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**A Study on Employee Relationship Management with Special
Reference to DDCMPU Krishnagiri**

Mis .S.Aswvini

PG- Scholar

Department of Management Studies

PSV.College of Engineering &Technology

Krishnagiri-635108, Tamilnadu, India

Mobile No:8220480834

Mail id:sashwini31995@gmail.com

ABSTRACT

The study was carried out about the Employee Relationship Management constitutes an emerging trend of managing human resource by building and maintaining individualized and mutually valuable relationship with employees. Focused on enabling to collaborate on typical managerial tasks with their employees. Employee relationship management has Here the paper attempts to clarify the concept and derive research implication. The main objective of this research is to study the relationship between the employee and the management and to identify the importance of employer employee relations. The primary data collection method is used and

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the data are collected through well-structured questionnaire. The size of the sample was 100. Descriptive method of research design is used. Statistical tools such as Chi-Square and Correlation are used to test the formulated hypothesis. And it has been found that there is a significant relationship between the employee relations and communication. Findings and suggestions were generated. It has been found that good employee relation have a positive impact on employee performance. Suggestion is to improve transparency in communication and to improve the employer employee relations. Through this study it has been concluded that good employee relations have an positive impact on employee performance.

KEYWORDS: Employee Relation, Communication, Employee Performance.

CHAPTER – I

1.1 INTRODUCTION

“Employee relationship management” is the 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. People in organizations interact with each other during work, formally and officially as well as socially and informally.

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During the course of interaction, relationships develop which are invisible connecting links, colored by emotions of love, hate, repulsion, respect, fear, anxiety and so on. Employees are among an organizations most important audience with the potential to be its most effective ambassadors. Employee relation practices are initiatives for ensuring that employees are happy and are productive.

Employee relation offers assistance in a variety of ways including employee recognition, policy development and interpretation and all types of problem solving and disputes resolution. Employee relation is a broader concept. It involves maintaining a work environment satisfies the need of individual employees and management.

An effective employee relation involves creating and cultivating a motivated and productive workforce. Employees are the main assets of an organization. It is essential that the employees perform together as a collective unit and contribute equally towards the realization of a common goal.

No task can be accomplished if the individuals are engaged in constant conflicts and misunderstandings. It has been observed that targets are achieved at a much faster rate if the employees work together and share a warm relationship with each other. Employees must be comfortable with each other to deliver their best and enjoy their work.

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Employee relationship management refers to managing the relation between the various employees in an organization. The relationship can be between employee and the employer as well as between employees at the same time. ERM is an art which effectively monitors and manages the relation between individuals either of the same team or from different team.

Employee relationship management includes various activities undertaken by the superior or the management to develop a healthy relation among the employees and extract the best out of each team members.

Employee relation refers to the relationship shared by an employee with his manager and other colleagues. Companies recognize the need to maintain healthy employee relationships as it directly affects the performance and motivation of employees. A healthy relationship among employees is necessary for them to work together towards achieving a common goal.

Employee relations include dealing with employee indiscipline, help avoid employee stress and correct poor performance. The employees must be comfortable with each other for a healthy environment at work. It is the prime duty of the superiors and team leaders to discourage conflicts in the team and encourage a healthy relationship among employees.

FEATURES OF EMPLOYEE RELATIONSHIP MANAGEMENT

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- ✓ Employer-employee relations are the outcome of the employee relationship in industry. These relations cannot exist without the two parties – employer and employees.” It is the industry which provides the setting for employer-employee relations.
- ✓ Employer-employee relations includes both individual as well as collective relations. Individual relations imply relations between employer and employee. Collective relations means, relations between employers association and trade unions as well as the role of the state in regulating these relations.
- ✓ The main purpose of employer employee relations is to maintain harmonious relationship between management and labor.
- ✓ They also attempt to solve their problems through collective bargaining. Every employer employee relations system creates a complex set of rules, regulations and procedures to govern the workplace.
- ✓ Several parties are involved in employer-employee relations system. The main parties are their association, employees and their union and the government. These three groups interact within the economic and social environment to shape the employer-employee system.
- ✓ It is a dynamic and developing concept. It undergoes change with changing structure and environment of industry.

