

The Level of Implementation of Employee Relations Practices in Selected Medium-Sized Hotels in Laoag City

IMEE L. CABUGON

Master in Business Administration (MBA)
Master of Science in Hospitality Management (MSHM)

GLORY A. DOMINGO

Master in Business Administration (MBA)
University Center for Research and Development

Northwestern University, Inc. Laoag City

Abstract — "People, or human resources, are the most valuable assets of any organization; they provide the services that allow it to function." This statement alone can demonstrate that human resources are an essential component of any organization. As a result, it stands to reason that they must be properly managed in order to be productive and loyal to the organization.

The study aimed to determine the level of implementation of employee relations practices in selected medium-sized hotels in Laoag City.

The descriptive-survey method was used in this study to determine the demographic profile of the HR staff and hotel employees, as well as the level of implementation of employee relations practices as perceived by both the employees and the HR staff. Data were collected from 132 people, including 124 employees and eight (8) HR personnel from medium-sized hotels in Ilocos Norte. For the demographic profile, data were presented in frequency and percentage tables, while weighted means were used to determine the level of employee relations implementation.

The following conclusions were drawn based on the findings: the participants are young adults, predominantly male, single, earning less than Php10,000.00 per month, and have been working for 3-6 years, with the majority assigned to the housekeeping department. Similarly, the hospitality industry has been around for 6-9 years and is rated 3 stars. Moreover, both hotel employees and HR Staff rated the level of implementation of employee relations practices of the employee-participants as "highly implemented" in terms of the relationship between employees and management, employee induction and orientation, employee feedback, employee performance appraisal, and conflict resolution. However, the HR personnel's response to the statement "The result of employee performance appraisal was used as a basis to determine salary scale" was "Moderately Implemented," which should not be ignored as one of the foci in the creation of strategies to level up employee relations practices. Furthermore, it was discovered that there was a statistically significant difference between the relation practices of employees and HR personnel in terms of the relationship between the employees and the management and employee induction and orientation based on five factors. While there was no statistically significant difference in employee feedback, employee performance appraisal, or conflict resolution practices between employees and HR personnel,

Based on the findings and conclusions reached, it is strongly advised that the HR Department and top management implement strategies to improve the employee relations practices of medium-sized hotels in Ilocos Norte.

Keywords — Employee Relations Practices, Relationship Between Employees and the Management, Employee Induction and Orientation, Employee Feedback, Employee Performance Appraisal

I. Introduction

Background of the Study

"People, or human resources, are the most valuable assets of any organization; they provide the services that allow it to function." This statement alone can demonstrate that human resources are an essential component of any organization. As a result, it stands to reason that they must be properly managed in order to be productive and loyal to the organization.

Strong employee relations are required for high productivity; therefore, maintaining healthy employees in an organization is a prerequisite for organizational success, according to Abushawish (2013). This is consistent with Mahapatra's (2010) study, which stated that human resources are human wealth or means that can be drawn on. An organization's social wealth or human capital can be regarded as its human resources. There is a growing recognition that the more an organization invests in its human resources, the greater the likely return on investment.

One reason for satisfying employees' employment needs is said to be good employee relations. Its goal is to cultivate a positive working relationship with management. Employee relations, according to Majule (2017), are an asset of organizational functions and practices that deal with people's issues, such as staffing, compensation and benefits, performance management, organizational development, health and safety, communication, and administration at a specific company/organization. Furthermore, Michael (2005) defined the term as managing the relationship between the employer and the employees with the ultimate goal of achieving the highest level of productivity in terms of goods and services. Employee motivation entails taking preventive measures to address issues that have a negative impact on the workplace.

High productivity and human satisfaction necessitate strong employee relations. Employee relations are generally concerned with avoiding and resolving issues involving individuals that may arise from or be influenced by the work environment. A healthy and safe work environment, the involvement and commitment of all employees, incentives for employee motivation, and an effective communication system are all required for strong employee relations. Healthy employee relations result in more efficient, motivated, and productive employees, which leads to increased output, according to Juneja (2015). This is similar to the findings of Blyton (2008), who discovered that employees do not give their best efforts at work when they are dissatisfied with management,

the government, or their coworkers. A poor employee-employer relationship leads to a strike or lockout, which are actions taken by employees to express their grievances, and the organization's productivity suffers greatly as a result.

The accommodation industry in Ilocos Norte, particularly in Laoag City, is thriving. The proliferation of hotels in the area is a good example of this. However, some hotels appeared to be stagnant. Employee relations, as previously stated, have a significant impact on employee performance. In this context, the researchers conceptualized this study to determine the level of implementation of employee relations practices in selected medium-sized hotels in Laoag City.

