A STUDY ON EMPLOYEE RELATION

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ABSTRACT: The term 'employee relations' was conceived as a replacement for the term 'industrial relations' but it's precise meaning in today's workplaces needs clarification. In 2010/11, CIPD undertook research into the changing nature of employee relations work in UK organizations, through interviews with HR and Employee Relations managers to provide a snapshot of current attitudes and practice. 'Industrial relations' is generally understood to refer to the relationship between employers and employees collectively. The term is no longer widely used by employers but summons up a set of employment relationships that no longer widely exist, except in specific sectors and, even there, in modified form. Consistent with the theory that human capital management influences organizational performance and risk, we find that employee relations explain the cross-sectional variation in credit risk. We construct an aggregate measure for the quality of employee relations based on the firm's engagement in employment practices and policies, and document that firms with stronger employee relations enjoy a statistically and economically lower cost of debt financing, higher credit ratings, and lower firm-specific risk. These findings are robust to the inclusion of a comprehensive set of controls and to alternative explanations.

This review highlights some of the more important employee relation aspects involved in starting, establishing, or expanding an existing dental practice. Despite a competitive compensation package, staff-related conflicts can sometimes hamper the progress of a dental practice. Such conflicts can be reduced by having policies and procedures in place for each employee that set expectations concerning the hours of operation, professional manner, dress code, job tasks, performance evaluations, disciplinary actions, and termination if violations occur. Understanding the legal requirements set by various governmental agencies such as It can help ensure that the rights and well-being of every employee are protected.

INTRODUCTION

Employee Relations involves the body of work concerned with maintaining employer-employee relationships that contribute to satisfactory productivity, motivation, and morale. Essentially, Employee Relations is concerned with preventing and resolving problems involving individuals which arise out of or affect work situations.

Advice is provided to supervisors on how to correct poor performance and employee misconduct. In such instances, progressive discipline and regulatory and other requirements must be considered in effecting disciplinary actions and in resolving employee grievances and appeals. Information is provided to employees to promote a better understanding of management's goals and policies. Information is also provided to employees to assist them in correcting poor performance, on or off duty misconduct, and/or to address personal issues that affect them in the workplace. Employees are advised about applicable regulations, legislation, and bargaining agreements. Employees are also advised about their grievance and appeal rights and discrimination and whistleblower protections.

Employee Relations is a leading international academic journal focusing on the importance of understanding and merging corporate, management and employee needs to achieve optimum performance, commitment and effectiveness, addresses research, practice and ideas about

relationships between employments. International issues are covered in all areas of HR and industrial relations. A stringent double-blind review of each paper is undertaken to ensure its relevance and validity.

Coverage
- Communication, participation and involvement
- Developments in collective bargaining
- Equal opportunities
- Health and safety
- HRM
- Industrial relations and employment protection law
- Industrial relations management and reform
- Organizational change and people
- Personnel and recruitment
- Quality of working life

Topicality

Today's turbulent business environment makes increasing demands on managers and workforces, as competitive standards rise and expectations of individuals increase. Managers must respond positively to changes in contemporary workforce attitudes if they are to get the performance levels they need.

Key Benefits

The journal addresses key issues through authoritative, refereed papers by distinguished international academics and practitioners, Internet site critiques and publications. It suggests alternative strategies for improving working conditions and developing constructive relationships between managers and workforce.

NEED OF THE STUDY:

A common place that we see the need to apply Relations is in the work place. In the work force, we can see Relations play a key role in leadership success. A person unable to grasp Relations and apply it, will not become or stay a leader. It is critical that anyone seeking to lead or Relations understand "Howletts Hierarchy of Work Motivators."

Salary, benefits, working conditions, supervision, policy, safety, security, affiliation, and relationships are all externally motivated needs. These are the first three levels of "Howletts Hierarchy" When these needs are achieved; the person moves up to level four and then five. However, if levels one through three are not met, the person becomes dissatisfied with their job. When satisfaction is not found, the person becomes less productive and eventually quits or is fired. Achievement, advancement, recognition, growth, responsibility, and job nature are internal motivators. These are the last two levels of "Howletts Hierarchy." They occur when the person motivates themselves (after external motivation needs are met.) An employer or leader that meets the needs on the "Howletts Hierarchy" will see motivated employees and see productivity increase. Understanding the definition of motivation, and then applying it, is one of the most prevalent challenges facing employers and supervisors. Companies often spend thousands of dollars each year hiring outside firms just to give motivation seminars.

II. OBJECTIVES OF THE STUDY:
1. To find out the present Relations level of the employees.
2. To find out the blockages for the Relations (i.e: disciplined).
3. To suggest measures for improvement of the Relations as a discipline Point;

4. To study the hygienic and Relational content factors.

Scope of the study

- The study is confined and relevant only to Capital IQ not applicable to any organization.
- The study covers motivational practices in Capital IQ at various levels of employees.
- The study assists the management in determining the decision regarding the performance of the employee.

