



AN EMPIRICAL STUDY ON EMPLOYEE EXPECTATIONS FROM ORGANISATION

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Abstract

Employees are the assets of the organisation. Fulfilment of employees' requirements contributes to organisation's growth. The impact of employee expectations on employee satisfaction has been examined to enhance their satisfaction level which paves way for productivity and for performance improvement. The study was conducted to identify the expectations of employees working in an organisation engaged in retail business. The study to identify several factors which includes employee participation. The most influencing and least influencing factors were identified for the betterment of the employees and to the organisation also.

Key Words: Retail, Business, Product, Services, Customer.

1. INTRODUCTION

In order to be competitive, organizations need to manage their resources effectively. Human resources are no exception, and consequently, the assets of a successful organization should include a highly productive workforce. One of the biggest challenges faced by any manager is to meet the expectations of their employees.

Workforce motivation contributes to increased productivity and innovation, creative problem solving, reduced turnover and decreased absenteeism. In order to keep employees loyal, they should feel themselves as part of the organization, employees are needed to be motivated and appreciated. Fostering morale also comes from ensuring that employees have the experience and tools they need for competence. Some human resource experts believe that non-cash rewards can have great impact with the employees.

Human motivation at work is the heart of the field of organizational behavior. In work and other contexts, motivation is often described as being Intrinsic or Extrinsic in nature. Intrinsic motivation is derived from within the person or from the activity itself. It positively affects the behavior, performance, and wellbeing. But extremely administrative consequences or extrinsic behavioral contingencies also are powerful determinants of motivational behavior. Extrinsic motivation comes from outside of the performer.

Through the identification and the changes in environmental contingencies, including extrinsic reinforcements, motivation increase have been realized in work behavior including attendance, punctuality, selling, work quality, productivity, sales calls and customer service.

Organizational ethics encompass good conduct, equitable treatment and fair behavior among employees. Unethical environment affect employees through greater workplace stress, decreasing job satisfaction, also decreases job performance, and finally tends to turnover.

Training is a key requirement for new recruits. Proper training helps employees to understand the job requirements and responsibilities. "Training offered to employees may help them reduce their anxiety or frustration brought on by work demands that they are not familiar with and they are lacking the skills to handle effectively" (Chen et al,2004)

Organizational communication contributes to employees' job satisfaction, organizational commitment and increased trust in the workplace. "Communication is the very heart of the management process"(Chester Barnad, 1938). Good communication benefits organization by developing team spirit among employees stimulates engagement and better performance in changing scenario.

The greater the chance of employee turnover, the less likely a company will invest in it. A company loses all of its investment should an employee terminate the relationship upon completion of training. A committed employee is one that will remain with the organization. The more committed an employee is, the less of a desire they have to terminate from the organization. These highly committed employees were found to have a higher intent to remain with the company, a stronger desire to attend work, and a more positive attitude about their employment.



“The changing nature of employee and employer expectations need to be addressed by the organization” (Indu Bala, 2013). Employees often expect to be fairly treated and compensated for the work they perform. And employees too often are aware that the compensation they offer is expected to match the efforts made by the workers in their work.

More satisfied employees are more cooperative, more helpful to their colleagues, more punctual and time efficient, show up for more days of work, and stay with the company longer than dissatisfied employees (Spector's, 1997).

Organizations which are not able to provide a good treatment for their employees will lose their talented people. Employees are likely to be faced more frequently with unanticipated and ambiguous decision making situations. Organizations must increasingly count on employees to act in ways that are consistent with organizational objectives. Many employees are looking for environments where they can be engaged and feel that they are contributing in a positive way to something larger than themselves.

2. REVIEW OF LITERATURE

Dr. Vrajlal Sapovadia and Ms. Sweta Patel (2013) build a model in form of a matrix having high ethical standard in the company with two sets of companies having high or low employee turnover; and with low ethical standard in the company having two sets of companies with high or low employee turnover. The company should aim at becoming exemplary that is having high ethical standard and low employee turnover. The company should provide business framework for high ethical standard and business environment to reduce employee turnover.

