



Exploring Employer Roles in Enhancing Employee Growth and Relationships in the Indore Region

Manisha Shah^{1*}, Dr. Shakuntla Jain²

^{1*}Research Scholar, Faculty of Management, Dr. A. P. J Abdul Kalam University, Indore, India, Email: manisha_rudra@yahoo.com

²Research Supervisor, Faculty of Management, Dr. A. P. J Abdul Kalam University, Indore, India, Email: aditi2010.jain@gmail.com

Citation: Manisha Shah et al. (2024), Exploring Employer Roles in Enhancing Employee Growth and Relationships in the Indore Region, *Educational Administration: Theory and Practice*, 30(09) 1073 - 1089

Doi: 10.53555/kuey.v30i9.10219

ARTICLE INFO

ABSTRACT

The present study utilized both secondary and primary research methodologies to explore the employer's role in fostering employee growth in organizations located in the Indore region. By combining these methodologies, a comprehensive understanding of the employer-employee relationship was achieved. Secondary research involved reviewing literature, including scientific articles, market research, and official documents related to employee training and employer-employee relationships. The findings of the study outline how employer support and organizational policies relate to job satisfaction, performance, and turnover of workers. By analyzing factors effective for both employers and employees, the study identifies general steps that must be taken to improve employee performance, thereby contributing to employer success. This research is particularly relevant as it addresses a gap in the literature by offering valuable suggestions for tackling human resource challenges in the fast-paced context of Indore-based businesses and organizations. The study's recommendations aim to enhance the overall organizational climate, benefiting both employers and policymakers in the region. By fostering a positive employer-employee relationship, organizations can boost professional development and achieve greater success.

Index Terms - Secondary Research, Primary Research, Employer, Job, Recommendations.

I. INTRODUCTION

An employer-employee relationship is characterized by a synergistic environment where both parties engage in effective communication and collaboration while recognizing and honoring each other's principles and requirements [1]. This dynamic enhances employee motivation and morale. Studies indicate a positive correlation between employee engagement and the quality of employer-employee interactions [2]. By implementing strategies to create a conducive work environment that promotes employee satisfaction and encourages effective job performance, employers can foster a favorable psychological disposition towards the organization, thereby enhancing employee engagement [3]. The importance of creating a conducive atmosphere for employees was emphasized by the speaker, noting that inadequate employer-employee interactions can lead to low employee engagement [4]. Scholarly sources define employee relations as the interactions that occur between employers and trade unions, but labor relations should not be limited solely to these interactions [5]. The relationship between employers and employees is an additional crucial aspect of employer-employee relations [6]. Employee relations practices encompass the informal interactions between employers and employees that occur outside the framework of formal employment policies. These interactions are not confined to formal processes, rules, procedures, and communication channels established within the organization; instead, they are often influenced by the employees' initiative.

Interaction and communication between administrators and employees within a company, commonly known as employee relations, play a significant role in organizational dynamics. Fostering workers' motivation, dedication, and trust is fundamental to establishing effective employer-employee relationships. This approach creates a conducive atmosphere that ensures the maximum utilization of every employee's skills and abilities to accomplish organizational goals. Trust is a fundamental element of interpersonal connections, established when a manager consistently exhibits constructive behavior in their official duties and shows genuine concern for the welfare of all staff members. Positive employer-employee relationships build this trust. Employees are

likely to maintain a favorable perception of constructive professional rapport, even in the face of potential disagreements with their supervisor's decisions. Developing efficient employer-employee relations serves as the basis for incorporating employee demands into organizational objectives. Managers should not only strive to inspire employees to align with organizational goals but also support and promote their ambitions within the framework of employee relations. Recognizing that individuals have an inherent desire to be treated with respect, acknowledged for their skills and talents, and given independence in their work performance and interactions with coworkers is essential. When employees possess a comprehensive understanding of human psychology, they are more likely to demonstrate a higher level of dedication and loyalty to the organization.

II. LITERATURE REVIEW

Bal et. al. [7] Managers who possess knowledge about the preferences of individual employees and actively strive to fulfill those requirements to exhibit concern for the organization are more likely to motivate employees to make valuable contributions. This, in turn, incentivizes employees to allocate extra time towards the attainment of organizational goals. On the contrary, the successful completion of any goal becomes unattainable when employees engage in conflicts and struggle to comprehend the instructions provided by the management. Organizations should prioritize excellent employee interactions to mitigate productivity disparities and enhance employee morale.

Bashir et. al. [8] The study investigates the nature of the relationship between the firm and its employees by analyzing the effects of employees' perceptions of empowerment. The correlation between the company and its employees is positively evidenced by sentiments of control and competence, which are two attributes of employee empowerment, as reported by 120 workers from various Chinese firms in an online survey. However, the prediction assigns a greater importance to the perception of control among workers compared to their perception of competence.

Tanwar et. al. [9] This study examines the correlation between employee welfare and managerial leadership styles at a multinational bank in Malaysia. This study rigorously examines four key management styles: authoritarian, democratic, paternalistic, and laissez-faire. To accomplish this, a custom-designed questionnaire was acquired from two distinct sources. An array of customized surveys is utilized to perform quantitative evaluations, which assess the employee's social, psychological, and physical well-being. The findings revealed the branch manager's paternalistic management style. Moreover, individuals who are under the employment of managers tend to exhibit positive physical, psychological, and social well-being. Moreover, empirical evidence indicates a statistically significant and moderate correlation between a paternalistic disposition and holistic well-being, encompassing both somatic and psychological dimensions.

Supanti et. al. [10] The objective of this study was to identify the human resource management strategies that successfully reduce employee attrition. The techniques of expert survey and document analysis were utilized to achieve this goal. Conducted analysis on scholarly material sourced from academic sources to assess and articulate the influence of human resource management practices on employee turnover. The collection and analysis of data on the implementation of well-established Human Resource Management (HRM) practices and their potential effectiveness in Latvian enterprises is conducted through the administration of two separate expert surveys.

Anitha et. al. [11] identified a positive relationship between organizational commitment and employee voice perceptions in their study. Ultimately, it was observed that this correlation is partially impacted by the dynamic between employees and their lower-level managers, as well as the level of trust they have in higher-level management. The causal relationship between employee voice and organizational commitment is less significant compared to the mediation of senior management trust, which leads to better results. However, the mediation facilitated by the connection between the employee and their line manager is less efficient compared to the direct link.

Batool et. al. [12] Participatory leadership is a key determinant that has a substantial impact on an organization's performance. Participatory leadership involves the delegation of ultimate decision-making authority, while also involving staff in pre-decision discussions. It is crucial to attain outstanding staff performance, as it cultivates a feeling of recognition and worth among employees, thereby enhancing their dedication. The process of leadership entails the ongoing delivery of training to support individuals in attaining organizational goals, along with the motivation and involvement of individuals in the decision-making process.

