



A STUDY ON EMPLOYEE RELATIONSHIP MANAGEMENT

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ABSTARCT:

Employee relationship management constitutes an emerging trend of managing human resource by building and maintaining individualized and mutually valuable relationship with employees based on information technology. Employees are the major assets of an organization. It is very essential that the employees perform together as a collective unit and contribute equally towards the realization of common goal. However, given the early and still emerging state, there is little knowledge and agreement regarding ERM. Hence here the paper attempts to clarify the concept and derive research implications. The technological and strategic of ERM are discussed based on the Customer Relationship Management. As a result, a first general outline of an interesting concept is presented. Based on outline, the major implications for further theoretical and empirical evaluation of ERM are derived to propose directions for future research. Employee relationship management has focused on enabling to collaborate on typical managerial tasks with their employers. By engaging inputs from both sides of the employment relationship, ERM platforms aim to align the interests of both parties, worker and employer, and inform day-to-day business functions under a streamlined workflow. The equation that we are considering has the elements of scientific management, industrial welfare, and human relations as the causative factors affecting good employment relation.

Keywords : Employee Relationship Management, Organizational Development, Employee Motivation, Employee Engagement.

INTRODUCTION:

The term "Employee Relationship Management", 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. Employee Relations Management (ERM) is a vital business process that manages employer-employee and employees-employee relations. It goes by the maxim that 'a satisfied is a productive employee'. Organizations which are following good employee relations realize that employees are important stakeholders in the organization. Employees who are content with their employers contribute more effectively forwards the goals of the organization. Employees who are content with their employers contribute more effectively towards the goals of the organization. ERM is influenced by organizational strategies, culture and other factors like employee commitments and employee engagement. Managing organizational aspects like motivation, leadership, decision making and communication that play an important role in employee relations management. Employee relationship is a process that develops and maintains employee relations, ensures employee satisfaction, increases productivity and improves employee's morale. ERM enables employees to do their job in an efficient manner and achieve both corporate and personal goals. Employee relations were earlier known as Industrial relations. Industrial revolution can be traced back to the times of industrial revolution when many large scale organizations employed thousands of laborers. It is a multidisciplinary field that studies employment relationship. Management is nothing but is a technique which brings the employees together on a common platform guides them to achieve a common goal without fighting together. Employee relationship management includes different activities which a organization can adopt by superiors or the management to develop an healthy and friendly relationship between the employees and extracts the best out of each team member. The employee relationship management will helps to strengthening the bond among the employees and ensures that each employee is connected and building an healthy relation with each other.

OBJECTIVE OF STUDY:

- To identify the employees attitudes towards the management
- Examine the difference management styles in employee relation
- Relationship management centers on work life balance.

FUNCTION OF ERM:

- Create a healthy and balanced relationship within the organization between the employees and between management and the employees.
- Create a work culture within the organization which is live, challenging and dynamic.
- Boost the confidence and morale level of the employees and to encourage the employees to give their cent percent at the work place.
- Bring out the inner potentials, creativity of the employees to the forefront so that the employees feel free to come out with new innovative ideas and opinions for the organizational improvement.
- Create an organizational environment where all the employees are treated fairly without any discrimination and favoritism.
- Develop and improve the level of coordination between employee-employee and between employee-management for better communication so as to avoid conflicts in the organization.
- Encourage employees participation in decision making and create and atmosphere in the organization where the employees can actively take part in the seminars, learning and cultural programs.
- Create an atmosphere where the employees feel more responsible and focused towards their task and which make them feel that they and their contribution both are important for the organizational performance.
- Work on a continuous basis for making the employees more productive, efficient, skilled and proficient in their work.
- Help employees to be more flexible so that they are ready to take additional responsibilities as and when need arises.
- Maintain a work culture where employees find the work place stress free, clean and safe. The performance of employees improves drastically, if they are at home with the equipment, tools and workplace.
- Protect the employees from occupational hazards and take care of their health. Employees feel highly motivated when they find that the organization cares for their health. Healthy employees at the workplace improve the performance of the organization.

