**EFFECTIVENESS OF EMPLOYEE RELATIONS WITH REFERENCE TO MATRIX LABARATORIES LTD, HYDERABAD.**

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**ABSTRACT:**

A healthy management-employees relationship is essential for the positive growth of an organization. Moreover, the performance of employees depends upon the organizational atmosphere largely. Autonomy of the employees in delivering their duty in the presence of hierarchical control by immediate superiors and maintaining a balance between these two elements need a good employee-employer relationship. The management constantly trying to maintain harmony, motivation, loyalty and satisfaction among their employees to ensure steady growth and peaceful functioning of the enterprise. Job satisfaction of employees is more essential for the retention of key and valuable employees of an organisation. Hence, understanding the nature of the management-employee relationship and nurturing this relationship is very essential in the part of the management. Therefore, the present study is exclusively designed to discuss the needs and impact of ERM practices in any organization.

**Key words:** Employee Relations, Job Satisfaction, Management, Employee Relations.

**INTRODUCTION:**

'Employee relations' has replaced the term 'industrial relations' which referred to collective relationships between employers and their workforce. Today’s interpretation of employee relations is much wider and refers to individual as well as collective workplace relationships. It reflects the increasing individualisation of the employment relationship following the rise of individual workplace rights and the decline in trade union reach and influence.

Trade union influence is still an everyday reality for some organisations, particularly in the public sector, but continues to decline across the wider economy. In line with the growing focus on individual relationships at work, there’s an increasing emphasis on helping line managers to establish trust-based relationships with employees.

Employee relations remains an important concept for organisations, for example: Trade unions remain a strong presence in the public sector. This is partly through the existence of institutions of collective consultation, reinforced by continued reliance in many cases on industrylevel bargaining and the public policy emphasis on “partnership‟.

Employee relations are built on an underlying philosophy and skill set that is still needed by HR practitioners. Managers need technical as well as softer skills to be the effective people managers essential to a successful employment relationship.

Employers need to train and support line managers in areas such as team working and change management as the basis for establishing and maintaining motivation and commitment. Managing the employment relationship rests heavily on the shoulders of line managers, but their competence in this area is often seriously neglected, with many employers failing to see employee relations and conflict management as a strategic issue.

Laborer dealings" begin with developmental the kind of spot of business the business wishes. It begins with the guide of thinking about what the endeavor needs its work force to make reference to roughly working for the association. Through reasoning about what the business undertaking wants work force to state about running for it offers shape to the venture's way of life. The undertaking subculture passes on big business' center qualities to its workers, customers, suppliers, and network. Notwithstanding the managerial focus climate, the business venture moreover considers the sorts of procedures or structures it needs to lease in the working environment to manual the association subculture and upgrade the running dating that exists among the organization and its workforce. Such frameworks should comprise of correspondences, guidelines, training, improvement additionally, a critical advance in building powerful specialist people of the hover of relatives is to survey the human, money related and different advantages for be had that help the qualities and directing thoughts the business undertaking needs to rebound all through the organization.

The association need to likewise make certain requirements from the staff aren't in counterproductive artistic creations situations wherein work is additional troublesome than it wishes to be. right duty association hardware is basic to guarantee that the organization maintain a strategic distance from unnecessary clashes, example squanderer and extravagant prison fights verifiably representative relations bundles had been thought round trade guild relations. Nowadays, laborer relatives do never again dependably contain associations. in any case, it incorporates developing the control style and working environment rehearses that assistance make association sorting out games a less appealing decision for representatives. Work force inside the companies make greater frame of mind uncommonly exact from those in a solitary more prominent business that doesn't have one of these effects and is progressively mainstream in its rules. These selective dispositions are most likely contemplated in their practices outside the business and could both fortify or debilitate the social texture.

An organization in which specialist is immensely unified and does now not permit its people adequate tact, will create among its kin auras for reliance and lack of capacity to take obligation. Those propensities are debilitations of their jobs as father and mother and occupants.

**1. Declaration** – Open affirmation each among your laborers and a couple of the representatives and the oversee bunch is basic. While representatives experience that they might be competent be heard, they'll become baffled, prompting blurred worker confidence. Diminished spirit can result in decreased productiveness and an awkward, or possibly adversarial, work environment. Representative reviews can think of an intensive mastery of methodologies your workers feel about verbal trade to your workplace.

**2. Struggle control** – while issues emerge, it is vital to comprehend a way to deal with them. That is a basic issue of specialist relationship control. from time to time those contentions emerge among staff and businesses. EmployeeSurveys.com can offer you the vital gear that will enable you to arrange and control clashes in your venture.

**3. Laborer amplification** – work force that experience they're least complex required to introduce their hours and move home will do basically that. workers that sense they could turn into a cherished resource dependent on their fine art, comparatively to their ability to offer basic musings, offer enter, and maybe seek after blast potential outcomes inside the business, will make extraordinary surroundings in the association custom.

