

A Study on Employer-Employee Relationship at VVH software Solutions private limited company, Guindy

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ABSTRACT

The employer–employee relationship plays a crucial role in organizational success. This study focuses on analysing the relationship between employers and employees at VVH Software Solutions PVT Ltd., Guindy. It examines communication, job satisfaction, workplace environment, and employee engagement. The study uses primary and secondary data to identify key factors influencing workplace harmony and productivity. The findings suggest that effective communication, mutual respect, and supportive management significantly improve employee performance and satisfaction.

INTRODUCTION

The employer–employee relationship is a fundamental aspect of organizational success and plays a crucial role in achieving business objectives. Employees are considered the backbone of any organization, and their performance is greatly influenced by the quality of their relationship with management. A positive employer–employee relationship, built on trust, mutual respect, and effective communication, helps create a supportive work environment and enhances productivity. It also contributes to higher job satisfaction, employee motivation, and organizational efficiency. In the context of the IT industry, particularly in VVH Software Solutions Pvt. Ltd., maintaining strong employer–employee relations is essential for ensuring teamwork, meeting project deadlines, and achieving long-term organizational growth.

OBJECTIVES OF THE STUDY

The primary objective of this study is to examine the relationship between employers and employees in VVH Software Solutions PVT Ltd., Guindy. The study also aims to understand how employers and employees interact and work together within the organization. In addition, it seeks to assess the level of employee satisfaction with respect to job roles, salary, work environment, and interpersonal relationships

with management. Furthermore, the study intends to evaluate the employer's response to the challenges and difficulties faced by employees in their work.

REVIEW OF LITERATURE

Kahn (1990) stated that this relationship is one of the most important human resource practices that determines employee engagement, which includes commitment, motivation, and involvement in work. A positive relationship between management and employees builds trust and satisfaction, leading to better organizational outcomes.

Campbell, McCloy, Oppler, and Sager (1993) explained that task performance refers to an employee's ability to effectively perform assigned duties. Their findings suggest that while employer–employee relationships positively influence engagement, their effect on task performance may vary depending on situational factors.

Gennard and Judge (2005) defined employee relations as the rules and practices governing how employees are managed both individually and collectively. They emphasized the need to balance individual and organizational goals to ensure commitment and productivity.

Cullinane and Dundon (2006) introduced the concept of psychological contracts, highlighting that trust, fairness, and recognition play a key role in strengthening workplace relationships. When organizations fulfill these expectations, employee loyalty and satisfaction increase.

Kleinaltenkamp and Ehret (2006) noted that employee retention is strongly influenced by the quality of employer–employee relationships, and organizations can retain employees through rewards, meaningful responsibilities, and transparent communication.

Vickers-Willis (2008) further emphasized that effective relationship practices improve conflict resolution, enhance organizational processes, and increase employee motivation and participation.

Johnson, Scholes, and Whittington (2008) highlighted the importance of strategic planning in adapting to environmental changes and improving organizational effectiveness.

Abdulai (2000), Martinson (2012), and Nimah (2015) revealed that poor working conditions, delayed wages, and weak policy implementation can lead to employee dissatisfaction and labour unrest, stressing the importance of effective management practices.

Bhattacharya et al. (2012) emphasized that strong employer–employee relationships promote trust, loyalty, and open communication, which enhance employee motivation and productivity.

Strohmeier (2013) added that employees are more likely to remain in organizations where they feel connected and valued. Dess, Lumpkin, and Eisner (2014) pointed out that aligning strategic planning with HR practices improves employee engagement and organizational performance.

Kotler and Keller (2016) explained that both external factors such as market trends and internal factors such as organizational culture and employee skills influence strategic decisions and organizational success.

Armstrong (2016) concluded that effective human resource practices, particularly strong employer–employee relationships, play a crucial role in improving employee attitudes, engagement, and overall organizational productivity.

RESEARCH METHODOLOGY

Research Design

The study adopts a descriptive research design to assess the effectiveness of talent acquisition and examine employee perception of the employer–employee relationship at VVH Software Solutions Private Limited, Guindy. The design aims to capture the existing state of interpersonal satisfaction and recruitment process perception without manipulating any variables.

Sources of Data

Primary Data: Collected via a structured questionnaire administered to 110 employees to obtain firsthand information on recruitment experience, interpersonal relationships with employer, and overall satisfaction levels.

