

“An analysis of various ‘Attributes of Rewards,’ ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”

Chapter 3

Conceptual Framework of Rewards, Leadership Models & Social Support at Workplace

3.1 Rewards

In today’s corporate culture, the employee is the center around which the entire organization works. Focus of management has changed from profit oriented to employee oriented. This has brought drastic change in the entire process. Nowadays no injustice happens with the skillful employee regarding payment treatment. Also, unskillful employees are given justified payments, matching with industry rate. Labour unions are actively working in all the industries. Modern day employees are more actively participating in management & also they are given more chances to present their ideas. All these activities have changed the attitude of management towards employees.

Nowadays, focus has also increased on Employee-Employer relationship. The communication has increased from management to the bottom level & vice-versa. This has positively impacted on the cost of the organization. Thus, employee productivity has a great impact on organizational productivity. To improve Employee Productivity, organizational reward plays a very crucial role. Proper mixture of various reward elements is necessary to Influence & attract best employees towards organization.

Current changes in world technology element from organization to restructure their goals & change the process of achieving them. There are certain areas in which management needs constant focus is the link between reward & employee performance. Reward systems play an intermediate role between employer-employee relationships to ensure employee satisfaction. Organizations that satisfy employees have very less employee turnover rate. Rewards that management provides are the most important motivator to them & they play a significant role in influencing employee performance. Some of the organizations over the world have been able to increase customer satisfaction by implementing a good reward system for employees. Thus, a better reward system for employees will have a direct positive impact on customer satisfaction.

Reward structuring must be an important part of organization strategic management. It is because it has a very high impact on Employee Performance, which ultimately impacts organization’s success. Tight competition in market has changed Employer’s attitude towards employee. Besides this availability of other opportunities, will give a chance to employees to shift anywhere if they are not properly treated. To have competitive advantage over other organizations are trying their best to motivate employees to increase organizational productivity. One of the tools that organizations are using is involving employees in decision making. Thus, every organization uses different types of reward techniques for different types of employees.

3.1.1 What is Employee Motivation?

In today’s competitive era, employees are the center around which the entire organization process runs. Thus each & every employee holds a great importance to organization. Besides this union activities are actively running, so management must take consideration into that, before taking any important decision related to employees. Motivated employees are a big asset for any type of organization, which have a direct positive impact on organizational productivity. Employee motivation is very difficult to measure, intangible & highly difficult to control.

Employee motivation is the amount of creativity, energy level, commitment, and enthusiasm that an employee brings to an organization on a regular basis. Motivation is reflected in an employee's behaviour to achieve the organizational goal. Motivated employees take organizational productivity to another level. Organization management is always concerned about how to motivate employees. It is because organization performance is highly dependent on Employee Performance. They play a key role in optimum utilization of resources. There are various ways of motivating the employees & one of them is rewarding them perfectly. Employee motivation is directly linked with Employee Engagement in organization.

A) Steps towards Employee Motivation

In any organization, no employee is motivated on their own. Management needs to take certain steps to increase employee engagement in an organization. They need to assess what are the things that positively & negatively influence employees & need to take care of that. Management needs to have continuous contact with employees.

Employees are the key asset for any organization. They are in actual touch with the production process and actual customers. They will have a better know-how of performing that task in a better way. That is why they play a key role in framing organization strategy. Thus, management needs to stay in touch with their employees & identify what motivates employee’s. Justified reward is one of the most important strategies to positively influence employees. Motivation is also important for retaining current employees & also attracting top candidates from the market whenever needed.

Following are the things that can be implemented by management to motivate their Employees: -



Figure 3.1: Steps for employee motivation

1. Communicate Effectively & Often

Communication plays a most important role in today’s organization. The two-way communication ensures smooth running of all the processes within the organization. Employers need to make communication effective & clear to keep employees motivated & engaged. In most of the organization employers will not be able to make full utilization of employees’ skills due to lack of effective communication.

Employee communication is a priority for a high performing organization. Management knows that engaged workforce is necessary for achievement of organizational goals.

2. Make sure your employees are participative

Employee participation in decision making has developed as an important concept in modern day organization. This has increased the bonding between Employer-Employee relationship. Involvement of employees in decision making reflects that opinions are valued & trusted. Employees will feel that they can contribute more to the organization & given freedom to do that on a regular basis.

Job satisfaction & Employee engagement will increase when employees are involved in decision making giving them a sense of ownership. Due to this there will be increase in productivity of employees & also increase in revenue of the organization.

3. Coach them to success

Employee motivation is never easy as said. It is very difficult to deal with the human aspect of organization. Demotivated employees become hurdle for an organization to achieve its goals. This reduces the productivity of the entire organization. All of this would bring negative motivation in the entire organization. Thus, it becomes very necessary for management to keep every employee motivated. Management should create a culture for them how to come out of failure. This would increase the bonding between Employer-Employee relationships.

Management should create such a program in an organization that will always motivate employees for success. There should be a communication system in the organization wherein if employee has any issue, then he can immediately report to the supervisor, which they will solve it. This will increase Job concentration & Employee Engagement in organization.

4. Introduce them to Creativity

There are mainly two types of employees in any organization i.e., skilled & unskilled. Skilled employees in an organization are generally given technical work. They are the class of employees who are creative by thought. If management gives them a chance to present their thoughts, it can be productive for both employees & organizations. Also, management should arrange training & development programs to enhance their skill & knowledge. Thus, management should boost their morale by giving them rewards for their creative thoughts.

Also, the employees are the person who are in actual touch with customers so they better know what is the requirement of the customer/market. According to Employees’ opinion required changes can be made in the product. All of this will boost the positive culture in the organization.

5. Make sure you reward their efforts

Every employee will try to put his best effort to impress the management. If an employee puts in some extraordinary effort to achieve an organizational goal, he expects reward & recognition from management. If they do not receive any response from management, they will feel demotivated & it will have a negative impact on their productivity. Thus, management should make various reward plans & implement them in the best way. Besides this, management should create reward plans in consultation with employees, so they will also know the minimum requirements of getting a reward.

Employees will feel motivated if management would have considered their opinion in designing reward structure. They will put in their best efforts to achieve the organization 's goal. This will increase bonding between Employer-Employee relationships.

B) Benefits of Employee Motivation

Everyone knows that reward & employee motivation are directly connected with each other. In modern corporations motivated employees play a crucial role in achieving organizational goals. They are crucial factors in running various processes of organization smoothly. To get best out of an Employee relationship between Employer-Employee have a huge role to play. Motivated & demotivated employees have a huge impact on organization performance & results.

Reward is the key factor to the Employee motivation. Management can design various reward policies which will force employees to perform their best. There will be positive & competitive culture all over the organization. It will ripe many benefits for organization.

Following are the benefits of motivated employees that organization can have: -

1. Enhanced Employee efficiency

Efficiency of employees plays a crucial role in achievement of organizational goals. motivated employees try to give their best performance to impress the management. Due to this there will be optimum utilization of resources. also, there will be reduction in cost for management. it will also reduce the time of management supervision, so they can focus on organization growth, which will lead to betterment of employees.

Motivated employees will have great focus on work, which will increase their productivity. When employees are naturally motivated, they will put their best efforts to accomplish the given task to them.

2. Better utilization of resources

Resources available to various organizations are very limited & also costly in this competitive era. so, it is necessary for management to have best utilization of available resources. Motivated employees feel that they are an important part of the organization & they will use all the resources given to them in a wise manner. they will consider the organization as their own & will work with the best possible commitment. Employees will try to do minimum wastage and share extra resources

with their co-workers. They should also guide their co-worker in a better way if they know any better technique of working.

Employees optimum utilization of available resources will reduce the operational cost of organization. It automatically will reduce many worries of the management. there will be progress & growth of organization, which automatically will lead to progress of employees.

3. Continuous development of Employees

Development of employees is necessary for the development of an organization. Motivated employees are keen to learn new things & that will push them towards development. When employees are keen to learn new things, they will push themselves towards achievement of personal & organizational goals. Their eagerness to learn will help them to develop themselves and learn new skills. This all will contribute to overall organization growth also.

Employees will continuously try to improve themselves as they will develop themselves as well as organization. Also, management in many organizations will organize various training & development programs for employees.

4. Reduction in Employee turnover

Employee turnover has become a trending concern in modern day organizations. There are many reasons behind it but one of the main reasons is a dispute between management & employees. Motivated employees tend to give best performance in organization and that will lessen their disputes with management. This will have a positive impact on the work culture of the organization. Besides this, satisfied management with the work of employees will give them better rewards & recognition.

Thus, employee motivation plays a crucial role in increasing the bonding between management & employees. Also motivated employees will do better utilization of available resources. This will reduce the cost of various processes in the organization.

5. Positive work culture

Nowadays work culture has a crucial contribution in organization results. A work culture is a belief system, shared values and set of assumptions that people share in the workplace. It is influenced by social & cultural context and individual upbringing. But in organization strategic organizational direction & leadership also have a role to play in influencing the work culture of an organization. Motivated employees give cent percent commitment regarding tasks given to them & have better utilization of resources compared to demotivated employees. This will have a huge impact on the cost of organization & disputes. Also, efficient employees will get reward & recognition from management, which will motivate other employees to perform their best.

A positive work culture in an organization increases productivity & efficiency, improves teamwork, enhances retention of the workforce, and raises the morale of employees. And one of the most important is that it will have a positive impact on the stress of the employees.

6. Better Employee Behaviour

Motivated employees’ attitude & behaviour towards management is better than demotivated employees. Behaviour of employees & organizational performance are directly connected with each other. Attitude of employees plays a huge role in maintaining organization culture. motivated employees will give their best output in return of which management will give rewards for their productivity.

Also, behaviour of employees with other employees has an impact on performance of the organization. Also, management can organize various training programs about corporate behaviour & attitude for employees.

C) What do employees want from organization?

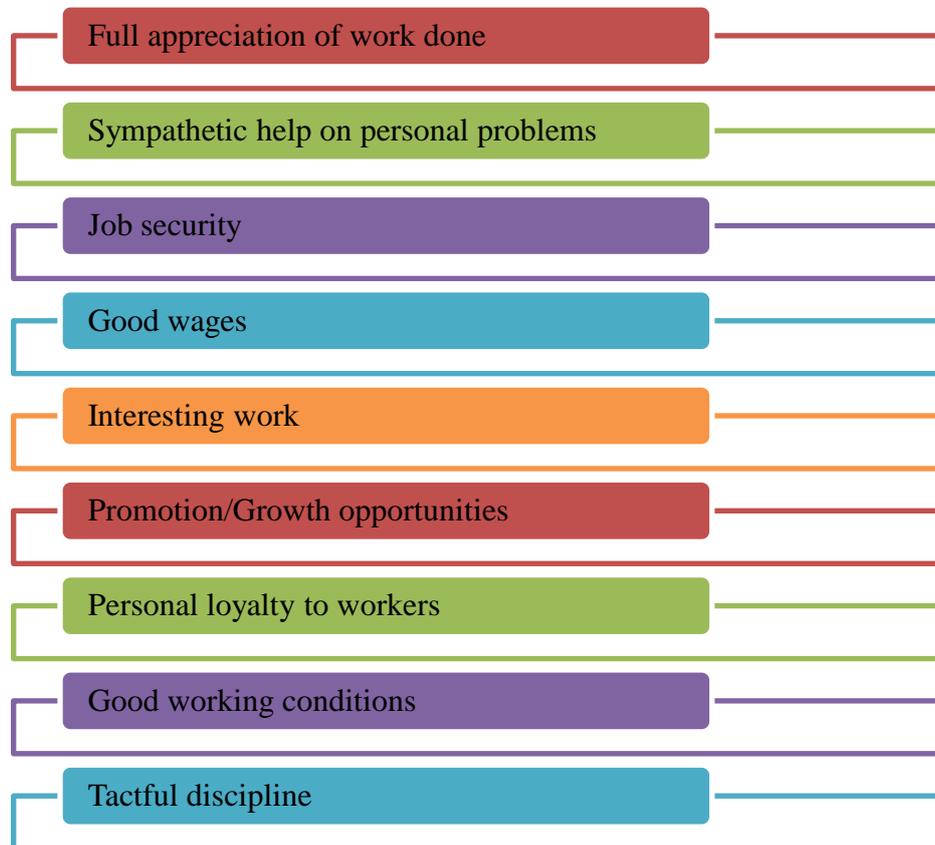


Figure 3 .2: Priorities of Employees

3.1.2 Employees reward & recognition

In modern day business employees of the organization hold a crucial place against all the odds. In this competitive environment the main aim of any business organization is to improve quality & reduction in cost. But this can be achieved only if the organization has a quality & committed workforce. In big business houses, automated machines & technology are available but ultimate work must be done through employees only. Thus, whether it is a big organization or small, their employees are most important for them. So timely reward & recognition will have a positive impact on efficient employees.

Employees reward are program set up by organization to reward & motivate high performing employees & also influence the other employees to give their best. Rewards in the organization are given for individual/group performance. Initially the reward system was only implemented by large scale organizations, but thereafter even small-scale organizations were implemented to attract top quality employees. On the other hand, most of the people are using recognition as a reward but there is much of a difference between them. Recognition is generally attached with non-financial benefits.

In simple words, benefits & achievement received by an employee against his work is termed as employee rewards. They act as a motivating factor to employees. There are different ways to represent the term reward & one of them is the expectation with which an employee joins the organization are also known as rewards. it may include various economic & non - economic expectations from the organization. Some of the employees want better salary & wages. While some need accommodation, transport, health & safety. It is the responsibility of management that the reward system must be communicated to employees in advance to get the best out of them.

Due to the quality reward system, there will be a competitive environment within the organization. Various employees at the same level try to outstand themselves due to which there will be optimum utilization of resources. Also, there will be better bonding between management & employees. Management should practice reward management perfectly to run smoothly all processes in the organization. Reward management means establishing balance between the reward system & level of performance for each job is assigned to employees. It is also necessary that the reward system must be transparent & attractive which empowers the employees & motivates them to perform better.

Employee recognition is a non-financial way of paying the employees and to motivate them. it publicly acknowledges employees for their extraordinary work. This will make them feel that management is observing hard work done by them. recognition by management will motivate them to perform better & also motivate other employees to do so. It is very important for management to implement a

bright kind of recognition program. Employee recognition at the right time will help organizations in retaining & attracting quality workforce.

3.1.3 Types of Rewards

Rewards are the primary motivator for employees in any organization. There are many different types of rewards available, mainly classified into two types: - Financial & Non-Financial rewards. It can also be known as Monetary & Non-monetary rewards. Each employee is influenced by different types of rewards. Management should establish a reward system that fits into organization strategy & also influence the maximum number of employees. Also, management should include employees in framing reward strategy, which will make them feel that they are considered an important part of the organization & influence them to perform better & also make best utilization of available resources.

Financial rewards are the one which helps in improving the financial well-being of employees. It includes from basic pay to profit sharing. Almost every employee in any organization works for financial rewards. It also includes various additional things like pension plans, bonus, paid vacations etc. Financial rewards can be said as primary motivators to employees. They help in improving the livelihood of a person.

On the other hand, non-financial rewards help in increasing the motivation of employees. They increase the happiness of employees. Some of the things management can receive from employees & some goals are achieved by providing non- financial rewards.

Following are the different types of financial & non-financial rewards: -

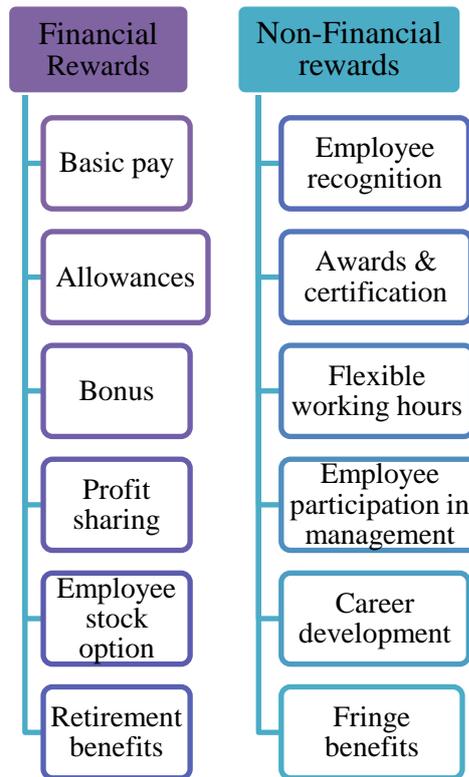


Figure 3 .3: Types of rewards

a) Financial rewards

Every organization has varied strategy for provision of reward:

1. Basic Pay

Basic pay is the amount which employee receives without addition of any extra benefits. It excludes overtime, other compensation, or bonus from an employer. In other words, basic salary can be termed as take-home salary. It is the core of entire salary structure. Various factors present in salary structure are calculated on basis of this. Provident fund, ESIC & Gratuity are determined based on basic salary. Two words are generally used for basic salary or wages & salary. Wage is generally used for labour class employees, while salary is used for skillful employees.

Following are the applicable additions & deductions in the employee’s salary: -

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<u>ADDITIONS</u>	<u>DEDUCTIONS</u>
Bonus	Provident fund
Overtime	Labour welfare fund
Gratuity	Professional tax
Tips	ESIC

Table 3.1: Additions & deductions in employee salary

2. Allowances

Allowances are the financial benefits that are provided by employers to employees over their regular salary. Some of them are fully taxable & some are partly taxable. While filing income tax return, employees must disclose some of the allowances as a part of their salary structure & benefits they are getting from it. Different organizations pay different types of allowance to employees. Following are some allowances paid to employees: -

a. Dearness Allowance

It is the allowance amount that is paid to an employee to deal with inflation. In other words, it can be said as cost-of-living adjustment allowance. It is a fully taxable allowance.

b. Entertainment allowance

It is the allowance paid by an employer to employees for costs incurred in giving hospitality to customers.

c. Over time allowance

Whenever employees work over & above working hours, they are given overtime pay above the regular pay. The amount of overtime pay will be mentioned in the Employer- Employee contract.

d. City Compensatory Allowance

This allowance is paid to employees to meet the urban center expense & high cost of living in cities.

e. House rent allowance

The allowance provided by an employer to employees for accommodation is termed as House rent allowance. This allowance is important especially in the Banking sector. This can only be claimed by an employee living in a rented house.

f. Medical allowance

This allowance is paid by an employer to employees to bear the medical allowance. In the Banking sector this is provided generally once in a year.

3. Bonus

Bonus is an additional pay given by an employer to employees to reward their contribution towards the organization. The purpose behind giving bonuses by organization is achievement of their target. In today’s modern corporate era, sometimes even bonuses are used as motivational tools. Management will declare various bonus plans to employees & due to which they will perform their best to achieve that target. This also will be helpful indirectly in increasing bonding between Employer-Employee.

Generally, bonus is given to employees yearly, quarterly, most of the organization gives bonus in form of money or sometimes in form of coupons. There are some new concepts that have arrived in today’s corporations.

a. Retention bonus

It is provided to the employees who have been with the organization for a specific period. This is provided to retain that type of committed employees in the organization.

b. Project bonus

This is one of the effective ways to motivate the employees. This is the extra payment provided by the employer for proper execution of projects allocated to employees.

4. Profit sharing

It is one of the modern forms of incentive provided by employers to employees to make them feel like an owner. Profit sharing is a variable incentive plan when an organization earns profit. It is calculated based on various parameters that management has already discussed in contract. Here the organization will offer a certain percentage of profit that will be distributed among employees. The main aim behind profit sharing is to motivate or encourage employees towards achievement of organizational goals.

Following are the different advantages of profit sharing with employees: -

- a. Attract & Retain talent
- b. Tax advantage
- c. Loyalty
- d. Employee Motivation

5. Employee stock option/Co-partnership

This is one form of including employees in ownership of an organization. Under this scheme employees are provided shares of the organization at a lower price than the market price. This can be said as a private contract between Employer & Employee. Generally, this type of offer is provided to a management group of employees. This type of offer will enhance motivation of employees & they will feel organization as their own and will complete the task given to them with full commitment. It will also have a positive impact on employee satisfaction.

In this scheme the option provided to employees to purchase shares is a choice not an obligation. ESOP are provided also sometimes based on employee performance, so it also serves as a motivational tool.

