

Employer–Employee Relationship and Conflict Resolution: A Case Study at The Sunway Manor, Puducherry

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Abstract

Effective employer–employee relationships are essential for organizational performance, especially in the hospitality industry. This study investigates the nature of employer–employee relations and the mechanisms of conflict resolution at The Sunway Manor, Puducherry. A descriptive research design was adopted using convenience sampling with 121 employees. Data were analysed using statistical methods including Chi-square, correlation, and ANOVA. The findings show that communication, recognition, and collaboration significantly affect employee satisfaction and conflict resolution. The study suggests enhancing reward systems, work-life balance initiatives, and communication mechanisms to foster workplace harmony and organizational success.

Keywords:

Employer–Employee Relationship, Conflict Resolution, Employee Engagement, Communication, Hospitality Industry, Human Resource Management

Introduction

Positive employer–employee relationships are fundamental to sustaining productivity and organizational success. In the hospitality sector, where human interaction defines service quality, relationship management and conflict resolution are particularly critical. This study examines these aspects at The Sunway Manor, a prominent hotel in Puducherry.

Objectives

- To assess the employer–employee relationship and conflict resolution strategies at The Sunway Manor.
- To evaluate employee engagement, interpersonal relationships, reward systems, and identify challenges in workplace dynamics.

Need the study

- ❖ The study helps to mediate between employees so they can come to compromise and work towards improving their relationship.
- ❖ To know the higher level of engagement, motivation and job satisfaction.
- ❖ The study helps the management to know whether there is good relationship between them & their employees.

Scope

- Project will be helpful for the management to identify the status of the employee-employer relations in the organisation.
- Being a non- union organization, this study would help management to decide on union

implementation with the help of analysis made on employee attitude.

- This study give feedback of total employee involvement practice in the organization and gives suggestive measures to improve it further
- This project can be the base for students who are doing the project in related areas.

Review of literature

Vickers-Willis, (2008)

Appropriate employer-employee relationship practices in businesses are beneficial as they provide better solutions to conflicts, business process and performance issues. It enables better working conditions for efficiency, satisfaction, participation, retention, compliance, commitment, etc., thus avoiding any unnecessary employer employee related issues. In order to establish strong relationships and achieve organizational growth, several studies have listed several drivers for business organizations

David Brubaker (2014)

Collaborative processes to resolve conflict in the workplace have permeated organizations in North America over the past thirty years. Mediation and arbitration processes made the earliest inroads in organizations, joined more recently by conflict coaching and organizational ombudsry. Concurrently, law schools and other graduate schools expanded their alternative dispute resolution (ADR) offerings and conflict resolution programs. This article charts the trends in workplace conflict management and ADR education and proposes where the field may be heading in the coming years. The authors note growing demand for workplace mediation, coaching, and ombuds offices, and they call for broader adoption of integrated conflict management systems.

Methodology

A descriptive research design was used. Primary data were collected through structured questionnaires from 121 employees using convenience sampling. Statistical tools including percentage analysis, Chi-square, correlation, and ANOVA were used. Analysis was conducted using SPSS (version 16).