III. METHODOLOGY

The basic principle in the research has been adopted in the overall methodology. The following methodology has been used for meeting the requirements,

- Defining objectives
- Developing the information sources
- Collection o information
- Analysis of information
- Suggestion

The methodology followed for collection, analysis under interpretation of data in explained below.

1. RESEARCH DESIGNS

There are generally three categories of research based on the type of information required, they are

1. Exploratory research
2. Descriptive research
3. Casual research

The research category used in this project in descriptive research, which is focused on the accurate description of the variable in the problem model. Consumer profile studies, market potential studies, product usage studies, Attitude surveys, sales analysis, media research and prove survey s are the,

Examples of this research. Any source of information can be used in this study although most studies of this nature rely heavily on secondary data sources and survey research.

2. Primary Source: Discussions with plant staff, Interviews, Questionnaire administered.

3. Secondary Source: Journals Magazines and articles from prominent newspapers.

Population and Sample: There are 140 Officers & Supervisors and 100 Managerial staff .The questionnaire is administered to 50 Officers and Supervisory staff and 50 Managerial staff.

3. SAMPLE DESIGN

a) Sampling unit: the study is directed towards the executive of managerial level.

b) Sample size: sample size of 100 is taken in this study

IV DATA ANALYSES

Simple analysis method is followed for analyzing the data pertaining to different dimensions of employees. Simple statistical data like percentage are used in the interpretation of data pertaining to the study. The results are illustrated by means of bar charts.

Limitations of the study:

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There are certain limitations of the concept of empowerment. It may be cost consuming in selecting personnel, training costs and labor costs may be high, it may result in slower or inconsistent services and poor use of the technique of empowerment. At the outset, Managers must also accept the fact that not all employees want to be empowered. Many workers just work better in jobs that are clearly defined and closely supervised. Once both employees and managers have received proper training, the next step is go give employee's control of the resources needed to make the improvements in their job and work processes.

By giving employees information, resources and training and by following with measurements and reinforcement, Human Resources can create an empowered environment. But Empowerment should be continuous process like quality improvement and it is like a race without a finish line. Those companies that take the first step by creating an environment conductive to empowerment will be at the head of the pack

IV. Employee relation

Human Resource Management System (HRMS) or **Human Resource Information System (HRIS)**, refers to the systems and processes at the intersection between human resource management (HRM) and information technology. It merges HRM as a discipline and in particular its basic HR activities and processes with the information technology field, whereas the programming of data processing systems evolved into standardized routines and packages of enterprise resource planning (ERP) software. On the whole, these ERP systems have their origin on software that integrates information from different applications into one universal database. The linkage of its financial and human resource modules through one database is the most important distinction to the individually and proprietary developed predecessors, which makes this software application both rigid and flexible.

Purpose

The function of Human Resources departments is generally administrative and common to all organizations. Organizations may have formalized selection, evaluation, and payroll processes. Efficient and effective management of "Human Capital" progressed to an increasingly imperative and complex process. The HR function consists of tracking existing employee data which traditionally includes personal histories, skills, capabilities, accomplishments and salary. To reduce the manual workload of these administrative activities, organizations began to electronically automate many of these processes by introducing specialized Human Resource Management Systems. HR executives rely on internal or external IT professionals to develop and maintain an integrated HRMS. Before the *client–server* architecture evolved in the late 1980s, many HR automation processes were relegated to mainframe computers that could handle large amounts of data transactions. In consequence of the high capital investment necessary to buy or program proprietary software, these internally-developed HRMS were limited to organizations that possessed a large amount of capital. The advent of client–server, Application Service Provider, and Software as a Service SaaS or Human Resource Management Systems enabled increasingly higher administrative control of such systems. Currently Human Resource Management Systems encompass:

1. Payroll
2. Work Time
3. Benefits Administration
4. HR management Information system

5. Recruiting
6. Training/Learning Management System
7. Performance Record
8. Employee Self-Service

The **payroll module** automates the pay process by gathering data on employee time and attendance, calculating various deductions and taxes, and generating periodic pay cheques and employee tax reports. Data is generally fed from the human resources and time keeping modules to calculate automatic deposit and manual cheque writing capabilities. This module can encompass all employee-related transactions as well as integrate with existing financial management systems.

The **work time module** gathers standardized time and work-related efforts. The most advanced modules provide broad flexibility in data collection methods, labor distribution capabilities and data analysis features. Cost analysis and efficiency metrics are the primary functions.

The **benefits administration module** provides a system for organizations to administer and track employee participation in benefits programs. These typically encompass insurance, compensation, profit sharing and retirement.