ELEMENTS OF EMPLOYEE RELATIONSHIP MANAGEMENT:

The review of different ERM models revealed several important components or elements of Employee relationship management

HR Practices:

The first element in employee relationship management is human resource practices. It is the HRM department which looks after the proper maintenance of the ERM and its functioning that resulted in enhancing the quality of the organisation. As quality in productivity and output related to employee motivation and commitment that can be achieved through job satisfaction, participative management, career objective and development etc. improved and quality training policy can improve the satisfaction of employees in an organisation. The increase of job

satisfaction level depends upon different factors that are mainly internal to the organisation. ERM is one of the factors that result in improved job satisfaction. Participative management, on the other hand, suggests that the management does not take much interest in understanding the issues relating to employee satisfaction and the consequence greatly affect the ERM status. Lastly, performance appraisal and wage policy are two vital aspects that determine the motivation level, job satisfaction and productivity of the employees and has a direct link with the employee relationship management.

Communication:

Communication is the lifeline of any organisation which serves as a link between individuals or groups within and outside the organisation. Interactive or two-way communication is the most important factor in creating a relationship among people. Thinking of any relationship without any communication is quite impossible. Daniel, (2003), Claims that for building trust between employees, communication is essential. The level of communication indicates how well the employees and the employer is informed about the issues persisting in the enterprise. According to Noordin communication keeps the employees well informed about the organisational matters as well as about their job-related issues that enable them to deliver their duty efficiently and better able to share ideas and knowledge with their colleagues. Chino Mona & Sandada makes clear by their study that, communication strengthens the relationship between employees and departments by creating a sense of trust and institutional harmony. Informal communication plays a credible role compared to formal communication in establishing a relationship through open discussions, better flow of information, efficiency and productivity.

Trust:

Dirks & Ferrin, (2002), claim trust as an important factor that has a bearing on effectiveness, efficiency, performance and productivity. Trust travel through different phases of ups and downs in a relationship. More trust makes the length of the relationship longer and individuals are likely to understand each other by providing more opportunity for learning and knowledge sharing (Huang & Guo, 2009). Several pieces of studies argue that trust is based on two factors; integrity and reliability. Therefore, trust in a relationship is very much essential as like oxygen for the survival of any living organism (Herington et al., 2009). If the employees do not trust the management and the managers do not trust their subordinates then, it creates an invisible barrier in communication and negatively hampers the growth and development of both employees and organisation (Daniel, 2003).

Leadership Style:

According to Wang et al., (2005), leadership has a significant impact on the performance of employees and managers in an organisation. Managers use different leadership styles or management styles to deal with their subordinates or employees. Armstrong, (2009), says different leadership styles determine the relationship between the employer/manager with the employees. Different styles of management impact the relationship differently.

Shared Goals and Values:

According to Herington et al., (2009), the organisation goal is something that is common in the context of each and every employee of the enterprise. A common organisational goal creates a sense of value between the employee and employer. Shared values represent how far the organisational objectives and beliefs are common, the appropriate and inappropriateness of behavior, policies and goal. Kantabutra & Avery, (2009) argue that the crux of shared goal lies in the relationship among employees and their participation in different undertakings. Chinomona & Sandada, (2013), says sharing goals makes the employees toward putting their maximum effort in

achieving organisational goals and all this is possible when mutual collaboration and cohesion persists among employees. Moreover, sharing of common goals positively influence employee's productivity and organisational goal. Similarly, another study by Pulakos & O'leary, (2011), shared goals makes employees understand how work is related across different departments and in the organisational hierarchy. It helps in aligning the duties of employees on strategically priority basis.

Job Satisfaction:

According to Armstrong, (2006) Job satisfaction is the fulfillment which an employee feels in relation to their jobs and work place. It brings the question, whether the employee is happy or content at their jobs. An employee may be measuring their satisfaction in financial, non-financial or psychological contract terms. Job satisfaction degree levels of people range from extreme dissatisfaction to extreme satisfaction. People also possess various aspects attitudes regarding their jobs such as, type of job done, amount of pay, coworkers subordinates and supervisors. George and Jones(2008) in their research found that aspects that promote job dissatisfaction range from; poor leadership style, inability of firms to allocate adequate resources to train workers, inability to settle employee disputes on time, inappropriate compensation policies and inappropriate performance appraisal techniques. On the other hand it is evident that organizations that maintain good relations with their employees are likely to experience increased profits, improved customer service delivery, minimal resistance to change, dedicated and motivated staff who work to achieve organizational objectives. Due to job dissatisfaction, performance of the organization has been affected resulting to increased employee turnovers, decreased profits and performance standards in the competitive business environment in the recent past. Other aspects that enhanced job satisfaction included; training of employees, open communication and timely introduction of change.

