THE SCOPE OF EMPLOYEE RELATIONS IN HRM

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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.

Keywords: Employee Relations, Maintainance of Employee

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

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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.

OBJECTIVES OF THE STUDY

- To find out the present Relations level of the employees.
- To find out the blockages for the Relations (i.e., disciplined).
- To suggest measures for improvement of the Relations as a discipline Point; and
- 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.

RESEARCH METHODOLOGY

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

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

4) 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
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 conducive to empowerment will be at the head of the pack.

INDUSTRY PROFILE
Information Technology (IT) has made possible information access at gigabit speeds. It has created a level playing field among nations and has a positive impact on the lives of millions. Today, a country’s IT potential is paramount for its march towards global competitiveness, healthy Gross Domestic Product (GDP) and meeting up energy and environmental challenges.

The Indian IT and Information Technology enabled Services (ITeS) sectors go hand-in-hand in every aspect. The industry has not only transformed India’s image on the global platform, but also fuelled economic growth by energising the higher education sector (especially in engineering and computer science). The industry has employed almost 10 million Indians and, hence, has contributed significantly to social transformation in the country.

India is one of the fastest-growing IT services markets in the world. It is also the world’s largest sourcing destination, accounting for approximately 52% of the US$ 124-130 bn market. The country’s cost competitive-ness in providing IT services continues to be its USP in the global sourcing market.

India has the potential to build a US$100 bn software product industry by 2025, according to Indian Software Product Industry Roundtable (iSPIRT). The software products market in India, which includes accounting software and cloud computing-based telephony services, is expected to grow at 14% in 2014.

MARKET SIZE
The Indian IT-BPM industry is expected to add revenues of US$13-14 bn to the existing revenues by FY15, according to National Association of Software and Services Companies (NASSCOM).

The industry grew at a Compound Annual
Growth Rate (CAGR) of 13.1% during FY08-13. Total exports from the IT-BPM sector (excluding hardware) were estimated at US$76 bn during FY13. Export of IT services has been the major contributor, accounting for 57.9% of total IT exports (excluding hardware) in FY13. BPM accounted for 23.5% of total IT exports during the same fiscal. The IT outsourcing sector is expected to see exports growing by 13-15% during FY15.

The data centre infrastructure market of India is estimated to reach US$2.03 bn in 2015, a 5.4% increase from US$1.92 bn in 2014.

The sale of Personal Computers (PC) in India has registered significant growth as 2.55 million units were sold in January-June, 2014 compared to 2.03 million units in the corresponding period of 2013.

E-commerce space in India is expected to grow at 20-25% over the next 2-3 years in terms of jobs, salaries and growth, which in turn could create at least 150,000 jobs. The current estimated size of the industry is about Rs.18,000 crore (US$2.91 bn) and is expected to reach Rs. 50,000 crore (US$8.08 bn) by 2016 and as the industry grows, the demand for talent would grow proportionally.

INVESTMENTS
Indian IT’s core competencies and strengths have placed it on the international canvas, attracting investments from major countries.

According to data released by the Department of Industrial Policy and Promotion (DIPP), the computer software and hardware sector attracted Foreign Direct Investment (FDI) worth US$13,238.58 mn between April 2000 and September 2014.

Some of the major investments in the Indian IT and ITeS sector are as follows:
- Microsoft plans to offer its commercial and cloud services-Azure and Office 365-from three local data centres by the end of 2015, making it the first technology company to set up cloud data centres in India.
- Infosys plans to invest Rs 1,400 cr (US$228.04 mn) in a campus proposed to be built in Noida, Uttar Pradesh. The project is estimated to generate 35,000 direct and indirect jobs.
- Cognizant has acquired US-based digital marketing agency Cadient Group. The latter is expected to boost Cognizant’s presence in the healthcare segment.
- Visa plans to set up a technology centre in India in 2014 and join a host of global system players who have established technology centres in the country to access its software and engineering talent.
- Genpact Ltd. has signed an agreement with the US-based Automation Anywhere to provide automated business processes for its clients.
- Nielsen India has acquired Indicus Analytics. This acquisition will add to Nielsen’s capabilities for macro and microeconomic research for the public and private sectors.