6. Retirement benefits/Plans

Every employee would be going to retire on one or another day due to age/health factors. Income earning would stop for that person from that day. For future income he/she needs to make plans from an early working day. Well-made planning will ease off pressure on employee’s post-retirement. Following are the various schemes that are provided by employers to employees.

a. Pension

Pension is the amount that an employee gets every month. In this fund are contributed by both employee & employers with the former giving more funds.

b. Gratuity

Gratuity is the lump sum money provided by the employer to employees at the end of service as a token of appreciation for the services they have given to the organization. The entire process is covered under the gratuity act, 1972.

c. Provident fund

It is an investment plan voluntarily established by employer-employee to have as a retirement benefit to employees. Here funds invested will be managed by an investment management company.

d. Leave encashment

Every organization provides a certain quantity of leave encashment at retirement as per the policy decided.

b) Non-financial rewards

Following are the different types of non-financial rewards provided by organization: -

1. Employee recognition

It is one of the most important forms of non-financial reward. Employees are not motivated only through money but also emotions. This can bring many benefits for an organization if management knows how to deal with an employee's emotions. In today's competitive environment, organizations can perform well only if they have a quality workforce. Even that workforce will not perform well if they are not properly motivated. Thus, Employee recognition has become important part of organizational strategic management.\

Technically speaking, Employee recognition means acknowledgement of an employee in front of everyone for his extraordinary performance. This is done to make a positive work culture & better utilization of performing & underperforming

employees. Besides this Employee Recognition need not to be always expensive. Many times, simple THANK YOU or a PAT on back can work.

2. Awards & certification

Only Employee Recognition is not important but providing them with awards & certification is equally important. This type of management approach will increase the motivation of employees. Also bonding between management-unions will increase & there will be reduction in union activities in the organization. Besides this due to motivated employees all the process of organization will run smoothly. All of this will have a positive impact on the results of the organization. Employee Motivation is most important for organizations, who work to achieve their goals comfortably.

Also awards & certificates will be physical proof for employees for their performance. They can even show this to their family, friends & relatives. This will increase their respect in family & organization. They will be motivated to perform better. Overall, it will increase the productivity of the organization.

3. Flexible working hours

This is one of the important aspects that has gained importance nowadays. It can have a great impact on employee motivation, if applied properly. Work life balance is a key factor in Employee’s life & it is very difficult to maintain that. This will have a very high impact on Employees’ productivity & also organization. Thus, management needs to create a structure which will reduce the stress of Employee & he can focus on work.

Generally working professionals are highly affected by stress, extra workload, poor health & struggle in their personal life. Here flexible working hours does not mean employees are free to leave their office as & when they want. It means it will be the working hours decided to work to complete the task allotted to them. But it must align with achievement of organizational goal, probably working hours & timings must be Joint decision of management & Employee.

4. Employee participation in management

Employee participation is much more important for an organization to survive. Employees’ viewpoints can be an important part of management strategy. It is because they are following the entire process & they are in touch with actual customers. This has become one of the important parts of industrial democracy. This will have an incredible positive impact on the motivation of employees. Taking employees’ opinions will build a relationship of trust & loyalty.

If an organization implements the views presented by employees they will work with more commitment. Employees’ participation with management in decision making will be done through their representatives. Employees’ participation will avoid exploitation of worker & promote better understanding between employer & employee. This will give a chance to employees to self-represent themselves & will have a positive impact on industrial peace.

Following are the different forms of Employees’ participation in management: -

Collective bargaining

Work council/committee

Joint management council

Board representation

Workers complete ownership

Co-Partnership

5. Career development

Human resource is the important part of organization. It is necessary for organization to give them chance to grow especially to employees who are career oriented. This will be beneficial for both employees’ & organization also. In the 21st century career development is measured by continuous learning of employees. Also, it can be said that it is responsibility of organization, to fulfill the ambitions of employees & create such job in organization to accommodate that employee. Many of the skillful employees are career conscious & they will stay with organization where they will find opportunity to grow their career, showcase their talent and get chance to maximum possible growth level. There is different viewpoint of growth for different persons. Some of them want an increment in the

package, and want to be promoted higher in the hierarchy. & Even someone wants to acquire skills to deal with human resources.

6. Fringe benefits

Fringe benefits are the additional benefits given to employees by employers above salary. Some of them are Mandatory & some are voluntary. These benefits have a great impact on Employee Motivation & their productivity. Fringe benefits like social security & health insurance are required by law. Other optional fringe benefits are transportation benefits, breakfast & lunch, retirement planning service, childcare, education assistance etc. For many fringe benefits received by employees from the third party, but for that payment is made by the employer. Fringe benefits differ from one company to another & in some organizations during the recruitment process, employees are given a chance to select the fringe benefits.

Some of the organizations also provide fringe benefits like gifts, employee discounts and no additional benefits like gifts, discounts, and no additional cost services. The main motto behind providing fringe benefits is to make employees comfortable at the workplace. In this competitive market for employers, it is not possible to retain employees only based on salary, there must be some attractive fringe benefits to retain quality employees.

There are some types of fringe benefits: -

Required by Law

1. Health insurance
2. Medical leave

Not required by Law

1. Paid holidays
2. Education service
3. Retirement Planning service
4. Achievement Awards
5. Transportation facilities
6. Breakfast & Lunch

3.1.4 How reward acts as a motivational tool?

In today’s globally competitive world, it is very difficult for management to attract & retain quality workforce. Only salary cannot act as a motivation for the employee, there are certain other factors also which influence positive behaviour of employees. Various Types of reward have a direct impact on Employees productivity. Employee reward & recognition program shows contribution of employees towards organization, which in turn makes employees happy & reduce employee turnover. Reward motivates working employees to work harder & motivates other employees to improve their productivity. In today’s generation organization is counting single rupee cost, it is necessary that their employees are motivated & work with their full capacity.

When employees’ come to know that they are being rewarded for their efforts, they will work with full commitment. Happy employees contribute to top productivity in the organization. Happy employees lead to high morale due to which employee turnover is low. When employees are rewarded, they feel happy at work and keep their family happy, due to which they can keep work-life balance. Employee recognition also increases trust on Employer. Employees will feel that their efforts are not getting unnoticed.

Following are the effects of reward on Employee Performance: -

1. Boosts Morale

Rewarding employee or group of employees will increase their job satisfaction & increase their morale. Also motivated staff will think of creative & permanent solutions if any problem arises. Development of personalized strategy for rewarding employee performance will help in building strong relations & also there will be positive work culture in organization. Reward can be in any form which is suitable to employee. The prime motto behind giving rewards must be to take care of the physical & mental well-being of employees. Reward must influence employee to work with their full commitment.

2. Enhance their skills

Arranging various types of training & development programs for employees is one type of reward for them. It will increase their knowledge & confidence & will also

remove the knowledge gap present in mind of employee. Investment in staff by increasing their knowledge will give many benefits for organization. Also, employees will be motivated & there will be a great increase in their productivity. Skill enhancement of employees will have a positive impact on the growth of the organization. Employee training & development programs will reduce cost of production by optimum utilization of resources.

3. Increased productivity of employee

Productivity of employees plays an important role for management in reaching organizational goals. Motivated employees will have a higher productivity & vice versa. Rewards have a direct connection with Employee motivation. Thus, rewarding an employee will make them feel that their performance is being observed by management. Due to this, employees will consider the organization as their own & work with full commitment. This will increase trust & loyalty between Employer & Employee. All this will have a positive impact on the work culture of the organization. Properly rewarding an employee will reduce union activities in organization & reduce Employee Turnover.

4. Retaining Existing staff

Retaining existing staff will build trust relationships between Employee & Employer. Some of the experts say that employees leave the organization when they do not feel motivated there. Thus rewarding & recognizing staff will make them feel connected with management. Employees must be always appreciated for their extraordinary work; it will motivate them further to work with full commitment. It will also help organizations to attract quality workforce from the market.

5. Builds bond between Employer- Employee

Reward plays the mediatory role in establishing relationship between Employer & Employee. It will make employees feel that management is taking care of them. Also on other hand, Employees will pass on latest information from market to management. This will help management to implement the latest changes in their planning. This all will make the communication process smoother in the entire organization. Also, management will introduce various types of rewards which will influence employees to perform better. Thus, good bonding between Employer & Employee will have great positive impact on organization culture & productivity.

3.1.5 Ways to develop better reward system in organization

Nowadays the reward system forms an important part of organization strategy. Management must plan it accurately to have its positive impact on organization performance. Organization’s reward system has a direct impact on the performance of Employees. It must be designed in such a way that all the employees must have knowledge about it. Reward systems should have a positive influence on Employee Performance. It should be able to create good bonding between Employer-Employee. Also, the reward system must be perfectly transparent, so employees come to know what they have to perform to achieve the reward. All this is an important part of management strategy.

Following is some important matters through which organization’s management can develop better reward system:

1. Involve all employees in development, implementation & revision of Reward system.

Employees are the primary persons who will be benefitted by rewards. Generally, in organization management designs the reward system but in today’s environment opinion of employee matters, most concepts have gained importance. Event management involves employees in various decision-making processes. This will have a positive impact on the Employer-Employee relationship. Involving employees in developing a reward system will increase their motivation. It is not possible to involve all employees but their representatives can have meetings with management. Through this meeting management can have ideas about the requirements of employees. Also, how to implement a reward system in an organization, opinions of employees can be taken, so there is no chance of dispute between management & employees. One type of reward system in an organization cannot run for many years, it must be changed at some point of time for which the opinion of employees can be taken. It will boost their morale & increase their commitment towards organization.

2. Ensure employee view Rewards as worth of their efforts

Equality between employees’ effort & reward given to them for that must be maintained. Employees’ must find a reward that is attractive against performance. Management must make them understand which type of rewards are given for what type of performance. If employees do not find rewards worth their efforts, it will not motivate them, due to which they will be less productive. Also, there will be high labour turnover in the organization. Thus, it becomes very necessary for management to communicate types of rewards & reward systems to employees. It is because this will have a direct impact on Employees’ performance.

3. Make sure Employees understand how to earn rewards

It is the employees who must earn rewards by giving their performance. For them it is very necessary to understand what is the process of earning rewards in an organization. Performing without understanding the process of reward will create confusion between management & Employees. Management should arrange a session for employees for understanding reward system in organization. By this, there will be two benefits, first management would be clear from their side that they have communicated employees about reward system and secondly employees who do not have knowledge about reward system will come to know about it.

4. Set reasonable & transparent standards for rewards

Standards set for giving rewards must be achievable. It is because it will have a high impact on Employee Productivity & Performance. If management sets very high standards employees’ will feel that it is beyond their reach, due to which they will not give their best performance. Thus, benchmark standards must be such that every employee will compete to perform his best & organization should achieve its goals. Also, this would motivate employees to enhance their skills & to stay in organization for the long term. Besides this reward system must be transparent to employees & others present in the organization. This will avoid confusion between employees & management.

5. Recognize small & large accomplishments

Management has a big role to play even after designing a proper reward system. Every employee is given a different role to play in the organization. & They must accomplish the task given to them by management in the best possible ways. Organization would reach its goal when every employee performs their task perfectly. In this process some employees have small & big achievements by employees & appraise them for that. All this will have a positive impact on organizational success.

3.1.6 Five ways to strengthen reward strategy

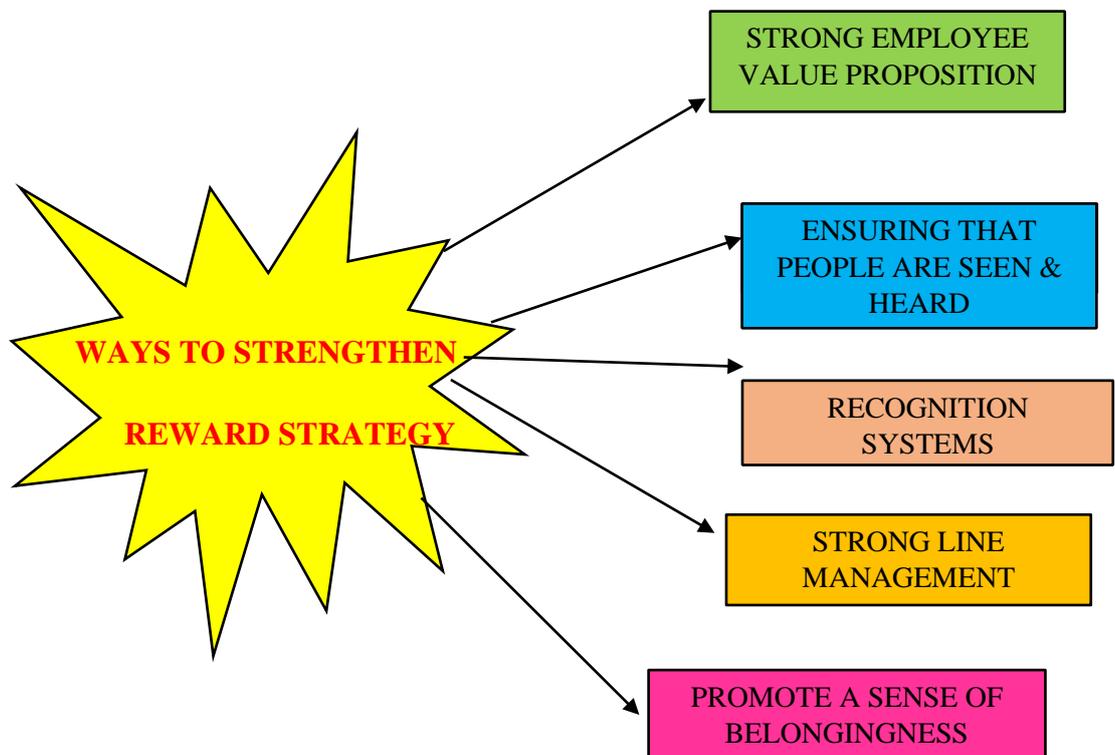


Figure 3 .4: Ways of reward strategy

It is very necessary for an organization to maintain employee values. Management should respect the skills & quality possessed by employees. This will have a great positive impact on bonding between Employer & Employee. Management should always focus on listening to the opinion of employees. It is not about giving them authority but discussing with them what they want from the Reward package. With Atmiya University, Rajkot, Gujarat, India

humans occupying a central place all over the world in corporations, it has been found that money is not the sole motivator of employees, various other Rewards are also effective & recognition of good work of employees have a positive influence on them. Also in big corporates, line managers should be given power to reward employee but rules for that is clearly mentioned by top management, due to which no discrimination is created among employees. All this would lead to a positive culture within the organization. Management should act as friends to employees, which will make them feel a sense of belonging & also make them more productive.

3.2 Leadership

It is the ability of individual or group of individual to influence Employee Performance in organization. He will make various decisions & ask their employees to follow that. He will have vision for the organization & gather all the resources to accomplish their vision. He will be a bridge between management & employees. He will set benchmark for his followers & guide them towards achievement of that. he will try to look for betterment of both employee & management. Leader is the one who will look out for all the processes in the organization. Leader can motivate the employees & enhance their productivity.

Leader is the connecting link between all the processes in the organization. He will take follow-up of all the activities going on in organization. Leadership is about gathering the different people of different skills & capabilities & guide them towards accomplishment of common goal. Some leaders may set dynamic goals for employees & inspire them towards achievement of that. He will give employees back up during their failure & rewards during their quality performance. All this will have positive impact on employee skills & productivity.

Leader set goals as per the guidance of management, set direction for employees to achieve those goals smoothly & efficiently. it is the responsibility of leader to continuously motivate & inspire employees for giving their best performance. It will have positive impact on career growth of employees. this will increase bonding between leader & Employees and reduce employee turnover in organization.

3.2.1 Types of Leadership Styles

Introduction

Leadership is art of getting work done from others. It is not easy as said because work is need to be taken from the human beings. They are the most complex creature on the earth and many factors influence them and their behaviour. In corporate to work with them and make them reach towards organizational goal needs extraordinary skill. It cannot be done through mere formula or method; it requires special art along with technique to get the work done from human beings. In other ways we can say that it is the ability of individual or group of individuals who will try to influence their followers to achieve organizational goal. It is establishment of clear vision and goals that are achievable and providing follower’s knowledge and tools for achievement of that.

A quality Leader generally possesses the skills like:

- Strong Communication.
- Management skills.
- Self-confidence.
- Tough Fighter in phase of failure.
- Creative thinking.
- Willing to take Risk.
- Acceptance to change.

The person who executes this type of leadership will continue promoting himself and Organization also. These are the different skills that are developed in leader from time to time. Thus, Leader’s decision has impact on entire process of the organization and employees’ productivity. From this we can say that great leader has ability to make great vision, implement it and make other convince about it. Entire organization runs on the various decisions of the Leaders. Leaders motivate others by giving them right direction and inspiring them to achieve organizational goal.

Types of Leadership Styles.

Leadership style is a method in which leader approaches various members of the organization. It has impact on the organization functioning and brand image of organization. Employee turnover is directly connected with the approach of the leader. Every leader has a different approach and he does it as per the need of the organization. It is also necessary on the part of the leader that he may take feedback from the sub-ordinates and make necessary changes accordingly if required. Every leadership style has some pros and cons but leader must customize his approach by removing cons of his style. In that way leader will be able to give best advantages to organization.

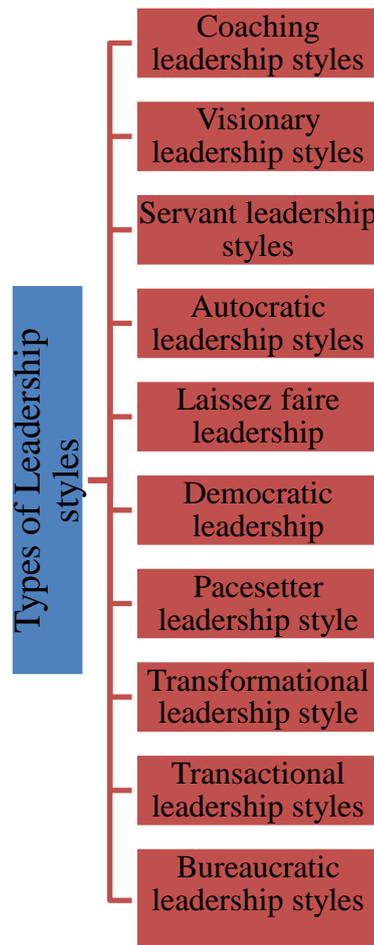


Figure 3 .5: Types of leadership styles

Following is the some of the common Leadership style we observe in various types of Organization:

A) Coaching Leadership Style.

- Coach Leader is that type of Leader who is closely connected with his employees and knows their strengths, weakness and how to motivate them.
- This type of leader helps his employees in setting quality goals and showing way how to achieve them.
- He also provides challenging projects to employees for their better growth.
- Here Leader provides clear expectations to employees and motivate them to achieve that.
- It is more advantageous in small scale organization, generally not possible in large scale organization as it can be time consuming to know each employee individually.

⇒ **Characteristics of coaching Leader**

- Supportive.
- Provide Guidance rather than Command.
- Value learning for Growth.
- Self-Aware.
- Asking Guided Questions.

⇒ **Advantages of Coaching Leadership Style**

- Positive Culture within Organization.
- Development of New skills in employees.
- Employee Empowerment.
- Confidence in Employees

⇒ **Disadvantages of Coaching Leadership Style.**

- Possible only in Small-Scale Organization.
- Time-Consuming.

B) Visionary Leadership Style.

- In this leadership style, Leader has powerful ability to drive the progress of the organization.
- He achieves the success by inspiring employees for new ideas and earning trust of the by inculcating trust of them.
- Here Leader has ability to establish strong relationship with the employees, which will lead to growth of both employees and organization.
- Here leader earn the trust of both Management & Employees for the faster growth of Organization.
- This Leadership style is generally applicable to Smaller, faster growing organization or large-scale organizations which are going through restructuring or transformation phase.

⇒ **Characteristics of Visionary Leader.**

- Inspirational.
- Strategic
- Innovative.
- Optimistic.
- Risk-Taking.
- Confident.

⇒ **Advantages of Visionary Leadership Style.**

- Helps in Organization Faster Growth.
- It helps in building a quality team.
- Increasing competitive advantage of Organization.
- Implementation of New technologies in Organization.

⇒ **Disadvantages of Visionary Leadership Style.**

- Visionary Leader may miss small opportunities coming in path.
- In planning for future growth, Present day issues may not be solved.
- Only focusing on growth will create disconnection with team.

C) Servant Leadership Style.