Bhatla et. al. [13] provide evidence that a business fosters a positive perception of itself when its management actively promotes equal opportunity and treats all employees without bias. Furthermore, the implementation of constructive criticism and mentoring programs aids employees in comprehending the organization's expectations, as they perceive a reciprocal advantage. Utilizing a participative leadership style yields the most substantial long-term benefits and enhances employee performance.

Catteeuw et. al. [14] The term "employee relations" refers to the ongoing interaction and relationship between management and employees, aimed at enhancing employee morale, commitment, and trust. The organization also aims to create a work environment that fosters employee motivation and encourages them to

strive towards achieving the organization's objectives. It is imperative to foster a successful employee relationship by creating and maintaining a motivated and productive team. An organization must first establish positive employee interactions to achieve its organizational objectives. To accomplish this, organizations must establish robust employee relationships, which encompass incentivizing employees, engaging them in the decision-making process, promoting transparent communication within the organization, and efficiently resolving workplace conflicts or concerns. This scenario promotes employee engagement by fostering a sense of ownership and motivating them to put in extra effort.

Karanges et. al. [15] Positive employee relations contribute to enhanced productivity, efficiency, and efficacy among employees, thereby resulting in elevated levels of production for the company. Employee relationship management (ERM) is a nascent concept that pertains to the systematic management of employees to facilitate their alignment with organizational goals. Employee relationship management refers to the various strategies and programs implemented by an organization's leadership to cultivate cooperative and collaborative relationships with its workforce. The concept promotes the creation of a harmonious work environment in which all employees collaborate to accomplish the organization's goals. Moreover, it cultivates trust, mitigates workplace conflicts, empowers employees to accomplish organizational objectives, and encourages commitment.

Ansah, R.H. et al. [16]: This research investigates the influence of employer-employee relationships on organizational goals, emphasizing that these relationships can positively or negatively impact productivity. The study highlights the role of job satisfaction in fostering good relationships and offers guidelines for managing them. A survey of Ghanaian business owners and employees revealed that job satisfaction is a key indicator of positive relationships, which are crucial for business growth.

Zhenjing, G. et al. [17]: This study explores the effect of workplace environment on employee performance, mediated by employee commitment and achievement-striving ability. Data from 314 academic staff were analyzed using structural equation modeling (SEM). The findings show that a positive work environment enhances employee performance, commitment, and achievement-striving ability, which in turn improve performance. The study underscores the importance of a supportive work environment in boosting employee outcomes.

John, Anjali et al. [18]: This study examines the relationship between employer brand and work behavior, focusing on the mediating role of employee engagement. Surveying 400 employees from Indian IT firms, the research found that a strong employer brand predicts innovative work behavior, with employee engagement partially mediating this relationship. The study highlights the importance of an internal employer brand in fostering innovation and engagement in the IT sector.

III. OBJECTIVE

The present study utilized both secondary and primary research methodologies to explore the employer's role in fostering employee growth in organizations located in the Indore region. Combining these methodologies facilitated a comprehensive understanding of the employer-employee relationship. Secondary research involved reviewing literature, including scientific articles, market research, and official documents related to employee training and employer-employee relationships. The findings of the study will outline employer support and organizational policy in relation to job satisfaction, performance, and turnover of workers. Therefore, by analyzing factors that are effective for the employer and the employee, this study seeks to look at issues that will take general steps that must be taken to improve the performance of the employee thus creating the success of the employer. This study is relevant because it fulfills this research gap by offering valuable suggestions for addressing human resource challenges in the fast-paced context of Indore-based businesses and organizations to enhance the overall organizational climate with the view to benefiting employers and policymakers in the region.

IV. METHODOLOGY

Secondary research was conducted through a review of the literature, which gave the study conceptual framework and background information. This was completed by identifying scientific articles, market research, and official documents concerning the subject of the employees' training and the relationships between employers and employees. The main type of research study used was a survey and interviews conducted with the employees and employers of the Indore region. This way, the primary data and information collected using various techniques focusing on the employer-employee relationship, from the insiders' viewpoints and impressions. The questionnaires were designed to obtain quantitative information on several aspects of the implemented training and development programs, employer support, and the relationship between the employer and the employees. Furthermore, the study employed a series of focused, open-ended interviews with a sample of employed workers and employers to identify and understand their personal experiences, as well as additional qualitative data on the challenges and successes of employee development and the employer-

employee bond. The research study also employed participatory observation practices and this made the research team engage in actual settings of organizations. They observe firsthand the real-life eventualities of Employer and Employee interactions. It also helped better explain cultural variations and organizational and institutional behaviors as well as other unspoken practices regarding the employers and employees and their interactions which play a critical role in defining the growth and development of the employees

A mixed-methods approach was employed, combining quantitative and qualitative research designs:

- **Quantitative Design:** Surveys were conducted among 173 participants to gather numerical data, allowing for statistical analysis and generalizability.
- **Qualitative Design:** Detailed case studies of organizations in the Indore region were conducted to provide in-depth contextual analysis. Methods included interviews, focus group discussions, and document analysis, which helped collect detailed data on organizational culture and employer-employee dynamics.

The factors contributing to employee retention are shown in Figure 1. The comparative analysis found that there exists a noticeable result for employee satisfaction level. The female employees are comparatively satisfied more than the other male employees due to its existing employee strategies.

Identify factors contributing to employee retention

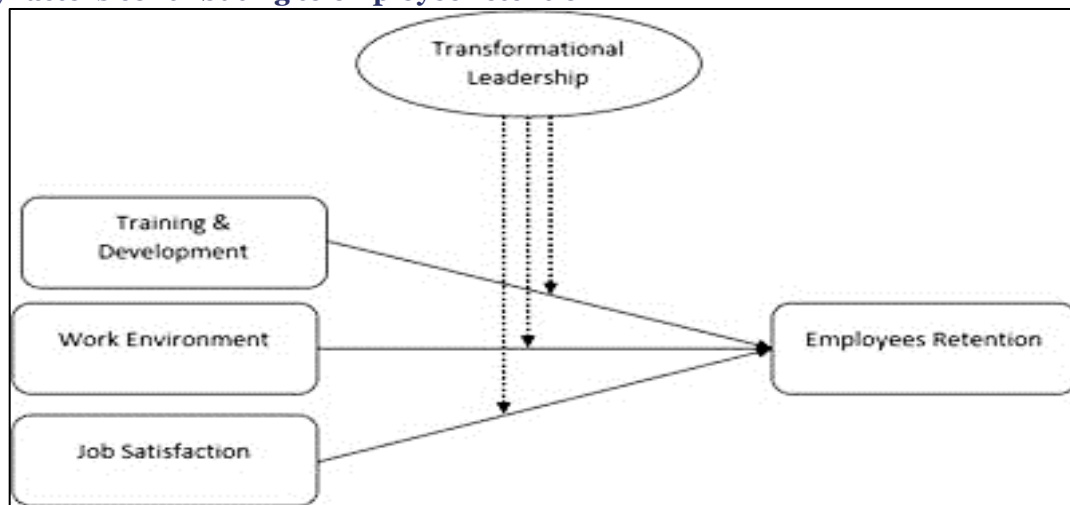


Figure 1: Factors Employee's Retention

The focus of the model is Transformational Leadership, as it provides the primary framework for improving the organizational work environment and the general well-being and growth of employees. The model suggests that transformational leadership directly impacts three key factors. The model suggests that transformational leadership directly affects three key factors:

1. Training & Development: According to my findings, those organizations that come out with good plans to offer better training and development for their employees have higher chances of keeping their employees with them. Opportunities to learn and grow are vital elements of meaningful work and promote engagement in the employees.