Theoretical Framework

Theories are ideas that explain how variables interact with one another. To investigate the effects of employee relations on employee and organizational performance, various approaches will be used. The following theories underpin this research:

Theory of Human Relations. It seeks to boost employee output. It emphasizes the importance of the employee as a human being who should be treated as such rather than as a machine. In this case, the ability of individuals to achieve self-fulfillment in the workplace is thought to be important for reducing organizational tension. Workers are regarded as being qualitatively distinct from other production resources. The primary task of management is to manipulate workplace relations in order for employees to feel personally satisfied with their involvement with the organization. To that end, businesses that operate on this basis are expected to respect employees' right to have a say in how they are governed. They are also more likely to take an active interest in developing employees' skills in order to demonstrate a commitment to their well-being. In whatever form it takes, the goal of this managerial approach to employee relations is to reduce internal tensions by increasing employees' sense of workplace satisfaction through techniques that involve them in the organization and regulation of work (Gordon, 2021).

Human Resource Management Theory. This approach to management differs from the previous one. It begins with the assumption that organizational tensions can be completely resolved by cultivating a psychological contract based on cooperation. In this case, the employee relations decisions are based on the assumption that the forces that unite managers and employees are far more powerful than the points that divide them. It is the responsibility of management to facilitate these unifying forces by creating workplace conditions that encourage autonomous individuals, whether employees or control, to collaborate for the common good. (Salaman, et al, 2005).

In this study, these theories can be linked because the outcome of employee performance and organizational performance is dependent on how management manipulates workplace relations to allow employees to feel personal satisfaction. The first theory is centered on giving employees a conducive workplace by involving them in the organization and workplace regulation. In contrast, the latter is centered on collaborative management practices in workplace teams and

performance appraisals, performance-related pay, and individual contracts of employment. And this study will explore the extent to which employee relations practices are implemented in selected medium-sized hotels in Laoag City.

Conceptual Framework

The research paradigm sought to determine the level of implementation of employee relations practices in selected medium-sized hotels in Laoag City. This would also assist the employer in considering the recommendations made by the researchers. The relationship between the variables in the research study is illustrated in Figure 1.

Moreover, the research paradigm presents the independent variable that composes the profile of employee-participants and the hotel industry profile. On the other hand, the dependent variable is the level of implementation of employee relations practices in medium-sized hotels as perceived by the employees and HR personnel concerning: relationships between employees and the company; employee induction and orientation; employee feedback; employee performance appraisal; and conflict resolution.

Furthermore, the study's findings paved the way for strategic recommendations for improving employee relations practices in medium-sized hotels.

INDEPENDENT VARIABLE

DEPENDENT VARIABLE

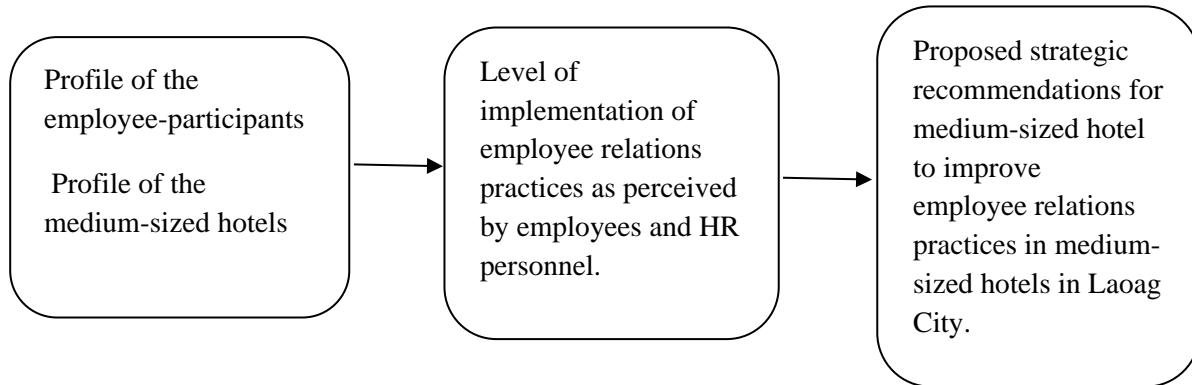


Figure 1. Research Paradigm

Research Problem

The general problem of this study is to determine the level of implementation of employee relations practices in selected medium-sized hotels in Laoag City. It sought to answer the following questions in particular:

1. What is the demographic profile of the employee-participants?
2. What is the profile of the medium-sized hotels?
3. What is the level of implementation of employee relations practices as perceived by the hotel employees?
4. What is the level of implementation of employee relations practices as perceived by the HR personnel?
5. Is there a significant difference in employee relations practices as perceived by employees and HR personnel in a medium-sized hotels in Laoag City?
6. What are the strategic recommendations that can be adopted by medium-sized hotels to improve their employee relations practices?