**4. Control on laborer relationship**: control may have significant results on how your endeavour works. Leading representative reviews is a gainful gadget toward achieving a useful level of laborer seeking control since they give a plausibility to genuine remarks and assessment that isn't conceivable in customary undertaking communication.

**RESEARCH METHODOLOGY:**

Research methodology is the specific procedures or techniques used to identify, select, process, and analyse information about a topic. The present research is investigative research by collecting primary data from the employees in the organization, sample size is 100, with a structured questionnaire to collect the data, Research analysis has done by using simple average method, and plotted on bar charts, Secondary Data also used for review of literature.

**REVIEW OF LITERATURE:**

The employment relationship aspect deals with the role and influence of law which determines the rights and responsibilities/rules that govern the behaviour of both employer and employee which has an impact on how relationship works out. However, in recent years newer concept have emerged in Human Resource Management that has considerable changed relationship that was formally dependent upon interaction of formal legal regulations. (Beardwell and Claydon 2007).

Collective bargaining is a situation where representatives of both parties come together to negotiate on matters relating to pay, terms of employment and working conditions, in recent years there has been a shift from the traditional collective bargain to a more individualised method of bargaining. (Henderson 2008).

Performance and reward management relates to the use of individualised pay, performance-related pay and performance management. This factor determines behaviour in terms of motivation, communication and level of commitment. (Beardwell and Claydon 2007)

Employee involvement is a form of employer-employee relations that allows more participation of the employee in organisational decisions, this is when employees can influence decisions that are normally reserved for management. (Marchington and Wilkinson 2008).

Employee relations is characterised by both conflict and cooperation, Marchington and Wilkinson (2008) described the management of employee relations as being vital to the success or failure of an organisation and it is seen as central to Human resource management.

(Dawson 1995) acknowledged that the achievement of organisational objectives depends upon employment relations, evidence from (Limerick 1992) suggests that individual empowering should be consistent in the event of strategic change.

In the early 70s the relationship between employers and employees in work place was more of a collective relationship which involves collective bargaining where representatives of both employer and employees meet to negotiate on matters relating to pay, terms of employment and working conditions, representatives of employees are known as trade union (Henderson 2008). Organisations were encouraged to recognise and work with trade unions so as to improve the employment rights of workers through collective bargaining (Marchington and Wilkinson 2005).

However, in the early 1990s, countries like UK where trade unionism were highly recognised witnessed a significant decline in trade unionism, employee relations changed from the traditional collective method of bargain to a more individualised method as a result of increase in sophisticated HRM style initiative in communication, participation and recognition (Henderson 2008)

(Edwards 2003) described the relationship between employer and employee as a system where both parties have common and divergent interest, this is a situation where employer and employee communicate their requirement and views to one another in terms of agreement on work related issues.

(Newell and Scarbrough 2002) posed different dimension on how organisations handle issues of employee relation and on this basis four management style have been suggested:

1. Sophisticated human relations: employees are viewed as the most valuable resource of the organisation, emphasis employees’ appraisal and extensive method of communication aimed at enhancing employee loyalty and commitment. Trade unionism is discouraged. Many US companies adopt this style.
2. Consultative approach: this is similar to the first approach only those trade unions are recognised. This style is mostly found in the European countries such as Germany
3. Traditional style: employees are seen as a mere factor of production; it represents the Taylors management approach. Unions are opposed.
4. Constitutional style: this is similar to the traditional style only that unions are recognised and accepted.

Its limitation above theory is that different management styles can be used in the same organisation for example the sophisticated human relations style can be used when managing managers while the traditional style when managing another employee (Newell and Scarbrough 2002).

Considering theories that relate to performance and reward management, motivation theories like the Maslow’s hierarchy of need, his theory identifies five levels of needs.

Level 1- physiological needs like food, water and comfort. The organisation provides financial reward.

Level 2-safety needs: the organisation provides this by benefits.

Level 3- social needs: the organisation satisfies employee’s social need through social gathering.

Level 4-esteem needs: the organisation helps to satisfy employee esteem needs by showing employees appreciation of work done.

Level 5: self-actualisation needs: deal with self needs, discovering individual’s full potential (Beardwell and Claydon 2007).

Besides motivation, modern theory in employee participation known as employee engagement was defined by CIPD 2007 as “the combination of commitment to the organisation and its values that goes beyond job satisfaction and motivation”. This can be linked to psychological contract which will be later discussed extensively, but this has to do with a stronger emotional attachment between employer and employee that helps in attracting and retaining employees (Henderson 2008)

The concept of ‘soft’ model HRM throws light to the positive attitude created from the use of appropriate HRM practices together with communication, motivation and leadership enhances commitment to the organisation and improved performance (Guest 2002). while the ‘Hard’ HRM model emphasizes on the effective utilization of employees, ensuring that HRM strategy are driven by overall corporate strategy (Keenan 2005).