2. Work Environment: The other reason for the transformational leader's nature for having an effective practice is that they establish a positive workplace climate, which is paramount for recruitment. Promoting positive attitudes towards work, encouraging communication, and ensuring that employees are part of a community leads to creating a positive environment where employees have the desire to work hard to remain part of it.

3. Job Satisfaction: Leadership may lead to improved job satisfaction by the employees. Thus, I believe that transformational leadership can promote job satisfaction among employees. When work is interesting for employees, it makes them commit to the organization.

Exploring the Relationship between Organizational Factors that Impact on the Performance of the Employee

	Physical	Social	Emotional	Spiritual	Intellectual	Financial	Work Related Wellbeing	Task Performance	Adaptive Performance
Physical	1								
Social	.809**	1							
Emotional	.798**	.817**	1						
Spiritual	.411**	.383**	.386**	1					
Intellectual	.797**	.796**	.813**	.284**	1				
Financial	.799**	.818**	.832**	.189**	.787**	1			
Work Related Wellbeing	.815**	.829**	.824**	.370**	.813**	.811**	1		
Task Performance	.928**	.783**	.761**	.470**	.740**	.756**	.758**	1	
Adaptive Performance	.862**	.863**	.780**	.320**	.792**	.790**	.813**	.746**	1

Figure 2: Correlational Matrix Employee's Performance

The correlation matrix in Figure 2 defines coefficients between variables, where each factor is a variable under analysis. These values are compared away from zero, showing the strength and direction of a linear relationship between two sets of data. The standard for this matrix includes physical, social, emotional, spiritual, intellectual, financial, and physical health at work, work performance, and adaptive performance. These factors involve a broad range of parameters in an employee's life both in and outside the workplace, and they include health-related factors, psychological aspects, SoCal factors, financial factors, and intellectual factors. To evaluate the correlation coefficients, it is possible to make certain observations. For example, when comparing the correlation between Adaptive Performance and Success it is possible to see a very high positive correlation is 0.862 with the Emotional factors or state proving that being erotically stable contributes to an employee's ability to adapt to some changes. Work-related security signifies a strong positive relationship with Intellectual at 0.813, Financial at 0.811, and Emotional at 0.824 well-being, which suggests how important these aspects can be in terms of the worker's comfort at the workplace. The matrix also provides strong positive correlations between external factors and other variables pointing to the fact that these components may be either dependent or interrelated factors that contribute to the employee's performance.

Work-related Distribution

S. No.	Profession	Percent	Responses (Professionals Wise)
1	Doctor	22.50%	90
2	Dentist	0%	0
3	Physiotherapist	58.50%	235
4	Nurses	6.25%	25
5	Paramedical	0%	0
6	Teacher	0%	0
7	Pharmacist	0%	0
8	Technician	0.50%	2
9	Nutritionist	0%	0
10	Other	12.25%	48
	Total	100%	397

Figure 3: Correlational Matrix Employee's Performance

Figure 3 describes the participant's professions as a doctor, dentists, physiotherapists, nurses, paramedical, teachers, pharmacist technicians, and others. Regarding the Responses Professions wise, it consists of the percentage of the respondents having the specific profession along with the actual number of respondents from the same field. It presents a breakdown of specialties among respondents, with doctors representing 22.50%, 90 respondents, followed by Physiotherapists 58.50%, 235 respondents, and Nurses 6.25%, 25 respondents. Some of these occupations including; Dentist Paramedical Teacher Pharmacist among others have no representation in the study sample. Within the "Other" category that totals of the respondents, 25% of 48

respondents. The overall number of participants sampled in the present study is 397, which is displayed in the last row of the table. The table specifies the distribution of professions in this table, which will help make a more detailed analysis dependent on the specific views and practices of physicians of different specialties, nurses, physical therapists, and other healthcare professionals.

Analysis of Job satisfaction

Hypotheses	Coefficient	T values	se*js	T values	R ²	Results
H3' Job satisfaction has a mediating effect between structural empowerment and organisational citizenship behaviour.	0.67	16.28				Supported
	0.25	2.42			0.46	
	0.20	1.95			0.17	
H4 Job satisfaction has a mediating-moderating effect between structural empowerment and organisational citizenship behaviour.	0.67	16.40				Supported
	0.22	1.99	0.23	3.16	0.46	
	0.21	2.08			0.22	

Table III.
Mediating-moderating effect of job satisfaction between structural empowerment and organisational citizenship behaviour

Figure 4: Analysis of job satisfaction between structural empowerment and organizational citizenship

Figure 4 defines the secondary analysis between effective job empowerment and organizational citizenship. This analysis is based on several hypotheses; one is the H3 hypothesis defines job satisfaction based on the mediating effect. The H4 hypothesis job satisfaction is based on. moderating effect between structural empowerment and organizational citizenship behavior. According to the table, the coefficient values of the H3 are 0.67, 0.25 and 0.20 and the coefficient value of the H3 is 0.67, 0.22, and 0.21. Coefficient values for H3 are relatively high at 0. 67, 0. 25 and 0. 20, which confirm that job satisfaction, has a moderating effect on structural empowerment and OCB. This is where employees are provided with the opportunity, resources, support, and information to work within their structure, resulting in the improvement of job satisfaction which increases the tendency of the employee to undertake extra duties for the organization through dictionary behaviors that are beneficial to the organization (OCB). The evidence about H4 is as follows: values 0. 67, 0. 22, 0. 21 for job satisfaction demonstration that it also provides moderation between structural empowerment and OCB. This either means that the extent of job satisfaction can amplify or diminish the effect of structural empowerment on the organizational citizenship behavior of employees. While the highly satisfied employees are likely to spend their empowered state in OCBs, the dissatisfied employees may not need to speed up their structural power in OCBs although they are empowered to do so.