II. Methodology

Participants

Participants in this study were 124 hotel employees, including 8 human resource personnel from a medium-sized hotel in Ilocos Norte. The latter were included because their job is to ensure that the needs of the company's employees are fully met, including the effective implementation of employee relations practices. Also, they are the right people in the company to validate the claims of other employees regarding the status of the level of implementation of the aforementioned practices. The convenience sampling method was used in this study.

Research Design

The researchers used a descriptive survey method to determine the level of employee relations implementation in medium-sized hotels in Laoag City in order to collect adequate information relevant to the purpose of this study. In order to collect data and information, the researchers also distributed questionnaires.

Research Instruments

A survey-based questionnaire was used by the researchers.

The first two parts of the questionnaire are researchers made while the third and fourth parts are patterned on Mojule’s (2017) study, entitled “*The Influence of Supervisor Employee Relation on Employees Performance in the Hospitality Industry: The Case of Dar Es Salaam.*”,”. The modified questionnaire was developed in response to the study's problem statement, and it was submitted for revision and enrichment to fit the purpose of the study.

Reliability Test Result

Reliability test was done to determine the validity of the questions used in the conduct of this study.

Scale	CR	No. of Items	Interpretation	Remarks
level of implementation of employee relations practices	0.875	21	Good	Retain all items since CR is Good
level of job performance of employees in medium-sized hotels	0.842	21	Good	Retain all items since CR is Good

Note. George and Mallery (2003) provide the following rules of thumb: “_ > .9 – Excellent, _ > .8 – Good, _ > .7 – Acceptable, _ > .6 – Questionable, _ > .5 – Poor, and _ < .5 – Unacceptable”

The result of reliability level of implementation of employee relations practices of in selected medium-sized hotels in Laoag City (0.875), signifies that the instrument has an good internal consistency, while level of job performance of employees in medium-sized hotels (0.842), denotes the instrument is good. Thus, this set of questionnaires are considered valid and reliable for use.

Data Gathering Procedures

The questionnaire was validated for suitability by three former HR managers and staff members who are now in the academe.

The questionnaires were distributed to human resources and recruitment personnel, as well as hotel employees, of Ilocos Norte's medium-sized hotels, and were personally delivered to the participants by the researchers. The participants were given plenty of time to complete the questionnaire, which was then personally collected by the researchers. The information gathered was then tallied and analyzed.

Data Analysis

The following statistical tools were used to treat the data: the frequency and percentage were used to describe the profile of the employee-participants and the hotel industry; the weighted mean was used to interpret the data gathered on the level of implementation of employee relations.

The four-point Likert scale was used: 4 Highly Implemented (HI); 3 Moderately Implemented (MI); 2 Slightly Implemented (SI); and 1 Not Implemented (NI)

Rating Scale	Verbal Interpretation
3.25-4.00	Highly Implemented
2.50-3.24	Moderately Implemented
1.75-2.49	Slightly Implemented
1.0- 1.74	Not Implemented

Finally, the independent t-test was used to compare the perceptions of employees and HR personnel about the level of implementation of employee relations practices.

III. Results and Discussion

RESULTS

Profile of the Employee-Participant

Approximately thirty-seven percent (37.90%) of the total population have a range of 24-29 years old which ranked the highest; it is followed by ages 30-35, which a percentage of approximately twenty-one (21.77). Moreover, eighteen to twenty three (18-23) years old ranked the least. The study denotes that employees come from various age levels. As to gender, the majority of participants are male, accounting for seventy-four (74), or approximately fifty-nine (59.68) percent, with the remaining fifty (50), or approximately forty (40) percent, being female. Meanwhile, there were seventy-six (76) or approximately sixty-one (61.29) percent single participants who are more prominent against the married ones. Moreover, the majority of participants have a monthly income of 5,000 to 10,000 pesos, accounting for one hundred two (102) or approximately eighty-two (82.26) percent, while the minority receives more than 15,000 pesos, accounting for five (5) or approximately four (4.03) percent. Further, most of the participants have been employed for 3 to 6 years with forty-seven (47) or approximately thirty-seven (37.90) percent. This was followed by less than 3 years with forty-three (43) or approximately thirty-four (34.68) and least are those employed in more than nine years. The findings imply that the participants have been involved in the actual industry operation for years

now. Furthermore, the majority of participants are assigned to the Housekeeping Department, with thirty-nine (39) or approximately thirty-one (31.45) percent, and the Human Resource Department has the least number of participant with one (1) or approximately .81%.