FUNCTIONS OF EMPLOYEE RELATIONSHIP MANAGEMENT

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- ❖ To treat all the employees fairly without any discrimination and favoritism.
- ❖ To develop more coordination and better communication to avoid conflict in organization.
- ❖ To bring out the inner potentials, creativity and make employees come out with new innovative ideas and opinion.
- ❖ To encourage employees participation in decision making, learning and cultural programs.
- ❖ To make employees more responsible and focused towards their task.
- ❖ To make employees more productive, efficient, skilled and proficient in their work.
- ❖ To boost the confidence, morale level, encourage employees to give their 100%
- ❖ To help employees to be more flexible so that they are ready to take additional responsibilities as when needed.

Chapter- II

2.1. OBJECTIVES

- To study the relationship between employer and the employees in DDCMPU krishnagiri.
- To identify the employees attitude towards the management.
- To study the importance of employer employee relation.
- To study the different aspects including in employer employee relation.



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- To suggest the different steps for employer employee relation effective.

2.2. STATEMENT OF THE PROBLEM

The relationship between the employer and employee in DDCMPU at Krishnagiri is not satisfactory, good relationship between employer and employee has been affected due to various factors such as employers not providing proper communication to the employees, not letting them to participate in decision making and so on. The problem that this study intends to address whether the employee performance may vary based the level of interaction they have with their managers. This study intends to determine whether there is an effect for ERM on performance at the organization.

2.3.NEED OF THE STUDY

The nature of the relationship between a company and employees is far more complex than the relationship with customers. Customers only experience the company at some key points of truth while employees are daily experiencing a relationship with the employer. The employee experience the relationship with the employer from the moment the employee enters into a workspace. Therefore the employee relation and the performance of the company are directly related to each other a poor relationship between the employer and employee can result in poor performance of the company such as decrease in productivity, increases the stress of the employees, decrease in employee morale, and the employee may become less committed towards



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the organizational goal. So it is more important to maintain good relationship between the employer and the employee.

2.4. SCOPE OF THE STUDY

1. The study is mainly to analyze the relationship between the employees and management.
2. The scope of the research was very vast however the total time period available was very limited for the purpose of the study, observation, analysis and conclusion.
3. This study helps to ascertain the employee relationship and to improve the relationship to the great extent.
4. This study as a feedback to the management enabling the m to take appropriate action to stand a good relation among its employees.
5. Employee relation has become major goal of the organization.
6. The study has a scope for further research.

2.5. LIMITATIONS OF THE STUDY

1. This study is only limited to this company.
2. Limited time duration for the study was the major limiting factor.
3. Cost factor was another limiting factor.
4. To create good image respondents may give the responses vary from the fact.
5. This being a sample study the analysis may not be a true picture of the target.



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6. The study was limited by capability, experience, and knowledge of the researcher in the field.

CHAPTER – III

3.1 REVIEW OF LITERATURE

Rai, 2013

The employees are the pillars for the companies building of relationship with the customers, a deliberate and well thought – out initiative is required but the companies to build foundation for a strong relationship of employees with the organization.

Kehoe and Wright 2013

The ability to persuade others and influence their behavior, attitude, opinion and beliefs(Kehoe and Wright 2013). Business owners are encouraged to use the authority and systems they have in their organization to persuade and influence staff to work efficiently and effectively to ensure that the organizational goals are met and good relationships are maintained.

Bhattacharya et al. 2012

Bhattacharya states there are a number of employee retention strategies that organization can utilize in order to maintain the good relationship they have with the employees. Several



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sources including Kleinalten-Kamp and Ehret (2006), Strohmeier (2013) and Yan and Stafford(2011) outline relationship strategies targeted at workers might include amongst others motivating, providing incentives, delegating important responsibilities, being open and transparent, team building and so on.

