

# Employee Relation and Practices at Manufacturing Organization – Special Reference to Odisha

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**Abstract-***In current years the importance of human resource has been increasing the most. The concept of dealing human resource is known as employee relation. All the physical resources have been used and handle by employee of the organization like that all type of creativity and innovation are only done by employees of the organisation. This is simply possible when employees are in healthy mind with positive relationship among the employees, which help employees as well as organizational growth. Any organization with a decent employee relations program delivers fair and consistent dealing to all employees, so they will be committed to their works and loyal to the organization. Employees loyalty, commitment, dedication are key factor for organisational growth and success. It is only possible when there is healthy employee relation persist in the organization. Every organisation should give emphasise on employee relationship practice within the organisation by working on the concept like good communication practice, appreciation for the work completed and for every small achievement, good work-life balance, good relationships with superiors, learning and career development, Job security, attractive fixed salary etc. Subsequently the evolutions of contemporary employee relation management, encouraged employees and employee's turnover in an organization have been the essential issues for HR department. HR department needs to motivated employees, adopt different employee relation practices and desire to retain experienced employees to find real time solutions. Organizations implements Employee Relation practices to shining expertise of its employees which eventually contribute to better organizational performance.*

*The aim of this paper is to study the employee relations and also to identify various employee relations practices used by manufacturing organisation in Odisha. The study adopted a cross-sectional survey research design and used a stratified random sampling technique from selected manufacturing organizations in Odisha. Data was collected using structured questionnaires and analyzed using descriptive statistics and the results presented using tables.*

**Keywords-** *Employee Relation, Loyalty, Commitment, Dedication*

## I INTRODUCTION

Employee relation is an important driver to helping the organization & employee towards inclusive growth as well as sustainability. Great employee relations results in a highly committed, motivated, engagement and confidence workforce. As the most important part of any organization is its employee no organization can run effectively without them. Employee needs to manage relationship in the workplace to keep the organization smoothly. An organization with a good employee relation can achieve their entire target as they committed to the

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job and loyal to the company. Many organizations boast that their employees are their company's most valuable asset, However there is still a prevalence of employee relations issues in the workforce that is stopping employees from reaching their full potential.

## **II Aspect Influencing Employee Relation**

Employee relations are influenced by a number of aspects, all of which affect the strategic balance between employees themselves & with employer. It is the prime focus to be alert of the important aspects that influencing employee relations in order to hit a suitable balance.

## **III Organisation Culture**

Each organisation or corporation has its own culture. Organisation culture encompasses many things, not the least of which is they way managers relate to employees. Organisation culture often dictates how employees are treated. For instance, a organisation culture that emphasizes punishment over reward usually creates an environment of fear and low morale. A organisation culture that embraces employees' unique attributes and emphasizes reward tends to improve relations between management and employee.

## **IV Communication**

Communication is a key factor influencing employee relations. Employees who feel they can air grievances, and be heard, normally have high morale. Effective communication in the workplace involves keeping employees cultured of performance prospect and keeping them well-informed of any changes in organisation guidelines or procedure that may affect them. Open communications, such as in daily meetings or through weekly memos, help in alerting management to workplace trouble before these troubles begin to influence morale.

## **V Remuneration / Salary**

Salary is an important factor influencing strategic employee relations. When an organisation provides employees with industry-standard remuneration or salary that are above industry standards employee relations typically run more smoothly. Benefits and incentives also affect employee relations, as they tend to make employees feel valued and appreciated.

## **VI Unions**

Unions and union organizing extensively affect employee relations. Once a union is established, employees do not negotiate on their own behalf. Instead, union representatives negotiate for them. Unions can be a source of employee empowerment, as union employees may feel as though they contribute to a common goal. Additionally, unions provide arbitration of employee disputes and grievance procedures.

## **VII Job Satisfaction**

It is important to give employees with a work culture that is favorable to their overall development.