The **HR management module** is a component covering many other HR aspects from application to retirement. The system records basic demographic and address data, selection, training and development, capabilities and skills management, compensation planning records and other related activities. Leading edge systems provide the ability to "read" applications and enter relevant data to applicable database fields, notify employers and provide position management and position control. Human resource management function involves the recruitment, placement, evaluation, compensation and development of the employees of an organization. Initially, businesses used computer based information systems to:

- produce pay checks and payroll reports;
- maintain personnel records;
- pursue Talent Management.

Online **recruiting** has become one of the primary methods employed by HR departments to garner potential candidates for available positions within an organization. Talent Management systems typically encompass:

- analyzing personnel usage within an organization;
- identifying potential applicants;
- recruiting through company-facing listings;
- recruiting through online recruiting sites or publications that market to both recruiters and applicants.

The significant cost incurred in maintaining an organized recruitment effort, cross-posting within and across general or industry-specific job boards and maintaining a competitive exposure of availabilities has given rise to the development of a dedicated Applicant Tracking System, or 'ATS', module.

The **training module** provides a system for organizations to administer and track employee training and development efforts. The system, normally called a Learning Management System if a standalone product, allows HR to track education, qualifications and skills of the employees, as well as outlining what training courses, books, CDs, web based learning or materials are available to develop which skills. Courses can then be offered in date specific sessions, with delegates and training resources being mapped and managed within the same

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system. Sophisticated LMS allow managers to approve training, budgets and calendars alongside performance management and appraisal metrics.

The **Employee Self-Service module** allows employees to query HR related data and perform some HR transactions over the system. Employees may query their attendance record from the system without asking the information from HR personnel. The module also lets supervisors approve O.T. requests from their subordinates through the system without overloading the task on HR department. "Employee relationship management" is a term that refers to relationship development and management between employers and their employees. There are a lot of different issues that can affect employee satisfaction, which has a direct result on employee productivity and overall corporate culture. Employee relationship management can be driven by using employee surveys to directly engage your employees in the issues that are most important to them.

Some of the core issues that can be controlled with effective employee relationship management are:

- Communication – Open communication both amongst your employees and between the employees and the management team is imperative. When employees feel that they can't be heard, they may become frustrated, leading to lowered employee morale. Lowered morale can result in lowered productivity and an uncomfortable, or even hostile, work environment. Employee surveys can give you a thorough understanding of how your employees feel about communication in your work environment.

- Conflict management – When problems arise, it is important to understand how to handle them. This is a fundamental aspect of employee relationship management. Sometimes those conflicts occur between employees and employers. EmployeeSurveys.com can provide you the necessary tools to help you negotiate and manage conflicts in your business.

- Employee growth – Employees that feel they are only required to put in their hours and go home will do just that. Employees that feel they can become a valuable asset based on their work, as well as their ability to provide important ideas, offer input, and perhaps pursue growth opportunities within the company, will create a positive atmosphere within the corporate culture.

Focusing on employee relationship management can have profound effects on how your business operates. Conducting employee surveys is a useful tool towards reaching a beneficial level of employee relationship management because they provide an opportunity for candid feedback and analysis that isn't achievable in typical business communication.

The term "**Employee Relationship Management**" (acronym *ERM*), translate as "management of the relationship with the employees" refers to the use of technologies in the management of human resources. This concept is based on client relationship management, with the employee at its center.

This involves implementing a dedicated information system for the management of human resources (generally referred to as HRIS), which makes it possible to cover all problems that are related with the relationship between a company and its employees, in particular:

- **Training**, i.e. the preparation of an overall training plan of the company which makes it possible to handle a catalog of compulsory or optional internships, requests by employees, and tracking of training actions;

- **Pay**, to prepare a statement of payments and mailing of salary bulletins;

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- **Recruiting**, in particular follow-up on recruiting interviews and new recruits;
- **Competence and career management**, consisting in the implementation of a competence reference standard which permits improved management of jobs within the enterprise and in-house transfers. The goal is to value human assets by prioritizing the competences, knowledge, and know-how of the employees;
- **Time management**, i.e. the management and quantification of the activity of the employees of the company, in particular with a view to compliance with existing laws (reduction of working hours, payment of overtime, accounting of vacation, work breaks and absences);
- **Internal communication**, which permits sensitization and transversal information, which makes it possible to break the isolation of the different sectors of the enterprise.

Human Resource vendors as well as Customer Relationship Management Vendors are trying to offer solutions for Employee Relationship Management. Employee Relationship Management is a science as old as business itself. One of the first technologies to improve employee relationship was the telephone and later the fax. So what is Employee relationship management all about?

Defining employee relationship management is more difficult than defining something like Customer Relationship management. The nature of the relationship between a company and employee is far more complex than the relationship with customers. Customers simply go off to competitors when the relationship is not working while unhappy employees can remain for long periods in the company. Customers only experiences the company at some key points of truth while employees are daily experiencing a relationship with their employer. The employee experiences the relationship with the employer from the moment the employee enters into a workspace. Their moments of truth is overshadowed by a total experience over a period of time.