Singh & Kumar, 2011

The need for an ERM within the enterprise is sine quo non for every enterprise operating in a competitive environment. ERM aims to produce successful, world class, organization through relationship building with and amongst its employees.

Jones and Sinnett, 2011

The ability to communicate and get your message across(Jones & Sinnet 2011). Good communication skills will enable business owners to convey important information. They should never be tongue tied, know what to say, and say it.

Pfeffer 2009

The ability to use power (Pfeffer 2009), business owners must use the power they have to influence staff but not act in an intimidating manner.

Buttle, 2009



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ERM strives to build long-term relationships with valued employees. ERMs two main internal user groups are employees and managers. Managers can use ERM to help them with a number of people management task: recruitment, training, performance management and remuneration. ERM enables managers to communicate with their teams, align employees with the overall goals of the business, share information and build a common understanding. ERM also offers support to employees through wok flow modeling that depict how tasks should be performed, provision of job related information and collaboration with colleagues.

Henry Ongori (2007)

The conclusion in this study that employees are the long term investments in an organization and as such management should encourage job redesign, task autonomy, task significance and task identity, open book management, empowerment of employees, recruitment and selection must be done significantly with the objective of retaining employees and decreasing employee turnover.

Mohanty (2006)

The performance management roadmap of Mohanty (2007) stipulates that performance management is a strategic and integrated approach in delivering sustained success to organizations by improving the performance of people who work in them and by developing the capabilities of individual contributors. He defines performance management as the real concept



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of human relations management (HRM), which is associated with an approach to creating a shared vision of the purpose and aims of the organization, helping each employee understanding and recognize his or her part in contributing to the organization.

Kevin et al.(2004)

Kevin et al.(2004) have stated that although, there is no standard framework for understanding the employees turnover process but a wide range of factors are useful in predicting employee turnover.

Robbins (2003)

Defined attitudes as evaluative statements and they can be either favorable or unfavorable – concerning objects, people, or events. Therefore they reflect how one feels about something. The favorable statements may provide positive effects regarding the concerned objects, person or event whereas unfavorable statements may provide negative effects. An attitude is a positive or negative feeling or mental state of readiness, learned and organized through experience that exerts specific influence on a person's response to people, objects and situations. This definition of attitude has certain implications for managers. First, attitudes are learned. Second, attitudes define one's predispositions towards given aspects of the world. Third, attitudes provide emotional basis of one's interpersonal relations and identification with others. And fourth, attitudes are organized and are closed to the core of personality.



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Zuber, (2001)

Found that employees are more likely to stay when there is a predictable work environment and vice versa. Zuber also stated that instable organization have a high degree of employee turnover.

Susskind at el., (2000)

From the point of view of turnover problem should be dealt with careful strategies exclusively concentrating on human resource problems.

Gibson, Ivancevich and Donnelly, (1991)

Teen ages seek approval by sharing similar attitudes or by modifying to comply with those of a group (Gibson, Ivancevich and Donnelly, 1991) stated that values and attitudes develop from early childhood onward as a result of upbringing, education and experience of life. He further declares that some people's attitudes set by their late twenties/early thirties and other seem to be able to retain certain flexible throughout their life.

Chruden(1980), Testa(2008)

Chruden(1980), Testa(2008) in their studies have found that high turnover rates of skilled professionals can pose as a risk to the business or organization, due to human capital (such as



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skills, training and knowledge) cost. Notably, given the natural specialization of skilled professionals, these employees are likely to be reemployed within the same industry by a competitor.