GOVERNMENT INITIATIVES
The Government of India has played a key role with public funding of a large, well trained pool of engineers and management personnel who could forge the Indian IT industry.

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

- 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.
- 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.
- The subordinate staff who is going to be empowered must be ready to take up this responsibility. A study is to be conducted among the subordinate staff to find out their readiness to discharge the new roles under this empowerment program. This helps in identifying the training areas, to make the subordinate staff completely ready for undertaking empowerment.

FINDINGS AND CONCLUSION

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 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 some what agreed to share the power.

As far as information sharing with lower rungs is concerned, they are very positive.

One significant conclusion with regards to learning opportunities, which is a basic for empowerment, is that the executives are favorable and feel that sufficient learning opportunities should be there for the rank and file.

As far as clarity is concerned, the executives are somewhat agreed, i.e., neutral. The aspect wise percentage analysis leads to the conclusion that the organization is somewhat ready for employee empowerment because the majority of the Executives in almost all aspects are concentrated in somewhat ready group.

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**QUESTIONNAIRE**

1. Is the physical working conditions are taken care by superiors?
   A) Yes  B) No  C) Some time  D) Can’t say

2. Are you accustomed work under many supervisors for the same nature of work?
   A) Yes  B) No  C) Some time  D) Can’t say

3. Do you feel you do your duty out of your commitment to job or because of the fear of survival?
   A) Yes  B) No  C) Some

4. Do you feel that working atmosphere is friendly in nature at your work place?
   A) Agree  B) Disagree  C) Agree to some extent  D) Can’t say

5. Do you feel that you are having a good report with all your peers and superiors?
   A) Very good  B) Average  C) Average  D) Low

6. In your department work is distributed in a fair manner?
   A) Yes  B) No  C) Some time  D) Can’t say
### QUESTIONNAIRE (CONT.)

<table>
<thead>
<tr>
<th>Question</th>
<th>Options</th>
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<tr>
<td>7. Do you feel that your job is secured?</td>
<td>A) Yes  B) No  C) Doubtful  D) can’t say</td>
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<tr>
<td>8. Do you feel Discipline helps in individual development?</td>
<td>A) Agree  B) Disagree  C) Agree to some extent  D) Can’t say</td>
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<td>9. “In the present competitive business scenario there is no external motivation (i.e. Discipline) required, one has to be on his own”. Do you agree?</td>
<td>A) Agree  B) Disagree  C) Agree to some extent  D) Cant say</td>
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<td>10. “Technology and better work environment leads to more productivity” Do you agree?</td>
<td>A) Agree  B) Disagree  C) Agree to some extent  D) Can’t say</td>
</tr>
<tr>
<td>11. Have you been informed about the objectives of your organization?</td>
<td>A) Yes  B) No  C) Some time  D) Can’t say</td>
</tr>
<tr>
<td>12. Have you been informed about the objectives of your department?</td>
<td>A) Yes  B) No  C) Some time  D) Can’t say</td>
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<td>13. Whether you are given any incentives / appreciation / rewards / Discipline by the company, will you do more at your work?</td>
<td>A) Yes  B) No  C) Some time  D) Can’t say</td>
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<td>14. Whether the Discipline is the main motivating factor to you?</td>
<td>A) Agree  B) Disagree  C) Agree to some extent  D) Cant say</td>
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<td>15. You feel that Discipline is more important that financial growth?</td>
<td>A) Agree  B) Disagree  C) Agree to some extent  D) Can’t say</td>
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<tr>
<td>16. Are you willing to take additional responsibilities?</td>
<td>A) Yes  B) No  C) Some time  D) Can’t say</td>
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