Profile of the Medium Sized Hotel

Medium sized hotels have been existing for 6-9 years. These were followed by hotels with less than 3 years and more than 9 years of operations with similar frequencies of two (2) or twenty-five (25) percent. The findings imply that the hotels have been in actual operation for years now. Further to that, as to classification of hotel, there are five (5) or approximately sixty-two (62.50) percent of hotels classified as three (3) stars. On the least is 5 stars with a one (1) or approximately twelve (12.50) percent. The finding implies that the workforce in Ilocos Norte can be employed from among the hotel classifications.

The Level of Implementation of Employee Relations Practices

EMPLOYEE RELATIONS PRACTICES	<i>as perceived by the Hotel Employees</i>		<i>as perceived by the HR Personnel)</i>	
	M	VI	M	VI
Relationship between the employees and the management.				
<i>Composite Mean</i>	3.80	HI	3.90	HI
Employee induction and orientation				
<i>Composite Mean</i>	3.77	HI	3.96	HI
Employee feedback				
<i>Composite Mean</i>	3.75	HI	3.72	HI
Employee performance appraisal				
<i>Composite Mean</i>	3.62	HI	3.50	HI
Conflict resolution				
<i>Composite Mean</i>	3.65	HI	3.81	HI
Overall Mean	3.72	HI	3.78	HI

Based on the cumulative composite mean, the majority of participants rated all of the variables under employee relations as "**highly implemented**," yielding an overall rating of 3.72 with a verbal interpretation of "**highly implemented**." This implies that good employee relations result in highly committed, motivated, and loyal employees in organizations. According to Samwel's (2018) study, employee relations have a significant impact on employees' working morale. Furthermore, Grant (2007) found that improving the management of employee relationships in organizations has more positive effects on the firm than simply increasing employee motivation.

As perceived by HR personnel, the level of implementation of employee relations practices in a medium-sized hotel in Ilocos Norte is observed to be **"highly implemented,"** with an overall mean of 3.78. Furthermore, all statements were rated **"highly implemented"** in all variables under the employee relations practices, except for the statement *"The result of employee performance appraisal was used as a basis to determine salary scale,"* which rated as 3.13 and a verbal interpretation of **"Moderately Implemented."** This implies that employee performance appraisals are not always used to determine the salary scale of hospitality workers. The hospitality management should consider the study of Lazear (2018), who believes that the pay rate and compensation that an employee receives have a direct impact on the employee's behavior; thus, the organization should give what is due to an employee in order to retain, attract, and motivate qualified staff in order to do the work effectively.

Differences between Relation Practices from Employees and HR Personnel on Five Factors

Variable	Employee		HR		df	t	ρ
	M	SD	M	SD			
• Relationship between the employees and the management.	3.80	0.02	3.90	0.12	16	-2.63	0.018
• Employee induction and orientation	3.77	0.06	3.96	0.07	4	-3.65	0.022
• Employee feedback	3.75	0.04	3.72	0.19	6	0.23	0.823
• Employee performance appraisal	3.62	0.15	3.50	0.33	4	0.58	0.596
• Conflict resolution	3.66	0.08	3.82	0.09	2	-1.88	0.201

*P<.05

The table shows that the independent samples t-test was conducted to compare the differences between employees and HR personnel. It was observed from the table that there was a statistically significant difference between the employee relations practices of employees and HR personnel in terms of the relationship between the employees and the management and employee induction and orientation, as evidenced by the obtained p-values of 0.018 and 0.022, respectively, which are lower than the .05 level of significance. While there was no statistically significant difference between the relationship practices of employees and HR personnel in terms of employee feedback, employee performance appraisal, and conflict resolution, it can be concluded that the relationship practices assessed by employees differed from those assessed by HR personnel.

DISCUSSIONS

The survey composes of one hundred thirty-two (132), in which one hundred twenty-four (124) employees and eight (8) HR personnel from medium-sized hotels in Ilocos Norte.