Dr. C. Swarnalatha and T.S. Prasanna (2012) focus on the various factors which influence employee engagement. It has been observed that organizations with higher levels of employee engagement outperform their competitors in terms of profitability. Engaged employees give their companies crucial competitive advantages including higher productivity, customer satisfaction and lower employee turnover. Organizations need to better understand how different employees are affected by different factors of engagement and focus on those in order to achieve the strategic outcomes as well as to improve overall effectiveness.

James K. Harter, Frank L. Schmidt, and Corey L. M. Keyes (2002) demonstrate that the presence of positive workplace perceptions and feelings are associated with higher customer loyalty, higher profitability, higher productivity, and lower rates of turnover. Organization should focus on satisfying basic human needs in workplace, clarifying desired outcomes and increasing opportunity for individual fulfillment and growth. It increases opportunity for the success of their organization.

Anil Kumar S. Hagargi (2013) appropriate employment practices to help employees achieve a better work/life balance brings tangible benefits to business. It can enable employees to feel more in control of their working life and lead to increased productivity, lower absenteeism and a happier, less stressed workforce. Allowing employees to work flexibly in order to encourage a better work/life balance can lead to improvements in health and well-being. Introducing new employment policies encourages a healthier work/life balance to employees.

Dr. Sunil Kumar Pradhan & Dr. Suman Kalyan Chaudhury (2012) have found how performance management leads to increase employee retention. To satisfy the customer an organization should have to firstly satisfy their employees as they are the means for the ends. Employee's preference towards the organization leads to increase in productivity and customer retention rate, therefore it decreases the attrition rate.

Kirti Rajhans (2012) stated that organizational communication has impact on employee motivation and performance, it creates real changes in organization. Effective downward communication boosts teamwork, trust, better relations, productivity and fewer chances of rumors and miscommunication while upward communication helps managers to understand both business and personal issues that affect employees.

Ms. Indu Bala (2013) Effective communication can provide a friendly atmosphere where employees are comfortable and can focus on doing what they do best. The employer considers job security, a living wage, opportunity for overtime, adequate working conditions, personal loyalty to workers, vacation and some benefits. It is important that money is not the top expectation for either employee or employer. When the parties' expectations match each other, performance is likely to be good and satisfaction levels will be high. So long as the values and loyalty persist, trust and commitment will be maintained.

Douglas R. May, Richard L. Gilson (2004) has found that selecting the proper employees for particular work roles will enhance meaningfulness. Managers should work to establish employee perception of safety by developing supportive, trustworthy relations with their employee.



Julia K. Boehm Sonja Lyubomirsky (2008) suggests that happiness is not only correlated with workplace success but that happiness often precedes measures of success and that induction of positive affect leads to improved workplace outcomes. It is experimented from three types of factors cross-sectional, longitudinal, and experimental that relates happiness to various work outcomes.

Alexandros G. Sahinidis and John Bouris(2007) studied that training perceived by the employees to be effective, will likely have a positive impact on job satisfaction, commitment and motivation. Managers ought in providing adequate training to the employees.

3. OBJECTIVES OF THE STUDY

1. To study the employees expectations from employer.
2. To identify the important dimensions of employees expectation from employer.
3. To know the most influencing and least influencing factors of employees expectation.
4. To analyze the impact of employees expectation on employee satisfaction.

4. RESEARCH METHODOLOGY

4.1 Sample Size

A finite subset of population is called a sample and the process of selection of samples is called sampling. This refers to the number of items to be selected from the population to constitute a sample. Primary data is collected through questionnaires distributed to 105 respondents. The entire questionnaire received was screened for errors, incomplete and missing responses. The researchers communicated with 108 employees for survey. 105 employees responded for the survey. So, the response rate is 93.33%.