Secondary Data: Gathered from company documents, official websites, journals, magazines, and other published literature on talent acquisition practices, HR policy, and employee engagement.

Sampling Technique

Convenience sampling was employed due to the high population size and time constraints. Respondents were selected based on availability and willingness to participate.

Sample Size

A total of 110 employees participated in the study

Area of Study

The research was conducted at VVH Software Solutions Private Limited, Guindy, Chennai.

Statistical Tools used

Data were analyzed using percentage analysis, ANOVA, chi -square

Hypothesis

- **H₀** – There is no significant difference in the level of satisfaction in interpersonal relationship with employer among different categories of respondents.
- There is a significant difference in the level of satisfaction in interpersonal relationship with employer among different categories of respondents.

Table showing respondents opinion on VVH software solutions.

STATEMENTS	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
I am satisfied with my interpersonal relationship with my employer.	5	8	21	47	29	110
My employer consults me on important matters.	8	9	23	50	20	110
There is encouragement for training and development programmes.	11	10	19	43	27	110
Employees support my professional growth and development.	5	9	27	51	18	110

INTREPRETATION

- 69% of Respondents (43% agree+26% Strongly agree) expressed satisfaction with their interpersonal relationship.
- 64% of employees agreed that their employer consults them on important matters.
- 63% Felt that fellow employees support their professional growth and development.

STATISTICAL ANALYSIS

ANOVA (Analysis of Variance)

This technique was used to determine whether there are any significant differences between groups with respect to factors influencing the employer–employee relationship

- **Null hypothesis H_0** – There is no significant difference in the level of satisfaction in interpersonal relationship with employer among different categories of respondents.
- **Alternative hypothesis H_1** – There is a significant difference in the level of satisfaction in interpersonal relationship with employer among different categories of respondents.

Table ANOVA – Interpersonal Relationship Satisfaction by Position Grade

Source of Variation	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	112.45	2	56.225	179.721	.001
Within Groups	33.48	107	0.313		
Total	145.93	109			

INTREPRETATION

For Table (Position Grade): Since the p-value (Sig.) is 0.001, which is less than 0.05, we reject H_0 and accept H_1 . There is a statistically significant difference in the level of satisfaction in interpersonal relationship with the employer across different position grades (Top level, Functional level, and Lower-level employees) at VVH Software Solutions Pvt Ltd. Top-level executives reported the highest satisfaction, while lower-level employees reported comparatively lower satisfaction

CHI-SQUARE

This test was applied to examine the association between variables related to employer–employee relationship and employee satisfaction.

Null hypothesis (Ho1): There is no significant association between age group and employer-employee relationship satisfaction.

Alternative hypothesis (Ho2): There is some significant association exists.

Variable	Chi-square value	P-value	decision
Age group	105.5	0.0001	significant

Interpretation

Since p-value is less than 0.05 it is significant. The age distribution is not uniform most respondents are below 30.

FINDINGS

- There is a significant difference in interpersonal relationship satisfaction across position grades ($p = 0.001$). Top level executives reported the highest satisfaction, while lower-level employees reported the lowest.
- A significant association exists between age group and employer–employee relationship satisfaction ($p < 0.05$).
- 73.6% of employees are asked to give suggestions, only 42.7% reported being satisfied with their interpersonal relationship with the employer.

SUGGESTIONS

- Employers should encourage peer-to-peer appreciation among colleagues.
- The company should promote cross-department collaboration to reduce silos
- Employers should host informal knowledge-sharing sessions regularly.

- The organization should prioritize employee emotional well-being and wellness programs.
- Employers should reward creativity and learning initiatives.
- The company should allow employees to lead small projects and initiatives.

LIMITATIONS OF THE STUDY

1. The study is confined to the employees of VVH Software Solutions Private Limited, Chennai.
2. The sample size of 110 employees is limited compared to the total employee strength of the organization.
3. Data collection reflects employees' views during January -April 2026 only.

CONCLUSION

Employer-employee relationship is a key factor in maintaining a motivated, satisfied, and productive workforce at VVH Software Solutions Private Limited, Guindy. Developing strong relationships between management and employees is a continuous process that requires effective strategies and active engagement. Organizing training programs, team-building activities, and interactive events helps foster trust, communication, and collaboration within the organization by implementing these measures, VVH Software Solutions can strengthen employee relationships, reduce turnover, enhance productivity, and build a harmonious workplace that supports overall organizational growth.

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