



Journal of **Human Resource and Leadership** (JHRL)

**The Link between Employee Relationship and Workplace
Productivity – Case Study**



**CARI
Journals**

The Link between Employee Relationship and Workplace Productivity – Case Study



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Accepted: 30th July, 2026, Received in Revised Form: 13th August, 2026, Published: 27th August, 2026

ABSTRACT

Purpose: The general purpose of the study is to explore employee relations practices within the context of UAE labor laws and current workplace trends. The aim is to study how the company manages its workforce, handles grievances, promotes employee engagement, and prepares for future challenges.

Methodology: This study adopts a qualitative case study research design to examine employee relations practices within Dulsco group. A case study approach was considered appropriate because it allows for an in-depth exploration of employee relations within its real organizational context. The study seeks to understand the experiences, perceptions, and interactions of employees and management, rather than merely measuring relationships through numerical indicators.

Findings: The case of Dulsco shows how businesses in the MENA region can improve employee relations by focusing on fairness, training, and engagement.

Unique Contribution to Theory, Practice and Policy: Fair disciplinary procedures to manage grievances, formal redundancy strategy, employee engagement and participation, training managers to handle challenges in employee relationships, respect for cultural diversity and following UAE labor laws have ensured performance efficiency and effectiveness, promoted employee loyalty and preserved workforce stability.

Keywords: *Employee Engagement, Conflict Management, Grievance Handling, Workplace Relationships, Training, Equity*

Introduction of the organization

Dulscos Group is a well-known service provider in the United Arab Emirates (UAE), offering solutions in workforce supply, environmental services, and logistics. Established in 1935, the company has grown into a significant regional employer. This report explores Dulscos's employee relations practices within the context of UAE labor laws and current workplace trends. The aim is to study how the company manages its workforce, handles grievances, promotes employee engagement, and prepares for future challenges. Employee relations is a key part of human resource management. It includes all policies and practices that help maintain a healthy relationship between employers and employees. Good employee relations can lead to better productivity, reduced turnover, and a more positive workplace environment. In the UAE, employee relations are shaped not only by company policies but also by national labor laws and the multicultural nature of the workforce (Khassawneh et al., 2022). This report is structured to cover four main areas. First, it will examine how Dulscos aligns its employee relations with UAE laws. Second, it will examine how the company manages discipline and grievance processes. Third, it will focus on engagement and employee participation methods. Lastly, it will review how Dulscos trains its managers and deals with future workforce challenges. Studying Dulscos as a case allows us to understand how a major regional company handles real-world employee relations in a competitive and diverse labor market (Dulscos, 2023).

Employment Relations and UAE Labor Laws

In the UAE, employment relations are governed by Federal Decree-Law No. 33 of 2021, which outlines rights and responsibilities for employers and employees. Dulscos operates within this legal framework and ensures its policies align with national labor laws. The company's approach is critical because many foreign workers in the UAE often face different employment experiences than citizens (Ramadan et al., 2023). Dulscos follows the legal guidelines on wages, working hours, rest days, and end-of-service benefits. It also complies with laws regarding employment contracts, employee safety, and equal treatment. The company's employee relations policy is available on its website and confirms that Dulscos works to meet both legal and ethical standards in managing staff (Dulscos, 2023). The policy includes clear procedures for fair treatment, non-discrimination, and employee support. According to Khassawneh et al. (2022), companies in the UAE must adapt to a multicultural and rapidly changing workforce. Dulscos reflects this by offering multilingual HR support and clear communication channels for its diverse employees. It also conducts regular policy updates to remain compliant with labor law changes. Managing employee relations well in a legal context requires following rules and understanding employee needs. Dulscos balances this by developing internal procedures that meet national laws while maintaining a fair and supportive work culture (Cummings, 2018). This legal and ethical compliance builds employee trust and protects the company from legal disputes.

Currently, Dulscos has no formal employee representation at the management level, such as labor unions or worker councils. Instead, the firm uses open-door policy and frequent feedback

sessions to guarantee that employees' perspectives are heard and included in decision-making processes.

Disciplinary Procedures and Grievance Handling

Dulsco has a structured way of handling discipline and grievances. These processes are based on fairness and respect. The company believes in correcting behavior rather than punishing workers right away. If an employee breaks a rule, the line manager gives a verbal warning. If the behavior continues, then the worker may receive a written warning. Serious issues may lead to suspension or even dismissal. However, all actions are taken only after giving the employee a chance to explain their side (Dulsco, 2023). This step-by-step process is known as progressive discipline. It is common in many companies to make sure the treatment is fair. Also, the UAE labor law requires employers to give proper warnings and time before terminating any employee, unless the violation is severe (Ramadan, Muhammad, & Yusuf, 2023). Dulsco also has a grievance system in place. Employees who are unhappy or mistreated can report it to HR. The HR team then looks into the issue and finds a solution. For simple complaints, they use informal discussions. For severe cases, formal investigations are done. The goal is always to solve the problem early so it does not worsen (Connell & Burgess, 2020). This method shows Dulsco's effort to maintain harmony in the workplace. It supports workers' rights while also protecting the company. Having these transparent processes helps build trust between managers and employees and creates a more peaceful work environment (Khassawneh et al., 2022).