V. DATA ANALYSIS AND INTERPRETATION

1. Is the physical working conditions are taken care by superiors?

    A) Yes   B) No   C) Some time   D) Can't say

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PARTICULARS	RESPONDENTS
YES	40
NO	25
SOME TIME	25
CAN'T SAY	10
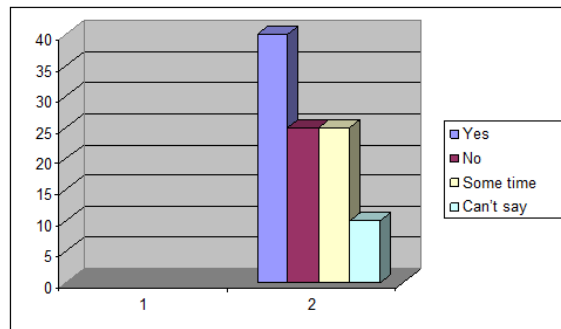
Analysis

40% agreed with the above proposal

25% disagreed with the above proposal
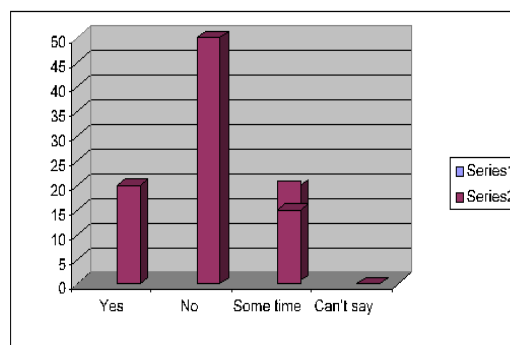
25% may be may not

10% can't say

Interpretation:

More Number of Employees is saying that the physical working conditions are taken care by superiors only.

2. Are you accustomed to work under many supervisors for the same nature of work?

A) Yes   B) No   C) Some time   D) Can't say

PARTICULARS	RESPONDENTS
YES	25
NO	50
SOME TIME	25
CAN'T SAY	0

Analysis

25% agreed with the above proposal

50% disagreed with the above proposal

25% may be may not

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0% can't say

Interpretation:

A few Numbers of Employees is saying that they accustomed to work under many supervisors for the same nature of work.

3. Do you feel to do your duty out of your commitment to job because of the fear of survival?

 A) Yes   B) No   C) Some times

PARTICULARS	RESPONDENTS
YES	30
NO	70
SOME TIME	0
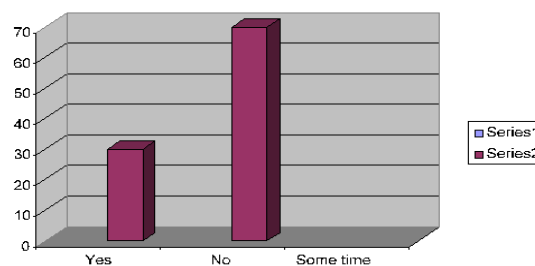
Analysis

30% agreed with the above proposal

70% disagreed with the above proposal

Interpretation:

A few Number of Employees is saying that they feel to do your duty out of your commitment to job because of the fear of survival

VI. SUGGESTIONS

The conclusions so far drawn from the study tempts to offer the following suggestions for making the organization ready for empowerment. The conclusions drawn above convince anybody to identify the following areas to chart out training programs for the executives to make them completely ready for empowerment

1. A general training program covering the importance of and need for employee empowerment in the light of global competition is to be designed in brainstorming session involving internal and external experts.

2. The present study identifies the following areas in which training is to be undertaken.

✦   A training program may be undertaken for Executives in general and to Senior Executives in particular to convince and make them accept the empowerment concept.

✦   Executives working in technical areas to be trained effectively in the areas of their role and interpersonal dependence and relations to make empowerment more fruitful.

✦   A training program may be undertaken about "Shared Leadership" which brings high morale and high productivity and makes the empowerment a success.

VII. FINDINGS & CONCLUSIONS

In the above perspective, the present chapter makes an attempt to draw some conclusions. It should be confessed here that the investigator is conscious of the limitations of the study and

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the conclusion drawn on the basis of the sample from a single unit cannot be generalized about the entire manufacturing sector.

The study examines the readiness for employee empowerment in six aspects, namely effective Communication, Value of people, Clarity, Concept about power, Information and Learning.

A perusal of data pertaining to combination makes us to conclude that the Executives have agreed to the effective down ward communication flow, which is a prerequisite for empowerment. With regard to value of people, the analysis leads to the conclusion that the Executives give a reasonable value to the Human Resources in the Organization. However, in respect of concept about power, they are somewhat agreed to share the power.

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