These studies emphasize that the concept of structural empowerment should be developed in combination with job satisfaction. While the elements of empowering organizational structures may have the potential to foster the overall concept of citizenship behavior, the lack of corresponding levels of job satisfaction among employees may limit the effectiveness of such behaviors. On the other hand, employees can be satisfied but at the same time, they may not be empowered to engage in OCBs. It may be that a combination of tools and a consonant increase in feelings of power and satisfaction may be required to mobilize citizenship behaviors that are beneficial to the organization.

Analysis Correlation between the organization culture and the employee score

Relationship	Pearson Correlation, r	p-value/Sig. (2-tailed)
Organizational Culture and Employee Engagement	0.697	.000**
	178	178

Figure 5: Analysis Correlation

Figure 5 defines the correlation analysis of the organizational culture and the score of employee engagement. So the value of the Pearson correlation result is 0.697 and the P-value is 0.00 based on 178 employee engagement for the relation of the organizational culture and employee engagement. The obtained coefficient of the correlation amount to 0. 697 shows a very good result suggesting a positive and significant relationship between the organizational culture and engagement scores. This means that the extent to which an organization's values, beliefs, and practices are embedded and operationalized can inherently influence the level of felt meaningfulness and commitment to the work roles of its employees. The p-value of 0. 00 indicates that such a relationship is statistically reliable at any level of probability indicating with 178 employees in the study sample that it was highly unlikely that the observed correlation was due to chance alone. The argument here is that when the elements of organizational culture are clear, and embedded in the environments that employees perceive daily, then higher levels of engagement can be achieved. Hence cultural habits such as teamwork, innovation, customer focus, and other aspects if embraced and modeled by leaders and other colleagues may make the employees find more purpose in what they do. In fact, clear cultural values give online or even just dispersed employees something to believe in that is bigger than just the individual job role. This

relationship raises the notion of purposefully developing, sustaining, and integrating organizational culture as a tool for employee engagement. Successful cultures are not a byproduct of magical thinking, but the intended direction and careful cultivation aligned with business goals. It has been observed that highly engaged cultures are more effective than their lesser engaged counterparts in terms of effective results like performance, turnover, and customer satisfaction.

Analysis of the Recognition Received based on the working environment of management faculty

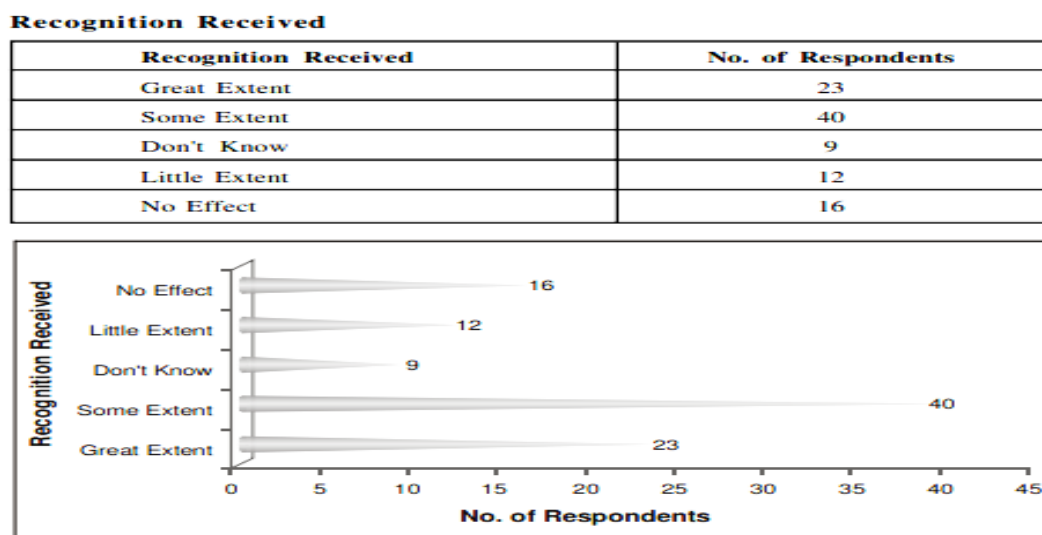


Figure 6: Analysis of Recognition

Figure 6 defines the analysis of the recognition. In response to the stress factors related to the recognition received, 40% of the respondents with 100 indicated that they agreed with the statement to some extent. The second biggest response, claimed by 23% of respondents, was “Great Extent,” which suggests that a majority of the faculty members feel that they do not receive the recognition they deserve at their workplace, which can cause stress, and possibly affect job satisfaction and health. However, 12% of them were affected by these stress factors to a “Little Extent,” meaning that a fair number of faculty members would consider they are fairly compensated for the recognition they get for the work they do (Jain, and Shukla, 2020). 16% of the respondents said “No Effect”, meaning that either they are relatively okay with the kind of recognition they get or else the aspect of recognition does not stress them. The remaining 9% of respondents selected ‘Don’t Know’ regarding the effect of these stress factors where the reason could be they may not be familiar with the issue of recognition received.

The results indicate that recognition received is one of the most important factors causing stress among the faculty with a great majority of the respondents experiencing stress in this aspect to some extent or greatly. This draws attention to the need to provide appropriate recognition and appreciation for the efforts of faculty members as this has been seen to have a direct implication on their levels of stress, satisfaction, and health at work.

Analysis of Employee Satisfaction

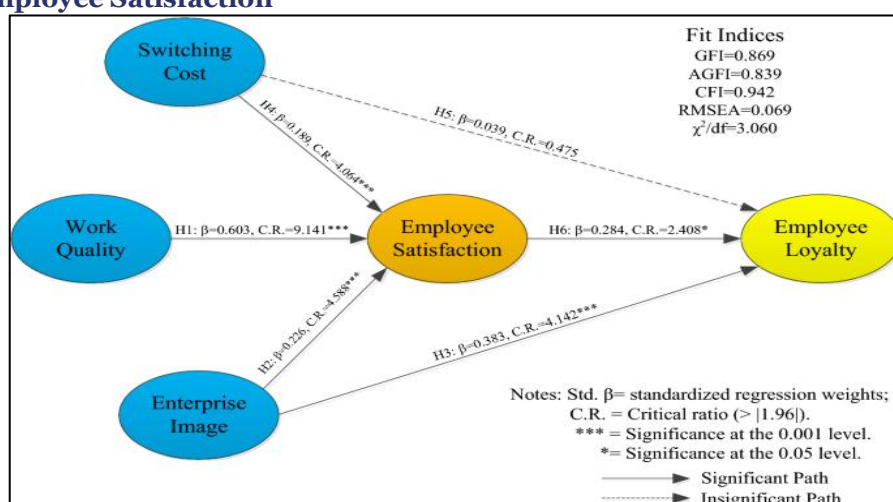


Figure 7: Analysis of Employee Satisfaction

Figure 7 Factors affecting employee satisfaction and retention in an organization. It outlines a simpler model, which posts and describes the related variables within the operations that affect employees' satisfaction and loyalty, as well as the relevant measures of statistics. At the center of the model is "Employee Satisfaction," which is influenced by three key factors: Of these, the, 'Switching Cost,' "Work Quality" and "enterprise Image." Paths that are pointing towards Employee Satisfaction are the paths along with Standardized regression weights (β) and the critical ratios.