- This is one of the best Leadership styles for taking out best from employees.
- The main purpose behind this style is employee should be given top importance.
- Here Leader is always aware of emotional and professional needs of employees.
- Leader here feels that if employees are kept emotionally satisfied, they will give their best productivity.
- Here Leader will receive higher level of respect and due to this there will less employee turnover in the organization.
- This Leadership style can be applicable to any type of Industry and any size of Organization.
- Here leader are experts in building team for organization and improving the morale of the employees.

⇒ **Characteristics of Servant Leader.**

- Employee focused Leader.
- Motivate the Team.
- Personally care about Employees.
- Good Communication Skills.
- Always works on team-collaboration and employee engagement.

⇒ **Advantages of Servant Leadership Style.**

- Boost Employee Loyalty.
- Improve productivity of employees.
- Employee and Organization Growth.
- Builds confidence in employees.
- Creates future Leaders.

⇒ **Disadvantages of Servant Leadership Style.**

- They may face oppose from employees sometimes as they put Authoritative Leadership.

D) Autocratic Leadership Style.

- It is also called authoritarian style of Leadership.
- Here the focus of Leader is on efficiency and results rather than employees.
- Leader makes the decision here and employee need to follow that without any oppose.
- This type of leaders can be said as Military Commanders and make employees to follow their orders without delegations of any Authority.
- This is suitable to organization which requires strict guidelines to be followed or heavy compliance industries.
- Also, this Leadership style can be followed where employees require more supervision.
- This style of Leadership will hinder any sort of employees’ creativity and reduce bonding with employees.

⇒ **Characteristic of Autocratic Leader.**

- Self-Confidence.
- Communicate clearly and consistently.
- Make employee follow rules.
- Believe in employee supervision.
- Self-Motivated.

⇒ **Advantages of Autocratic Leadership.**

- Clear Communication with employees.
- Reduce Employee stress by making decision on their own.
- Quick decisions.
- Control on Employees.
- Increased Productivity of Organization.

⇒ **Disadvantages of Autocratic Leadership.**

- High Employee turnover.
- Create Stress on employees.
- Less creativity from employee side.
- Lack of flexibility in organization.

E) Laissez-Faire Leadership.

- This is totally opposite to Autocratic Leadership style.
- Here Leader delegates the task to team members and gives them enough authority to manage that.
- This leadership style is applicable when leader has also to focus on other projects also and have not much time to manage employees.
- Leader may opt for this style when employees are well-trained and experienced.
- But here there is chance that employee may be confused about what is expected from them.
- Also, this leadership style is not possible where employee needs continuous motivation and direction.

⇒ **Characteristics of Laissez-Faire Leader**

- Believe in freedom of choice.
- Provide sufficient resource and tools.
- Effectively Delegate.
- Have Trust on Team members skill and efficiency.
- Promote Automatic working environment in organization.

⇒ **Advantages of Laissez Faire Leader**

- Encourage employee creativity.
- Relaxed working environment in organization.
- Increase Employee retention.
- Attract High-Quality workforce from Market.
- Employee and Organization growth.

⇒ **Disadvantage of Laissez Faire Leadership**

- Not useful when new employees are there.
- Lead to confusion for employees as they do not know what is expected from them.
- Creates lack of structure in organization.
- Sometimes employees feel that they are not properly supported by Management.

F) Democratic Leadership.

- This is a combination of both Autocratic and Laissez-faire Leadership style.
- Here Leader takes the input and feedback of the employees before making any decision.
- Due to this employee feel motivated as their opinions are heard by management and will be more committed towards the organization.
- This can increase the bonding between employee and management.
- This leadership style will increase employee workplace satisfaction and will result into increased employee and organization productivity.

⇒ **Characteristics of Democratic Leader**

- Flexible.
- Good at Mediation.
- Value group discussion.
- Provide information to employees while making decision.
- Creating work environment in organization where everyone has right to share their ideas.

⇒ **Advantages of Democratic Leadership Style**

- Employee empowerment.
- Employee retention.
- Boosts employee morale.
- Requires less managerial oversight.
- Increase in productivity of both employee and organization.

⇒ **Disadvantages of Democratic Leadership style**

- Possible chance of inefficiency and highly costly.
- Time consuming.
- Can create social pressure on employee who do not like to share ideas.

G) Pacesetter Leadership Style.

- This leadership style is useful when leader wants to achieve fast results.
- Here Leader’s focus is on employee performance so they set high standards for employees and take proper follow-up of that.
- This style can be applicable in organization where there is fast-paced environment in organization and team members are energized.
- This style cannot be useful where employee requires continuous guidance.

⇒ **Characteristic of Pace-Setter Leader**

- Result focused.
- Highly competent.
- Gives importance to performance rather than soft skills.
- Set high standards.
- Praise employees less.

⇒ **Advantage of Pace-setter Leader.**

- Faster achievement of goals.
- Leader pushes employees towards achievement of target.
- Promotes high energy in organization.
- Creates dynamic work environment.

⇒ **Disadvantages of Pace-setter Leader.**

- Increase employee stress.
- Chances of miscommunication.
- High employee turnover.
- Disputes between Management-employee.

H) Transformational Leadership Style.

- In this leadership style leader inspire employee to bring innovation & creativity in their work for growth of their own & organization.
- Employee will be allowed to put their opinion in various decision making.
- Here Leaders trust trained employees and delegate them authority of work done by them.
- Here employees are given opportunity for their career growth by giving authority & responsibility to them, suggesting creative ideas to management, and finding new ways of working.

⇒ **Characteristic of Transformational Leader**

- Boost motivation of employees.
- Mutual respect with team.
- Creative.
- Inspiring employees to achieve their goal.
- Good understanding of organizational needs.

⇒ **Advantages of Transformational Leadership Style.**

- Boost morale of employees.
- Increase employee retention.
- Achieving organizational goal.
- High productivity of employees.
- More creativity from side of employees.

⇒ **Disadvantages of Transformational Leadership Style.**

- More focus on bigger picture.
- Can lead to employee burn-out.
- Increased pressure on employees.
- Possible only if employees are properly trained.
- Continuous communication is needed.

D) Transactional Leadership Style.

- This leadership style is somewhat like pace-setter leadership style.
- Here the focus of leader is on the performance of the organization.
- The various incentives schemes are predetermined and communicated to employees regarding that well in advance.
- Leader will mentor employees whenever needed and give necessary instruction for their working.
- Also, he will arrange various training programmes to enhance the skill of the employees.
- This leadership is suitable to organization whose focus is hitting on specific goals, it cannot be implemented in organization where creativity is needed.

⇒ **Characteristics of Transactional Leader**

- Practical and pragmatic
- Give importance to goal achievement.
- Value corporate structure.
- Micro-manage.
- Clear communication.

⇒ **Advantages of Transactional Leader.**

- Achievement of goal.
- Clearly defined structure in organization.
- Proper training to employees.

⇒ **Disadvantages of Transactional Leader.**

- Long term goals are not focused.
- Employee creativity not possible.
- Some employees are not motivated by incentives.

J) Bureaucratic Leadership Style.

- This leadership style is generally suitable for heavy and safety industries,
- Here there is set of defined rules, clear guidelines, systems and processes and employees need to follow them.
- He will have a clear communication with employees regarding system of working.
- He will define the responsibilities of each employee.

⇒ **Characteristics of Bureaucratic Leader**

- Great work-ethic.
- Committed to organization.
- Detail oriented.
- Task focused.
- Self-disciplined.

⇒ **Advantages of Bureaucratic Leader**

- Effective in organization that need to follow strict rules and regulation.
- Each employee is given clearly defined role.

⇒ **Disadvantages of Bureaucratic Leader**

- Restricts Creativity.
- Less bonding between Leader-Employee.
- Leadership style not suitable in dynamic environment.

3.2.2 Factors influencing leader effectiveness

Leader & his approach is affected by many factors, some are internal while some are external factors. It is very necessary to manage them effectively. This factor will impact leader & also employees. Some of the factors affecting are controllable which management need to take care on which success of organization is dependent. Leader’s approach plays an important role in productivity of employees & their commitment towards the organization. Leaders positive approach will increase his bonding with employees, which will have positive impact on entire organization culture.

Following are some common factors that has impact on effectiveness of Leader: -

1). Leader’s personality

Personality of leader has great impact on performance of employees & their productivity. Negative personality of leader will impact on performance of employees. Thus, leader must maintain quality approach towards management & employees of the organization. His positive & aggressive approach will motivate employees to perform their best. Also, it will increase bonding between management-Employees & reduce union activities within organization. Leader’s behaviour has impact on entire organization performance. Thus, in short Leader’s personality will control the leader effectiveness.

2). Leader’s experience

Leader’s experience has great impact on his behaviour. Based on that experience only he will approach the organization. Bad experience will limit him to do something new/better in the organization. If leader has received positive response for any of his new decision which led to betterment of organization, then leader will try to impose more such decisions, which will benefit the organization & employees both. Also, many important decisions of organization will be influenced by experience. The knowledge & efforts inserted by a leader will always depend on his experience. Thus, Leader’s experience will always influence his decision making.

3). Leader’s expectations

Leader’s expectations have role to play in entire organization process. Employees’ performance is influenced by what is expected by their leader. If leader expects very high level of performance, it will create pressure on them and their performance will degrade. Leader should make clear his expectations to his sub-ordinates & show the way to them how to perform their task. According to many experts’ leader should lead from front, show to sub-ordinates by their own performance & motivated to perform more better. He should direct employees whenever they are making any mistakes & should guide them in right direction.

4). Supervisor’s expectations & behaviour

It is always said incorporates that leader’s also have Leader’s. Management will give orders to leader which he has to pass on to his sub-ordinates, allot them, work accordingly to their skills, take various follow ups & direct them towards achievement of organizational goals. Thus, leader’s performance is also influenced by how top management of organization is supporting him. If superior is positive, they will support the leader maximum & in return he will give the management the desired result. Even the employee’s behaviour will be influenced by superior’s behaviour towards them.

5). Staff characteristics

This is one of the most important factors that will determine effectiveness of leader in organization. This is totally out of control of the leader. He can try to manage them but it will totally be dependent upon staff’s response. Effectiveness of leader will be influenced by his bonding with the staff. Quality of staff hired, will impact the leader’s decision making. Even though skillful staff is available but unity is not among them it will impact leader’s performance. Thus, workforce will determine success of leader & organization. It is the responsibility of leader that he should create disciplined environment within organization.

6). Requirements of Tasks

Task complexity has always impact on the leader’s performance. If the task is dependent upon trial & error basis, the success of leader will be comparatively low. Besides this availability of employees to complete the task will have impact on leader’s performance. If there is monotonous task, lower-level task then it will be easily completed & leader will be able to achieve organizational goal. Level of risk will determine the; level of success of organization & leader. If the organization is doing the task intelligence related to the success ratio will be comparatively less to monotonous task. Also, quality of available workforce will have impact on the results of the performance task.

7). Organization climate & policies

Organization climate will influence the leader’s decision making. It will determine about leader getting flexibility from management. If there is positive culture in organization, it will motivate employees to do their best. Also, by their knowledge they can participate with management in various decision making. It will increase the bonding between Management-Employees. Various policies will influence Employees role in the organization. Management needs to create positive environment to influence Leader & Employees for performing their best. Good relationship between management-Employer and Employees will smoothen all the process in organization.

3.2.3 Characteristics of good quality leader

Quality leader is the one who inspires his followers towards the achievement of organizational goals. They are the one who establishes good connection between different parts of organization. He fills that portion of organization which is very important part of organization. He communicates with different individuals of organization what work must be done by them. Leader’s action will inspire other Employees to perform more better & have optimum utilization of resources. In this continuously developing world. Many organizations not able to sustain because of their leader’s vision.

He knows how to manage different situation perfectly. Leaders who have great vision are unshakable in any situation and are determined to work hard in any damn situation. All this would have positive impact on the results of the organization. By having this type of leader, even employees will be motivated to perform more better. This will also improve the relationship between management & Employees & will also reduce Employee turnover in the organization.

Following are the good qualities which we generally find in Leader’s across globe:

-

1). Maintain High standard of performance

A quality leader will always try to maintain very high level of performance in any situation. This will create positive environment within entire organization. Besides this he will also motivate others also to give high level of performance. Also, leader will organize various training & development programs to enhance the skills of employees. This will reduce employee turnover in the organization. Leader’s concern towards Employee’s will increase their commitment towards organization. Besides this it will increase bonding between Leader & Employees. Due to this employee will feel free to advise Management in some of the important decision making because they have knowledge of actual market & are in touch with customers.

2). Demonstrating respect for diversity

Every organization consists of diverse group of employees with different skills, caliber, position, caste, gender & many more. It is responsibility of leader to allot all of them, take their follow up & co-ordinate them for achievement of organizational goal. Besides this he will always respect different skills of employees. Respecting diversity will become strength & advantage for employees. Also, it will increase among various members of the organization. Leader will be able to maintain quality workforce in organization & able to attract highly skillful employees from market whenever needed. This will improve the brand image of organization in market.

3). Demonstrating commitment

Leadership & commitment are two things that are closely connected with each other. He should always give best efforts for commitment given to top management & Employees. This will have positive impact on Employee’s commitment towards organization & employee turnover ratio. Also, it will increase bonding between Leader & Employee. Besides this, staying on commitment will increase respect in mind of employees towards leader. Also due to this various process in organization

will run smoothly. This will have positive impact on end results of the organization. Staying on commitment will make Leader’s, Employee’s & organization growth.

4). Proper treatment to staff

Maintaining dignity of staff is prime requirement of organizational success. Mutual respect between Leader & Employee must always be maintained for betterment of organization. This will have impact on relationship between management & employees. It is the responsibility of management to treat employees with integrity & empathy. Positive response of management towards employees will increase their commitment towards organization. Also motivated employees will bring enhancement in his performance. this will improve organization performance also. Employee turnover will reduce & organization will be able to attract quality talent from the market.

5). Recognizing & meeting Employee’s needs

It is very necessary for management to take care of requirement of employees. Taking care of employee’s need will keep them satisfied & happy. This will have positive impact on the organization results. In small organization there are chances that leader may meet all the employees’ working so he can directly talk about their requirements through their representatives. Leader should have positive approach towards fulfilling employees’ needs. this will increase understanding between management & Employees and it will reduce union activities in organization.

6). Encouraging participation

In competitive environment all over the world, it is necessary for management that employees participate in decision making & represent their viewpoint. Employee’s suggestions can give important direction to management decisions. it is because employees are performing actual process & they are in touch with customer. Also continuously working in same area can give employees idea & better way of working. Also, employees are in actual touch with customer, they will know the latest requirements of the market. this data they can provide to management on which they can act upon.

7). Ensuring communication

Communication plays important role in the success of organization. it helps in giving right direction to employees. Good communication will help employee in knowing what work must be done by them. Management needs to communicate all the important plans to employees & make them aware of what organization want to achieve. this can increase the motivation & efficiency of employees. this will have positive impact on the overall performance of the organization. also, there will be reduction in employee turnover of the organization.

8). Providing feedback & encouragement

Feedback is one of the important tools for management to increase motivation of employees. It is the view of management on the performance of employee providing feedback will help employee in knowing what error must be done by them & what has been performed by them. by this they can focus on how they can improve on their performance. Also, leader should provide encouragement to employees for their better performance. this will have positive impact on growth on both employees & organization.

3.2.4 LEADERSHIP MODELS

A) **MANAGERIAL GRID THEORY**

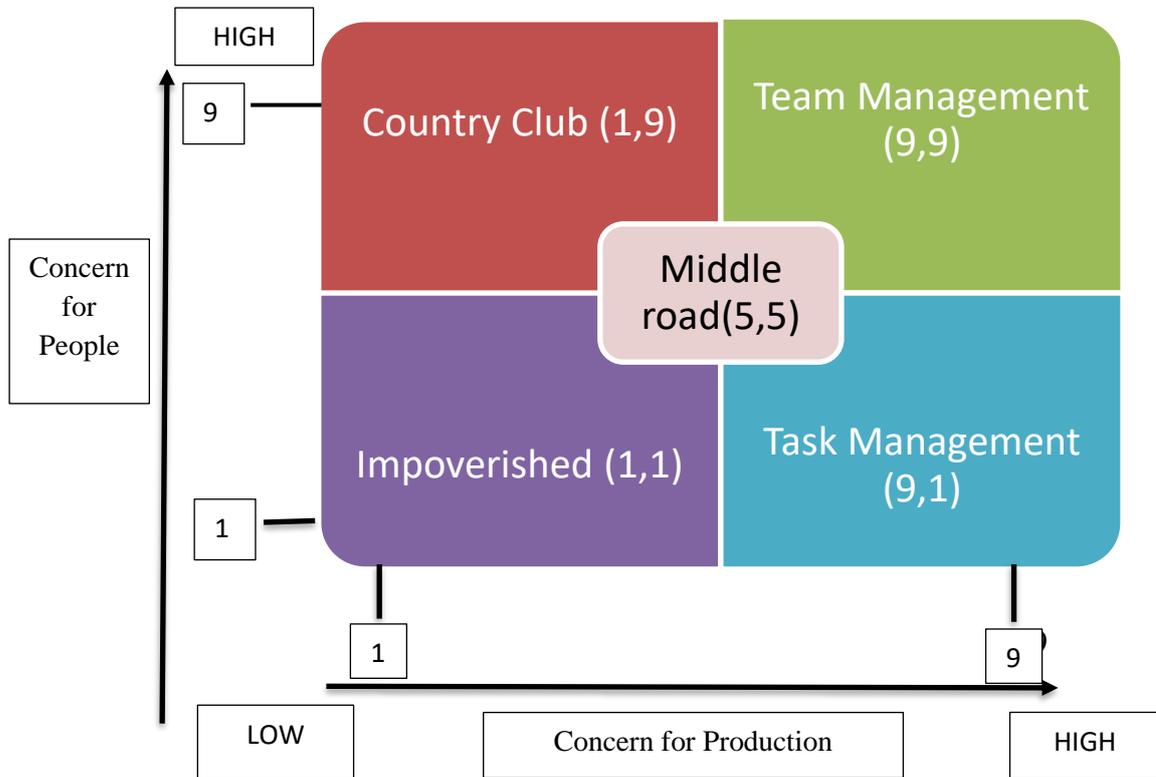


Figure 3 .6: Model of managerial grid

The theory of Managerial Grid was developed by **Robert Blake & Jane Mouton**. It is also called as Leadership Grid. It is a practical approach of applying behavioral science into industrial practices. It includes two criteria that is **Concern for People & Concern for Production**. This theory is useful for improving the effectiveness & efficiency of employees which will ultimately prove beneficial for organization.

Concern for people means the degree to which people is committed to achieve the goal, maintaining self-esteem & satisfying personal relationship.

Concern for production means attitude of superiors towards policies & procedures, effectiveness of staff & creativity, efficiency of work & volume of output.

The managerial grid identifies five leadership styles based on two behavioral dimensions as shown in the figure below:

From the figure we can infer that there are 81 categories in which Leadership style may fall: -

The figure shows that X-axis(horizontal) represents concern for production & Y-axis(vertical) represents concern for people, based on nine-point scale, with 1 representing low concern and 9 representing high concern. 5 represents Middle position.

The style of Leadership are as follows: -

1). Impoverished management (1,1): -

Exertion of minimum effort is required to get work done & increase organization morale. There is minimum concern for people & production. Managers function to preserve their jobs & security. So, disharmony, dissatisfaction & disorganization arises within organization.

2). Task management (9,1): -

The leader here is concerned with more production, effectiveness & accuracy in organizational performance by management of work in a way the effects of human element will be at minimum level. This is called Dictatorial style where subordinates are required to perform task as directed by supervisors. In short term output may increase but in long run due to strict rules, there is possibility of labour turnover.

3). Middle road management (5,5): -

This represents that adequate performance of organization by balancing the requirements of work & sustain satisfactory morale of employees. Balance is kept between organizational goals & Personal needs of employees. Both the people and production needs are not completely met, and thus the organization land up to an average performance.

4). Country club (1,9): -

In this style, manager gives thoughtful attention to needs of people for satisfying relationship leads to comfortable, friendly organization atmosphere & work culture. This promotes self-motivation among employees. However, it is a concern that less attention to production can adversely affect work goals & lead to unsatisfactory results.

5) Team management (9,9): -

According to Blake & Mouton, this is the most effective leadership style wherein the leader gives equal importance to people & production both. Here it is believed that employees are committed towards goal achievement. They are dedicated and inter-dependent. The leader feels that empowerment, trust, respect, commitment helps in nurturing team relationships, which ultimately results in increased employee satisfaction & overall production of organization.