The statistics gathered were strategically sampled based on age, gender, civil status, and other factors. For example, the findings show that workers aged 24 to 29 are more likely to work in the hotel industry; these younger workers appear more confident and less pessimistic. According to the World Economic Forum, they enter the labor market with stronger and more valuable skills than older workers, particularly in digital and communication fields, electronics, and data management (2020). Similarly, male employees outnumbered female employees, possibly because the hotel industry requires more physical or manual labor. In the same way, the number of singles outnumbers the number of married people. One of the reasons why married people avoid working in the hotel industry is that it has three shifts. Aside from that, because married people have family responsibilities, they will most likely want to spend the night with their loved ones. At the time of data collection, the majority of hotel industry businesses had only recently begun operations following the outbreak of the COVID-19 pandemic, thus, according to HR personnel, workers are not yet fully engaged in 8 hours of duty; instead, they work for 4 to 6 hours per day because there are still few visitors. This scenario could be one of the main reasons why the majority of workers earn from Php5,000.00 to Php10,000.00 per month. The hospitality industry is one of the world's largest employers, providing a diverse range of exciting and flexible opportunities to its employees. There are some excellent hidden benefits that most people are unaware of, which is why the majority of participants have been in the industry for 6-9 years. Another reason they stay at the hotel is the difficulty in finding new employment. This is similar to the statement of the Indeed Editorial Team (2021), that a competitive job market is defined as the amount of competition for open positions. As a result, when there is a competitive job market, it usually means that there are more employees than positions available. It's also worth noting that the majority of the participants are assigned to the Housekeeping Department. This is parallel to Set Up My Hotel, that indicates that the housekeeping department employs the most people in most hotels (2011). Further, according to Trends in the Hotel Industry (2016 edition), renting guestrooms is the most important source of revenue across all property types in the United States. Similarly, room revenue accounted for 68.1 percent of total operating revenue in 2015. As a consequence, the demographic composition of this research should not be taken for granted.

The study shows that the practices on the relationship between employees and the management is highly implemented. ***“My manager/supervisor provides me a safe and pleasant working condition”*** garnered the highest mean, correspondingly, ***My manager/supervisor makes us comfortable rather than feeling scared”*** ranked the least, despite both statements being highly implemented. The participants' satisfaction with their working environment is related to their physical workplace as well as their working conditions with their coworkers and immediate supervisors. As a result, it was determined that the workplaces of the participants promote healthy and comfortable working environment. According to the findings of the Raziq and Maulabakhsh

(2015) study, in order to increase employee efficiency, effectiveness, productivity, and job commitment, the company must meet the needs of its employees by providing good working conditions. Furthermore, there is a need to recognize the significance of a positive working environment in maximizing job performance.

Moreover, according to the findings, employees are pleased with how the management assists them in becoming acquainted with their jobs and colleagues, as evidenced by the statement "*The orientation helped me to settle into my new job and work environment,*" which ranked highest and was rated as highly implemented. A good manager oversees the entire employee journey, from the first day to the last. Similarly, new employee orientation is a good way for organizations to begin teaching new employees about quality services, as this is one of the most important products of the hospitality industry. It also ensures that all employees start off on the right foot and are treated equally.

"*Guidance is given to me for unsatisfactory performance*" received the highest mean value and was rated as highly implemented under the factor Employee Feedback. According to the article Clear Company, (2021), the importance of employee feedback in business success cannot be overstated. Constructive criticism helps employees grow, while employee feedback can provide leadership with unique business insight. When done correctly, feedback is an important part of the work environment and is extremely effective at improving performance culture. Giving employee feedback is critical because it improves employee engagement and performance, as well as overall business success.

Under the Employee Performance Appraisal, the statement "*My performance appraisal was used to determine my strengths and appointed me to the right position*" has the highest mean and is rated as highly implemented. From the participant's perspective, the performance appraisal is used by their company to guide them to where they are now and how their strengths improve with the realization of their commitment to the company. According to Abouzeid (2016), performance appraisal, if properly implemented, can significantly boost the organization's overall performance. improve employee motivation and performance while significantly reducing turnover rates. However, from the HR manager's and staff's points of view the statement "*The result of employee performance appraisal was used as a basis to determine salary scale*" rates 3.13, with a verbal interpretation of "**Moderately Implemented.**" The employees perceived that the result of the performance appraisal was used for promotion and realignment, but for the HR managers and staff, the result of this was not fully used to give the salary that was really due to the employee based on his or her capabilities.

Moreover, the statement "*conflict resolutions are resolved to the satisfaction of the aggrieved parties*" appears to have the highest mean value and is rated as highly implemented. The participants believed that as long as they are open to each other, they can solve any problem that come to their way and help each other grow personally and professionally. This is similar to Dr. Benoliel's (2017) statement in Walden News that, while conflict is a normal and natural part

of any workplace, it can lead to absenteeism, lost productivity, and mental health issues. Concurrently, conflict can be a motivator for new ideas and innovation, as well as increased flexibility and a better understanding of working relationships. Conflict, on the other hand, must be effectively managed in order to contribute to organizational success.

Based on the findings, the study concludes that the majority of the medium-sized hotels in Laoag City have highly implemented employee relations practices concerning the relationship between employees and the company; employee induction and orientation; employee feedback; employee performance appraisal; and conflict resolution.

The findings of this study substantiated the theories of human relations and human resource management because the outcome of employee performance and organizational performance is dependent on how management manipulates workplace relations to allow employees to feel personal satisfaction. The first theory emphasizes creating a conducive workplace for employees by involving them in the organization and workplace regulation. While the former focuses on collaborative management practices in workplace teams, as well as performance appraisals, performance-related pay, and individual employment contracts. And the research findings show that employee participants are satisfied and content with their respective companies because employee relations are positively implemented, which is backed up by the HR manager.