Reduction of "Switching Cost" has an insignificant connection with "Doctor-patient ratio" but directly impacts "Employee Satisfaction" and has a β of 0.13 and a C. R. of two were reported in the follow-up. 05 level of significance, this hypothesis is rejected at 95%, and the score indicates the level of support for the null hypothesis (Chen, *et al.* 2022). To put it in context, the hypothesized negative relationship between switching costs and satisfaction at the 05 level meant that higher levels of swathing costs would lead to greater levels of satisfaction among employees.

When comparing the two groups, there is a variable, "Work Quality," which negatively influences "Employee Satisfaction" with a β value of 0.40 and the Coefficients of Retrogradation recorded were 4.001 level of warrants direct comparison with an analysis that employs a different level of 0.002 level, implying that work quality significantly influences the level of personnel satisfaction with implication to the quality of work done. The β value for the path connecting "Enterprise Image" to "Employee Satisfaction" is equal to 0.29 and a C. R. with a value of 4. I also intend to clarify the interaction between ANS, Puff, and Per, which is significant where $p < 0.175$. And at 001 level this fining was M2: Positive enterprise image positively influences employee satisfaction. it also emphasizes that factors like swathing costs, work quality, and enterprise are essential in the overall improvement of company employees' satisfaction and increase of their loyalty levels.

Analysis of employee satisfaction and employee loyalty

Construct scales	Mean	SD	Employee loyalty	Work quality	Employee satisfaction	Enterprise image	Switching cost
Employee Loyalty	5.751	0.923	1				
Work Quality	5.326	1.088	0.704**	1			
Employee Satisfaction	5.270	1.193	0.628**	0.856**	1		
Enterprise Image	5.541	1.041	0.689**	0.781**	0.797**	1	
Switching Cost	5.290	1.190	0.599**	0.762**	0.767**	0.734**	1

Figure 8: Descriptive analysis of the ANALYSIS OF Employee Satisfaction

Figure 8 provides a table for descriptive statistics including money and standard errors for a study containing 440 respondents with the coefficients of correlation of the variables in the study. The variables are "Employee Loyalty", "Work Quality", "Employee Satisfaction", "Enterprise Image" and "Switching Cost". The metrics of means and standard deviations give an idea of what normally be expected regarding the sum totals and the dispersion within each of the variables. The coefficients represented the strength and direction of the linear relationship between two or more of the concerned variables. Significant at $p < 0.05$, $p < 0.01$. In general, significant correlations at the 001 level indicate the extremely remote possibility of these correlations occurring randomly. Some key observations from the correlation matrix. Some key observations from the correlation matrix define Employee Loyalty shows a significant positive association with Work Quality, employee satisfaction, Enterprise image, and switching cost in favor of the enterprise = 0.704, 0.747, 0.685 and 0.579 respectively. Employee Satisfaction has positive correlations with Enterprise Image (0.725), and Switching Cost (0.576). Employment Quality has positive relations with Employee Satisfaction (0.714). The result found that Enter image has a significant positive influence on Employee Satisfaction with a coefficient of 0.781 and switching cost also has a positive and significant relation to Employee Satisfaction with a coefficient of 0.679 (Chen, *et al.* 2022). Switching Cost and Enterprise Image have positive relating and there is a significant correlation between both of these variables as there is a correlation coefficient of 0.734. These correlations imply that firm-related variables such as work quality, employee satisfaction, firm image, and switching costs are not independent factors, but bear a certain relation to each other in the studied context and may affect employee commitment. At the same time, the significance of the coefficients indicates that all measured variables are significantly different from zero, and the table serves as a basis for further analysis and interpretation of the relationships between them.

V. RESULTS AND DISCUSSION

In the following dissertation on 'Human Resource Management: Employer Approach towards Developing Employees in Indore', understanding the employers' responsibility in the development of its employees in the Indore region is given utmost importance. The study also incorporates both quantitative and qualitative data as a way of revealing the positive interaction between employers and employees and the way it influences the productivity of subordinate employees. A closed-ended structured questionnaire was used to gather quantitative data from 173 respondents by employing statistical tests including descriptive statistics,

correlation, and regression analysis. As for quantitative data, surveys were conducted in addition to questionnaires to gather more data regarding organizational practices as well as to gain deeper insights into the culture by conducting case studies, interviews, and focus group discussions.

Discussion on Primary Analysis

Frequency Table					
Which social media platform do you believe is most effective for employers to communicate with employees about professional development?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Facebook	50	28.9	28.9	28.9
	Twitter	31	17.9	17.9	46.8
	LinkedIn	69	39.9	39.9	86.7
	Instagram	23	13.3	13.3	100.0
	Total	173	100.0	100.0	

Figure 9: Frequency of Question 1's Response

The subsequent part of Figure 9 focuses on the first quantitative evaluation after the administration of a structured questionnaire to 173 respondents. Every figure illustrates the bar chart of responses to questions to realize different aspects related to human resource management with special emphasis on the employer's perspective of building human capital in Indore. Specify the interpretation of the results and their implication of the discussion underneath each figure. The frequency table for Question 1 describes the self-estimate of the employees according to their satisfaction level regarding training programs offered by the employer. More than half of the respondents expressed a strong positive attitude towards their employer's involvement in the training and development of employees, thus, it can be inferred that employers in Indore are meeting the training demands of their employees. This is important given the positive response since it underlines the significance of improvement of Professional competencies and employee efficiency in professional development programs.

Have you ever participated in or learned about a mentorship program through your employer's social media channels?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes, through Facebook	30	17.3	17.3	17.3
	Yes, through Twitter	50	28.9	28.9	46.2
	Yes, through LinkedIn	80	46.2	46.2	92.5
	No	13	7.5	7.5	100.0
	Total	173	100.0	100.0	

Figure 10: Frequency of Question 2's Response

Regarding the figure 10 specifics of performance evaluations from Question 2, responses revealed how often employers conducted such evaluations. The documentation process highlighted that a good percentage of the employees indicated they received constant performance appraisals; this is crucial for giving feedback and performance expectations. Other benefits associated with training and development include: periodic appraisals also assist in detecting areas of strength and training needs and therefore assist in career progression, thus improving job satisfaction and thus, thus, reducing personnel turnover.