Employee Engagement and Participation

Employee engagement means making sure workers feel valued and involved in their jobs. Dulsco puts effort into this by organizing wellness programs, team activities, and training sessions. The company also rewards employees who perform well. These programs help workers feel motivated and loyal to the company (Agha & Fitzsimmons, 2022). One way Dulsco involves employees is through regular feedback meetings. In these meetings, workers can share their ideas and opinions with managers. The feedback is taken seriously, and sometimes changes are made based on it. For example, if employees suggest a better task, managers may test it. This shows that Dulsco listens and respects its workers' voices (Dulsco, 2023). Many employees come from different countries in the UAE, so making them feel included is important. Dulsco celebrates different cultures and allows flexible work styles (Khassawneh et al., 2022). This makes workers feel accepted and more connected to their jobs. Research also shows that companies with good engagement programs often perform better in the long run. They have fewer resignations, better customer service, and higher productivity (Sharif, 2023). By involving employees in decisions and keeping them informed, Dulsco reduces misunderstandings and builds stronger teams. In short, Dulsco's employee engagement efforts are not just for show. They are part of a serious plan to improve teamwork, reduce turnover, and create a workplace where people enjoy coming to work every day (Agha & Fitzsimmons, 2022).

Line Manager Training and Future of Work

Line managers are key to managing employee relations at Dulsco. They handle many important tasks like giving feedback, solving problems, and motivating their teams. To help them do this well, Dulsco provides regular training programs. These sessions focus on communication, conflict resolution, and leadership. Managers learn how to listen to their team members and solve issues before they become serious (Dulsco, 2023). Training also covers updates in UAE labor laws and employee rights. It helps managers follow legal rules and avoid mistakes that harm the company. According to Khassawneh et al. (2022), many organizations in the UAE now see training as a long-term investment, not just a one-time event. Looking to the future, Dulsco is preparing for significant changes in the workplace. These include digital transformation, automation, and the growing importance of sustainability. For example, at events like Expo 2020, regional companies had to quickly adapt to new technologies (Manikas et al., 2022). Dulsco is doing the same by upskilling its workforce and using digital tools to manage tasks more efficiently. The company also focuses on employee well-being and mental health, which are becoming more important in modern workplaces (Agha & Fitzsimmons, 2022). These steps show that Dulsco is not just managing today's needs but is also planning. By training its managers and adapting to future trends, Dulsco is building a skilled and prepared workforce for tomorrow's challenges (Khassawneh et al., 2022).

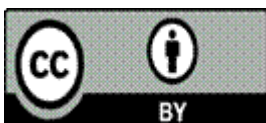
Conclusion

This report examined the employee relations strategies of Dulsco Group, a major service company in the UAE. The analysis showed that Dulsco carefully follows the country's labor laws, especially the UAE Federal Decree-Law No. 33 of 2021. It also applies fair disciplinary procedures and has systems to manage grievances. These steps help to maintain a peaceful and professional workplace (Ramadan, Muhammad, & Yusuf, 2023). Dulsco's operations are flexible and contract-based, hence there is no formal redundancy strategy in place. Instead, it prioritizes redeploying and reskilling individuals wherever feasible in order to reduce job losses and preserve workforce stability. Employee engagement is another strong area for Dulsco. The company encourages feedback, rewards high performance, and respects cultural diversity. It promotes inclusion through regular communication and staff events. Research shows such practices improve loyalty and performance (Sharif, 2023; Agha & Fitzsimmons, 2022). The company also invests in training its line managers. These managers play a significant role in supporting employee relations. Dulsco makes sure they have the skills to handle team issues, follow labor laws, and lead with fairness. The company is also preparing for future challenges such as digital change, automation, and a more diverse workforce (Manikas et al., 2022). Overall, Dulsco's approach to employee relations is structured, lawful, and people-focused. It balances employee needs with company goals. It allows Dulsco to remain competitive in a fast-changing labor market. The case of Dulsco shows how businesses in the MENA region can improve employee relations by focusing on fairness, training, and engagement (Khassawneh et al., 2022). These findings may be helpful for other companies that want to improve how they manage their people in a global and changing environment.

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