff Regarding Behaviour of Superior with the Employees

Tables 5 (a) and 5 (b) reveal that the behaviour of the superior is not always cordial in both the cases. Majority of the respondents in both categories opine that the superiors sometimes behave cordial with the employees. 69 percent doctor respondents responded that the superiors sometimes behave cordial. 57 percent para-medical staff respondents reveal that the superior sometimes behave cordial. 34 percent para-medical staff respondents responded that the superior

never behave cordial, this is only 6.5 percent in the case of doctors.

Response	No. of Respondents	Percentage
Highly Satisfied	78	39.00
Satisfied	63	31.50
Not Satisfied	59	29.50
<b>Total</b>	<b>200</b>	<b>100.00</b>

Source: Primary Prove

Table 6 (a): Opinion of Doctors Regarding Satisfaction with the Personnel Policies

Response	No. of Respondents	Percentage
Highly Satisfied	40	20.00
Satisfied	67	33.50
Not Satisfied	93	46.50
<b>Total</b>	<b>200</b>	<b>100.00</b>

Source: Primary Prove

Table 6 (b): Opinion of Para-Medical Staff Regarding Satisfaction with the Personnel Policies

The data in the above tables reveals that the only 39 percent respondents among the doctors are highly satisfied with the personnel policies. In the case of para-medical staff only 20 percent respondents are highly satisfied with the personnel policies. Some respondents from both the category are satisfied. 46.50 percent respondents among paea-medical staff are not satisfied with the personnel policies.

Response	No. of Respondents	Percentage
Always	90	45.00
Sometimes	82	41.00
Never	28	14.00
<b>Total</b>	<b>200</b>	<b>100.00</b>

Source: Primary Prove

Table 7 (a): Opinion of Doctors Regarding Top Level Administration Invite Suggestions from the Employees/Employees' Unions for Institutional Betterment

Response	No. of Respondents	Percentage
Always	35	17.50
Sometimes	73	36.50
Never	92	46.00
<b>Total</b>	<b>200</b>	<b>100.00</b>

Source: Primary Prove

Table 7 (b): Opinion of Para-Medical Staff Regarding Top Level Administration Invite Suggestions from the Employees/Employees' Unions for Institutional Betterment

The response regarding the invitation of suggestions from employees and their unions is furnished in the table 7 (a) and 7 (b). it is revealed from the data that the top level administration prefers the doctors to invite the suggestions for the betterment of the institution and ignore the para-medical staff.

Response	No. of Respondents	Percentage
Always	13	06.50
Sometimes	19	09.50
Never	168	84.00
<b>Total</b>	<b>200</b>	<b>100.00</b>

Source: Primary Prove

Table 8 (a): Opinion of Doctors Regarding Following the Democratic way of Decision-Making

Response	No. of Respondents	Percentage
Always	4	02.00

Sometimes	22	11.00
Never	174	87.00
<b>Total</b>	<b>200</b>	<b>100.00</b>

Source: Primary Prove

Table 8 (b): Opinion of Para-Medical Staff Regarding Following the Democratic way of Decision-Making

The data in the table 8 (a) and 8 (b) depicts that only 6.5 percent doctors respondents responded that the management follow the democratic way of decision-making, while in the case of para-medical staff only 2 percent responded that the management always follow the democratic way of decision-making. 9.5 percent doctors' respondents and 11 percent para-medical staff respondents opine that the management sometimes follow the democratic way of decision making. 84 percent doctors' respondents and 87 percent para-medical staff opined that the management never follow the democratic way of decision making.

Response	No. of Respondents	Percentage
Always	74	37.00
Sometimes	108	54.00
Never	18	09.00
<b>Total</b>	<b>200</b>	<b>100.00</b>

Source: Primary Prove

Table 9 (a): Opinion of Doctors Regarding Top Level Administration Calls the Employees/Employee Unions for Collective Bargaining

Response	No. of Respondents	Percentage
Always	50	25.00
Sometimes	71	35.50
Never	79	39.50
<b>Total</b>	<b>200</b>	<b>100.00</b>

Source: Primary Prove

Table 9 (b): Opinion of Para-Medical Staff Regarding Top Level Administration Calls the Employees/Employee Unions for Collective Bargaining

The data depicts from the above tables 9 (a) and 9 (b) that 37 percent respondents among doctors and 25 percent respondents among para-medical staff opine that top level administration always call the employees or their unions for collective bargaining. 54 percent doctors and 35.5 percent para-medical staff opined that the administration sometimes calls the employees for collective bargaining. 9 percent doctors and 39.5 percent para-medical staff respond that the administration never calls for collective bargaining.

## II. FINDINGDS OF THE STUDY

- ✓ The employee-employer relationships are not up to the mark in both the medical colleges.
- ✓ In the case of doctors the relation with supervisors are cordial but not cordial in case of para-medical staff.
- ✓ Doctors are more satisfied with the supervision than para-medical staff.
- ✓ The control by superior is normal over doctors and excessive over para-medical.
- ✓ The behaviour of superiors is sometimes cordial with the employees.

- ✓ The employees in both the medical colleges are satisfied for some extent with the personnel policies.
- ✓ The administration always invites suggestions from doctors for the betterment of the institution, but never from the para-medical staff.
- ✓ The administration never follows the democratic way of decision making.
- ✓ The administration sometimes calls the doctors for collective bargaining and never calls the para-medical staff.
- ✓ The dissatisfaction level in different indicators is high among para-medical staff than that of doctors.

## III. SUGGESTIONS

- ✓ Harmonious employee-employer relationships are very important for the smooth functioning and better productivity of the organisation. Therefore, it is also important to improve the employee-employer relationships.
- ✓ Cordial relationships motivate the employees to discuss free and frankly on some important issues.
- ✓ Excessive control of the supervisors over employees discourages them. So the control should be for optimum level.
- ✓ Personnel policies motivate the employees to achieve the organisational goals. The management should frame the personnel policies which are more beneficial for the employees as well as organisation.
- ✓ The administration should always invite suggestions from the employees. It helps to improve the organisational functioning.
- ✓ The administration should follow the democratic way of decision making, so that the organisational conflicts can be reduced.
- ✓ Collective bargaining is important to end the conflict between employees and employer. That is why the administration should calls for collective bargaining.
- ✓ The management should not discriminate the employees. Employees of all the categories are important in any organisation.

## IV. CONCLUSION

Interpersonal relations pose one of the most delicate and complex problems to modern industrial society with growing prosperity and rising wages, workers have achieved a high standard of living; they have acquired education sophistication and greater mobility. Career patterns have changed, for larger sections of the people have been constrained to leave their farms to become wage earners and salary earners. An organisation is a social world in miniature. As an association of various persons, workers, supervisory staff, management and employer's- it creates a relationship. This association often affects and influence for better or worse, the economic, social and political life of the whole community. The existence of strong, well organised, democratic and responsible trade unions and associations of employers in the

organisation help to bring a greater sense of job security among the employees and assist in the worker's increased participation in the decision making, particularly in those decisions which affects the terms and conditions of their employment and ensure that employees has a defined role to play in organisation.

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