Have you ever shared your experiences or provided feedback about your employer's employee development initiatives on social media?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes, on Facebook	40	23.1	23.1	23.1
	Yes, on Twitter	30	17.3	17.3	40.5
	Yes, on LinkedIn	90	52.0	52.0	92.5
	No, never	13	7.5	7.5	100.0
	Total	173	100.0	100.0	

Figure 11: Frequency of Question 3's Response

Exploring Question 3 yields the possibility of organizing mentorship programs within the firm. These notifications also refer to a wide range of experience, with some firms having well-developed structures for mentoring and others having no formal program at all Figure 11. Another strategy for talent management is providing employees with Mentoring which is an important tool in developing talents, giving them direction, and helping them to feel accepted in the organization. Other firms that do not have the programs in place may be able to benefit from the programs to be able to support the growth and satisfaction of their employees.

How Indore organizations provide the employee training Programme in Indore?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Online training program	62	35.8	35.8	35.8
	The corporate training Programme	33	19.1	19.1	54.9
	IT training institute	54	31.2	31.2	86.1
	Seminar and workshops	24	13.9	13.9	100.0
	Total	173	100.0	100.0	

Figure 12: Frequency of Question 4's Response

Answers to Question 4 demonstrate in Figure 12 how organizations' structures consider the communication bouquet as effective in their operation. Most of the participants reacted positively to how the communication was done, especially in the areas of work where there is teamwork hence making it easier to have a positive perception that later boosts the engagement level. The smooth flow of communication also assists in ensuring that goals formulated at an individual or group level are indeed in harmony with those of an organization, which in effect increases organizational performance.

What factors are influenced to manage the quality of the relationship of the employer-employees in Indore region organizations?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Leadership Style	62	35.8	35.8	35.8
	Communication strategies	25	14.5	14.5	50.3
	Conflict management	35	20.2	20.2	70.5
	Employee engagement	51	29.5	29.5	100.0
	Total	173	100.0	100.0	

Figure 13: Frequency of Question 5's Response

As to the fifth question, Figure 13 it is important to reveal the availability of professional development opportunities. The response on this front also depicts a positive direction, the most respondents found easy

access to the development programs. Such flexibility is crucial in sustaining learning and availing employees with opportunities to upgrade their skills, and knowledge with the latest trends and practices in the market.

Do you agree that there exist any communication gap between employee management between the employer and HRM in Indore Region?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	70	40.5	40.5	40.5
	Disagree	22	12.7	12.7	53.2
	Strongly agree	52	30.1	30.1	83.2
	Strongly disagree	29	16.8	16.8	100.0
	Total	173	100.0	100.0	

Figure 14: Frequency of Question 6's Response

Responses to Question 6 describe the level of support that subjects receive from their managers in Figure 14. A 'high' level of managing support is acknowledged as essential in maintaining not only employee engagement but morale as well. The supervisory support base is a critical factor as several organizations and studies have shown that having support from managers by offering directions, resources, and motivation leads to development.

Do you think that the Indore region effectively takes the necessary initiatives for facilitating the growth of the career advancement in Indore?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	56	32.4	32.4	32.4
	Disagree	25	14.5	14.5	46.8
	Strongly agree	33	19.1	19.1	65.9
	Strongly disagree	59	34.1	34.1	100.0
	Total	173	100.0	100.0	

Figure 15: Frequency of Question 7's Response

As in Question 7, the perception and appreciation of performance management and motivational methods implemented within organizations are determined in Figure 15. From the results presented below, one can infer that a significant proportion of the participants stated that they were being recognized and rewarded at the workplace. Many factors foster the engagement and motivation of a worker to enhance their satisfaction and performance: These include recognition and reward.

Which types of the employee development program provided in Indore to manage the employee training programs?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Employee motivation training	56	32.4	32.4	32.4
	Live online training	36	20.8	20.8	53.2
	Corporate trainings	55	31.8	31.8	85.0
	All of the above	26	15.0	15.0	100.0
	Total	173	100.0	100.0	

Figure 16: Frequency of Question 8's Response

This Figure 16 analysis focuses on Question 8 and captures the general work-life balance of employees. From the results presented in the book, it can be concluded that most workers are satisfied with their ability to balance work and personal life, which is critical for psychological and physical health and effectiveness. In situations where a company encourages its employees to work better, in terms of trying to achieve a work-life balance, the corporation is likely to record improved standards of productivity and fewer cases of staff turnover.

What type of business management program is implement to overcome the communication gap in employment management program in Indore?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	The transformative leadership Programme	54	31.2	31.2	31.2
	IMA HR Forum meeting	63	36.4	36.4	67.6
	Management development program	23	13.3	13.3	80.9
	Exclusive CEO meetings	33	19.1	19.1	100.0
	Total	173	100.0	100.0	

Figure 17: Frequency of Question 9's Response

Regarding Question 9, respondents were asked to identify the career advancement activity that is available to them, Figure 17 and the responses reflect this dimension fully. A positive score suggests that the employees have opportunities envisioned for their professional development with their organizations. This perception is beneficial for keeping talented performers within an organization and creating lasting strategic success by tying the goals of employees to the strategic objectives of the business.

Which of the following social media platforms have you seen employers in the Indore region use to promote their employee development programs?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Facebook	20	11.6	11.6	11.6
	Twitter	42	24.3	24.3	35.8
	LinkedIn	80	46.2	46.2	82.1
	Instagram	31	17.9	17.9	100.0
	Total	173	100.0	100.0	

Figure 18: Frequency of Question 10's Response

The frequency table of question 10 essentially deals with the effect of training programs on performance at work Figure 18. Overall findings indicated that the recipients experienced a high level of appreciation, supporting the notion that companies should consider spending money on enriching their employees. One of the many impacts of effective training programs is the ability to teach employees how to do their jobs as required or the general functioning of the organization.

Have you ever discovered or applied for a training or development program offered by your employer after seeing it advertised on social media?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very influential	51	29.5	29.5	29.5
	Influential	62	35.8	35.8	65.3
	Moderately influential	31	17.9	17.9	83.2
	Slightly influential	20	11.6	11.6	94.8
	Not influential at all	9	5.2	5.2	100.0
	Total	173	100.0	100.0	

Figure 19: Frequency of Question 11's Response

Despite figure 19 the fact that the options for answering Question 11 do not cover all the aspects of HRM, the feedback received indicates their significant emphasis on the participation of employees in decision-making. Here, a majority of employees were asked, and made to feel involved significantly; this will help create

ownership and responsibility. It also gives the employees a sense of ownership and contribution to the decision-making process hence increasing engagement, imagination, and innovation towards the growth of the organization.