Every employee wants the environment which caters to both personal and professional comforts and facilitates to performing a good job. If the working environments are clean, attractive, friendly, stress free the employee will find it simpler to performing their jobs. On the other hand, if the working environments are poor and if employees are not sportive to each other, then it affect the job satisfaction and is very difficult to accomplish the job. Hence, it can be said that having a better employee relation can lead to increased job satisfaction.

## **VIII Role of Supervisor's / Manager's**

A supervisor directs the daily performance of employees. Depending on the job allocation, a supervisor manages a team or the workplace as per the organization objective. The major roles of the supervisor are managing workflow, providing training to the new hires, evaluating performance and providing feedback, resolving conflicts, issues or disputes. A supervisor is who manages and a team or individual to ensure that workforce are performing effectively and satisfied in their role and create positive environment in the workplace.

## **IX Literature Review**

Good employer & employee relations are essential to the organization because it inspires Employees to work better and produce more results (Burns, 2012).

Organizations can have competent, qualified and motivated employees but if there is no peace and harmony at the workplace their performance will be in danger. Because the relationship between the employer and the employee is very crucial, employers need to pay attention to this relationship if they want their businesses to grow and succeed (Bhattacharya, 2008)

Employee relationship management has many documented positive effect in organizations such as strengthening corporate communication and culture, fostering about company products, services and customer providing real-time access to company training, targeting information to an employee based on their needs (Wargborn, 2008).

According to Schweitzer and Lyons (2008) factors that lead to good employee relations in the organization include employee empowerment and involvement, initiating employee suggestions, conflict management and grievance redress measures, facilitating collective bargaining, expertize training and development, encouraging teamwork and transparency in communicating.

Pearce and Robinson(2009) observed that organizations should strive to satisfy their employees with good pay, good supervision and good stimulating work

Howes (2010) researched that better communication and attention to personal needs of employees are to improve motivation and performance.

Werbler & Harris (2009) researched that employees are ready to make an extra effort if they are satisfied with strategic decisions of their organizations. Employees give importance to employers for their communication procedures that affect their efficiency and motivation level

Woods & King (2006) stated that conflict occurs to get control over resources, desire to achieve targets and interdependence, unclear power structure, struggle to enjoy better power level and status, Communication barriers and differences in expertise. It is reflected from their study that managers can handle it through their Listening skills, Feedback skills, Conflict-management styles, and selection of right conflict, Evaluation of participants in conflicts, assessing sources and by knowing and opting best conflict management options.

## X Objective

- To study the employee relation of manufacturing organization in Odisha.
- To identify various employee relation practices adopted by the manufacturing organization.

## XI Methodology:

To achieve the objective of the study 50 employees were selected from reputed manufacturing industries, Odisha. The random sampling technique used for data collection. Data were collected in both primary and secondary sources. The descriptive analyses in the form of percentage and mean were used to analyses the data.

Results and Discussion:

**TABLE-1 EMPLOYEE RELATION PRACTICES**

Sl. No.	Employee Relations	STRONGLY AGREE %	AGREE %	NEUTRAL %	DISAGREE %	STRONGLY DISAGREE %	TOTAL %
1	Work policies are well developed and organized	32	52	12	4	0	100
2	Company does a good job communicating about changes or decisions that affect employees	32	52	8	8	0	100
3	Management establishes a clear direction for addressing grievances	44	28	12	4	12	100
4	Here people are rewarded according to their job performance	20	60	8	8	4	100
5	In the last 12 months, my Manager has talked to me about my progress	16	52	16	12	4	100
6	Company investigates issues of harassment and other workplace misconduct allegations before taking a decision	28	44	28	0	0	100
7	Company values its employees and therefore manages compensation effectively	12	56	16	12	4	100

8	Managers empower employees to make effective decisions	4	60	24	8	4	100
9	I am given the necessary career advice by my direct manager or the human resource manager when I need it	12	60	24	4	0	100
10	I have been told about the Company's succession plan, the possible replacement of other managers and the potential for promotion	16	64	20	0	0	100

