

A STUDY ON EMPLOYEE RELATIONS-CAPITAL IQ

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ABSTRACT

The term 'employee relations' was conceived as a replacement for the term 'industrial relations' but its 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.

1. 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.

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 CAPITAL IQ:

- 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;
- 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.

2. 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 of information

- Analysis of information
- Suggestion

The methodology followed for collection, analysis under interpretation of data is 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 is 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 probe surveys 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

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 to 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 a 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

3. IMPROVING EMPLOYEE RELATIONS

Employee relations must be strengthened in an organization. To do so, following points must be taken care of:-

- i. Employee has expectation of fair and just treatment by the management. Thus, management must treat all employees as individuals and must treat them in a fair manner. Employee favoritism should be avoided.

- ii. Do not make the employees' job monotonous. Keep it interesting. Make it more challenging. This can be done by assigning employees greater responsibilities or indulging them in training programmes.
- iii. Maintain a continuous interaction with the employees. Keep them updated about company's policies, procedures and decisions. Keep the employees well-informed. Informed employees will make sound decisions and will remain motivated and productive. Also, they will feel as a member of organizational family in this manner.
- iv. Employees must be rewarded and appreciated for a well-done job or for achieving/over-meeting their targets. This will boost them and they will work together as a team.
- v. Encourage employee feedback. This feedback will make the employers aware of the concerns of employees, and their views about "you" as an employer.
- vi. Give the employees competitive salary. They should be fairly paid for their talents, skills and competencies.
- vii. Be friendly but not over-friendly with the employees. Build a good rapport with the employee. The employee should feel comfortable with the manager/supervisor rather than feeling scared.



The importance of employee relations and organizational communication cannot be emphasized enough. To maintain a strong relationship the culture must be acknowledged and looked upon frequently.

There are several different sub organizations or organisms within a company that need to communicate well in all directions, up, down and horizontally.

There are three hard questions that should be asked when analyzing effective organizational communication.

1. Is management able to communicate effectively with employees?
2. Is communication trusted and does it relay appropriate information to employees?
3. Has management communicated its commitment to its employees and to fostering a rewarding work environment?

There is one thing that can be trusted in all fields of communication and that is that it is messy. An organization need to function like the body that has many different organisms that work together to build on whole unit. If communication is cut off in any way the whole body will have a

problem, therefore the emphasis on free-flowing communication.

The five principles to a smooth and cohesive organization are, 1. Respect-without mutual respect and value for both parties there may be a resistance that hinders a good working relationship.2. Honest Feedback-Candid feedback helps employees understand what is going on and therefore has the opportunity to correct and improve. 3. recognition Employees need to feel like they are a part of the organization, their opinion and effort should be recognized to make it a team.4. voice Everyone needs to have a say in what is going on, this does not diminish the managerial authority but merely lets everyone have an opinion. 5. Encouragment-Money and benefits may serve as an incentive for employees to take part and work harder but workers need to be acknowledged to know their value and status.

All of these components are essential to a greater working relationship within an organization to improve results and maintain harmony.

The most important and often most expensive resource a company has is its “human” resource. Because of its cost and importance it makes sense to ensure that this resource is operating as productively as possible. Sometimes this may mean dealing with conflict issues in the workplace and at other times it may mean finding proactive ways to keep employees happy and productive.

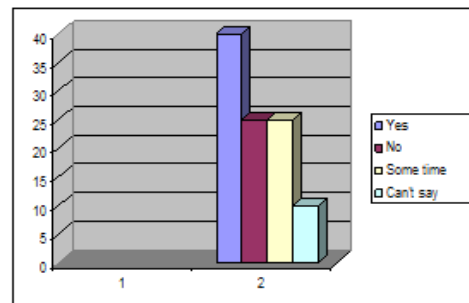


4. DATA ANALYSIS AND INTERPRETATION

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

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

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

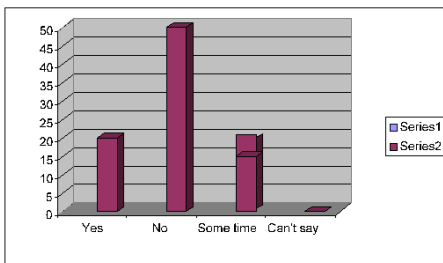
Interpretation:

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
 0% can't say

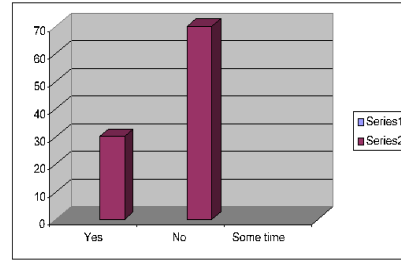
Interpretation:

A few Number 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

5. 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 any body 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.
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.

6. 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 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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