Which types of employment development programs is provided in Indore for developing the employment development opportunities?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Anubhooti Towards Empowerment skill development program	42	24.3	24.3	24.3
	Career development Cell Programme	32	18.5	18.5	42.8
	Skill development services in Indore	22	12.7	12.7	55.5
	All of the above	77	44.5	44.5	100.0
	Total	173	100.0	100.0	

Figure 20: Frequency of Question 12's Response

Figure 20 answer to Question 12 examines whether enough tools and instruments are offered from a professional development point of view. According to the research, most employees echoed the same sentiment, with most organizations availing adequate resources for learning and development. Availability of resources makes the employees Update 10 improve their proficiency and knowledge thereby enhancing personal and organizational development.

Which social media platform do you believe is most effective for employers to communicate with employees about professional development?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Facebook	50	28.9	28.9	28.9
	Twitter	31	17.9	17.9	46.8
	LinkedIn	69	39.9	39.9	86.7
	Instagram	23	13.3	13.3	100.0
	Total	173	100.0	100.0	

Figure 21: Frequency of Question 13's Response

Question 13 Responses: Figure 21 Workers evaluate the effect of organizational culture on their personal development. According to the results of the study, most participants understood their organizations' culture as a positive environment for development programs. It is crucial to do that to build the right organizational culture that fosters the development and communication of ideas.

Statistics		
Have you ever participated in or learned about a mentorship program through your employer's social media channels?		
N	Valid	173
	Missing	0
Mean		2.44
Std. Error of Mean		.066
Median		3.00
Mode		3
Std. Deviation		.865
Variance		.748
Skewness		-.274
Std. Error of Skewness		.185
Kurtosis		-.731
Std. Error of Kurtosis		.367
Range		3
Minimum		1
Maximum		4
Sum		422
Percentiles	10	1.00
	20	2.00
	25	2.00
	30	2.00
	40	2.00
	50	3.00
	60	3.00
	70	3.00

Have you ever participated in or learned about a mentorship program through your employer's social media channels?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes, through Facebook	30	17.3	17.3	17.3
	Yes, through Twitter	50	28.9	28.9	46.2
	Yes, through LinkedIn	80	46.2	46.2	92.5
	No	13	7.5	7.5	100.0
	Total	173	100.0	100.0	

Figure 22: Frequency of Question 14's Response

Question 14 measures the extent of feedback managers provide by responding to the frequency with which employees receive feedback from managers Figure 22. It is observed that frequent feedback is received from employees, and feedback is critical for improvement and career development. The positive and targeted feedback which an HRM provides is the positive way of showing an employee where they stand in the organization, and what needs to be done to enable the employee to get to the next level in his or her career path.

Statistics		
Have you ever shared your experiences or provided feedback about your employer's employee development initiatives on social media?		
N	Valid	173
	Missing	0
Mean		2.44
Std. Error of Mean		.071
Median		3.00
Mode		3
Std. Deviation		.930
Variance		.864
Skewness		-.414
Std. Error of Skewness		.185
Kurtosis		-.966
Std. Error of Kurtosis		.367
Range		3
Minimum		1
Maximum		4
Sum		422
Percentiles	10	1.00
	20	1.00
	25	2.00
	30	2.00
	40	2.00
	50	3.00
	60	3.00

Have you ever shared your experiences or provided feedback about your employer's employee development initiatives on social media?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes, on Facebook	40	23.1	23.1	23.1
Yes, on Twitter	30	17.3	17.3	40.5
Yes, on LinkedIn	90	52.0	52.0	92.5
No, never	13	7.5	7.5	100.0
Total	173	100.0	100.0	

Figure 23: Frequency of Question 15's Response

In light of the above figure 23, the primary analysis of Indore has brought out several important findings on human resource management practices. From the data, the study found that most organizations can implement

various strategies to ensure that employees gain developmental experiences through training, mentoring, and performance appraisal among others. This, in turn, helps in maintaining the positive organizational perception towards culture, communication, and leadership which reflects in employee satisfaction and enhanced engagement.

The frequency tables raise concerns about the need to Enhancement of Professional Practice and the resources available to ensure that the practice is sustainable. Every employee should be given a chance to access development programs and human resources managers must be in a position to provide them with feedback that will make them more committed to their organizations. About wellness programs and work-life balance Special attention is paid much importance in the organizations, so job satisfaction level is higher and retention rate is much better.

Some of the implications for the primary analysis will be briefly explained as follows: This knowledge helps organizations to realize what aspects of their employee satisfaction and development require attention and how this can be utilized to support the strategic improvement of their Human Resource Practices. This means that employee outcomes can be enhanced through elements such as the integration of expansive training schemes, the creation of a healthy organizational climate that supports the employees, and sound means of personnel evaluation among others.

Employers should also appreciate the value of providing timely feedback, praising the employees, and even rewarding the employees in a bid to ensure that levels of engagement and motivation are kept up high. The provision of training and development programs, undertakings for a higher status within the organization, and work-life balance may also add value to the organization's job satisfaction level and result in employees' intention to stay with the company.

The first analysis of the quantitative data presented in this research also holds a valuable perspective on the assessment of the HRM practices in Indore. Some of the major inherent factors, discussed in the research, include effective training, leadership support, and organizational culture about the development and satisfaction of employees. In conclusion, it is possible to state that when the established gaps are filled and the recommended strategies are put into practice, positive changes in the human resource practices of an organization will take place, as will improvements in the employee and thereby organizational performance level.