RESEARCH METHODOLOGY:-

Type of research data: Descriptive Research

Sampling Design: Population of Employees

Population size: 130

Data collection:

Primary data: It is been collected from employees of using questionnaire

Secondary data: Secondary data is been collected from journals, organization, records, organization website, web source

Instrument design: Questionnaire is used as an instrument for data collection.

Analysis:

One Way Anova

Chi square method

Correlation

REVIEW OF LITERATURE:

➤ (Demising Desha, 2014) A relationship analysis was considered for the study. This survey regulate the

business owners' opinions about relationship and their believed these play a significant role towards the success of their business. The business owners are avoided a destructive relationship to employee. The result shows the critical role played by positive employee relationship.

- (Dr.B.Devamaindhan, 2015) A good relationship is the best running of any business. It improves the work performance, an employee's feedback is must to analyze the both positive and negative. This research paper shows the employee involvement is important for changing employee's attitude the critical role played by positive employee relationship
- Solomon Markos (2018) defined that the scope of the employee engagement are very wide and broader in nature, which is strongly supported by the two way relationship between management and employees. It is very true that the engaged employees are always positive in all respect for the organization; such as employee retention, productivity, profitability, customer satisfaction and safety etc. Employee engagement is depend on the personal traits of the employee's knowledge, skills, attitude etc. Organization culture, environment and practices (leadership, social networks , personal respect, process, context component of job performance etc.). The employees engagement starts from the first day through effective recruitment and orientation program, begins from the top management in the organization and always keep focus on the top- talented employees to reduce their turnover and continuously maintain or increase the business performance of the organization.
- Preeti Khatri et al.(2010) , that managing talent in global organization is more complex and demanding. The current business scenario showing the weaknesses in the talent management practices in many organization, as well as the lack of a comprehensive understanding of skills, capabilities, key workforce and top talent. Talent strategy is also an integral part of the overall organizational strategy. Most of the companies also develop their plan and keep the track of the record of the talents of their employees which includes attracting and recruiting qualified candidates with competitive backgrounds, managing and defining competitive salaries, training and development opportunities, performance management process retention program, promotion, transitioning and the leading organization generally ensure that the right person with right skills in the right job at the right time. Talent management can be the major strategy for the company's value proposition and a distinct competitive advantage
- Papa and Graham (2011) measured managerial performance using a criteria proposed by Gatewood and Field (1987) where the subordinates and immediate supervisors were the assessors. The findings showed that Employee skills were the highest loading factor, explaining 39 percent of the variance (Avkiran, 2000). On the other hand, Goffee (1996) reports on subordinate appraisal of high performance 22 managerial competencies of bank managers in an effort to establish the accuracy of views held by senior human resource and line managers.
- Mitzberg (1973) cited studies which indicated that managers spend 45 percent of their contact time with their peers, about 45 percent with people outside their units and only about 10 percent with their supervisors. This study obviously indicates the importance of Employee skills in every organization.

Data Analysis and Interpretation:

CHI- SQUARE TEST:

Hypothesis

The following hypothesis is constructed for this study.

- H_0 : There is no significant relationship.
- H_1 : There is significant relationship

Crosstabs

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
The organization treats employees fairly and without discrimination * Employees make their effort to achieve their tasks in the required time	131	100.0%	0	0.0%	131	100.0%

The organization treats employees fairly and without discrimination * Employees make their effort to achieve their tasks in the required time Crosstabulation

		Employees make their effort to achieve their tasks in the required time				Total
		Agree	Disagree	Neutral	Strongly Agree	
The organization treats employees fairly and without discrimination	Count	1	0	0	0	1
	Expected Count	.0	.1	.0	.3	1.0
	Agree	Count	9	1	15	17
	Expected Count	.3	4.5	1.9	14.4	20.8
	Disagree	Count	0	1	0	2
	Expected Count	.0	.4	.2	1.4	2.0
	Neutral	Count	0	2	2	14
	Expected Count	.2	3.1	1.3	10.0	14.4
Strongly Agree	Count	0	2	3	14	36
	Expected Count	.4	5.9	2.5	18.9	27.3
Total	Count	1	14	6	45	65
	Expected Count	1.0	14.0	6.0	45.0	65.0

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	148.286 ^a	16	<.001
Likelihood Ratio	28.830	16	.025
N of Valid Cases	131		

a. 18 cells (72.0%) have expected count less than 5. The minimum expected count is .01.