By analyzing all the styles, it is derived that this Style is also called “Super leader style,” wherein there is maximum concern for production & people both.

Thus, the managerial grid is a graphical representation of different leadership styles that manager adopts while dealing in the industrial settings.

B) LIFE CYCLE THEORY OF LEADERSHIP

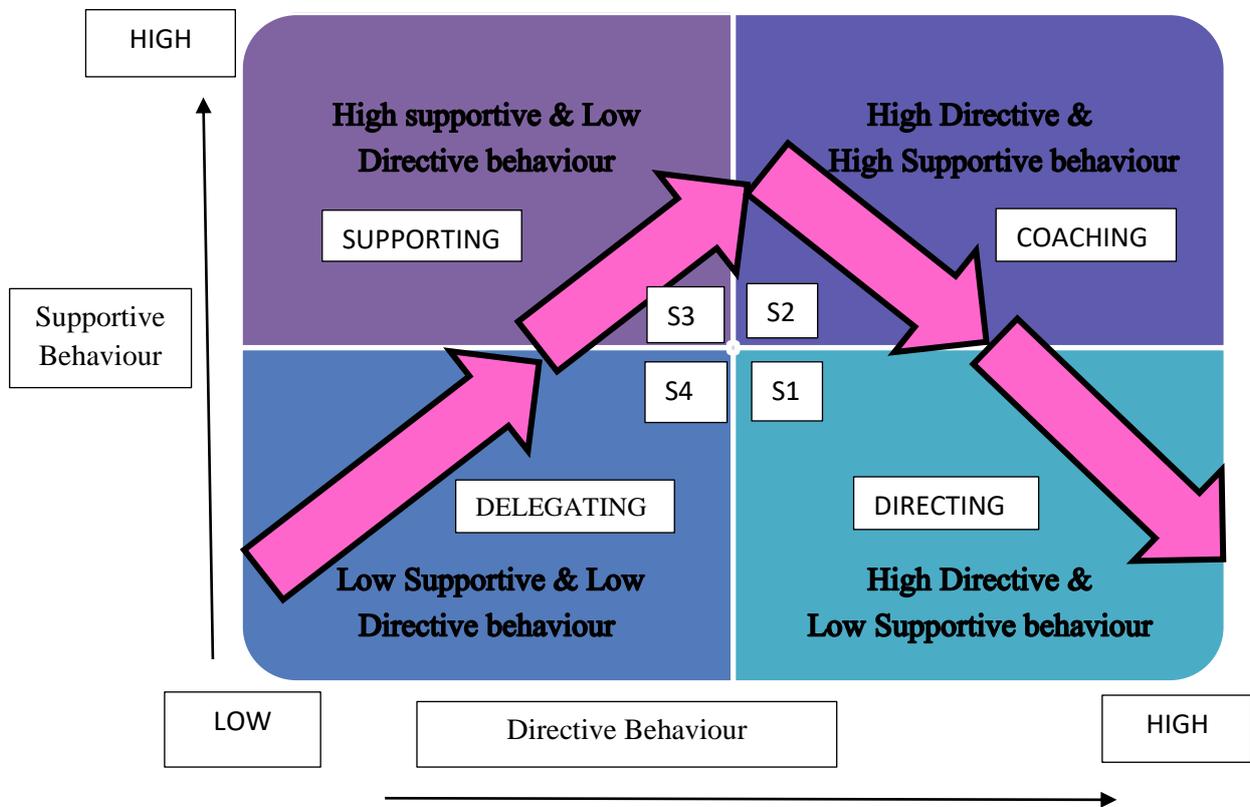


Figure 3.7: Model of life cycle theory

Paul Hersey & Kenneth Blanchard has developed a situational model of leadership that adds maturity of follower as a situational variable which requires consideration. There are two behaviour which needs to be adjusted which are task behaviour & relationship behaviour.

Task behavior refers to the amount of direction that a leader provides to his followers, like telling them what to do, how to do it, when to do it, and where to do it.

Relationship behavior refers to the amount of two-way communication the leader uses with his followers, which includes active listening and providing supportive and facilitating behaviors.

This theory is used in major training device at Fortune 500 companies & also used in military training and is a popular approach of leadership. Hersey & Blanchard believes that relationship between leader & sub-ordinate moves through four phases. On X axis (horizontal) there is task behaviour which ranges from low to high. And on Y axis (vertical), there is relationship behaviour ranging from low to high. Based on this, phases are divided into four categories.

1) S1: - Telling/Directing Leadership Style

Follower Maturity: -M1

Leadership behaviour: - High Task & Low Relationship.

In the most initial stage, when subordinates enter the organization, a high task orientation by manager is considered appropriate. Subordinates should be given clear instructions about rules & procedures of organization. This style is effective when Maturity of followers is at low level. Here participative style must not be used & manager must not be non-directive.

2) S2: - Selling style/Coaching Leadership style

Follower Maturity: - M2

Leadership behaviour: - High task orientation & High relationship behaviour.

As and when subordinates begin to learn their tasks, task-oriented management remains important but managers need to trust & support their subordinates & motivates them to put in more efforts. So, managers start Employee-oriented behaviour. Subordinates are now willing to accept full responsibility but still they are on low side of maturity. So, they still need support of their leader.

3) S3: - Participating/Supportive Leadership style

Follower Maturity: - M3

Leadership behaviour: - Low task & High relationship behaviour.

This is a phase when subordinates are totally acquainted with work environment & active listening & sharing in decision making is emphasized. Subordinates actively begins to take up responsibility. The manager no longer needs to be directive & will be considerate in order to strengthen the subordinate’s initiative to assume greater responsibility. In this phase, managers are on high side of maturity.

4) S4: - Delegating Leadership style

Follower maturity: - M4

Leadership behaviour: - Low task & Low relationship.

This is the final stage when manager uses delegating style to allocate the work. At this level, followers are self-directed & able to take own decisions. Manager can reduce amount of support & encouragement as subordinated slowly become more confident & experienced. They have ability & willingness to work & are at a very high level of maturity.

The key to use Life cycle theory of leadership lies in understanding the maturity level of your team & its members. After understanding that, appropriate leadership style can be determined.

C) HIGH IMPACT LEADERSHIP MODEL



Figure 3 .8: Model of high impact leadership

This Leadership model highlights three aspects of a Leader: -

1. Leadership competencies: -

2. Leadership responsibilities: -

3. Leadership skills: -

If these three skills of Leaders are combined then it will result into positive outcome for the employees & organization both and it will lead to increase in productivity & performance.

1). Leadership competencies: -

The Leader should be competent enough to maintain his/her position & direct the employees. A Leader should always be focused on organizational goals. He should have a high EQ level to deal with all the workforce of organization in an effective way. He should be able to build trust among employees & healthy environment must be built up in the organization. He should be able to apply all the concepts in practicality. He should be able to think in a proper way.

2). Leadership responsibilities: -

There are fixed & specific responsibilities of a Leader towards organization & employees. Results should be created & derived because without fulfilment of goals it is not possible to sustain in the organization. Even to sustain longer, goals of organization must be fulfilled. A Leader is a creator of the organization in the sense that he builds up the good will of the organization, he develops future leaders, he maintains market reputation & builds up image in the organization. He is also responsible to develop knowledge-based culture in the organization.

3). Leadership skills: -

Certain Leadership skills should be inculcated in a Leader before he is assigned the position of a leader. He should play a role of a coach or a mentor for his employees. Even negotiation efforts must be made with trade union. Problems of all the employees must be solved timely which will enhance their satisfaction level. He should ensure proper communication in the organization among all levels of

management. Even if change is incorporated then he should be able to get employees accept the change. Efficient change management should be done.

Thus, high impact leadership model must be adopted in order to create good impact in the organization.

D) 4 H LEADERSHIP MODEL

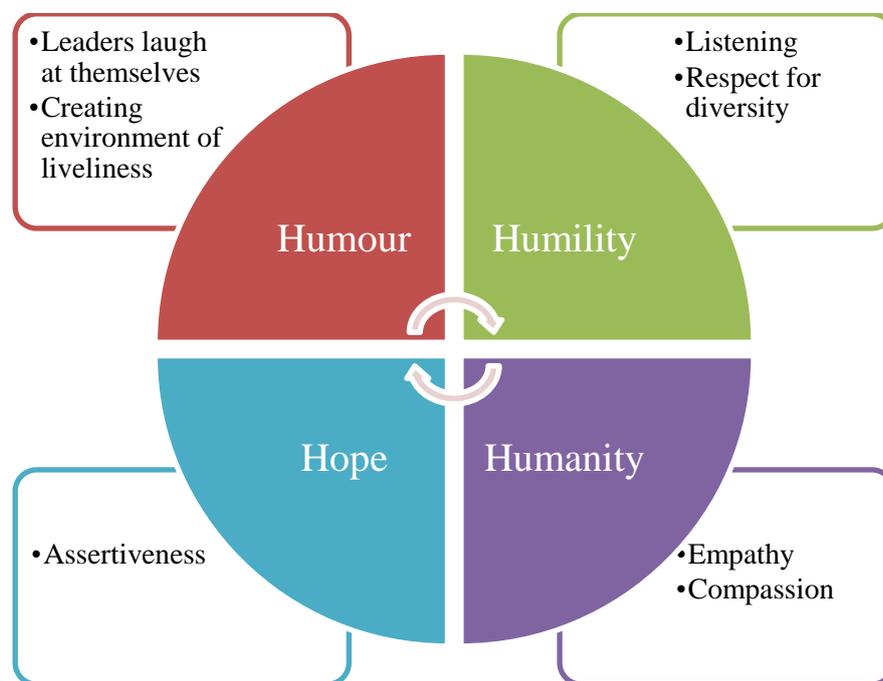


Figure 3 .9: Model of 4 H leadership

The 4 H Leadership model is a new approach in Leadership. It is believed that Leaders should have 4 H’s in his leadership that is HUMOR, HUMILITY, HOPE AND HUMANITY.

All these criteria make him a perfect leader. Now let us understand each H in detail.

1). Humour

Leaders should have ability to laugh at themselves. He should be able to create a fun environment for the staff. Leader should take strict follow up of the work as well as

create lively environment for everyone to work. If smooth environment is created then co-cordial relations is maintained.

2) Humility

Leader should listen to every employee may it be complaint or suggestions. Leaders should be open to everyone to listen the suggestions& implement it. Even all the grievances must be solved. Workforce diversity must be strictly addressed in form of prejudice & bias. Care should be taken that no partiality is done between the workforce. Equality should be maintained in terms of gender & caste.

3). Hope

Hope should always be there in every situation of the organization. Assertive behaviour must be encouraged. Positive behaviour should always be motivated among staff which comes from a leader. So, Leader should be strong enough to face all the situations of life.

4). Humanity

Humanity is most important aspect in all the situations. A Leader should have Empathy & Compassion for each individual working in the firm. He should treat everyone with more of humanity because workforce is asset of organization. If they will work satisfactorily, then there will be less turnover& employees will retain for long term in the organization.

E) CHAMPION MODEL



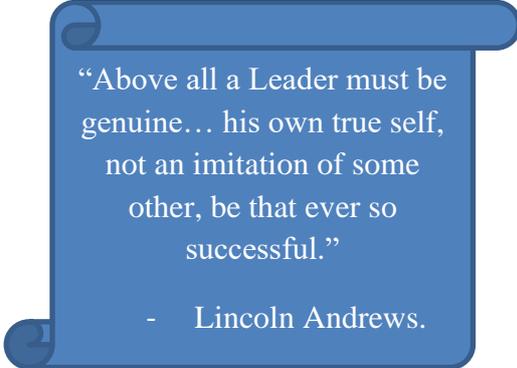
Figure 3 .10: Champion model

Champion model is a model for 21st century leaders. This model is given by Fernando Guadalupe. According to him strategic leaders are transforming their organization through vision, values, climate, culture that they create. Strategic

leaders can expand leadership influence by contributing to organization’s well-being. Strategic leaders know that they cannot control large organizations.

Strategic leaders can have effect on them with help of Leadership models. Leaders who influence organization in an efficacious manner understand both individual & organization. Leadership model becomes invaluable to strategic leader’s foresight, understanding & success.

Champion model means self-mastery through personal ethos, leads to individual champion.



“Above all a Leader must be genuine... his own true self, not an imitation of some other, be that ever so successful.”

- Lincoln Andrews.

- **The individual champion**

Strategic Leaders in Champion model recognizes that opportunity to lead is a privilege. The individual champion emphasizes personal ethos to direct & inform one’s efforts & actions. It serves as a regulator to regulate behavior & allows leader to live values & qualities on a regular basis. Leader should be competent. Strategic Leader knows the strength & weakness & should overcome them. Emotional Intelligent organizations can recognize oncoming issues & deal effectively & avoid erosion in trust.

- **The organizational champion**

Strategic leader makes decision in ways that manages the tension between success in daily tasks & success in long term. This model facilitates decision making by

providing balance of direction & comfort. Leader needs to start with his own vision, then only he would be able to develop organizational vision. Boss imply tells people what to do but leader shows how to implement. A strong culture is enhanced through commitments to mentoring & properly established feedback mechanisms. In order to have organizational championship, day in & day out consistency must be maintained. He looks out for crisis & finds out antidote against crisis.

- **The champion to society**

Leader should also be champion for society. Society trust leader when he is trustable, dependable & accountable. Strategic Leader emphasizes on value-driven action. Model guides a leader to be calm, & enforce through bold action. Strategic leader in champion model is built to help him achieve success against any crisis.

- **Conclusion**

Here, in this model Leader understands that leading is a privilege, He/she inculcates themselves with necessary ethics, values & competence to effectively beset so many talented leaders.

F) TRAIT MODEL

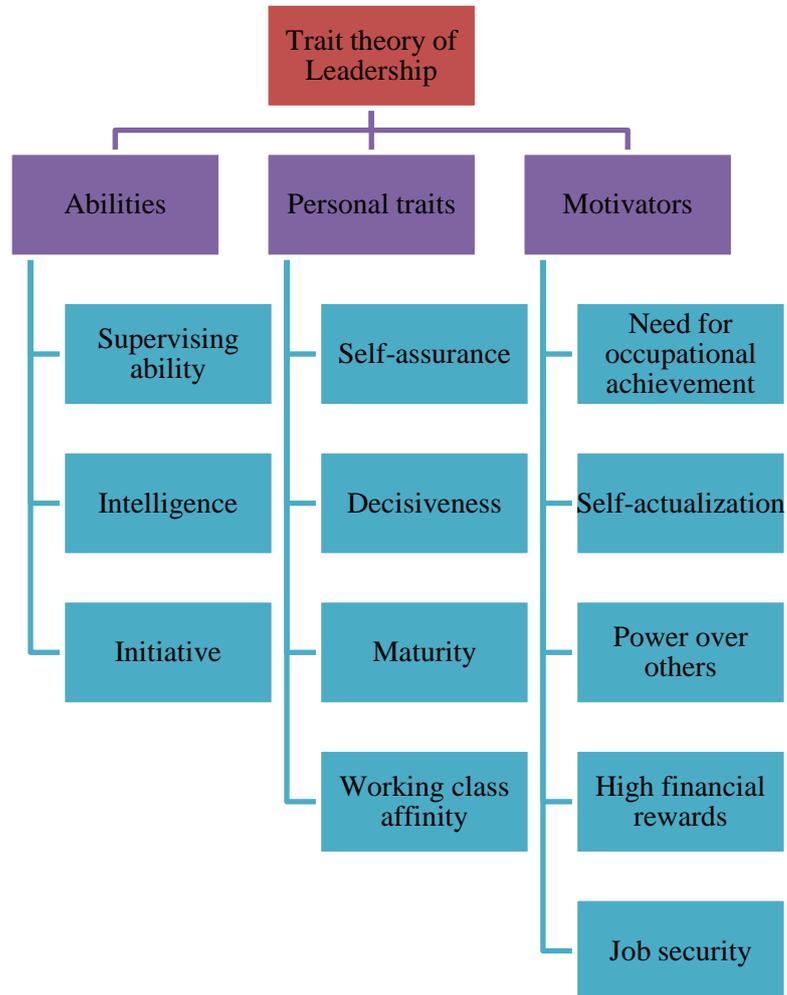


Figure 3 .11: Trait model of leadership

This theory states comparison of leadership characteristics to list of traits of many successful & unsuccessful leaders can be used to predict leadership effectiveness. This theory can be used as a yardstick to assess your potential of being a leader. These are the personality traits which can be used to identify strength & weakness.

The list of describing leadership traits of successful leaders is very long. Also, situational factors impact leader’s ability to lead.

Personality traits are divided into three types: -

1. Abilities

Leaders should have supervising ability. He should also be intelligent to see how the work is allocated among employees & should be able to take initiatives in organization. Leaders should be able to manage work of every employee. He should be capable enough to handle the work.

2. Personal traits

Leader should be self-assuring to employees. He should be able to make timely decisions. He should be mature enough to judge the work environment & take decisions accordingly. He should know how to maintain balance between working class & also maintain gender equality.

3. Motivators.

Leader should have the need of achieving something or reaching the goal. He should have influence & power on others. He should provide higher financial rewards & also give job security to employees. There are self-actualization needs of employees that should be satisfied.

3.3 Social support

Social support is made up of two words: - Social & Support. First, let us take up the word Support, it is basic thing everyone needs in this world. Man is a social animal & support is most needed to them. Secondly, many social creatures exist in this world, who depend on others directly or indirectly. Social Support exist in this world since ancient times, but at that time importance was not much as it is of now. In modern world, industrial or service sector has developed to a great extent. Many of the businessman have gone to global level or established multi-national organizations. All of this have increased competition everywhere, which is creating pressure on top management.

Top management transfers entire pressure on the employees, who are performing various functions. It is because they come in direct touch with customers & actual operation. Here, management will try to have maximum utilization of resources. Among all the resources, Man is the only living resource, who do have emotions & intelligence. It is the most critical & sensitive area that management must deal with. Attitude of Employees plays a crucial role in success & goal achievement of organization. Management should have tricks & techniques related to how to motivate employees’ towards achieving organizational goals. Among some of the important tools, Social Support is one of them. It can be said as one of the modern techniques of management. This is necessary in shaping the employees’ behaviour. Social support has direct connectivity with employee stress & performance.

The importance of employees in today’s era has increased to great extent. They are the main soul behind the success or failure of organization from another. The workplace is responsible for creative & extra-ordinary performance of organization. Now a days, with increase in competition there is also increase in stress of employees. This is the point where there is cent percent chance of reduction in their productivity. Majority of this will not be able to balance pressure of both work & personal life. Ultimately all of this haves impact on Employee’s productivity and health.

“An analysis of various ‘Attributes of Rewards,’ ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”

Along with modernization of industries, there is evolvement of new management technique called Social Support. It is the support that the employee gets from his surroundings. It will include from both inside & outside the organization.