Investing in employee development and employee personal growth

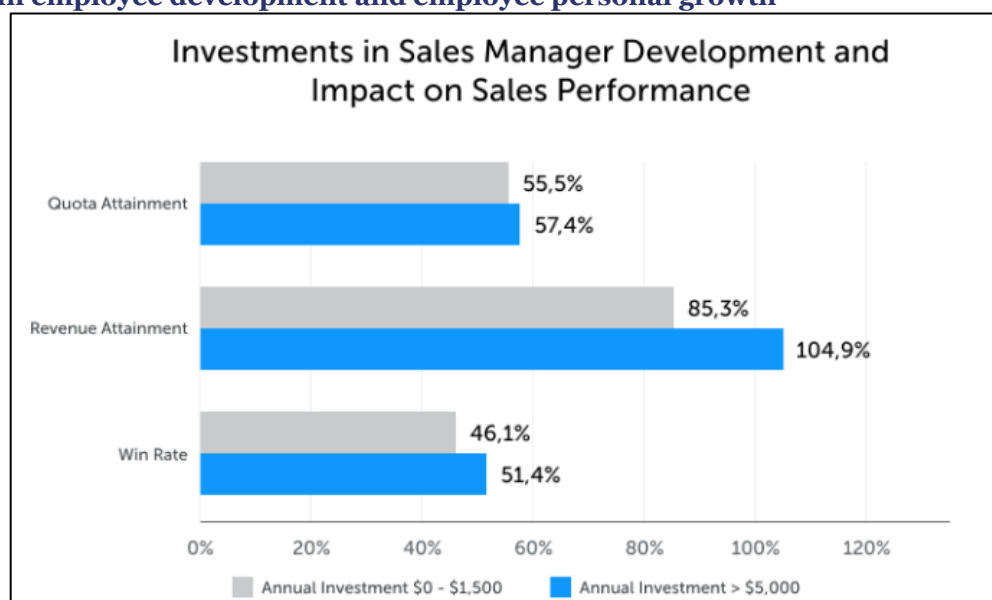


Figure 24: Impact on sales performance for sales manager development

Introduction to the overall scheme Figure 24 in the field of employee development presented by Valamis proves that it is much more than mere training. It is a wise investment in human capital, which is developed to improve the skills to achieve the objectives of an organization. The guide further dispels a misconception that development is entirely about L&D plans or, in other words, compulsory training; it is a perpetual cycle that encompasses an annual dialogue on the requirement for improvement. The result of a good strategy is cost-efficient retention wherein needed capital already spent within the organization is kept in areas such as experience and knowledge. Also, it creates a possibility of developing organizational culture from the existing company instead of the introduction of a new culture from outside. The guide also stresses one of the most

important issues arising from the increasingly volatile and complex business environment, namely that flexibility and knowledge management appear to be crucial areas for personnel training. In this way, organizations can guarantee the personnel's preparedness for new tasks and professional transformations. The guide opines that training is not only disadvantageous on the side of the employees but also the firm since it improves the efficiency, commitment, and productivity of employees.

VI. CONCLUSION

Both primary and secondary analyses of the data have been discussed in detail to develop critical insights into the corporate environment of Indore, focusing on aspects of development, job satisfaction, organizational culture, and engagement. The primary analysis highlighted the necessity of comprehensive courses, communication, performance appraisal, and management support for organizations to achieve optimum employee satisfaction and retention. These aspects are vital for raising competency standards, staff motivation, and retention rates, which are critical factors for organizational performance. The secondary analysis further supports these findings by examining the relationship between structural empowerment, Organizational Citizenship Behavior (OCB), organizational culture, and employee engagement as an intertwined concept. The research outputs indicate a positive correlation between structural empowerment and job satisfaction, as well as OCB. Employees who are structurally empowered are more likely to exhibit behaviors beyond their job descriptions, contributing towards achieving organizational objectives. This is evidenced by research showing that when employees are provided with adequate resources, support, and information, their engagement and job satisfaction increase. The link between employee morale and organizational culture (EMC and OC) shows that a positive culture deeply rooted in the organization has a strong potential to support high levels of engagement and meaning that employees find in their work. This relationship confirms the importance of efforts implemented by organizations to maintain and develop a positive organizational culture that impacts employees positively and aligns with organizational strategies. Among the elements that received recognition, especially among employees with academic capabilities, proper acknowledgment, and reward at the workplace appeared to be factors that increase job satisfaction and reduce stress. Based on the seven samples analyzed, there is evidence supporting the need for proper acknowledgment and reward as measures to improve job satisfaction and reduce workplace stress.

REFERENCES

- [1] Karen A. Y. (2015). Stop knocking on my door. Charleston, South Carolin: Advantage.
- [2] Mutunse, C. N. (2009). Factors that contribute to the level of employee engagement in the telecommunication industry in Kenya: A case study of Zain, Kenya.
- [3] Bajaj, R. Sinha, S. & Tiwari, V. (2013). Crucial factors of human resources management for good relations: A case study. *International Journal of Mining, Metallurgy and Mechanical Engineering*, 1(2), 90-92.
- [4] Sanders, D. (2012). .Placing trust in employee engagement, employment relations. A CAS Council. Retrieved from <http://www.macas.org.UK/media/pdf/1/2>.
- [5] Hogos, B. & Shimels, Z. (2018). A literature review on the effects of employee relations on improving employee performance. *International Journal in Management and Social Science*. 16(4), 66- 76
- [6] Shanks, N. H. & Buchbinder S. B. (2007). *Introduction to health care management*, Jones and Bartlett Learning.
- [7] Bal, P. M., Kooij, D. T., & Rousseau, D. M. (Eds.). (2015). *Aging workers and the employee-employer relationship* (pp. 129-144). Amsterdam: Springer.
- [8] Bashir, I., Ismat, S., & Mahmood, B. (2012). " Employee-employer relationship" Empowerment and Interpersonal Trust in Private Educational Institutions and Its Impact on Overall Profitability of an Organizations. *International Journal of Asian Social Science*, 2(3), 262-270.
- [9] Tanwar, K., & Prasad, A. (2016). Exploring the relationship between employer branding and employee retention. *Global Business Review*, 17(3_suppl), 186S-206S.
- [10] Supanti, D., Butcher, K., & Fredline, L. (2015). Enhancing the employer-employee relationship through corporate social responsibility (CSR) engagement. *International Journal of Contemporary Hospitality Management*
- [11] Anitha, J. (2014). Determinants of employee engagement and their impact on employee Performance. *International Journal of Productivity and Performance Management*, 63, 308- 323. Doi:10.1108/ijppm-01-2013-0008.
- [12] Batool, B.A. (2017). The impact of employee empowerment on the success of organizational change. A study in private enterprise in Jordan. *Journal in Public Administration and Governance*, 7(1), 87-101. doi: 10.5296/jpag.v7i1.10849URL
- [13] Bhatla, N. (2011). To study the employee engagement practices and its effect on employee performance with special reference to Kiki and HDFC bank in Luknow. *International Journal of Scientific and Engineering Research*, 2(8) 1-7.
- [14] Catteeuw, F. Flynn E., & Vonderhorst J. (2007). ' Employee engagement; boosting productivity in turbulent times. *Organizational Development Journal*, 25(2), 151-157.

-
- [15] Karanges, E. Johnston, K. Beatson, A. & Lings I. (2015). The influence of internal communication on employee engagement: A Pilot Study, *Public Relations Review*, 41, 129- 131. Doi: 10: 1016/j.Pubrev.2014./2.003.
 - [16] Ansah, R.H., Osei, J., Sorooshian, S. and Aikhuele, D.O., 2018. Importance of employer-employee relationship towards the growth of a business. *Calitatea*, 19(166), pp.42-49.
 - [17] Zhenjing, G., Chupradit, S., Ku, K.Y., Nassani, A.A. and Haffar, M., 2022. Impact of employees' workplace environment on employees' performance: a multi-mediation model. *Frontiers in public health*, 10, p.890400.
 - [18] John, Anjali, and V. P. Raj. "Employer brand and innovative work behaviour: Exploring the mediating role of employee engagement." (2020).