3.2. RESEARCH METHODOLOGY

INTRODUCTION

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In it we study the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them. It is necessary for the researcher to know not only the research method/technique but also the methodology. Researchers also need to understand the assumptions underlying various techniques and they need to know the criteria by which they can decide that certain techniques and procedures will be applicable to certain problems and others will not. All this means that it is necessary for the researcher to design his methodology for his problem as the same may differ from problem to problem.

RESEARCH

According to Clifford Woody, “Research comprises of defining and redefining problems, formulating hypothesis or suggested solutions; collecting, organizing and evaluating data; making deductions and reaching conclusions; and at last testing the conclusions to determine whether they fit the formulating hypothesis”.

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Research is thus an original contribution to the existing stock of knowledge making for its advancement. It is the pursuit of truth with the help of study, observation, comparison and experiment. In short, the search for knowledge through objective and systematic method of finding solution to a problem is research.

RESEARCH DESIGN

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. In fact, the research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data. Research design stands for advance planning of the methods to be adopted for collecting the relevant data and the techniques to be used in this analysis. Decisions regarding what, where, when, how much, by what means concerning an inquiry or a research study constitute a research design.

DESCRIPTIVE RESEARCH

Descriptive research is usually a **fact finding approach** generalizing a cross-sectional study of the present situation. Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual, or of a group. In a descriptive study the first step is to specify the objectives with sufficient precision to ensure that the data collected are relevant. If this is not done carefully, the study may not provide the desired information. In descriptive studies the researcher takes out sample(s) and then wishes to make statements about the population on the basis of the sample analysis.



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SAMPLING

Sampling involves selection of a small number of element from a large group of element and expecting that the information gathered from the small group will allow judgments to be made about the large the group (population)

SAMPLING METHOD

The sampling method used for this study is **probability sampling** . Convenient sampling is one of the types of non-probability sampling technique in which the sample.

SAMPLING DESIGN

A sample design is a definite plan for obtaining a sample from the sampling frame. It refers to the technique or the procedure the researcher would adopt in selecting some sampling units from which inferences about the population is drawn. Sampling design is determined before any data are collected.

POPULATION: The population of this study is 130

SAMPLE SIZE

Sample is a subset of population. Sample size is the actual number of subject chosen as a sample to represent population characteristics. In this research, sample size is 100. Therefore the sample size was selected based on Krejcie Morgan table.

SAMPLING TECHNIQUE: In probability sampling Random sampling technique was adopted.

METHODS OF DATA COLLECTION



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The data are collected from two major sources:

1. Primary data
2. Secondary data

RESEARCH INSTRUMENT

A well structured questionnaire was prepared to take survey among the employees.

QUESTIONNAIRE DESIGN

A questionnaire is a research instrument consisting of a series of questions for the purpose of gathering information from respondents.

1. Open ended question.
2. Close ended question.

STATISTICAL ANALYSIS

TOOLS FOR DATA ANALYSIS:

Statistical tools were used to find inference between the variable and analysis the result.

The following tools are used.

- Chi-square analysis
- Correlation

Chi-square test:



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The chi-square test is widely used to test the dependent of attributes .it is applied to test the association between the attributes when the sample data is presented in the form of contingency table with any number of row or columns.

Calculate chi-square statistic by the formulation.

$$\chi^2 = \frac{\sum(O - E)^2}{E}$$

For (R-1) (C-1) degree of freedom at 5.1 level of significance.

Correlation:

An analysis of the co-variation of two or more variables is usually called correlation. Correlation analysis attempts to determine the degree of relationship between variables. The correlation in future is classified as follows:

- Positive correlation
- Negative correlation



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Positive correlation: When correlation between two variables is positive value, it is called as positive correlation.