4.2 Sampling Method

Stratified random sampling method is used for this study which comes under probability sampling technique.

5. ANALYSIS AND INTERPRETATION

Descriptive Statistics of employee's expectations.

Table -1 Employee participation

Factors	Minimum	Maximum	Mean	Std. Deviation	Rank
Management allows employees to take part in important decisions	1	5	2.48	1.164	1
Management shows empathy towards employees	1	5	2.39	1.103	2
Employees specific requirements are understood by the management	1	5	2.38	1.130	3

Interpretation

Table 1 shows that employee participation related variables rated highest for allowing employees to take part in important decision and lowest for employee requirement understanding

Table -2 Employee Treatments

Factors	Minimum	Maximum	Mean	Std. Deviation	Rank
Employees have security towards their job	1	5	2.62	1.144	1
Employees feel safe within the organization	1	5	2.45	1.114	2
Employees grievances are sorted effectively by the organization	1	5	2.25	1.027	3
Employees are treated fairly by the management	1	5	1.90	.962	4

Interpretation

Table 2 shows that employee treatment related variables rated highest for job security and lowest for fair treatment by employees.



Table - 3 Career Opportunities

Factors	Minimum	Maximum	Mean	Std. Deviation	Rank
Management makes prompt payment of salary to employees	1	5	2.21	.982	1
Employees are provided with equal career opportunities in the company.	1	5	2.13	1.162	2
Employees and leaders have a friendly relationship	1	5	2.02	.963	3
Management follows transparent performance appraisal system	1	5	1.99	.863	4

Interpretation

Table 3 shows that career opportunities related variables rated highest for transport facilities provided by organisation and lowest for transparent performance appraisal system followed by the organisation.

Table - 4 Recognition

Factors	Minimum	Maximum	Mean	Std. Deviation	Rank
Incentives schemes are satisfactory to the employees	1	5	2.37	1.002	1
Management follows clear cut rules regarding promotion	1	5	2.31	1.000	2
Cooperation among employees exists within department	1	5	2.22	.971	3
Employees talents are recognized widely by the organization	1	5	2.15	.921	4
Organization follows efficient rules and regulations	1	5	2.14	.977	5

Interpretation

Table 4 shows that recognition related variables rated highest for incentive scheme followed by organisation and lowest for efficient rules and regulations

Table -5 Welfare Facilities

Factors	Minimum	Maximum	Mean	Std. Deviation	Rank
Employees are given power to take decision regarding their work	1	5	2.52	1.205	1
Employees are provided with enough health facilities	1	5	2.49	.901	2
Employees are provided with enough medical facilities	1	5	2.35	1.119	3
Effective communication exists within the company	1	5	2.26	1.126	4

Interpretation

Table 5 shows that welfare facilities related variables rated highest for employee empowerment and lowest for communication exists within the organisation.

Table - 6 Policy Related Factors

Factors	Minimum	Maximum	Mean	Std. Deviation	Rank
Leaders of organization are trustworthy	1	5	2.46	.900	1
Organizational policies carries ethics in it	1	5	2.43	1.077	2

Interpretation

Table 6 shows that Policy related factors rated high for trustworthy leaders and low for organizational policies.

CONCLUSION

Human resource is meant to be the most important resource in an organization hence it is very necessary to enhance the healthy climate for the betterment of the employees as well as organization. This study identified the important dimensions of employees' expectation that are, Employee participation, Employee treatment, Career opportunities, Recognition, Welfare facilities, Policy related factors. And also found that the most influencing factors of employees' expectations are Job security



and least influencing factor is fair treatment of employees. Furthermore, employees' recognition carries more impact on employee satisfaction.

Through this survey, organization can become more productive, plus it serves as a basis for fulfilling employee requirements. Survey analysis identifies areas of employee satisfaction and dissatisfaction to facilitate management in the creation of greater workplace harmony and, therefore, increased productivity. Conclusions are drawn from the data, and recommendations are made to the management.

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