**DATA ANALYSIS AND INTERPRETATION:**

1. **Relationship between managers and employees:**

|  |  |  |
| --- | --- | --- |
| **Opinion** | **No. of Respondents** | **Percentage of response** |
| Excellent | 8 | 8% |
| Very good | 24 | 24% |
| Good | 40 | 40% |
| Average | 24 | 24% |
| Poor | 1 | 1% |
| Total | 100 | 100% |

Most of the employees are not happy with the relationship that is maintained between employers and employee’s organisation should focus on improving relationship between employer and employees.

1. **Should management take time out to get to know employee personally?**

|  |  |  |
| --- | --- | --- |
| **Opinion** | **No. of Respondents** | **Percentage of response** |
| Yes | 56 | 56% |
| No | 44 | 44% |
| Total | 100 | 100% |

From the above table it is understood that employees feel like management should spend time for understanding employees which in turn improves the relationship between employees & employer.

1. **The most important or key aspect builds work place relation**

|  |  |  |
| --- | --- | --- |
| **Particulars** | **No. of Respondents** | **Percentage of response** |
| Communication | 56 | 56% |
| Benefits | 0 | 0% |
| Trust | 36 | 36% |
| Giving Time | 08 | 08% |
| Total | 100 | 100% |

Communication is an effective tool to maintain good relationship in the organization.

1. **Satisfactory levels of employees with the level of involvement in decision making at the workplace**

|  |  |  |
| --- | --- | --- |
| **Opinion** | **No. of Respondents** | **Percentage of response** |
| Highly Satisfied | 50 | 50% |
| Satisfied | 16 | 16% |
| Neutral | 20 | 20% |
| Dissatisfied | 8 | 8% |
| Highly Dissatisfied | 6 | 6% |
| Total | 100 | 100% |

Most of the employees are involved in decision making process, which is making employees feels that they are the key components in the organization which improves their relationship with organization.

1. **Satisfactory levels of the employees with the incentive scheme provided in the organization**

|  |  |  |
| --- | --- | --- |
| **Opinion** | **No. of Respondents** | **Percentage of response** |
| Highly Satisfied | 0 | 0% |
| Satisfied | 8 | 8% |
| Neutral | 60 | 60% |
| Dissatisfied | 16 | 16% |
| Highly Dissatisfied | 16 | 16% |
| Total | 100 | 100% |

From the above analysis the incentive scheme providing in the organization employees are having the neutrally satisfied with the scheme provide.

1. **Satisfactory levels of Employees regarding training facilities offer by the company to improve their skills**

|  |  |  |
| --- | --- | --- |
| **Opinion** | **No. of Respondents** | **Percentage of response** |
| Highly Satisfied | 0 | 0% |
| Satisfied | 20 | 20% |
| Neutral | 50 | 50% |
| Dissatisfied | 20 | 20% |
| Highly Dissatisfied | 10 | 10% |
| Total | 100 | 100% |

From the above analysis it is clearly said that the training facility provided in the organization for the employees are happy in order to promote their skills.

1. **Satisfactory levels of employees regarding their job security**

|  |  |  |
| --- | --- | --- |
| **Opinion** | **No. of Respondents** | **Percentage of response** |
| Highly Satisfied | 4 | 4 |
| Satisfied | 30 | 30 |
| Neutral | 50 | 50 |
| Dissatisfied | 12 | 12 |
| Highly Dissatisfied | 4 | 4 |
| Total | 100 | 100 |

From the above analysis the employee’s job satisfaction in the organization employees are satisfied on the job training for its employees.

**FINDINGS AND SUGGESTIONS:**

1. It is observed that most of the employees are happy with the relationship that is maintained between employers and employee.
2. Management should spend time for understanding employees which in turn improves the relationship between employees & employer.
3. Communications is an effective tool to maintained relationship in the organization.
4. The analysis states that most of the employees are involved in decision making process.
5. The incentive scheme providing by the organization to the employees are having neutral satisfactory levels, So, Management has to spend more interest on providing incentive schemes.
6. The organization provides training facility for the employees to promote their skills.
7. The organization provides job security for the employees.
8. Organization should provide a safe work place for the employees.
9. Organization should provide some amount of autonomy to its employee toper forms their work effectively.
10. Flexible working hours for the employees working in the organization.
11. Organizations should have an effective grievance redressed system in place which helps in addressing and resolving the grievances in a quick, effective and authentic manner.

**CONCLUSION:**

The result obtained from the study concludes that the organization provided on the job training to the employees. The management has not given sufficient time to know the employees personally, i.e.; the higher officials. Communication is the key factor which built the workplace relation. The job assigned to the employees is very less and they finish of the work assigned to them early in a day. The employees are satisfied with the opportunity given to them to build their skills. Moreover, it is noticed that employee transfer or the changes in staffing is good.

Thus, the Matrix Laboratories Limited, Hyderabad needs to build a necessary strategy in order to make employees satisfied in the workplace and focus towards the recognizing the employees, so that it would increase the productivity. It would be suitable that employees would be laid off/terminated so that the job allocation given to them would fulfil the day.

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