Implications and Future Research Directions

This research endeavor will be of great significance to both the employee and the employer (represented by the HR personnel) within the hotel industry, as it will serve as a foundation of data that will clarify the importance of having highly implemented relations practices as to the relationship between employees and the company; employee induction and orientation; employee feedback; employee performance appraisal; and conflict resolution is concerned. These practices demonstrate to hotel management that employees are the most important assets of a hotel because they play an important role in the hotel's image, and thus a good relationship between the two is required. Employees' excellent job performance can be determined by whether or not the service provided is of high quality if guests return to the premises.

PROPOSED STRATEGIES FOR MEDIUM-SIZED HOTEL TO IMPROVE EMPLOYEE RELATIONS PRACTICES

The strategies are intended to improve the employee relations practices of the medium-sized hotel in Ilocos Norte. The proposed plan is to ensure that employees are treated justly, fairly, and with the utmost care by the employer. It was created in response to the research study's findings. As a result, it was intended for hotel employees to be motivated to do their jobs effectively, as well as for HR staff to retain qualified employees and attract potential applicants to work in the hospitality industry.

Key Areas	Specific Objectives	Programs/ Activities	Expected Outcome	Time Frame	Resource s/ Budget (PhP)	Main Proponent
Employees Involvement/Participation	To make employees realize that their ideas and opinions have a significant impact on the company's operational success.	Sit down with the employee and have a friendly conversation about the issues and concerns that need to be addressed, as well as what needs to change. Casual conversation of the employees with their bosses. Monthly meeting	The stakeholders involved will have a stronger relationship, resulting in better service and products for their customers.	Whole year or as the need arises	None	Hotel Management Employees
Conflict Management	To make every employee feel indispensable at work and thus contribute to the success of the organization.	Conduct seminars in which invited speakers will discuss conflict management .	To avoid conflicts between employers and employees or among employees, and to allow employees to focus on their work	Twice a year	20,000.00	Hotel Management Employees Speaker
Workplace Safety	To ensure that its employees are both physically and emotionally safe in the office and work environment.	Perform daily routine maintenance on the premises.	To be able to work in a secure environment.	Whole year	100,000.00	Hotel Management Employees
Career Development	To allow employees to advance	Send employees to seminars, workshops,	For employees to become competent	Twice a year	100,000.00	Hotel Management

	professionally.	training, and conferences that will improve their skills.	and productive.			Employees Lecturer
Team Building	To create a closer bond among employees, regardless of their levels in the organization, thereby fostering an effective working environment in which employees enjoy coming to work, trust one another, and collaborate easily.	Organize an annual team building activity that can be held outside the usual working environment of the employees and supervised by an expert in the field.	The newly hired employees feel comfortable with their colleagues, which turns them into a productive team. Those who have been with the company for a long time will renew their bonds with their coworkers. As a result, any confusion within the organization will settle rather than escalate.	Once a year	100,000.00	Hotel Management Employees Lecturer
Induction and Orientation Program	To administer a holistic orientation activity for the new employees to educate them about everything they need to know about the company and their job.	An orientation and induction program for new employees.	New hires become acclimated to their position and the business. They will be able to do their jobs well as a result, and the employees won't be confused about the company's policies, pay, or benefits.	As the need arises	20,000.00	Hotel Management New Employees
Comprehensive salary scale that reflects the outcomes of the	To provide employees with the	Management should review their	Employees are more committed to	Should be part of the orientation	None	Hotel Management

employees' performance reviews	assurance that their performance and achievements are well recognized by management by reflecting the results of their performance evaluation in their salary scale	current salary scale to ensure that it is based on the scores or points earned by employees in the most recent performance evaluation results. Meeting with employees to go over compensation and performance evaluation schemes.	their jobs because they know their efforts are acknowledged by upper management .	for new employees. If the company's performance evaluation tool is revised.		Employees
--------------------------------	---	--	---	--	--	-----------