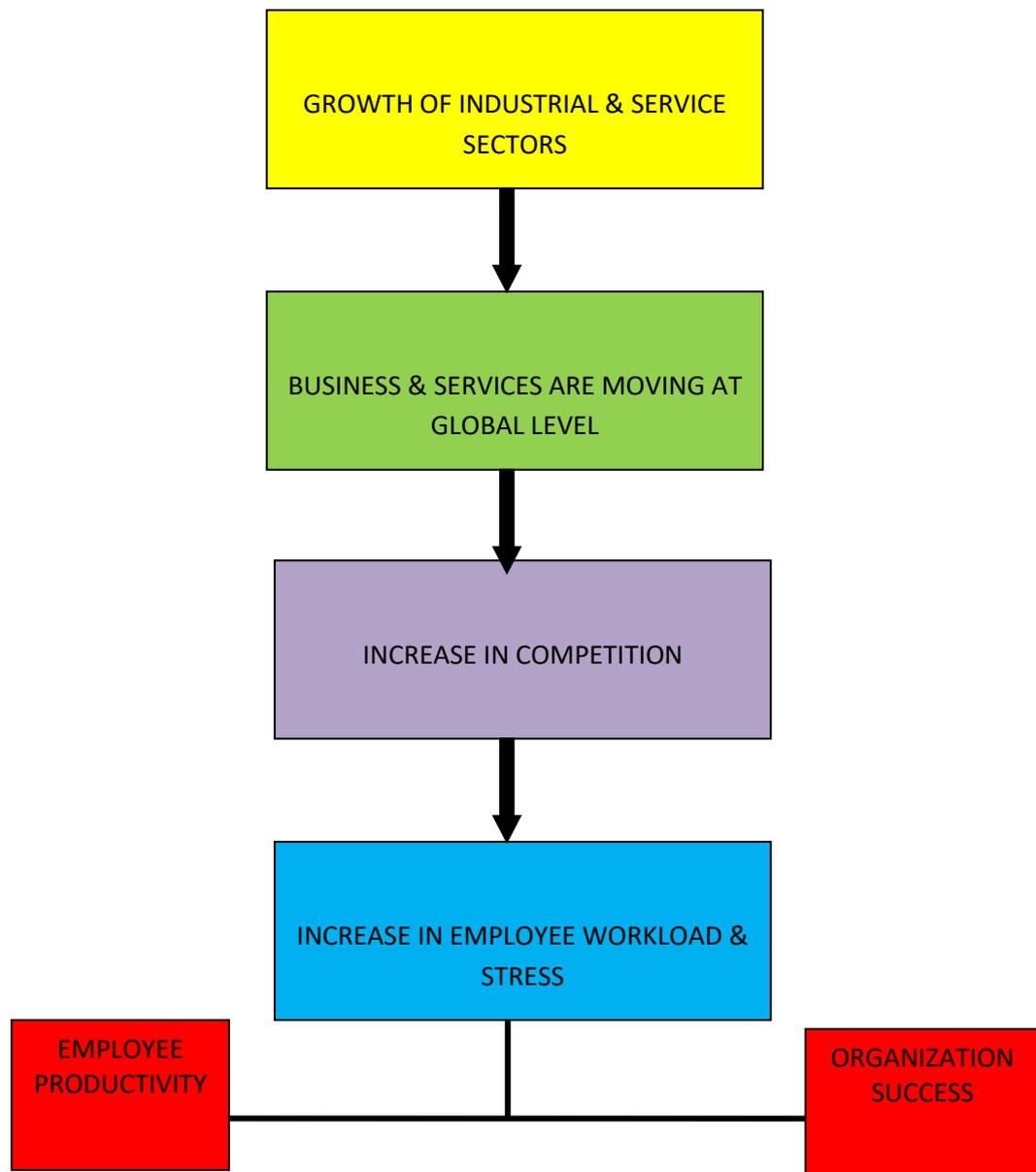


Figure 3 .12: Need for social support

Now top management knows the importance of Human workforce, that is why they are trying to deal with them in most efficient way. Also, they will focus on minimum Employee Turnover. Besides this, Management is also arranging training programs for middle & lower-level managers regarding how to deal tactfully & softly with employees. Immediate boss/ Managers will try to provide coaching/mentoring, support to employees. This is one of the good forms of social support to Employees. It will enhance motivation of employee & increase their productivity. Modern day business organizations are framing their entire strategy around their main asset i.e., Human Work Force.

Also, organizations are trying to provide various prerequisites which will increase motivation of employees. This all will reduce the stress of an employee in one or other way. Finally social support provided by organization has impact on Employee Efficiency which do direct influence on organization results.

3.3.1 Overview

Social support is the emotional & physical support given by our superior, co-workers, family & friends. They are that part of community who love & care for us, give value & are well-wishers of employee. Everyone in the world needs people on whom you can depend during good times & bad times. The study of Social Support was initially done in the year 1905 by Dr. Joseph Pratt, an internist from Boston. He called group of tuberculosis patients to discuss hygiene in relation to illness. Here it was reflected that “Social Support” gives much power to physical health.

Social Support has been proven life-saver to Employee, the different researches show that Employee who are supported by Family, Friends, Co-workers & Immediate boss are less vulnerable to stress & illness. Those who have good Social Support deal better with Job Stressors. Having a good social network will provide sense of security, belonging & community. There is different type of structure & un-structured groups for an employee.

A human being can develop social network when he/she is not under stress. It is just same like business. In business, you invest funds & in return you get profit. Here in Social Support, a person invests his time in developing & maintaining relation which can be helpful during his good & bad times. Social Support provides one type of comfort to

human being, which shows your all well wishes are there when you need them. Different personalities that can provide a Social Support to employee are: -

- A. Bonding with Peers**
- B. Attitude of Immediate Boss**
- C. Organizational Support**
- D. Family Culture, Friends & Relatives**

It is not possible that one person can provide all type of support to Employee. Different sources provide different type of support to employee. Various researches show that receiving support from people with whom we are more emotionally connected has more effect.

3.3.2 Definition of Social Support

According to COBB (1976), “Social Support is defined as information leading to the subject to believe (they are) cared for & loved, is esteemed and valued and belongs to a social network of communication & mutual obligation.”

According to BLOOM, “Social Support is defined as perception that one is cared for and loved or has confident & intimate friend.”

According to THOITS & LEAPLAN, “Social Support is defined as the degree to which person’s basic social needs are gratified through interaction with others.”

According to BERKMAN, “Social Support may be seen as the emotional, instrumental & financial aid that is obtained from one’s social network.”

According to Cohen & Wills, “Social Support can also be identified as information that are accepted from others who loved, valued, esteemed and cared for.”

According to DEMARAY & COLLEAGUES, “Social Support is an individual’s perception that he or she is loved and valued by people in his or her social network.”

According to MEADOWS, “Social Support is belief and/or perceptions that indicate an individual is part of an interpersonal relationship that includes parents & peers.”

According to DAVISION, “Social Support talks about the person needs for support with close others and provide it when others experience distress. In addition, Social Support might provide a person with a forum to share & deal a wide range of issues.

3.3.3 Ways of improving social network

1. Do not be afraid of taking social risk

It is necessary that to take social risk to develop new relations. Person must take risks by trusting new person. There are different ways in which person can develop relations inside & outside the organizations within the organization. If employee feels comfortable with immediate boss/co-workers, he can have coffee/lunch with him to develop relations, person can keep his family happy, can call friends & relatives for party, dinner to develop & maintain good relation.

2. Have proper communication with supporter

It is natural that person develop relation to have support when needed. It is very necessary that person should communicate with supporter what is needed from them, they will not know automatically.

3. Increase your network

This is one of the best ways of increasing your social network you can tell your friend/colleagues to introduce to a person with whom they are known. It will lead to better network of person with whom he can enjoy. This would enhance the style of living of person. There are a greater number of persons will be available with whom he can share his feelings.

4. Create a group of your hobby

This is another way of meeting new people in the life start the activities which you like or for what you have hobbies. Due to this there will be addition of new people in Employee’s life. Join a club or class, make friends there., have support from them & give support whenever needed.

5. Let go of unhealthy ties

This are the relationships which harm person’s growth. A person should try to avoid or cut down this type of relationship. By leaving this Employee can focus on himself & making another group. Unhealthy ties will increase the stress of Employee. Also, they will get time for what is more important for them.

6. Be a joiner

This is the basic principle of any social group or social network whenever any group or individual needed any support a person should be able to provide them. This will increase the strength of social network. If a person joins/supports other during their need, then only others will support a person during his need.

7. Be patient

This is much needed from person who want to build good social network. It takes times to develop good relationship with any individual or group. Besides this you also must meet many new people to select few better among them with whom you can have better relationship.

3.3.4 Give & take: - the foundation of social support

A successful relation is always a two-way street which needs active participation from both the sides. It requires give & take feelings from one side & does not want to support opposite person when needed, this will lead to end of relation. Following are the measures which can be taken to make strong social relation.

1. Stay in touch

To stay in touch with another person makes him very much comfortable. Talking with them at regular time intervals, giving them support when needed will make relation stronger. This is the primary measure to make your social network strong. It will increase the motivation of another person. So, first person will get support from another person whenever needed.

2. Do not compete

This is the most important part of maintaining social relation when one person starts developing good relation with another person, there are chances that they start competing. Instead of feeling jealous, one person should motivate another for his development. This will make social relation much stronger. This will result into development of both the persons.

3. Be a good listener

Listening is the most important part of communication process. Whenever any person in relation to you speak anything then listen carefully to them as you can come to know what is important for them. This will increase your knowledge about person with whom you are in social network. This is necessary part to increase the strength of social network.

4. Do not overdo it

Do not irritate anybody in social network by the continuous phones, e-mail, or any other ways. This will create many problems in your social relations. Help other persons when they are in the real need. Also, you can communicate with them at regular intervals to maintain the relation.

5. Appreciate all in your social network

Appreciation is always needed for person’s who have always helped guided you whenever needed. By appreciating they will feel that they are being recognized for supporting. This is one way of saying to them how important they are to you. It will motivate them to stay always with you whenever needed. Besides this, always say timely thanks & recognize them at proper place.

6. Give back

You must always give back what you are getting from your social network. You must help the other person’s when they need you. This is the basic role of any social relationship you should be always ready to give when others needed it.

3.3.5 Advantages of social support

The term stress has evolved in last few years to a great extent. Here we are talking about “Employee Stress.” It has become important part of organization strategies now a days. Social support act as a tool of reducing the stress faced by an Employee. Management is trying to give as much as support possible, through the form of his immediate boss or colleagues. They are trying to form a strategy which will increase the motivation of an employee. Following are the advantages of Social Support.

1. Sense of security

This is the basic thing i.e., security that every employee needed in the world. Security feeling will increase the motivation of any employee in the world. Employee will feel that they are surrounded by people who are thinking & caring of them. Employee’s social network will all have information about stress & they will support them in reducing stress, people who nearby will give Employee perfect advice & get him out of stress. Through Social Support, there will be persons around Employees, who will listen his thoughts. Support from immediate boss will give them Job Security, Support from peers will give family inside the organization, support from family, friends & relatives outside the organization will make person relax.

2. Source of strength

Employee’s social network will be always his back bone during the tough times. They provide the Morale support when Employee loses hope. People from Employee’s social network will try to consult him & enhance his confidence. Whenever Employee needs any advice, he can contact any reliable person in his social network. By this Employee can take right decision whenever he is confused. This all can increase Employee’s motivation & enhance his productivity.

3. Feeling of belongingness

Employee’s feel much depressed when they are in stress. They need the persons around them to support them. Good social network is much useful during the time of stress. Due to social support employee will feel that there are people around him who will stay there during bad times. They will have feeling of family both inside & outside the organization.

Inside the organization role of family will be played by immediate boss & peers., outside the organization there are already family, friends & relatives.

4. Promoting physical & mental health

One of the best advantages of social support is it has good impact on physical & mental health of employee. Social support will increase the motivation & reduce the stress of Employee. Physical & Mental health of an Employee will have impact on his productivity. As Social Support will reduce the stress of Employee, he can spend quality time with his Colleagues & Family. Also due to better physical health, the regularity on Job will increase.

3.3.6 Sources of social support

Introduction

Every organization is increasing their network day by day. Many of them has now transferred to new multi-national giants. All of these have become only possible because of only human being. So, they play a crucial role in managing & developing the organization. The importance of Human resource has considerably increased in past few decades. Organization’s every strategy is now framed by taking Human Workforce into consideration. Human resource plays an important role in differentiating one organization from another.

So now top management is trying various ways to provide different type of Social Support to Employees of the organization. They are focusing on how employees’ can be motivated in best ways. This is because they want to maintain & develop human resource of the organization. Employees are much stressed in today’s competitive environment. They get continuously de-motivated & due to over workload & high expectations from them. They need the people around them to communicate to guide & support them. This will reduce the impact of stress on them. Many research has brought out social support as effective tool for reducing stress & improve employee productivity.

Top management is making various plans to implement various Social Support strategies in their organization. They are trying to create distinct relationship with employees to know their distress. Management is trying to come close with employees. They know that Employees are the real asset of the organization. If motivated employees are there, then

only organization can develop. Management is trying to influence positively emotions of employees’ which can improve overall productivity & efficiency of organization.

Organization is using Peer & Immediate boss as a source of Social Support to employees. Besides they are trying to provide Organization Support i.e., Management Support in best possible ways. They are forming the cluster of employees which can stay together to have Social Support. Peers are the family of employees inside the organization. Also, immediate boss is trained in such a way to deal in a social way with employees. They act as a coach/mentor to Employees. All of this will have positive impact on the performance of Employee. External sources of social support to Employee are Family Culture & Friends. They do have much influence on performance of Employee. Even though management do their best for providing Social Support, there is much needed Support from Family & Friends. So, family Culture & Friends plays a crucial role in improving morale of the Employees. Following are the main sources of Social Support: -

SOURCES OF SOCIAL SUPPORT

E. Bonding with Peers

F. Attitude of Immediate Boss

G. Organizational Support

H. Family Culture, Friends & Relatives

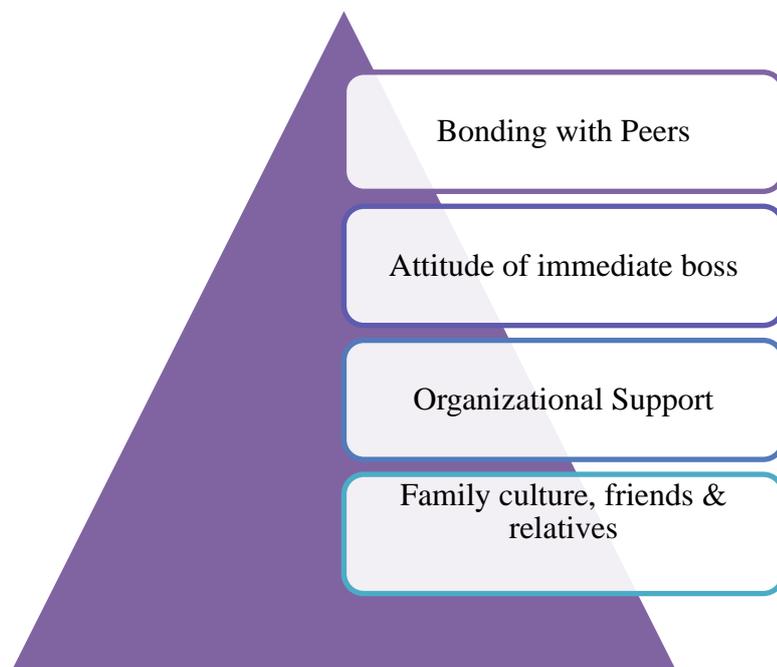


Figure 3.13: Sources of social support

Let us see above points in detail.

A. Bonding with peers

Peers can be said as the nearest people surrounding the employee at workplace. They are the family of Employee inside the organization. Employee spends maximum hours of his day with his peers. They share most of their workplace feelings & emotions with Peers, consult them & take decision. Peer is the one who is in same level with Employee in the Organization chart. Now an adays, Management is developing every strategy by taking human resource into consideration. From this only we come to know how the importance has increased in today’s era. Management is focusing on developing Peer Support for Employees. They are trying to form group of Employees which can lead to development of Self & development of Organization. This will enhance the productivity of organization. If maintained good relation, they can be friends outside the organization also.

Organization is building strategies through which good relations can be developed between Peers. This will lead to better communication standards inside the organization. All the people will know what must be done by them & to whom they must communicate. Good relation between Peers will increase the motivation of Employees. Also, Employees are finding the person inside the organization with whom they can share their Emotions & Thoughts. By Management strategies, Employees’ will get more chance to communicate with their peers. Management will be focusing on how Employees’ can develop better relation with their Peers. It is because the ultimate benefit of this will get to management. Along with appraisal in management, employees also expect they must be recognized by their peers.

Employee Peer recognition increases the team spirit within the organization, which creates opportunity for various departments to come together & work towards common goal of organization. It increases motivation of employees to develop their skills/abilities. Co-ordial relation of Employee with Peers & also management looking after them will reduce Employee Turnover. Employee peer recognition will create sense of belongingness & security among Employees. Employee’s relation with peers will have impact on Employee Engagement at work. Employees’ who have good bonding with peers will not leave the organization for a longer period. Good relation

will give opportunity to Employee to celebrate his various occasions like achievement, birthday, promotion of organization.

a. Different ways of peer support

Different Peers provides different types of support to Employee during his work-life. Employees are in different needs of Support always during his work life. With good peers’ employee can enjoy every moment of his work life. Employees’ need peers around them to share their thoughts, feelings etc. They need them to reduce each other’s stress by sharing their thoughts. Besides this they can also have company during tea break, lunch etc. If employee do have any family tension & work tension, they can share with them. Also, Peer can have accompanied of employee during his tough time. In short, good internal understanding & relationship among employees’ will be key for organizational development. Following are the different ways in which employee receives support from Peers.

1. A professional friend

A Peer can be said as best friend of employee at workplace. Employee spends majority of his day time at workplace. With passage of time, they become more like family member to employee staying & sharing with them will increase the motivation of employee. This will reduce the stress of an employee to a great extent so that they can focus more on work, which will increase their productivity. All this will ultimately ripe benefits to organization. If there is good relationship between Employee & Peer, then relation may go beyond the organization also. Besides this, a good peer also can give guidance & support to employee when needed. Whenever employee is confused, not able to take decision then he can consult his peer because he can share all his thoughts freely. In modern era, employee is more dependent on his peers rather than family. Thus, the importance of peer in this modern time has increased to great extent & organization are framing strategies around that only. This can improve productivity & growth of organization in many ways.

2. Guider during tough times

Employees’ peer is his backbone during his tough time. Employee share his problem with them & they try to provide best support in every possible way. This will enhance the motivation of employee & reduce stress. By support of Peers, Employee can come out of his problems. All this will have positive impact on Employee growth. By working in organization, Employee get this good chance to develop social network. On the other hand, employee can also provide support to his peers when needed. This will make relationship bonding stronger. All of this will improve culture & communication process within the organization. Also, with reduction in stress, employee can focus on work in better way. All this would reduce the Employee Turnover in the organization. This will have quality impact on overall cost of the organization. The tough time faced by Employee sharing with peer will be much easier than facing alone.

3. Helpful during work

Peers are the nearest person who help Employee in the work. They are the first person who guide employee in right direction when he is going in wrong way. Besides this whenever employee want to go home early or have excess work. Peer will start to help employee in finishing work early or else they will take responsibility of finishing that work. In the same way employee can provide service to his peers also. This would improve the quality of relationship between them, which ultimately will improve the productivity of organization. All of this would bring in positive environment within organization. It will also reduce the workload of top management for motivating the employees. It is because good relation with Peers will make employee stress free, which will enhance their productivity in work.

4. Sharing of feelings

Peers are the family of Employees inside the organization. Employee spend major part of his worktime with them. Peers are the one of important sharing partners of Employees during his bad times. Employee share many feelings with them which he cannot share with his family. This is the basic principle applicable all over the world, be it any type/size of organization. Organization

with good employee-peer relationship are more productive than others. So nowadays organization are framing strategies about how relationship can be improved which are working together. Also, it can happen that an experienced peer can guide employee through entire issue. There will be great reduction in Employee stress through Peer Support. Also, employee will feel motivated as he will be having good social network outside family also.

5. Sense of security

Having good Peers around them will give employees sense of security. They will feel that they are much secure with good social network around them. Good family & peer support will ensure security of employees. With good peer support, employee will feel motivated, which will increase their productivity. Good work done by them will ensure that management will continue with them. It will have positive impact on security of job of employees. Having good relationship with peers will make employee feel that there are people who will stand with them during tough times. This will make their thought process easier & reduce stress. Due to which they can focus on their own skill development. Also, with the position in their organization will become more secure.

b. Peer-support, benefits to organization

Peer support to employees has direct benefits to organization. There will be positive impact on organization structure of good Employee-Peer relationship. This will improve the communication process within the organization. Also, it will reduce grievance/problems within the organization. It will increase the chance of organization achieving its goals. Besides this it will also have impact on relationship between Management & Employees. Also, Management can focus on organization growth, which can have positive impact on many of the employees. Also due to proper co-ordination all the work will run on time, through which organization can provide proper services to customers. Following are the benefits received by organization due to good employee-peer relationship: -

1. Improves productivity

Productivity of employees has direct impact on productivity of organization. Good productivity will lead to optimum utilization of the resources available. This can enhance Brand Value of organization in customer’s mind & also employees. Better Employee-Peer relationship will enhance productivity of employees. Due to that only organization now a days are framing strategies to develop good relationship between clusters of Employees which are working together. Good relationship of Employee with Peers will reduce his stress also. So, employee can have better focus on his work. It will also induce Employee to develop his skills by participating in various training & development programs. Also, good relationship with Peers will not allow the Employee to change organization easily as they will be much more be settled there. Experienced & better skilled employees are asset for any organization.

