

A STUDY ON PERCEPTION OF THE EFFECTIVENESS OF EMPLOYEE RELATIONSHIP MANAGEMENT PRACTICES AT LMS RELOCATIONS

Submitted in partial fulfillment of the requirements for the award of

Master of Business Administration

by

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**DEPARTMENT OF BUSINESS ADMINISTRATION
SCHOOL OF MANAGEMENT STUDIES**

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

Accredited with Grade "A" by NAAC

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the Bonafide work of **BHUVANESH R (40410035)** who carried out the project entitled "**A STUDY ON PERCEPTION OF THE EFFECTIVENESS OF EMPLOYEE RELATIONSHIP MANAGEMENT PRACTICES AT LMS RELOCATION**" under our supervision from December 2021 to March 2022.

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I **BHUVANESH. R (40410035)** hereby declare that the Project Report entitled “**A STUDY ON PERCEPTION OF THE EFFECTIVENESS OF EMPLOYEE RELATIONSHIP MANAGEMENT PRACTICES AT LMS RELOCATION**”, done by me under the guidance of **Dr.MADHAN** (Internal) and **Mrs.VINITHA BCA,MBA**(External) at **LMS RELOCATION ,Chennai** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration Degree .

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ABSTRACT

Employee relationship management plays an effective role and evaluation of the staff, Provide a formal, record, regular review and visit of all the employees for develop the relationship between employee and management stronger. In the study, perception of the employee relationship was investigated. A Sample of 150 respondents at Chennai was surveyed through rating method. Overall Employee relationship management has a positive impact on employees to improve personal skill, communication, overcome the weakness and increase employee motivation. The results suggested that employee relationship management rating help the organization to solve the conflicts & provide remedial measures, communicate transparently and motivate with some of training programme based on employee relationship.

Keywords: Relationship, Conflict managing, Transparency communication, Motivation, Rating method.

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

Human Resource simplifies employee relation in the workplace by working to ensure certain workplace standards are met, and that employee concerns and requests are addressed. 'Employee relations' is a term that has become commonly used only in relatively recent years to indicate a particular area of subject matter. Prior to this it is likely that you would have found the term 'employee relations' in more common use. The question of whether there are genuine differences attached to the meanings and uses of these two terms forms part of the discussion in this first module. Also we examine briefly the issues of the nature of the employment relationship, whether it is characterized by conflict or consensus, the significance of perspective and the relevance of expectations, interests and the notion of a psychological contract. You are also introduced to the questions of what constitutes good industrial or employee relations, what quality means, what it looks like and, perhaps even more relevant, whether we can actually measure it in any meaningful sense. The relevance of perspective to that debate is also illustrated. Finally in this first module, we introduce the notion of an employee relations system and its limitations as a theory of employee relations, and, in this context, outline a framework that center upon the employment relationship and also provides an explanation for the structure and contents of this book.

The need to manage the relationships that exists between the employers and employees has been at the forefront ever since the beginning of industrial revolution. Effective employee relationship management is vital to the workplace, whether at the time of recruitment, during an employee's "tenure or at the time of separation (Rose, 2008). Maintaining healthy employee relationship through effective management is a pre-requisite for organizational success. High job satisfaction is achievable with great working relationships between labour and management (Boyle, 2006).

1.1.2 Concept of Perception

In employer-employee relations perception is as important as reality. Perceptions of leaders, managers and employees are important in shaping the climate and effectiveness of the working environment. The perception of these different groups in organizations need not necessarily be the same; more so, their perceptions may be good or bad, depending on the experiences of groups. Rao & Narayan (1998) emphasize that perception ranks among the important cognitive factors of human behavior or psychological mechanism that enable people to understand their environment.

1.1.3 Employee Relationship Management

Employee Relationship Management (ERM) is a tool and a strategic process to manage and increase motivation in the workforce by increased focus on continuous perfection of the individual relationships

between the employer and each employee (Kinicki & Kreitner, 2006). Management of interpersonal relationships can aid the management of individual motivation levels. This „implies the existence of a distinctive set of guiding principles, written or otherwise, which set parameters to and signposts for management action regarding the way employees are treated and how particular events are handled“ (Purcell & Ahlstrand 1994: 177). The objective of employee relationship management is to establish and nurture harmonious relationships between organization management and employees for the achievement of organizational goals.