REFERENCES

- [1] Abbott, Keith (2006). A Review of Employment Relations Theories and their Application. Retrieved from https://businessperspectives.org/images/pdf/applications/publishing/templates/article/assets/512/PPM_EN_2006_01_Abbott.pdf
- [2] Abdul,Raziq & Raheela, Maulabakhsh.2015.Impact of Working Environment on Job Satisfaction
- [3] Abouzeid, Walid A.2016. The Significance of Performance evaluation and appraisal on employees in an organization
- [4] Abuwarda, M. (2010). Communication and its impact on Work Performance at UNRWA Gaza Field Office: Case Study
- [5] Agos Brhane, and Shimels Zewdie. A Literature Review on the Effects of Employee Relation on Improving Employee Performance
- [6] Al-Khozondar, N.(2015). Employee Relationship Management and its effect on employee Performance at Telecommunication and Banking Sectors
- [7] Abushawish, N. (2013). Antecedents and Consequences of Organizational Trust Applied Study on UNRWA Employees in Gaza Field Office
- [8] Amarjit, S. Gill, (2008) "The role of trust in the employee-manager relationship," International Armstrong, M. (2009). Armstrong's Handbook of Performance Management: An evidence-based guide to delivering high performance (Fourth Edition). Kogan Page
- [9] Bajaj, R. (2013). Suggestions to Implement Human Relations and Its Determinants in Public Sectors. American Journal of Engineering Research, 02(12), 91-97.

- [10] Bajaj, R., Sinha, S., & Tiwari, V. (2013). Crucial Factors of Human Resource Management for Good Employee Relations: A Case Study. *International Journal of Mining, Metallurgy & Mechanical Engineering*, 1(2), 90-92.
- [11] Benoliel, Barbara. 2017. What's Your Conflict Management Style? *Walden News* // May 30, 2017
- [12] Chaudhry, M; Sohail, F, and Riaz (2013). Impact of Employee Relations on Employee Performance in the Hospitality Industry of Pakistan. *Entrepreneurship and Innovation Journal*. ISSN 2310. Volume 1, ISSU1.
- [13] Chinomona, R., & Sandada, M. (2013). Shared Goal, Communication, and Absence of Damaging Conflicts as Antecedents of Employee Relationship Strength at Institutions of Higher Learning in South Africa. *Mediterranean Journal of Social Sciences*, 4(3), 137-145
- [14] Chukwu Solomon. 2018. Conflict Management for Effective Performance in an Organization. Retrieved from <https://www.schoolprojecttopics.com/conflict-management-for-effective-performance-in-an-organization/>
- [15] Clear Company/Blog. <https://blog.clearcompany.com/importance-employee-feedback>. June 22, 2021
- [16] Dewydar, S. (2015). The Optimum Relationship between managers and employees. *International Journal of business and social Science* Volume 6 No 8.
- [17] Daniela, I., Mihaela, B. C., & Ionel, M. (2008). The Impact of Manager Employee Relationship on Improving Performances in the Tourist Industry. *Annals of the University of Oradea, Economic Science Series*, 17(4), 54-60.
- [18] Dirks, K., & Ferrin, D. (2002). Trust in Leadership: Meta-Analytic Findings and Implications for Research and Practice. *Journal of Applied Psychology*, 611-628.
- [19] Daniel, T. (2003). Tools for Building a Positive Employee Relations Environment. *Employment Relations Today*, 30(2), 51-64.
- [20] Daniela, I., Mihaela, B. C., & Ionel, M. (2008). The Impact of Manager – Employee Relationship Dirks, K., & Ferrin, D. (2002). Trust in Leadership: Meta-Analytic Findings and Implications
- [21] Gazioglu, S. and A. Tansel (2012), "Managerial Attitudes Towards Employees, Firm Size and Job Satisfaction in Britain," ERC Working Paper, Ankara: Department of Economics Middle East Technical University.
- [22] Gordon, Jayson (2021). Human Relations Theory of Management-Explained. The Business Professor
- [23] Grant, A. M. (2007). Relational Job Design and the Motivation to Make a Pro-social Differences. *Academic of Management Review*
- [24] Hart, J. W, Stasson, M. F. & Mahoney J. M. (2008). Using a two-factor theory of achievement motivation to examine performance-based outcomes and self-regulatory processes. *Personality and Individual difference*
- [25] Hayward, B. A. (2005). Relationship between Employee Performance, Leadership, and Emotional Intelligence in A South African Parastatal Organization. Rhodes University Master Thesis.
- [26] Herington, C., Johnson, L., & Scott, D. (2009). Firm–employee relationship strength—A conceptual model. *Journal of Business Research*, 1096–1107
- [27] Huang, Y. K., & Guo, L. (2009). Trust Factors in a Manager-Employee Relationship over Time. *International CHRIE Conference-Refereed Track Journal of Contemporary Hospitality Management*, Vol. 20 Issue: 1, pp.98-103