DATA ANALYSIS AND DATA INTERPRETAION

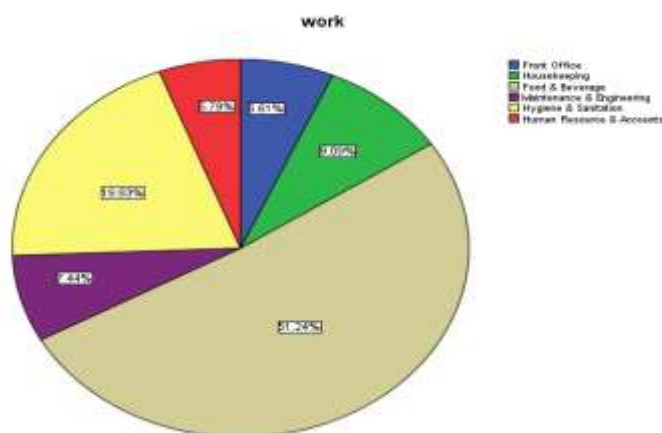
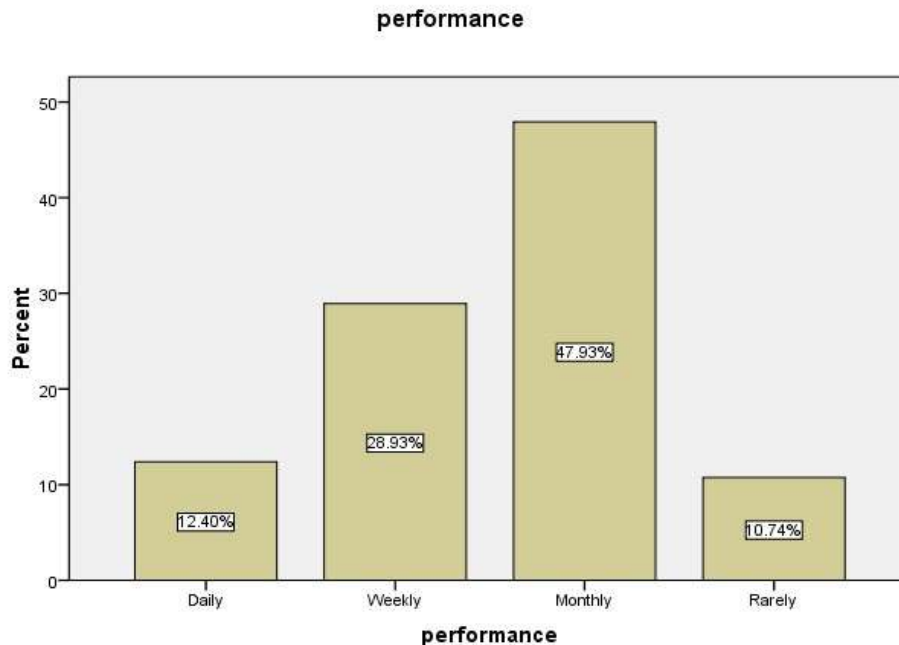


Figure 1 : DEPARTMENTS OF THE RESPONDENTS CHART

Figure 2 : FEEDBACK CHART



Key Findings:

Demographics: Majority of respondents were male (61.2%) and aged 20–30 years (41.3%).

Work Experience & Hours: Most employees worked 20–30 hours per week and rated their experience as "Good."

Conflict Resolution: 54.5% reported conflicts resolved through discussion; 28.1% via mediation.

Communication & Recognition: 59.5% strongly agreed that communication is key to organizational success. Weekly (48.8%) and daily (39.7%) recognition were most common.

Statistical Findings:

- **Correlation** between communication and cultural event ratings ($R = 0.743$) showed a strong positive relationship.
- **Chi-square test** showed significant association between age and working hours ($p < 0.05$).

- **ANOVA** showed a significant relationship between work experience and job satisfaction ($p < 0.000$).

Suggestion

Promotions were found to rely mainly on seniority. It is recommended to balance promotion criteria by including merit, performance, and seniority. This will help retain talented employees and improve fairness within the organization.

The study highlights that employees struggle with maintaining a balance between work and personal life. It is recommended to introduce flexible working hours or work-from-home options for employees, especially those working long hours. This will help them manage their responsibilities better.

Stress-related issues were a concern among employees. The organization should conduct workshops on stress management and encourage participation in wellness activities such as yoga, mindfulness, and physical exercises.

Recommendations:

- Implement performance-based rewards alongside seniority.
- Introduce flexible schedules and wellness programs.
- Provide conflict resolution training to supervisors.
- Enhance communication platforms (e.g., newsletters, feedback apps).
- Diversify recognition programs (e.g., peer-to-peer awards).
- Encourage broader participation in cultural events.

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