A STUDY ON EMPLOYEE RELATIONS IN

CAPITAL- IQ, HYDERABAD

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ABSTRACT

Employee relations focuses on preventing and resolving issues affecting people that result from or have an impact on workplace circumstances. The workplace is evolving to incorporate a wider range of nationalities, generations, and worldwide presence. Managers must develop their listening, adaptability, and decision-making abilities in order to increase production and stay competitive. Interpersonal communication and conflict management are the two abilities that should receive the greatest attention, according to a Greg Roper article. Interpersonal communication abilities are often referred to as life coaching abilities in organisations. Employee difficulties can be easily resolved with the aid of conflict management techniques, which also increases workplace happiness. Employees want to know that their suffering is understood, and they need to be listened to and cared about.

The phrase "employer-employee relations" has taken the place of "industrial relations" when referring to this connection. Employee relations is considered as focused on both individual and group connections in the workplace today, with a growing focus on assisting line managers in developing relationships with employees based on trust. High levels of employee involvement, commitment, and engagement in a favourable work environment can enhance corporate results and enhance employee wellbeing.

Here, we look at the current situation of the employment relationship and examine what employee relations means to employers. It quickly examines important employee relations skills, particularly those related to communication and dispute resolution. The brief concludes by examining the ongoing importance of good employee relations for businesses, unions, and HR professionals.

KEY WORDS:

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 who 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 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.

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.
Employee relations:

Definition

According to Armstrong (2003), employee relations consist of all those areas of human resource management that deals with employees directly and through collective agreements where trade unions are recognised. The union practices for the welfare and good working condition of the employees. Employee relations are concerned with generally managing the relationship between employer and employees at the workplace that can be formal e.g. contract of employment or procedural agreement. employee relations refers to an organization's efforts to create and maintain a positive relationship with its employees. By maintaining positive, constructive employee relations, organizations hope to keep employees loyal and more engaged in their work.

<u>NEED FOR THE STUDY</u>

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

1. To find out the present relations level of the employees in the organization.
2. To find out the blockages for the Relations (i.e.: disciplined).
3. To study the hygienic and Relational content factors
4. To suggest measures for improvement of the Relations as a discipline Point

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,

- Defining objectives

- Developing the information sources

- Collection o information

- Analysis of information

- Suggestion

APRROACHES TO RESEARCH

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.

TECHNIQUES OF ANALYSIS

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

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 isto give employee's control of the resources needed to make the improvements in their job andwork 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 thepack.

REVIEW OF LITERATURE

David Farhan (1997, 2000) has, mentioned clearly in his writings that employee relations are the key part of an organization. It includes the objectives like healthy relation between employees and management, employee to employee and superior and employee. He told that no employee should reflect bossism, and treat every on as equal.

D.P Sahoo (2001) introduces all the major issues that are faced by every employee in large industries. He also mentioned the solutions and remedies to such problems. His findings include employee management, employee retention and employee satisfaction.

The research investigations of Mayo (1880–1949), who is regarded as one of the Pioneers of the human relations school of thought, are responsible for the human relations approach.

Employee interactions therefore play a significant role in any firm, according to Mayo. Employee relations are influenced by a number of elements, including organisational structure, charismatic culture, managerial behaviour, labour union clout, and legal and economic laws.

The Hawthorne Experiments, which were carried out at the Western Electric Company's Hawthorne Plant between 1924 and 1932, were the first extensive research of human relations, according to Ton we (2009b). This study was also viewed as the organization's clinical approach to employee behaviour. It makes an effort to concentrate attention on employee behaviour and productivity capacity while taking into account their psychological, physical, economic, and physiological aspects.

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Taylor (2010) has said unequivocally that every employee should get along with their coworkers and management, since this aids in employee management and company culture adaptation. It mostly concentrates on an organization's employee relations and employee happiness.

Employees go to work to satisfy a Complexity of wants, not just for monetary gain, according to the human relations paradigm advocated by Elton Mayo (1880–1949). Hallowell, a proponent of the human relations school of thinking, claims that neuroscientists' studies have shown that a management strategy that emphasises the human aspect in an organisation results in a high level of connection that boosts productivity in the business. According to a neuroscientist's discovery, good human relationships have a physiological impact on workers. They lower blood levels of the stress hormones cortisol, norepinephrine, and epinephrine, while also raising serotonin and dopamine levels, which reduce anxiety and fear.

Employee relations, according to Elton Mayo (1880), are a crucial idea that must be upheld in all enterprises in a very positive way without being abused. Any employee who is a member of a specific group will bear some of the blame for the company's reputation. It amply demonstrates the cohesion and character of the workforce with senior management.

A study on Standing on the Shoulders of Giants? by E Gallardo and M. Thunnissen (2016) makes this claim. The results of a critical evaluation of empirical talent management research show that the Anglo-Saxon context, particularly the EU, has a significant influence on such research. Additionally, the research's framework and methodology lack rigour. There was a tad of cultural and contextual knowledge. Empirical TM research is mostly based on a TM-specific methodology.

Grant, LM Wallace (2013) stated in his article that employee relations offers insights into the various aspects affecting remote e-workers and generates 10 emergent themes. Access to technology, the capacity for flexible work, and individual competencies were distinguishing characteristics among e-workers.

DATA ANALYSIS AND INTERPRETATION

To analyze the Employee relations in the internal environment of the Capital IQ a questionnaire containing 9 questions prepared. The response to the questions of the employee summarized as:

S.NO	STATEMENT	RESPONSE
1	Is the physical working conditions are taken care by superiors?	65% of the employees agreed
2	Are you accustomed to work under many supervisors for the same nature of work?	50% of the employee disagreed
3	Do you feel to do your duty out of your commitment to job because of the fear of survival?	70% of the employees disagreed
4	Do you feel that working atmosphere is friendly in nature at your work place?	80% of the employees disagreed
5	Do you feel that you are having a good rapport with all your peers and superiors?	50% of the employee agreed
6	Does In your department work is distributed in a fair manner?	60% of the employees disagreed
7	Do you feel that your job is secured?	75% of the employee agreed
8	Do you feel Discipline helps in individual development?	75% of the employee agreed
9	"In the present competitive business scenario there is no external motivation (i.e Discipline point of view) required, one has to be on his own". Do you agree?	60% of the employees agreed

FINDINGS

❖ Main findings indicate that management-employee relationships are less satisfactory in the large firms than in the small firms.
❖ Job satisfaction levels are lower in large firms.
❖ Less satisfactory management-employee relationships in the large firms may be a major source of the object
❖ Many employees feel that work environment is excellent in company.

SUGGESTIONS

The conclusions so far drawn from the study tempts to offer the following suggestions for making the organization 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.

3. 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.

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 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 & 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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