2. Motivated workforce

In today’s competitive era, the first need of any organization is motivated workforce. If organization have skilled & motivated workforce then it can reach any goal/destination. Good Employee-Peer relationship is the basis of motivated workforce. Employee will be happy more to stay at the workplace which will improve their productivity. They will be more focused on work & try to give their best to organization. Good relationship with Peers will allow employees to share feelings/problems with them. By sharing with them, employee will get solution/support which will reduce their stress. Whenever an employee is going in wrong direction, his senior colleague can guide him in right direction. Also, employee does have good relationship he can share with Peers which sometimes he cannot share with his family. By having good colleagues around him, employee will be happier to stay & deliver best to organization. With such motivation, organization is possessed with best workforce.

3. Reduction in employee turnover

Employee turnover is the major issue in the organizations all over the world. This has increased the cost of organization to a great extent. Management is framing various strategies to keep it minimum. Good Employee-Peer relationship plays a major role in reducing Employee turnover. This is the reason why management is focusing on developing good relationship between Employee-Peers with various strategies. There are chances that Employee-Peers get more known to each other during tea time, Lunch time. This will increase bonding in Employee-Peer relationship. Peers will be like family of employee inside the organization. Employee will be much more motivated & happier to stay at workplace. All of this will have positive impact on management & its strategies. Also, management will try to give better pre-requisites to Employees which will be also having positive impact on Employee turnover. Ultimately Employee-Peer relationship is modern tool of HR to reduce the Employee Turnover.

4. Better co-ordination in organization

Peer-employee relationship develops good communication within the organization. This will result into better co-ordination among all the process in the organization. It is because all the employees will be stress free & they will know well what must be done by them. This will have impact on the cost of the organization. The cost will be reduced because no work will be repeated; there will be optimum utilization of resources. Also, Employees can communicate properly with Peers which can sort out many issues. Co-ordination among Employees of the organization will impact positively on results of the organization. Better relationship among employees will help management to focus on other important things. Better results of organization will bring more financial & non-financial rewards for employees. This will enhance their motivation & increase their commitment towards work.

5. Development of organization

Any management is working hard for development of organization in one or another way. Good Employee-Peer relationship will have positive impact on Employee skills. It will also reduce the stress of Employee. Due to which Employee can focus on development of his personal skills. This would lead to growth of organization. Besides this, an experienced Peer can guide employee to do work in better way. All the workforce of organization will be highly motivated, which will increase their commitment towards organization. Employees will try to do more innovative & better things for organization. This will increase the stability of organization.

c. Employee-peer relationship: benefit to employee

The major benefit of Employee-Peer bonding goes to Employee only. It will make drastic change in Employee’s career & personal life. They will make continuous development in their life in various ways. Good bonding with Peers can enhance the quality of life of employee. All of this will have positive impact on growth of organization. Better Employee Productivity will solve problem of optimum utilization of resources. Ultimately this will lead to overall growth of economy. Besides this Peer can get same benefit which employee is getting. In short, it is one type of give & back process. Management of organization is trying to increase bonding between employees. This will reduce the cost of organization & lessen Employee turnover. Directly or indirectly Employee will receive many benefits as of good bonding with Peers. Also, there are chances available to Employee to develop his skills & abilities. If Employee is performing any technical job, he can enrich his knowledge as of stress-free environment. Following are the advantages received by an Employee: -

1. Family inside the organization

The closer to the employee is his family. In the early age person can share everything with his family. As he starts doing job, he spends majority of time at the workplace. Employees’ Peers are closer as his family. Employee spends much time with them at workplace while doing work. Employees,

peers are as closer as his family. If employee maintains good relation, he can have quality time & relation with them. This can enhance the motivation of employee which improves the quality of his work. Whenever an employee wants to consult anything, he can reach to his peers. They will reduce the stress of employee as much as possible, also will solve his problem. Ultimate benefit of good peers will get to organization & employee’s family. Peers are the important part of employee’s life. Good peer support will help employee in developing his personal skills & abilities. Whatever benefit peer is giving to employee, the similar benefit he will get in reverse way, which will improve standard of living & quality of life.

2. Development of skills

Skills of an employee play a crucial role in shaping in his career. They play an important part in deciding employee’s compensation package. Employee gets position & respect based on his skills & capabilities one of the major focuses of employee in his career is continuous development of his skills. This is where Employees peer play a vital role. Employee is surrounded with many of peers which possess different capabilities. Employee can develop good relationship with them & can learn many things from them. Employee can enrich his knowledge & skills by learning from experienced peer & modern-day tactics from young & intelligent peers. This are the important phases for an employee to shape his career. Beside this employee can share problem with peers which reduces his stress, so he can focus on his skill development.

3. Increase in motivation

There is direct relationship between employee-peer support & employee motivation. Good relationship with peers will have positive impact on motivation of employees. Therefore, it can be said peers play important part in Employee’s career & personal life. Employee face many problems in his personal & work life, which needed to share by them. Friends & Peers around them are the best people to share. This will reduce their stress to great extent & also enhance their motivation. Besides this having relaxed moment with peers will also reduce stress to great extent. Whenever an employee is going

through tough phase, peer support will enhance employee’s motivation. In his work, guidance from senior peer will increase the motivation of employee. Through peer support employee will be committed to work more efficiently.

4. Job security

One of the most important advantages of good employee-peer relationship is employee’s job security. In today’s era, important focus of organization is reduction in total cost. There are different ways to reduce the total cost & one of them is reduction in Employee turnover. So, management of organization try to build strategies which result into betterment of relationship among employees. Good peer support will reduce the stress of employee, which will increase his motivation to work. This motivated employee will give good productivity to organization. & Will ripe benefits to organization in many ways. Any organization in world need this type of motivated workforce, so they will disturb its workforce by changes, which will increase job security of employees. Also, with good peers around him employee can learn many things from them & develop their skills, which automatically increases their job security.

5. Good standard of living

Quality employee-peer relationship will have definite positive impact on Employee’s standard of living. Good relationship with peers will increase the motivation of employees, which automatically will enhance their productivity. Also, there will be development of skills of employees. Employees skills aligning with their positive attitude will improve both their job & family environment. By this they will get promotion in their job & also can keep their family happy. Thus, it can be said that employee’s relationship with peer will have long term effect on employee’s life. Employees skill development will give monetary benefits to employee, which will improve his family’s standard of living. Also, this will ripe benefits to organization as Employee will work with full efficiency. Employee can take guidance from their peers which will be helpful in their important decision making.

B. Attitude of immediate boss

Boss/ Supervisor is most important in employee’s life. Boss-employee quality relationship is crucial for the achievement of organizational goals. Attitude of immediate boss have impact on the working efficiency of the employee. Top management rarely comes in contact with employees, but immediate boss is link between top management, employee, immediate boss/ supervisor help in shaping employees’ skills as per the requirement of the organization. They are the persons who build team in the organization & guide them towards achievement of organizational goal.

They can be said as true leaders of the organization. It is because, managers from top management will give targets & desirable the work to be done. But this immediate leader will be responsible for getting work done from employees. They will communicate with workmen & employees or take work from them. They must maintain the pro-active workforce at middle & bottom level in organization. They must train employees & develop their skills for the betterment of organization. All this needed very hard efforts from immediate boss. They also must maintain quality & sufficient workforce in the organization. Every immediate boss will have to influence their employees, so they are motivated for accomplishment of their own work, which is much important for achievement of organizational goals.

Thus, attitude of immediate boss has important role to play in guiding & motivating employees. He needs to have good communication with employees working under him. Good communication will reduce employees mistake to many levels. He needs to have in constant touch with employees. So, he can get information about market. Good communication will boost up the efficiency of entire organization. Immediate boss will also have to develop skills of employees as per the need of the situation. Immediate boss has key role to play in entire organization.

a. Ways of immediate boss support

Immediate boss is in constant touch with the employees. They can support them in different ways as per the need of employees. If there is good immediate boss, employee will go to them & they will give best possible solution. This will help employee doing his work in proper way. He can also act as a coach/mentor to employees. Whenever any employee has personal life problem he can go to immediate supervisor if he has good

relation with him. This is the way a good boss develops the team in organization. A good boss is the friend & philosopher of Employees during their good & bad times. Whatever employees want to communicate to top management they can go through immediate boss & vice-versa. This will ease up communication process throughout the organization. All this will have positive impact on performance of employees. Immediate boss work as a link between top management & employees. They motivate the workforce & guide them towards the achievement of organizational goal. Following are the different ways through which employee receives support from immediate boss: -

1. Quality communication

Communication plays important role in the success of the organization. Committed employees expects from immediate boss to properly communicate what is expected from them. It is because they want to do best possible things for organization. Bigger problem that is observed in today’s corporates is lack of communication, that is why they cannot succeed in today’s tough stiff competition. Improper communication will develop negative atmosphere in the organization. If an immediate boss, develops open communication with employees, then there will be better culture in the organization, which will ripe best results for organization. Good communication will lead to effective team building in organization. Good communication will lead to effective team building in organization. Quality two-way communication will keep entire workforce happy.

2. Give recognition & praise

In modern world, employees are key to success of organization. Employees always return for the work done by them both in financial/non-financial way. If any employee does any extra-ordinary work, he will feel that it must be recognized by immediate boss/ top management. If any employees have done something much special then only top management will come into picture. But immediate boss must be recognized even if there is something extra-ordinary from employee. It will enhance his motivation to do work in better way. Non-financial returns to employees are as important as financial

returns. An extra-ordinary performance by employee must be recognized by immediate boss & should be praised whenever there is team meeting or any event in the organization.

3. Feedback, mentorship & training

A quality boss is always supportive to his employees. In today’s competitive era, a boss acts like a friend to employee & gives proper guidance whenever needed. Leader observes the work of employee & gives feedback wherever needed. This is where the skill development of the employee takes place. Besides this boss can also arrange regular training programs for the employees. Quality training can enhance the skills of employee, which will have positive impact on his productivity. Support from boss will increase motivation of employee which will increase his commitment towards organization. Ultimately all this will ripe positive benefits for organization. This will increase the productivity of organization & reduce the cost. Good boss also acts as a mentor to the employee. He will guide the employee about how the work can be done in best possible way. He will correct the employee’s work whenever needed.

4. Better work culture

In today’s corporates work culture plays a key role in the organization. It will enhance the motivation & productivity of employee. Work culture has a key role in changing employee’s mindset. Boss/management should try to create positive environment in the entire organization. It increases co-ordination among various staff members, which will lead to proper working of communication channel. All of this will improve productivity of organization. This will reduce the employee turnover & cost of the organization. Better work culture will increase employee’s commitment towards organization like employee’s will suggest new ways of working through their experience. Positive work culture will reduce the stress of employees & also have positive impact on health. Employees will start taking responsibility & motivate each other at work. They will treat each other with gratitude, respect, integrity & trust.

5. Supportive leadership

Leadership at any level in organization plays a crucial role for achieving goals. Leader must direct the employees towards the achievement of organizational goals. Leader motivates the employee & enhance their productivity. Their support increases the employee’s commitment & loyalty towards organization. It is very necessary for organization to have co-ordial relationship between management/supervisor/immediate boss & employees. Many problems in the organization can be solved easily if the leader is supportive to employees. This is because employees tell their problems to leader due to co-ordial relationship & he will try to solve it as early as possible.

6. Quick & Accurate decision

One of the most important things for organization is proper communication within the organization, which is only possible through quicker accurate decision of immediate boss. Through quick decisions immediate boss can set clear goals for his sub-ordinates & make them motivated. It will have a positive impact on productivity of organization. Also, it will establish good co-ordial relationship between immediate boss & employee, that will also relieve pressure of management to a great extent. Besides quick decision, it also should be accurate. It will lead to right direction of performance. Cost of the organization will also reduce as labour turnover will be less in the organization. Due to this there will be optimum utilization of resources within organization.

7. Task responsibility

The most important quality that should be possessed by boss/immediate boss is to take responsibility. He/ she should take responsibility whenever time comes. This will make his sub-ordinates confident & motivated. All this will pave the way for growth & development of organization. On the other hand, productivity of organization will also increase. As responsibilities will be taken by leader there will be less pressure on the sub-ordinates, so they can put up full-fledge efforts towards their work. This will boost up the productivity of entire organization. Also taking

responsibility will increase the confidence of leader. This is one of best way through which leader can provide support to their sub-ordinates. By this they can set examples in organization & can give birth to new leaders. Thus, taking responsibility is a primary feature to be recognized as a perfect leader. All of this will have positive impact on growth of organization.

b. Attitude of immediate boss: advantage to organization

Organization results have direct connection with the attitude of immediate boss. Attitude of immediate boss will have direct impact (positive or negative) on organization’s performance. It is very necessary that management of organization should analyses the performance of every immediate boss/ supervisor working in the organization. It is because majority of workforce within the organization guided by them. Thus, they play a key role in the performance of organization. Management of organization should create various training & development programs. To nurture the attitude of immediate boss. Many other non-necessary works will reduce, if immediate boss would do their work perfectly. Also, quality immediate boss/supervisors will develop co-ordial relationship with employees, due to which there will be reduced management, employee grievances & less employee turnover.

Immediate boss is the connection between top management & employees. They pass on the important messages in both the direction, which is necessary for smooth running of organization. Besides this they act as a coach/mentor to employee. Positive attitude of immediate boss will bring in positive efforts of employees towards organization. Thus, automatically will increase the productivity of organization. Thus, immediate boss has more role to play with bottom level of organization. They are the actual motivators of the employees. They must execute some important plans to achieve the desired results. It is because some of the important functioning must be adopted by bottom level employees to have better functioning of organization.

Following are the different ways an attitude of immediate boss will have an advantage to organization: -

1. Achievement of organizational goal

Positive attitude of immediate boss will have major benefit to organization. Achievement of organizational goal will be lot easier for management. It is because they are in immediate touch with workforce of the organization. Proper motivation provided to workforce will increase their efficiency to work. This will reduce management/supervisor work of the top management. Besides this when bottom level workforce with better efficiency, there will be optimum utilization of resources. Positive attitude of immediate boss will develop permanent workforce for the organization. It is because workers want to continue with organization as they are getting proper environment & justified pay. All of this would ultimately enhance productivity of organization.

Good immediate boss will also try to develop good relationship with the bottom level employees. This will increase employee’s commitment towards the organization. Along with that employee will feel that they are the important part of the organization. Good relation of immediate boss with employees will enhance functioning of communication channel in both ways.

2. Development of quality workforce

Another important advantage that organization will have growth of top quality & committed workforce due to positive attitude of immediate boss. It will ripe benefits to organization in many ways. There will be optimum utilization of resources in many ways. Maximum permanent workforce will be available to the organization. This will reduce the cost that will arise due to employee turnover.

Employee will consider organizational goals as personal assignment, which is necessary for any organization to accomplish its goals. This will have positive impact on entire communication channel of organization. Besides this employee will also try to learn new things. On the other hand, there will be fewer union activities observed in the organization & need of both parties

(i.e., management & employees) will be satisfied. All of this will have positive impact on productivity of organization.

Also, employees are doing the actual process so they can explore how that process can be performed in better way. This can give ideas to management of new ways of working through which management can have better utilization of resources. This will enhance the relationship between management & employees. Strong backup of management will give chance to employees for growth & development.

3. Reduction in Employee Turnover

Employee turnover is major issues in current era organization. As there will be good relation between immediate boss & employees, it will have positive impact on organization. On the other hand, employees will also get proper environment for their working & they will have long stay with organization. There will be also increase in total productivity of organization.

Due to such comfortable environment, there will be very less employees who will leave the organization. This will reduce the training & development cost of organization. Besides this due to availability of experienced labour there will be reduction in mistakes. Also, there will be fewer union activities observed within.

4. Optimum utilization of resources

Positive attitude of immediate boss will increase the efficiency of both employees & organization. There will be maximum use of each input available. Due to this there will be less wastage in the organization. This will maintain co-ordial relationship between top management & employees. There will be also reduction in the Employee turnover in organization.

Guidance of immediate boss will increase employee’s commitment towards organization. All of this will influence positive environment within organization. This will lead to growth of organization. By proper attitude of immediate boss organization can create permanent workforce & employees also can feel job safety.

5. Development of organization

Behaviour of immediate boss will have direct impact on development of organization. It is very necessary for organization to have efficient person as immediate boss. Efficient immediate boss will enhance the productivity of organization. Immediate boss can influence entire workforce under him through his behaviour. He can also develop co-ordial relationship with employees which can ripe many benefits to organization. Employees will feel that they are getting proper attention from top management, if their all issues are solved, which can be effectively done by immediate boss.

Employees are the key to success for any process in the organization. Development of employees will lead to development to organization. Immediate boss can arrange necessary training & development programs for employees. This will enhance the skill of employees, which will increase the productivity of organization. All of this will have positive impact on organization. Quality employees will fasten the process of growth of organization.

c. Attitude of immediate boss: advantage to employees

Immediate boss is directly connected with employees of the organization. They are in direct touch with each other on regular basis. Quality immediate boss can have many positive impacts on development of employees. Relationship between immediate boss-employees have direct impact on performance of organization. Besides this good relationship between immediate boss-employees will lessen union activities within organization. Development of organization will have positive impact on development of employees. All this will smoothen the various process within organization. By good immediate boss-employee relationship communication between top management-employees will improve.

Employee can learn many things from the immediate boss. He can take guidance from superior whenever needed. Employee can also develop personal relationship with immediate boss. Also, through this top management can have new methods of working as employees have practical exposure to work. Quality immediate boss can have positive impact on

growth & development of employees. Any organization with quality employees can have better exposure of market. This can enhance efficiency of entire organization & can have optimum utilization of resources.

Following is some important advantages that employees can have from the immediate boss: -

1. Motivation to employees

Immediate boss can provide high level motivation working under him. This can enhance the skill & capacity of employee. Besides this he/she can share his/her experience with employees. All of this would lead to growth of employee. Co-ordial relationship between immediate boss & employee will impact employees’ commitment towards organization. Employee will be motivated to work more & will give suggestions for betterment in process of working. Employee Productivity will impact productivity of organization. Thus, motivated workforce can really be asset for organization. There will be less wastage of resources & reduction in Employee turnover.

A motivated employee can make optimum utilization of resources available to organization. Also, there will be positive impact on cost of organization.

2. Quality Guidance provided

Co-ordial Boss-Employee relationship have many advantages to employee & organization. Employee come daily in touch with his immediate superior. Many a times they must work together to accomplish the task. In this process boss can share his experience with the employees, he is working with this will enhance the knowledge of employees. It will have positive impact on productivity of employee. Also, immediate boss will not only provide only guidance related to work but in many other things also. This will increase bonding between immediate boss & employee.

An immediate boss can provide quality guidance to Employees working under him in many aspects. He can be helpful to employee in both personal & work life. This will have positive impact on efficiency of employee. All this will ripe benefits for the organization. Important advantage of guidance from immediate boss is that employee will get the right direction.

3. Skill enhancement of employees

This is the best advantage employees can get by positive attitude of immediate boss. Employees’ skill will be enhanced by experience of immediate boss. Positive immediate boss will arrange training & development programs for employees whenever needed. This will have advantage to both employee & organization. Though working in same organization for years & doing the similar work on regular basis, employee can suggest new ways of working to management. This will have positive impact on results of the organization. Co-ordination among employer & employee will increase. Quality relation between employer & employee can be developed by immediate boss. Enhancement of employee skills is necessary for the growth of organization. Training & development programs for employees will increase his skills & compatibility.

Immediate boss can share his bad experiences to employees. So, they do not repeat the same mistake. This will reduce the cost of the organization from many aspects. Training & development programs in organization will give opportunity to employees to grow & flourish. It will increase employees’ commitment towards organization, as he will feel that organization is doing something for him.

4. Employee Job security

Positive attitude of immediate boss will increase the job security of employees. Employee Job Security is nothing but assurance given to employees that they will not lose their job. This will give mental satisfaction to Employees & also increase their work efficiency. Employee job security is equally important for both employer & employee. Job security means security of income to Employees, which will reduce his stress & increase his productivity. On the other hand, job security of employees will reduce Employee

Turnover in organization & also reduce hiring cost. This will have positive impact on overall growth of the organization.

Job security will create relaxed environment within organization. Job security of employees will increase organizations brand image & reputation, this will

increase the business both from employee & customer aspect. Employee will feel their job safe & customer also wants to do business with the organization who treats their employees well. One negative aspect of employee job security is that there are chances that employee may be less productive due to less pressure, so immediate boss must keep check on them.