- [28] Indeed Editorial Team. (2021). Strategies for Standing Out in a Competitive Job Market. Retrieved from <https://www.indeed.com/career-advice/finding-a-job/competitive-job-market>
- [29] Kantabutra, S., & Avery, G. (2009). Shared Vision In Customer And Staff Satisfaction: Relationships And Their Consequences. *The Journal of Applied Business Research*, 25(4), 9-22.
- [30] Keijzer, Brent. *Employee Motivation and Performance*. Tilburg University. 2010.
- [31] Kuzua, Ö. H., & Ozilhan, D. (2014). The Effect of Employee Relationships and Knowledge Sharing on Employees' Performance: An Empirical Research on Service Industry: An Empirical Research on Service Industry. *Social and Behavioral Sciences* 109, 1370 – 1374.
- [32] Lagergren, N., & Andersson, V. (2013). Becoming the CFO's best friend by gaining a deeper customer understanding. Master Thesis
- [33] Grant, A. M. (2007). Relational Job Design and the Motivation to Make a Pro-social Differences. *Academic of Management Review*
- [34] Leat, Mike. *Employee Relations*. Edinburgh Business School, Heriot-Watt University. 2011.
- [35] Mahapatro, B. B. (2010). *Human Resource Management*
- [36] Majule, A. N. (2017). The Influence of Supervisor Employee Relation on Employees Performance in the Hospitality Industry: The Case Of Dar Es Salaam
- [37] Mani, A; Lohith. K and Manjula, K. (2017). The study on Employee Relationship Management. *Conference Proceedings*
- [38] Muhammad Shahzad Chaudhry, Farrukh Sohail, and Naureen Riaz. 2013. Impact of Employee Relation on Employee Performance in Hospitality Industry of Pakistan
- [39] Ngari, J. M., & Agusioma, N. L. (2013). Influence of Employee Relations on Organization Performance of Private University in Kenya. *International Journal of Innovative Research and Studies*, 2(8), 183-210. On Improving Performances in the Tourist Industry. *Annals of the University of Oradea, Economic*
- [40] Onyango, O. A. (2014). Perception Of the Effectiveness of Employee Relationship Management
- [41] Prachi Juneja. *Employee Relations - Importance and Ways of Improving Employee Relations*. Retrieved from <https://www.managementstudyguide.com/employee-relations.htm>
- [42] Pradeep, D. D., & Prabhu, N. (2011). The Relationship between Effective Leadership and Employee Performance. *International Conference on Advancements in Information Technology*, 198-20
- [43] Preacher, K. J. & Hayes A. F. (2008). Asymptotic And Resampling Strategies For Assessing And Comparing Indirect Effects In Multiple Mediator Models. *Behavior Research Methods*, 40, 879-891
- [44] Preacher, K. J., & Hayes, A. F. (2004). SPSS And SAS Procedures For Estimating Indirect Effects In Simple Mediation. *Models Behavior Research Methods*, 36, 717-731
- [45] Pulakos, E., & O'leary, R. (2011). Why Is Performance Management Broken? *Industrial and Organizational Psychology*, 4, 146-164 *Relations Today*, 30(2), 51-64.
- [46] Rama Rao P.V.: "Industrial Relations in Ahdhra Pradesh State Electricity Board," Dissertation submitted to the Andhra University for Doctor of Philosophy in Commerce, 1982.
- [47] Rana Riaz Ahmad, What is Employee Relations? https://www.academia.edu/5679395/Employee_engagement?auto=download
- [48] Revenue Hub. <https://revenue-hub.com/hotel-rooms-revenue-total-revenue/>
- [49] Rose, E.D. (2008). *Employment Relations*. (3rd Ed) Pearson Education Ltd, London: UK
- [50] Salaman, Graeme, Storey, John & Billsberry, Jon. (2005). *Strategic Human Resource*

- [51] Management Theory and Practice, Second Edition. The Open University in Association with SAGE Publications
- [52] Samwel, J. O. (2018). Effect of Employee Relations on Employee Performance and Organizational Performance-Study of Small Organizations in Tanzania
- [53] Sekaran, U. (2003). Research methods for business. John Wiley & Sons, inc.
- [54] Seligman, M. E. (2002). Authentic happiness: Using the new positive psychology to realize your potential for lasting fulfillment. New York: Free Press
- [55] Set up my Hotel. 2011 <https://setupmyhotel.com/train-my-hotel-staff/hk/789-housekeeping.html>
- [56] Sequeira, A, and Dhriti, A.(2015). Employee Relations and its Impact on Employee Performance: Case Study
- [57] Tanzel, Aysit. Management-Employee Relations, Firm Size, and Job Satisfaction. The Institute for the Study of Labor (IZA). 2013.
- [58] World Economic Forum (2020). Why we need different generations in the workplace <https://www.weforum.org/agenda/2020/01/why-different-workplace-generations-enrich-each-other/>
- [59] Yongcai, Y. (2010). Employee Relationship Management of Small and Medium-sized Enterprises. International Conference on E-Business and E-Government. IEEE