1.1.4 Employee Relationship Management Practices

According to Schweitzer & Lyons (2008), these management practices include:

- 1) Employee empowerment and involvement
- 2) Initiating employee suggestions
- 3) Facilitating collective bargaining
- 4) Conflict management and grievance redress measures
- 5) Expertise training and development
- 6) Transparency in communication (Srivastavaeta1998)
- 7) Encouraging group activities (teamwork)

These employee relationship management practices can have many different effects on the work of an organization; they can enhance perception and strengthen corporate communication, foster learning, increase employee involvement, provide real time access to company training, targets information to employees based on their interests, streamline performance management, manage resources, encourage loyalty and commitment, raise productivity, encourage innovation levels, reduce turnover and retain human talent.

1.1.5 According to this study, in LMS RELOCATION referring their employees

1.1.5.1 WORKPLACE QUALITY

Workplace quality refers to the comfort and safety within a workplace .The quality of a workplace largely affects the effectiveness of employees. Human resources is not usually authorized to make sweeping changes, such as the installation of parts to reduce the noise level of workplace.

1.1.5.2 COMPLAINTS

A Human resources department routinely handles complaints from employees. These complaints often come in the form of an issue with co-workers and managers. The department plays a major role in settling difference and helping employees feel as comfortable as possible in the workplace.

1.1.5.3 RELOCATION

Employees who wish to relocate to another department or location must often go through human resource to get authorization .The human resources department doesn't make the decision itself, it

gather information from the employee's manager or supervisor , and the manager or supervisor of the department or location the employee wants to relocate to.

1.1.5.4 RAISE

Human Resource is often involved when it comes to an employee requesting a raise, although the department often must confer with other department or people before awarding a raise. Small businesses may require human resources to get approval from the business owner. Human resources typically review an employee performance evaluation and current pay rate when an employee inquires about a raise.

1.1.5.5 EMPLOYEE ASSISTANCE

Some resort appoint employee assistance program, which help in troubled employee. The department may be required to enroll employees in the program.

1.1.5.6 SPECIAL OCCASION

Employees who receive birthday cards and acknowledgement of other special occasion typically have human resources .Some Resorts and hotels also delegate the duty of office parties and other celebration to human resources.

Marchington and Wilkinson have chosen to use the term employee relations principally for the second of these three reasons, though they also acknowledge that they use the terms interchangeably.

A comparison of these two views indicates that both seek to argue that use of the term employee relations makes it easier to encompass change in the employment relationship, its environment and in the make-up of the labor force, and both explanations would appear to allow the term to encompass union and non-union relations.

However, where Bolton and Turnbull are keen to maintain a collective focus and see this as the basis of a continuing distinction between employee relations and both personnel and human resource management in which, they suggest, the focus is upon the individual and the individual employment relationship, Marchington and Wilkinson see employee relations encompassing both individual and collective relations.

Another point of difference is that Marchington and Wilkinson seem to endow the term employee relations with a managerial focus, suggesting as they do that there is a tendency for the subject matter of employee relations to be dominated by a concern with managerial issues and a managerial perspective rather than being concerned with all parties and interests in the employment relationship.

1.2 INDUSTRY PROFILE

LMS RELOCATION is a diversified Group of Companies headquartered in Chennai with interests in the Industries like Logistics, Transport ,Man powering ,Import & Export and Entertainments.

1.2.1 LOGISTIC INDUSTRY

Logistics management is an area of research that has been getting increasing attention from academicians and practitioners over the last two decades since it may lead to reduced operational costs, improved delivery performance and increased customer satisfaction levels, thereby making an organization more competitive in terms of cost, quality, delivery and flexibility. The importance of logistics is increasing also due to globalization as more and more multi-national companies (MNC) are sourcing, manufacturing and distributing on a global scale, making their supply chains very complex to manage. Logistics is one of the most important basic industries for any economic growth as it is the management of the flow of products from the place of their origin to the place of their consumption, thus the industry also involves the integration of material handling, warehousing, packaging, transportation, shipping security, inventory management, supply chain management, procurement, and customs service. The global logistics industry mainly comprises a complex range of freight and cargo related transportation sectors, such as shipping, warehousing, courier, and road/rail/air freight. According the report from C and M Research, the total global logistics market reached a value of about \$4 trillion in 2013, representing an almost 10% of global GDP. The global transportation services market is fastest growing sector with more 7% year on year growth since 2011, now it is expected to generate revenue of 3.8% trillion in 2016. The US currently accounts for more than a 42% of global transportation services sector.

1.2.1.2 Current Scenario and Future Outlook

Logistic is the backbone of the economy, providing the efficient, cost effective flow of goods on which other commercial sectors depends. The logistics industry in India is evolving rapidly and it is the interplay of infrastructure, technology, and new types of service providers that will define whether the industry is able to help its customers reduce their logistics costs and provide efficient services.