5. Improvement in standard of living

Positive attitude of immediate boss will indirectly influence employees’ standard of living. Good relation of employee with immediate boss will increase their job safety & will able to learn from him. Due to this there will be growth & development of Employee skills & compatibility. It will increase their job stability & also increase in the income. This will have positive impact on Employees’ standard of living. Due to continuous stay of employee in one organization, his income will increase. Growth of employee will lead to growth of organization. Besides this availability of committed workforce, will ripe many benefits to organization.

Improvement in standard of living of employee will improve his health & level of thinking. It will also increase Job Stability of employees, which on the other hand will reduce Employee turnover in organization. Increase in Perks & income of employer will increase their job satisfaction & commitment towards organization.

C. Organizational support

Organizational support is very much important for both employees & organization. Top management support will create positive environment in the entire organization & it is necessary to treat them well. Quality support to Employees by Management will ripe many benefitted to organization. Management Support will increase employees’ commitment towards organization. Employees can share practical methods of working with management which will be beneficial for organization.

Management support to Employees is much necessary given the scenario of competitive market in today’s era. Employees are the key asset for organization & it is necessary to retain & manage them. Quality workforce available to organization will make optimum utilization of resources. Organization can support to employees in many ways like

increment in salary, training & development programs, perks, job security etc. High level of employee engagement will enhance organizational performance and stakeholders value, retention of talent in organization and increase customer loyalty.

Organizational support will increase employee engagement within the organization. Changes in employee’s behaviour can be seen like Optimistic, Team oriented, Goes Above and Beyond, Solution oriented, shows passion for learning new things etc. Organization support will have direct support on Job Satisfaction of employees. On the other hand, Job satisfaction of employee have positive impact on employee engagement in organization. Top Management should give rewards to good performing employees, that will motivate other employees to do well.

a. Ways of Organizational Support.

There are many ways in which organization can support to its employees. Top management support will motivate employees to do more better day by day. This will create competitive environment among employees which will give many benefits to organization. Also, Top Management support will develop quality workforce in the organization. Employee is important asset for any organization and it is very necessary to retain and develop them. In this competitive environment employee will make their organization outstand from competitors. In this way there will be also growth of employees which can have many benefits to organization also. Organization should always make sound investment in their employees as it is necessary for their survival.

Top management can do various activities like performance review and give rewards, Performance appraisal, Recognizing, Increment in Income etc. All of this can vary from organization to organization. Human are an important asset to any organization and it is necessary to give best support to them for getting best out of them.

Following are the different ways in which Top Management can support to its Employees:

1. Ensure Employee Safety.

Now a days Employee safety is utmost important for any organization. It includes both financial and non-financial safety. Employee should be given justified income according to his work in which he can serve his families important needs. In any corner of the world basically its finance for he is working. Employee need proper income in accordance with his work and good future income in which he can grow. If organization management can give good income, they can quality and committed workforce within the organization. There will be optimum utilization of the available resources and reduced absenteeism of workers.

In today’s era non-financial safety is equally important as financial safety for employees. Safety environment provided by organization will not only reduce illness and accidents but also improve employee morale in the organization and reduce absenteeism. This will have direct positive impact on productivity of organization. Employer should also provide safety instruction to employees and provide them training regarding safety. This can increase trust of employees on the top management. Good health of Employee will have positive impact on the productivity of organization.

2. Communication With Employees.

Communication is an important part of any organization structure and it plays crucial role in the success of organization. Effective communication sorts out many issues unnecessary working in organization. Whether to communicate new policies, new strategies to employees, any other important message communication channel become integral part of organization management. Linking corporate communication to business plans is essential for successful business. With proper and formal channel within Organization Management can create proper delivery channel that will give equal message to all the employees present in the organization. This will have positive impact on productivity of the organization.

Effective communication will build employees’ morale, satisfaction, and commitment towards organization. It will help employee to understand employment terms and conditions. Proper communication will reduce the chance of misunderstandings, which will reduce the chance of grievance in organization. Presence of two-way communication channel is the essential part of organizations comprehensive communication strategy. Listening to employees will reduce conflict between top management and employees. All this will enhance the productivity of the organization.

3. Promote Fair Workplace Practices.

Fair workplace practices would reduce the grievance within the organization and will promote healthy environment within the organization. Employee happiness is very hard to measure but necessary for the organization. Management create policy that would create maximum fair environment in the organization. In today’s era fairness is extended to how management treats their employees with respect and dignity. It also includes the relation between the peers in the workplace. Here Management should treat the employees equally with the similar skillset irrespective of demographic status.

Fairness in workplace will make feel the employees safe and make them more productive in the organization. Management here will compensate workers equally who are doing similar work and appreciate hard working employees. Management will set appropriate disciplinary actions wherever needed. This will increase employee’s commitment in organization and reduce employee turnover. Various labour laws are there to maintain fair practices in organization. There should be respectful between management and the employees. There should be fair and transparent policy for promoting an employee which would create healthy competition within the organization. Communicating with employees regarding how they perceive the policy affecting them will develop their positive attitude and increase trust between them and management.

4. Reward and Recognize Employees.

Employees are the key asset for any organization and play a key role for the development and growth of organization. Reward and Recognition has become important part of business strategies. HR manager will be continuously finding different methods of rewards and recognizing the employees. When an employee is recognized, he will feel motivated and increase his commitment towards the organization. A simple “Thank you” or “Good Work” word by Manager/ Supervisor to employee will increase his enthusiasm. Many businesses organization have achieved success by developing employee focused Organization culture. Rewards and Recognition presented properly at right time to employees can increase employee engagement in the organization.

There are many older & newer ways to appreciate the employees. Gratitude must be shown towards the employees in any of the way either written or oral for which employees crave for against their work. Manager / Management can plan informal lunch programme with group of employees which can increase their enthusiasm. Nowadays due to active competition among same skillset of employees they want timely recognition. A delayed recognition is denied recognition. For better rewards survey among employees can be done as they are more aware of their co-workers.

5. Encourage Mentoring and Coaching.

Employees are crucial part in entire structure of organization and it is necessary to manage and maintain them. World has become global village now and there is tough competition in the market. It is the employees who separate one organization from another with their unique skills. They are human being and emotions drive them. Well directed coaching will help in enhancing employees’ skill which will have positive impact on organizations’ productivity. Coaching will also increase bonding between Management/Supervisor and Employees. Coaches are mainly there for improving Employees Specific skill, they watch when they are working and guide them areas need to be improved.

On the other hand, Mentoring is for Employees both personal and professional development. It is more approached from mentor than mentee. Mentor is more for personal development of employees than specific skills which can be learnt through training. Mentor helps in driving the mindset of the employees in the productive way. Employees are human beings and they face many emotional problems, for which they can take guidance from the mentor. They share mutual relationship in which they share their experience to both which is beneficial for them. Coaching is generally one sided while mentoring will include commitment and trust from both sides.

b. Organization support: benefit to organization

Top Management from organization always looking for the optimum utilization of the resources available and reduction in cost. For which they make various strategies which they try to implement in best possible ways. Employee are the key source for achieving the organizational goal. There are many benefits they can get by taking care employees and their needs. Today’s business environment is characterized by transformation and changes in technology. This has resulted into tough competition for organization for which they need to make continuous changes in technology and working methods for the survival. Beside this nowadays organization have access to global market for which they must provide quality products.

Management must find the ways to survive in the international market. One of the important ways for organization is to changes in internal environment as per the need of external environment. It is the responsibility of top management to get best from the employees to put the best product in the market. There are many benefits that an organization can get of healthy Employer-Employee relationship. Good relation will reduce the employee turnover and reduce employee absenteeism. For success top management need to realize the importance of human capital. Both the parties must take care of other parties in this relationship. Employer must provide justified salary, Proper facilities, proper communication with employees etc., on the other hand employee need to be fully committed towards organization.

Following are the advantages that an organization can get by supporting its employees:

1. Improvement of productivity.

Organization is group of people who work together to achieve the common goal. Organization structure can have dramatic effect on the employees working in the organization. While forming organization structure division of work among employees have impact on productivity of organization. Properly dividing work among employees will reduce their burden and increase their productivity. Typical work can be given to experienced employee and easy work can be given to fresh employee. Due to this there will be optimum utilization of the resources available in the organization. Improvement in productivity of employees will lead to improvement of productivity of organization and vice versa.

Top management have a crucial role in employees’ commitment towards organization. It is because they design the policies and procedures in the organization. Employee’s productivity will increase if the policies are flexible and gives them opportunity for growth. Employees’ form a key asset in today’s organization and it is necessary for management to support them in various formal and informal ways. It will increase employees trust on management and they will be more committed towards the organization. Beside this management can also arrange training and development programmes which can enhance knowledge and skills of employee.

2. Reduction in Employee Turnover.

Employee is the link between the customer and Management. They really get burst out with pressure from both the sides. They need management support to increase their enthusiasm. Employee turnover is a major issue that has grown all over the world nowadays, it is because ample of opportunities available to them. This will have huge cost to organization as they have to bear hiring and training cost for new employees. It is the responsibility of management to manage and retain the employees in the organization. Top management support will increase

the employee’s commitment towards organization and there will be less employees who will leave the organization.

Organization and employee both need each other and they share a common goal. For organizational success, it is necessary to have healthy relationship between management and employee. Management support will increase the trust of employees in them. Employee will feel that they are safe in the organization, which will increase their productivity. Also, there will be increase in productivity of organization.

3. Increase in Experienced Workforce.

For any organization workforce play a crucial role to achieve its goal. Experienced employee will have their positive impact on productivity of organization. For having experienced employees Organization need to give job satisfaction to employees. Management needs to keep employees happy and give them rewards & recognition as per their performance. Experienced employee will give many benefits to the organization like increased productivity of organization and reduction in cost. Management support will make employees feel safe about their job, so they will more focus on their work, which will reduce wastage of resources in organization. Thus, employee satisfaction from management will increase experienced and quality workforce in organization. Organization needs to support their employees at best level to have quality workforce.

Experienced workforce will have impact on brand image of organization in the market. Organization will be known for handling their employees well in the market. This will increase reputation of organization in the market in the mind of customer and general public. Long term employee working in the organization will maintain good relation with employees, which will ripe advantages to organization.

4. Growth of Organization.

Growth of Employees will lead to Growth of Organization. Management should always focus on development & growth of employees. If employees are satisfied with job and skill full, they can contribute maximum to organization. For improving employee’s skill management need to organize training and development programmes. Also need to keep watch on employee’s performance thereafter and suggest the area of improvement. For giving job satisfaction to employee’s management need to keep employees happy at workplace and give them rewards as per their job performance. Thus, management support can enhance the productivity of entire organization

The best HR managers focus on providing good hygiene, Safety and conducive environment which will benefit employee in growing. They will provide equal opportunity of growth to every employee irrespective of religion, gender, and circumstance. Management should also try to create learning atmosphere which will keep employees interested and engaged in work. Thus, management has just to focus on development of employees which will ripe many benefits to organization.

c. Organization support: advantage to employees

Top management form the policies of entire organization. Employee related policies are very sensitive because they play a crucial role in achieving the goals of the organization. They are the link between customer and Management; thus, they have heavy workload of managing both the sides. It will increase the pressure on employees. So, it is necessary that employees get support from top management. Organization support has many advantages to employees, which can increase their productivity. Management support can increase the motivation of employees, which will make them comfortable and safe at workplace and increase their work efficiency.

A good HR manager can arrange training and development programmes, which will increase the skills of employees. Also, a manager can develop healthy relationship with employees, which can benefit organization like, management

can get new ideas of working which can be more productive to them. Here employee will get chance to learn new things as management support is full with them. Beside this management support can increase the job stability of employees, it can increase their productivity. Also, management support can have positive impact on future growth of employees.

Following are major advantages that employees can have due to Organization support:

1. Improvement of Employee skills

Employee cannot survive in the organization or cannot grow if they do not update themselves with time. Thus, they need to continuously improve their skills as per the need of time and to grow. Employees can benefit from various training and development programmes arrangement by management. This will help employee in shaping his career. With good skills employee can promote in his organization or else can get better opportunity in other organization with better salary and perks. Also, immediate supervisor / manager can become the coach of employee. Employee can consult his manager in work purpose or matters regarding personal life for which they can get proper solution. A good supervisor will watch employee working and guide them for more productivity.

Manager will find out what are unique strengths in employees, what weakens them, what motivates them and guide them towards success. They will increase communication with employee and will try to improve them. Organizations can also establish cross-departmental collaboration programmes which can help employee in learning different skills.

2. Motivation to Employee.

Even though employee have knowledge and skills it is the motivation that keep them enthusiastic for work. Good HR managers does perfectly perform the task of Employee Management. It is the way of transforming under-performing employees into top-performing and to maintain the performance to top performing employees. Management will try to have open communication with employees which will boost their confidence, which will make them free to

express their views. Beside this management may have system where employee can express their thoughts and complaints that will employees make feel comfortable.

Also, here employees get chance to develop through various training and development programmes, which can enhance employee’s knowledge and skill. This will increase motivation and confidence of employees. Immediate manager / supervisor can personally guide any employee which can help sorting out his issue. Also, management can share their knowledge & experience with employees which can increase their productivity.

3. Increment in Rewards.

Rewards are the most important thing that employees work for. They want justified rewards as per their job performance. Employee pay checks are the rewards that will motivate them to work hard. Management will setup programmes that will analyses employee’s contribution in achievement of organization goal management will show their appreciation for the employees who have putted their extra efforts. Reward and Employee productivity are highly inter-related. Employees will always work when they know they are appreciated for their work and get increment in rewards. Good reward system is also beneficial on part of organization because it will also help them to retain quality employees.

Recognition would increase trust of employees on management. They would try to perform more better as they are recognized and it will motivate them perform in better way. This would enhance the productivity of entire organization. Also, employees would compete among themselves as recognition is provided.

4. Stability in Job.

The two basic things that employee works for is good earning and Job stability. Productivity of employee is affected by his job stability. If management can assure his job, employee can focus more on his work. Today’s Management is considering Job stability as important aspect in forming various strategies related to employees. Importance of employee has increased to great extent in this competitive situation to achieve organizational goal. Any employee would

not be able to give his best if he finds out surrounding environment unstable. Thus, Good management will make employee feel safe in the organization, which will generate best efforts from them at workplace. It will reduce the employee turnover ratio in the organization.

There are many advantages of Job stability that both organization and employee will get. Employer should give clarity of work, have two-way, have team meetings etc., which will make employee connected with management. This will increase trust between Management and Employees, due to which fewer union activities will be observed in organization, less employee turnover, and more employee productivity & organization productivity. This will have positive impact on Job stability of employees.

5. Co-ordial Relationship with Management.

It is very important for any employee to have good relationship with management. When employee have good relationship with management there are many benefits organization can have. Employee who has good relationship with employer are more loyal, happy, and productive to organization. Good performance & relationship of employee with management will help in his career & personal growth. This will increase employees Job stability and have more chance of promotion. Also, he will get more chance of learning from his immediate supervisor and employee can also take personal advice whenever needed.

Maintaining healthy relationship with employee requires equal commitment from the side of employer also. There is need of two-way communication from the side of management. They should give enough chance to employee to express their views and opinions, some of them may benefit the organization because it is the employees who are in touch with the various processes and customers.

D. Family, friends, and relatives’ support

Employee is a human being and there are many factors which drives the emotions of the employee. A stressful employee is not liability for himself but also for organization. He needs not only support from inside the organization but also from outside the organization also. They need emotional support from the family, Relatives and Friends. This support can enhance the motivation of employee and have many benefits to employee himself and organization. A stress-free employee can better focus on his work and can have productive result for organization. Family support also have impact on health of employee, a good food and happy mind is necessary for quality Employee performance.

Family plays a crucial role in driving the emotions of the employee. Family support is must for employee who want to have personal and career growth. Along with family a person is needed also support from his friends and relatives. There are some matters which he cannot share with anyone his family or anyone in the organization, for which friends are needed to share. Friends also can reduce the mental stress of the employee. Family & Friends support will generate positivity within the employee. Happy employee will have new ideas of working which can benefit the organization.

This support is equally important as management support. As employee is connected to many people outside and inside the organization, support from them is needed for employees’ better productivity. Generally, from outside mainly employee needs emotional support. This has great impact on the growth of organization. It will reduce the stress on employees’ mind through which he can focus on his learning.

a. Different ways of Family support

1. Emotional support.

Now a days employees are working around tough competition and highly stressful environment. It is very difficult for them to manage their emotions and along with management & peer support they also need family support. Their support will help employee in reducing their stress due to which they can focus on their work properly. Family support will have positive impact on employees and organization productivity. Also, it will speed up the growth and concentration of the employee which will have impact on growth

of his career. And always a happy employee can give his best to his organization and family.

2. Keep employee happy & healthy

Family support can keep employees both physically and mentally healthy. It is because it will reduce mental stress of the employee which will help in better concentrating on work. A happy employee will give better productivity and have better relations with management. On the other hand, management will try to give best rewards to employee due to his performance. By sufficient rewards he can fulfill the needs of his family in better way which will make them happy. Family support will bring positiveness in the mindset of employee.

3. Reduce family stress

Family environment has big impact on employees’ mindset and his performance. This can even have impact on the performance of the organization also. If employee’s family support him it will have big impact on his current performance, career growth and organization growth. And if there is organization growth it will give more rewards to employee with the help of which he can make his family happier and more satisfied against which they will take better care of employees. This cycle will continue round and round but will always start with performance of employee.

4. Give motivation

Motivation is the basic thing that is needed to enhance the performance of employee. Family support will give extra boost to the motivation of employee. Their support will reduce stress of employee and increase their concentration on their work also increase their efficiency. Motivate employees tend to give better productivity to organization ultimately impacting relation between management-employees.

b. Family, relatives, and friends’ support: advantage to organization.

In today’s corporate employee are considered as one of the most important parts of organization. They are the one who can lift the productivity of entire organization. Management needs support from employees to put their plan into proper implementation. This can be only be possible if employees are emotionally fit & healthy. This can be only possible through support of family, relatives, and friends. Organization would ripe many advantages out of it. Nowadays as a part of strategy organization are giving many perks to employee which would give benefit to employees’ family.

Organization would get stress-free employee, which can better focus on his work and would be happy to learn new skills. This would enhance the productivity of employee and organization both. Employee will be able to learn to new things and possibly try to implement in their work, which could increase the effectiveness of process in the organization. Family support will also have impact on physical health of employee. It will increase the physical and mental strength of employee. Physical strength will increase the stamina of employees which will increase his productivity. On the other hand, mental strength will increase employee’s concentration on his work, which will improve the quality of work.

Following are the ways in which Family, Friends and relative support have advantage to organization:

1. Productive Employee.

High productive employees are asset for any organization & it is necessary to maintain their skillset and retain them in organization with attractive schemes. Strong Family, Friends and Relatives support will reduce the stress of employee to great extent. It is necessary that amount of money that organization spends on employee must be less than they receive benefits from employee’s work. When there are high productive employees, it will create

improved culture and higher engagement levels in the organization. This will boost the morale of other employees also and on the other hand there will be reduction in absenteeism and employee turnover. Employee productivity is most of the employees performing their task efficiently which drives revenue of organization and every one of them is contributing to achievement of goals in different way.

Highly productive employees give better service to the customers, interact with them, and get to know about market need and position through which they can guide management in future products. Entire process in the organization will run smoothly. This will have positive effect on customer loyalty of organization.

2. Growth of Organization.

Organization stays in the market for its survival and its growth. Employees are the crucial element in the entire process of the organization. Growth of employees will lead to growth of organization. Family of the employee also contributes indirectly to growth of organization. They can support the employee in the best possible way which will get best out of the employee. With the family support employees will be happy by which they can more focus on their work and skill development. This will have positive impact on the productivity of the employee, which will have positive influence on the performance of the organization. Thus, management should try reverse channel means they should try to keep employee happy, so he can keep his family happy which can ripe long-term benefits to organization.

Happy employees in organization can get high level of satisfaction. This will reduce the employee absenteeism and turnover in the organization. All this process will have direct or indirect impact on cost of the organization. Thus, management of organization should focus on how they can treat their employees in best way which will take them to accomplishment of personal and organizational goals.