Negative correlation: When correlation between two variables is negative values, it is called as negative correlation

$$r = \frac{\sum Fdx dy - (\sum f dx dy) (\sum fy dy)}{\sqrt{N \sum fx dx^2 - (\sum fx dx)^2} \sqrt{N \sum fy dy^2 - (\sum fy dy)^2}}$$

Where,

R = correlation value

N = No of variables

$\sum xy$ = sum of x and y variable

$\sum x$ = sum of x variable

$\sum y$ = sum of y variable



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CHAPTER- IV

DATA ANALYSIS AND INTERPRETATION

4.1. CHI-SQUARE

AIM:To test the relationship between employee relation and communication in the organization.

NULL HYPOTHESIS: H_0 - There is no significant relationship between employee relation and communication in the organization.

ALTERNATIVE HYPOTHESIS: H_1 - There is a significant relationship between employee relation and communication in the organization.

OBSERVED FREQUENCY:

	STRONGLY AGREE	AGRE E	NEUTRA L	DISAGRE E	STRONGLY DISAGRE E	TOTA L
EMPLOYEE RELATION	36	23	20	12	9	100
COMMUNICATI	32	35	20	6	7	100

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ON						
TOTAL	68	58	40	18	16	200

EXPECTED FREQUENCY:

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
EMPLOYEE RELATION	34	29	20	9	8
COMMUNICATION	34	29	20	9	8

$E_i = \text{Row Total} * \text{Column Total} / \text{Grand Total}$

S.NO	OBSERVED FREQUENCY	EXPECTED FREQUENCY	(O-E)	(O-E) ²	(O-E) ² /E _i
1	36	34	2	4	0.1176
2	23	29	-6	36	1.2413
3	20	20	0	0	0
4	12	9	3	9	1

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5	9	8	1	1	0.125
6	32	34	-2	4	0.1176
7	35	29	6	36	1.2413
8	20	20	0	0	0
9	6	9	2	4	0.444
10	7	8	1	1	0.125
				TOTAL	4.4118

DEGREES OF FREEDOM:

$$(R-1)*(C-1)$$

$$= (2-1)*(5-1)$$

$$= (1)*(4)$$

$$=4$$

Tabulated value of degrees of freedom (1) @ 5% level of significance = 9.488 .The calculated value < the table value.4.4118<9.488 and Therefore H₀ is accepted.

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CONCLUSION: H_0 . There is no significant relationship between employee relation and communication. And H_0 is Accepted

4.2. CORRELATION ANALYSIS

There is a relationship between managers strengthening relation with employees and employee appreciation.

X	62	16	9	8	7
Y	31	45	14	2	8

X	Y	X ²	Y ²	XY
62	31	3844	961	1922
14	45	196	2025	630
9	14	81	196	126
8	2	64	4	16
7	8	49	64	56
∑ X=100	∑ Y=100	∑ X²=4234	∑ Y²=3250	∑ XY=2750



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$$\begin{aligned} &= n\sum XY - (\sum X)(\sum Y) / \sqrt{n\sum X^2 - (\sum X)^2} * \sqrt{n\sum y^2 - (\sum y)^2} \\ &= 5*2750 (100) (100) / \sqrt{5*4234 - (100)^2} \sqrt{5*3250 - (100)^2} \\ &= 3750 / (105.68)(79.05) \\ &r = 0.44 \end{aligned}$$

There is a positive correlation between managers strengthening relation with employees and employee appreciation.

5. Conclusion

From this research it becomes evident that ERM can bring benefits for organizations. ERM can work by strengthening and increasing their relationship between the employer and employee. Communication plays a crucial role at organizations and it is one of the most important factor which improve the relationship among employees. When communication is open and transparent employee can build high trust in the organization and perceive the organization as being transparent. Managers take the opinion of employees into account and let them participate in decision making which made employees trust their managers and to be proud of the organization they work for. Good relationship between the manager and employee affect employees performance where good relationship can earn the loyalty and commitment of the employees when the manager provide clear communication, treat the employees fairly and

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consistently. Finally good relationship between the employer and employee has the positive effect on organization such as commitment of employees increases productivity so that the profit of the organization also increases. Hence it leads to the overall development and improvement of the organization.

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