Interpretation :

- As the significance value of hypothesis is less than 0.05
- The null hypothesis is accepted for the analysis.
- Looking at the results of the Chi - Square test is no significant difference between employees trust and employee relationship management

F - TEST (One Way Anova):

Hypothesis

The following hypothesis is constructed for this study.

- H_0 : There is no significant relationship.
- H_1 : There is significant relationship.

Oneway**Descriptives**

Age

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1	8	36.75	14.499	5.126	24.63	48.87	23	61
2	25	28.64	7.852	1.570	25.40	31.88	21	57
3	56	28.16	4.793	.641	26.88	29.44	23	45
4	32	28.91	6.066	1.072	26.72	31.09	22	47
5	9	29.56	10.260	3.420	21.67	37.44	21	54
Total	130	29.06	7.219	.633	27.81	30.31	21	61

ANOVA

Age

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	525.753	4	131.438	2.651	.036
Within Groups	6197.755	125	49.582		
Total	6723.508	129			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Age	Eta-squared	.078	.000	.155
	Epsilon-squared	.049	-.032	.128
	Omega-squared Fixed-effect	.048	-.032	.127
	Omega-squared Random-effect	.013	-.008	.035

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Post Hoc Tests**Homogeneous Subsets**

Age

Duncan^{a,b}

Monthly incomemotivates meto perform better	N	Subset for alpha = 0.05	
		1	2
3	56	28.16	
2	25	28.64	
4	32	28.91	
5	9	29.56	
1	8		36.75
Sig.		.623	1.000

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 15.374.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Interpretation:

- As the significance value of hypothesis is more then 0.05
- The null hypothesis is rejected for the analysis.
- Looking at the results of the F - test is significant difference between leadership styles and employee performance management

CORRELATION:

Hypothesis

The following hypothesis is constructed for this study.

- H_0 : There is no significant relationship.
- H_1 : There is significant relationship.

→ Correlations

		Correlations	
		Experience	Employees participate in setting the organization goals and values and works to achieve it
Experience	Pearson Correlation	1	.006
	Sig. (2-tailed)		.942
	N	130	130
Employees participate in setting the organization goals and values and works to achieve it	Pearson Correlation	.006	1
	Sig. (2-tailed)	.942	
	N	130	130

Interpretation:

- As the significance value of hypothesis is more than 0.05
- The null hypothesis is rejected for the analysis.
- Looking at the results of the Correlation is significant difference between shared goals and values and job satisfaction management.

FINDINGS:

- It is observed that organization has the employees who belong to the entire group.
- It is observed that most of the employees have more than 5 years of experience.
- It is observed that most of the employees are not happy within the relationship that is maintained between employers and employee.
- It is observed that the survey is clearly there is a cordial relationship between employers in the organization.
- It is observed that organization follows on the job training for the employers.
- It is understood that employees feel like management should spend time for understanding employees. It is observed that communication is an effective tool to maintain good relationship in the organization. It is observed that conflict is not always bad.
- It is observed that employees have less influence in the tasks that they perform in the organization.
- It is observed that employees have less influence on the work organization.
- It's far determined that maximum of the employees are happy with the level of tasks and involvement within the process.
- It's far found that from the survey most of the employees are satisfied with the schooling that they acquire.
- It is observed that most of the employees have opportunity to have individual development and skill development

SUGGESTIONS:

- Organization should focus on improving relationship that is maintained between employee & employees
- Organization should take necessary measures to make employees have good relationship
- Organization should provide some amount of autonomy to its employee to perform their work effectively
- Organization should build good relation with management within the workplace
- Organization should increase training programmed to its employees
- Organization should take time out to get to know employees personally
- Organization should take care about the conflict between the employees and between the management

CONCLUSION:

Nowadays employee relations appear everywhere, from small companies to the big organizations all over the world. We have seen that the importance of employee relations and how to practice it effectively. In this we have explained that how employee relation is relevant today, its role in supporting business to support business to improve performance. This relationship may significantly affect the productivity as well as the working environment in organizations. It is very useful to manage and improve performance of both employees and firms. Therefore organizations should focus more on improving and enhancing their relationship with staff members for the ultimate benefit of the organization and in order to realize organizational goals and targets.

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