3. Optimum utilization of Resources.

Employees are the one which will work on various resources available to organization. They will process the resources and will serve the final product to the customer. Quality of final product will depend on quality of employees available to organization. Thus, employees have a huge role to play entire organizational process. They are the key factor in any department of the organization be it a production or sales or HR. It is very necessary to keep them happy & satisfied. Family, Friends, and Relatives play huge role in keeping employees happy and stress-free. This is what will increase the employee’s concentration towards work and increase his productivity, will lead to betterment of personal and organizational result.

Optimum utilization of all resources will reduce the cost of organization in many ways. It will reduce the employee turnover cost and wastage of resource cost. There are various ways in which management can also give their input like keeping employees happy, arranging training & development programmes for them, immediate supervisor giving guidance to employee etc. This all will have positive impact on utilization of resources in organization.

4. Healthy Employer-Employee Relationship.

Again, this is point which will ripe benefits to both Organization and Employee. Goods Family, Friends and Relative support will have positive impact on Employee which ultimately will positively impact organizational results. This will keep management satisfied and they will try to keep their employees happy and satisfied, which will increase the bonding between them. It will also increase the employees’ loyalty towards organization, which will reduce the employee turnover cost in the organization. Productive employee will increase the motivation of both side i.e employer and employee. Management will try to fulfill the needs of employee and they will give their best commitment towards organization.

Good Employer-Employee relationship will reduce the chance of workplace conflict, which is the main reason behind various problems in the organization. It will enhance the working culture in the organization, which will have positive impact on brand image of organization in market. Also, happy, and satisfied employee will able to keep good work-life balance, which in turn will ripe benefits to organization.

b. Family, relatives, and friends’ support: advantage to employees.

When employee have enough Family, Friend, and Relative support they are at many advantages which will ripe benefits for organization. Good support will keep employees happy, healthy, and stress-free, which is advantageous to organization also. Thus, nowadays employee is the key asset for any organization. It is very necessary to maintain & retain them in organization, for which management are doing various strategic planning. The importance of human resource has increased in today’s competition & organization are spending lots of money in treating their employees in best way. One of the influencing factors to employee which is beyond the control of management is Employees’ Family, Friends, and Relatives.

All of this are very closely connected with employees’ feelings. There are some things which employees do not share even with peers also they share with family & friends. They are close ones which do employee trust and freely share with them, which will reduce their stress and can get guidance from them. Thus, they play a key role in driving the emotions of the employee.

Following are the different ways in which Family, Friends and Relatives support can be advantageous to employee:

1. Focus on work

Employees focus a great impact on the productivity of organization. It is very necessary that employee does his work with concentration and commitment. This will reduce the burden of management to great extent and improve the

productivity. For this employees’ family, friends and relative support is very important. If employee receives good support, they will stay happy and healthy and they can focus on their work, this can enhance their productivity. These will ripe benefits for both employee and organization. Management will be happy with the employee’s performance and try to treat them in proper way and they will be motivated to give their best. This will have positive impact on employer-employee bonding.

Also, this will lead to optimum utilization of resources and there will be reduction in cost of organization. Health and Happy employees will reduce the absenteeism in the organization. Overall, there will be quality work-culture in the organization. Management will motivate employees by giving reward and recognition and this will motivate other employees to give their best.

2. Improvement in Productivity.

Employees always needed support from surroundings to give their best. The main support they want is from Management, Peers, and Family. Without support from the employee would not be able to perform his best and enhance his skill. Productivity has crucial role to play in employees’ performance. Family, friends, and relative support will reduce the stress of employee and it will help him to focus on his work. Also, by this he will be able to keep his family and organization happy. These are to places where employee spends his most time of the day.

Employees’ productivity is directly linked with performance of organization and utilization of resources. In today’s competitive era a quality employee is big asset for any organization. It is because they are directly linked be it a production or sales. They have face to face communication with customer. They are the one who will bring latest information from market. Thus, it is necessary for management to manage and retain best employees.

3. Job Stability.

Job stability is one of the most important parts of any employees’ career. They try to give their best performance for continuity and growth in one organization. It is because change in job will have impact on his family life also. Thus, any person will try to stay in one organization only throughout his career if there is enough scope for his personal and family growth. For this he needs support from his family, friends, and relatives. If he receives positive support from them, he can better focus on his work and on development of his skills.

If employee performs better, management also will be happy with him, arrange various training and development programmes for his personal growth and organizational growth. All of this would smoothen process of entire organization. Stable employees in the organization would reduce employee turnover and hiring and training cost in organization.

4. Personal & Career Growth.

No employee in the entire world would not like to stay at one position throughout their career. They will assess their skills and capabilities and try to grow. They will try to get promoted from their present position and have second eye on financial growth. This can only be possible if employee receives support family, friends, and relatives. There are some matters which he can share with his family and some of them with only friends. They will guide him and reduce the stress. It will help employee to more focus on his work and increase his knowledge and skill about work.

Thus, step by step employee will try to grow his career with the growth of his experience. They will try to go for more large organization and better career opportunity. With this his work-life balance will improve and many financial problems will be solved. Thus Family, Friend and Relatives are from outside the organization but they are crucial in employees’ development process.

3.4 WHAT IS EMPLOYEE PERFORMANCE?

Employee performance is the first basic thing for management to reach organizational goals. It is the output from employees which will make the organization successful. Management will try to influence employees through various methods. Rewards, Leadership & social support are some of the important practices which will have a high impact on Employee Performance. All this will have ultimate impact on achievement of organizational goals.

Employee Performance is such a thing that is influenced by many inside & outside factors. Organization management should try to keep all these factors in maximum control. Relations between management & employees will have an impact on the performance of the organization.

In the current scenario, the Employee holds central place in the entire organization. It is necessary to take care of them & their mindset. they should be always motivated & connected with tasks assigned to them at any point of time. This is the responsibility of management to take care of various needs of employees & have regular communication with them. Employee Performance basically means how well an employee performs duties assigned to them. Organization management makes analysis of that at various points of time.

Management should organize various training & development programs for skill enhancement of employees & improving their productivity. It will have positive impact on employee performance. Besides this, rewarding an employee for his performance will motivate other employees to perform well.

3.4.1 Factors influencing employee performance

Following are the different factors influencing Employee Performance: -

1. Workplace environment

workplace environment has great impact on employees’ commitment towards organization. this will have impact on Employee mentality & productivity. Positive work environment will lead to employees’ & organizational growth. It is the

responsibility of management to spread & maintain positive culture in organization. It will help in retaining & attracting quality workforce from market.

2. Training & development

this generally will perform the task of skill enhancement of employees. A trained employee will make optimum utilization of resources. if any organization does not incorporate training in employees, then they will feel stagnant. Training is meant to upgrade skills of employees so that they can perform better.

3. Employee engagement

When employee’s engagement increases, their work performance also increases. If work no longer excites employees, it means efforts from company side should be placed in engaging them in work. one way to do it is to inject a variation in day-to-day activities & give them freedom to work. Work performance continuously decreases if employee engagement efforts fail. so timely check up with employees is necessary.

4. Competence

Employees in any organization should be able to perform work without any supervision which is the benefit of competence. if there is lack of competency then it means there was insufficient training or problem during screening in hiring process. Micromanaging can lead to incompetence which will result into pressure & self-doubt.

5. Recognition

if there are too many employees then they will feel replaceable & if they take this seriously then it will affect team work of employees. So timely recognition of their work is important so they feel that work performance is recognized. Simple praise can also do the work, its great if you praise them for achieving certain milestones.

6. Tools & equipment

sufficient facilities or tools to make employee’s work easy should be provided to employees. sometimes goals cannot be achieved if you do not have enough facilities to accomplish your task. even organization can ask employees directly about the facilities they want because it will help them perform their tasks.

7. Workload

organizations must be able to manage workload well. if firm plans to expand the operations, then consider hiring more people or even much better it can determine employees with lower workload & pass on the responsibilities to them. so that workload is equally divided.

8. Company culture & morale

Workplace can make employee stay longer if good company culture is provided to employees. it will also result into loyal workforce as employees will stay longer. do not expect employees to retain in company if culture is toxic & competitive. Lack of social support can demotivate your employees & they may have no reason to work for you.

9. Leadership

JPMorgan Chase puts it, “Most people don’t quit their jobs, they quit their managers.” supervisors can hinder employees from performing well. so, owners of business are always advised to keep a check on behaviour of supervisor. so that they can mitigate employee retention rate. this type of leaders can affect how all employees perform.

“Taking care of your employees is taking care of your company.”

the factors listed above are the reason your employee choose to leave or stay. employees are the backbone of the company. so, taking their care is taking care of your business. the above same suggestions hold true when there is underperforming employee retention rate.

3.4.2 Tips for improving employee performance

Employee Performance in organization is always manageable if management takes keen interest into it. this will have impact on the performance of the organization. Management should adopt these techniques to have optimum utilization of resources. if management has positive attitude towards employees, it will improve the relationship between management & employee, which ultimately will improve productivity of employee & organization. the growth of employee is growth of organization & vice-versa.

To achieve organizational goal, it is necessary that employees should perform their best. Immediate boss are best people in organization to increase the motivation of employee. They know the needs of an employee & can forward proper message regarding this to top management. Smooth communication process in both ways is important for proper functioning of organization.

Following is some general techniques can be used by management to improve employee performance: -

1). Investigate under-performance issues

Under-performing employees are major issues in any organization. Due to this management will not be able to make optimum utilization of available resources to them. Unproductive employees are the biggest liability to any organization. Management should investigate reason behind non-performance of employees without making any assumption. there are also chances that employees might not have proper resources available or he is not properly trained for that work. Also, possibility that employee may have distraction from outside the organization or feel like they are not valued well in the organization. there are variety of issues that may distract employee to perform his best.

2). Encourage clear communication

Communication plays an important role for smooth functioning of organization. the entire success of organization is dependent on communication channel. there must be always clear & concise communication from both the sides i.e., management &

employees. Receiving negative feedback can be difficult for both management & employees but having transparent & direct communication is important for growth of organization. It is unrealistic that employees will improve their performance without receiving concrete feedback from management & informing them about actions needed to improve their performance.

3). Foster & positive work environment

Positive work culture is a must for highest employee productivity in organization. It will increase bonding between employee themselves & also with management. Positive work environment will enhance communication process in entire organization. Also, here management would be able to make optimum utilization of available resources. Employees will be more productive if they find surroundings neat & clean. Due to positive work environment, management will be able to retain quality workforce in organization & attract good workforce even from market.

4). Training does not end at On-Boarding.

Training is important part of employee’s career for their skill enhancement. When employees enter in organization, he is given training to adjust with organization structure & culture. To have positive impact on Employee Performance, they should be given regular training at different stages of career. Also, it is not possible that employee will grasp all the information that is presented to him during initial training. So, training after that will refresh employee’s knowledge & also improve their skills & productivity.

5). Utilize data through Digital Performance

Digital era has given many digital platforms to measure the performance of employees. Now a days, measuring employee’s performance is not subjective, but through digital software management can assess time taken to do task, quality of work done etc. Due to this management can give concrete feedback to employees about what is lacking in their performance. If employees know on what parameters their performance has been measured, they will better perform in that area, which

will increase their & organization’s productivity, this digital channel gives employees various tools for improving their performance.

3.4.3 PAST v/s PRESENT criteria of Employee Performance

Employee performance has undergone many changes from its past cycle to present cycle. It is the amount of work produced by an employee in a specific period. It is about how an employee fulfill his job duties and executes the tasks. It includes quality, effectiveness & efficiency of their output. Employee’s performance depends on many factors like.

But the most important among them is Rewards, Leadership style & social support. Reward has also an impact on return on investment since organizational performance depends on employee performance because human resource is the capital of an organization. Employers must define various criteria for employee performance. Employees also must follow the criteria to enhance their performance. Consequently, employee performance is a joint initiative of employee as well as employer to upgrade the current skills & knowledge of employees, thus competency can be enriched by provision of sufficient reward, doing good leadership practices & social support.

On the other hand, overall organizational performance refers to those attitudes that have been assessed or measured as to their contribution to organizational goals. However, labour unions can act as a mediator between employees & management of an organization by negotiating better terms for employees. Existing labour literature has shown that employees tend to put in their best, work effectively & efficiently if the work environment is conducive and the management & corporate executives demonstrate the flexibility that they often demand from employees. Rapid change requires a skilled & knowledgeable workforce with employees who are adaptive, flexible & focused on the future. Hence to address this challenge, there is a requirement of “active & aggressive” employee performance policies.

There are certain criteria on which employee performance was dependent in the past & some criteria on which employee performance is dependent in present. The total criteria of employee performance have changed from past to present. Following

“An analysis of various ‘Attributes of Rewards,’ ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector”

diagram shows the difference between evaluation of employee performance in the past & present.

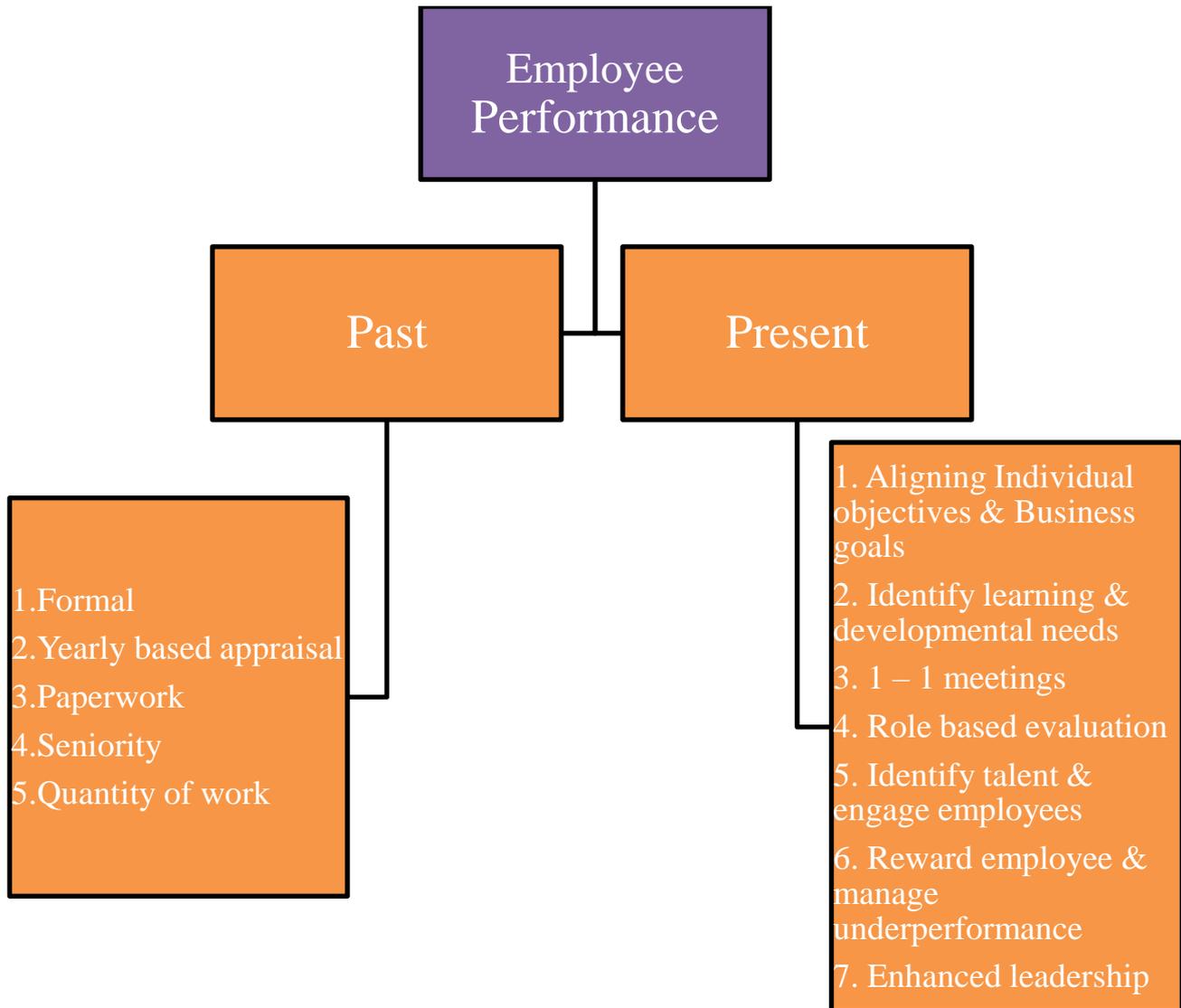


Figure 3 .14: Comparison of past v/s present Employee Appraisal

Traditionally, the focus was on *Formal process* of evaluation. A procedure which was formally adopted by the organization was set up. Generally, the only criteria for evaluation were on *yearly basis* performance evaluation. Employee performance was only dependent on *Appraisal*, none of the other criteria was considered. There was a lot of *paperwork* on which formal calculation of performance was taken into

consideration based on *Quantity of work* & time spent in the organization. Even appraisal was done only on a seniority basis ignoring the criteria of efficient performance.

Contradictory, now in present employers have understood the need of an efficient & loyal workforce which changes the criteria of evaluating employee performance. Satisfied workforce will never result in employee turnover in the organization. *1-1 meetings* are promoted between labor and management. There are no common criteria of evaluation but it is done based on the *role of the employee*. Organizations are now *aligning individual objectives with business goals* because they have realized that individuals will only be productive if their goals are met. *Learning & developmental needs* must be identified so that proper training to the workforce is provided. *Talent area* of employees must be identified & they should be allocated work accordingly to promote employee engagement. Timely provision of *rewards* must be done to manage under performance. Reward encourages performing better. *Enhanced leadership* always provides flexibility to employees to discrete their own decisions, which will increase their sense of belongingness towards the organization.

3.4.4 Reward & employee performance

- Reward & Employee Performance are directly connected with each other.
- Different type of reward mix is applicable to different types of employees
- Rewards have a direct impact on the motivation of employees.
- Presence of a quality reward system in organization structure will lead to better performance of employees.
- Presence of quality reward system will retain quality workforce in organization & also able to attract skillful employees from market.
- Reward systems in organizations increase bonding between Employer-Employee relationships.
- Rewards act as a bridge between Employee skill & Employee performance.
- Employees work harder & become more productive if they are properly rewarded for their good job.
- Some of the employees earn enough in terms of monetary rewards, so they will be more influenced by non-financial rewards.

- Financial rewards generally are more applicable to lower-level employees while non-financial rewards are more connected with middle & top-level employees.
- Effectiveness of reward systems has a direct impact on organizational productivity.
- Along with giving rewards to employees, recognition of their performance at the right time is equally important.
- Recognizing & appreciating one employee for his performance will motivate other employees to perform their best.
- Rewards will have a positive impact on employee performance which will lead to optimum utilization of resources.

3.45 Leadership & employee performance

- Quality leadership & employee performance are directly connected with each other.
- This has direct impact on performance of the organization.
- It is the responsibility of leader to maintain high level of employee performance to achieve organizational goals.
- Leader should always focus on enhancing skills of employees by arranging various training & development programs which can reap many benefits for employees & organization both.
- Leader support to employees will have positive impact on organization culture & environment.
- It is always challenging for a leader to bring best out of employees & retain the quality workforce in organization.
- Leader’s good relation with employees can increase their commitment towards organization & management. They will put their best efforts for accomplishing task given to them & will make optimum utilization of resources.
- If Leader involves employees in various decision making, it will motivate them to work better, also it will help management in making their planning better because employees have ground level knowledge & they know the requirement of, market.

- Leader can identify strength & weakness of employees’ & guide them accordingly.
- Quality leader helps employee in developing inter-personal skills of employees.

3.4.6 Social support & employee performance

- Social support is one of the emerging trends in modern corporations in support of employees.
- Employees need support to manage pressure they are getting from various sides.
- Social Support has a very high impact on Employee performance & also employee motivation & health depends on it.
- Organization management is using social support as a tool for motivating employees to achieve organizational goals.
- Employees need social support from both inside & outside the organization.
- From inside the organization, they need support from peers, immediate boss, management etc.
- From outside the organization, they need mainly support from their family, friends, & relatives.
- In this competitive environment, management should act with employees as their friend, philosopher & guide.
- Employees spend the majority time of day with his peers, so they need maximum support from them.
- Also, an immediate boss/supervisor can guide an employee in his working style which can increase his productivity.
- Peer support will directly increase employee motivation & reduce their stress.
- Today’s Employees’ need more social support to give their best performance.
- Family support is also equally important for employees, as their support will keep employees healthy & stress free.
- Thus, all types of social support have an impact on the mental well-being of employees which helps them to concentrate more on their work & being more productive.