The study on work polices are well developed and organized, most of the respondents agreed as 52% held this view. They were supported by 32 % of respondents. 12% remain neutral 4% disagreed, 32% of the respondents agreed strongly that company has a good communicating about changes or decision that affect employers , 52% agreed, 8 % remain neutral, 8 % disagreed. Clear direction for addressing grievance affects the quality of employee relation and therefore respondents were asked to share their views on that from the response, 44 % strongly agree, 28% agree while 12 % strongly disagreed. From people are rewarded accordingly to their job performance 20% strongly agree and 60 % of responds only agree. The respondents also added 52% agree that in last 12 months managers has talked to employees for their progress. As many as 44% of respondents agree that company investigate the issues of harassment and other workplace misconduct allegation before taking a decision. Where 28% not sure and 28% strongly agree. In addition 12% strongly agree that its employees and therefore manages compensation effectively 56% agreed, 12 % not agreed and 4 % strongly disagreed while 16 % were not sure. Most of respondents (60%) were agree that managers empower employees to make effective decision while same of the respondents agreed that HR manager directs and advice the employees regarding carrier development. Most of the respondents like 64% agree that their aware of company succession plan and the potential for promotion.

**TABLE 2 EMPLOYEE RELATION PROXIES**

Sl. No.	Employee Relations	STRONGLY AGREE %	AGREE %	NEUTRAL %	DISAGREE %	STRONGLY DISAGREE %	TOTAL %
1	I feel satisfied at this company	44	56	0	0	0	100
2	I can see how I contribute to the Company's bottom line	12	64	20	0	4	100
3	I get a sense of personal accomplishment from my work	16	48	28	4	4	100
4	I have good working relationship with my co-workers	36	52	4	4	4	100

5	I am paid appropriately for the work-related experience that I have	8	44	44	4	0	100
6	I get regular feedback from my Supervisor on my work	8	64	24	4	0	100
7	My job challenges me to give my best	4	64	16	12	4	100
8	I feel free to express my opinions without worrying about negative consequences	20	52	24	0	4	100
9	I am able to balance work priorities with my personal life	12	56	20	4	8	100
10	Company provides opportunities to grow and learn	4	64	16	8	8	100
11	I consider employee career commitment a key element in ensuring career success and job satisfaction	28	48	24	0	0	100
12	The responsibility for employee career planning & management rests in both the employer and the employee	12	48	20	8	12	100
13	I possess the skills needed to cultivate business networks and professional relationships	12	64	16	0	8	100
14	I see my current position as a training ground to move to another organization	12	40	44	0	4	100
15	At company, there is recognition for skills and accomplishments	20	64	12	0	4	100

From the responses above, 100% of respondents felt satisfied at company, 76 % of respondents indicated that they could see how they contributed to the organization. 64% of respondents have good working relationship with co-workers. Most of the respondents agree with job satisfaction, like scope for giving views, taking challenges, training, professional relationship and recognition. So both the employees and the company can be acquired shared goal from employee's good relation.

## **XII Conclusion:**

It can be deduced from the results and findings of the study that good recompense, pleasant co-worker relationship together with good working conditions play a vital role in getting employees to be satisfied on their jobs and subsequently reflecting in their intention to remain committed in an organization. By these outcomes, it is unbiased to accomplish that job satisfaction has a relationship with commitment both to an employee's career and the organization they work for. Maintaining pleasant relations is very vital for the existence, prosperity and inclusive growth of the organization. A good and strong employee relation leads to better organizational performance. The study found that manufacturing organizations are aware of the benefits of maintaining good employee relations and correct remedial actions to minimize poor employee relations in the organization.

Therefore the study recommends that the organization should maintain the prevailing employee relations and further act on awareness & communication of employee relation practices for the organizations to achieve the strong employee relation. Furthermore, the study recommends that the organization should focus more on building effective, strong and sustainable employee relations that will ensure towards inclusive growth as well as sustainability.

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