1.2.1.3 Transport Related Challenges

In India road has become predominant mode of transportation of freight cargo. Estimate of the modal movement of cargo highlights that in India nearly 60.2% of the cargo is moved by road, 32.1% by rail, and rest by the coastal shipping, airways and inland waterways. Pipelines constitute a very minor proportion.

1.2.1.4 Man powering

Man powering impact everything from production to client relationship so managers pay careful attention to numbers of workers business engages at any given time. The importance of manpower is best understood by looking at it benefit in depth.

1.2.1.5 Import And Export

Importation and exportation are the defining financial transaction of international trade .

In international trade the importation and exportation of goods are limited by import quotas and mandates from the customs authority. The importing and exporting jurisdictions may impose a traffic tax on the goods.

1.2.1.6 Prospects of Growth in the Logistics Industry:

In years gone by, the traditional warehousing and logistics facility was located by railroad tracks, a water port, and/or freeways, usually in the least desirable parts of cities or large towns. This stereotype then faded as gigantic, state-of-the-art facilities began to sprout in more rural areas on the outskirts of transportation and population hubs. The World started beginning to see such facilities showing up in even less "traditional" areas. Modern warehouses now are being located in carefully manicured industrial parks that are sprouting as fast as the corn and wheat once did in these open spaces-often in out-of-the-way places. Why the emphasis on such locations for logistics companies?

Much of it is due to the great flux that the logistics industry has been undergoing in the first three years of the 21st century. Most of these changes are being driven by a growing trend in the manufacturing and retail sectors to form partnerships with companies to which they can outsource non-core logistics competencies-3PL providers.

In turn, 3PL providers are continually looking to provide innovative supply chain solutions to customers by focusing on value-added capabilities, differentiating themselves from the competition. They focus on key objectives, such as implementing information technologies, instituting effective management processes, integrating services and technologies globally, and delivering comprehensive solutions that create value for 3PL users and their supply chains. This need to partner with customers and become more integrated into their supply chain processes has created the ancillary need to locate close to these customers.

1.3 COMPANY PROFILE



1.3.1 ABOUT US

Shifting to a new place may be exciting but packing and moving the furniture and belonging to a new place is always stressful. Don't stress out. We are here to help you with our best moving and packing services. We not only take care of your moving but we also make sure your belongings are packed safely. The main reason to trust is that we are trained and experienced in art of packing. Our services are flexible enough to accommodate your any packing needs. In addition, we handle both international and domestic shifting with easy.

1.3.2 Our Resources

Highly trained Manpower who have hands on experience of handling broad spectrum of commodities for export and Import.

- ✓ Own offices, warehouses and intercity transportation facilities
- ✓ Highly automated operations based on state of art IT infrastructure and communication equipments.
- ✓ In house capabilities to initiate organize, handle charters or special requirements.

1.3.3 Our Vision

LMS RELOCATION is an enterprise to provide our local suppliers and overseas buyers a logistics conduit which has nearly zero defects. Our dedicated presence in origin and destination is a part of our strategy to be in control of the physical movement goods as well as seamless flow of information. Our commitment to our customers is to provide the best possible routes, deliveries at most competitive rates for their inbound and out bound cargo.

1.3.4 Services Offered By Us:

- ✓ Export and Import (Air Port to Air Port and Door to Door)
- ✓ Household goods relocation
- ✓ Corporate and office relocation
- ✓ Import and Export Groupage
- ✓ Vehicle transportation
- ✓ Providing manpower industry

1.3.5 Features of our capabilities in handling cargo through Sea, Air or Road

- ✓ We offer end to end services and time bound guaranteed Door to Door delivery for your cargo. The cargo can be transported via Air, Sea or Road.
- ✓ We are committed to be at your service 9 AM to 10 PM, Monday to Saturday. In case of urgent shipments we organize and execute shipments under MOT on all holidays.
- ✓ Guidance on government regulations and requirements on Export and Import
- ✓ Preparation of Export and Import documentation and the associated paperwork inclusive of required certificates and endorsements
- ✓ Adequate storage space in form of Insured warehouses having modern amenities to facilitate measurements, packing and repacking and security to the valuable merchandise. Transportation arrangement for pickup and delivery round the clock
- ✓ Professionals handle the clearance of your documents and goods through the port authority (air/sea) , customs and finally hand over to the carrier in case of export and get released in case of Imports
- ✓ Well documented procedures for operations which are automated to the extent possible.
- ✓ Delivery of the Post shipment documents to the vendors along with our debit note for the service rendered.
- ✓ A very well managed service at delivery with a choice of Broker and De-consolidating agent who ensures the last point delivery.

(MOTTO OF Managing director)

“ALL WE NEED IS SAFETY “

CHAPTER 2

REVIEW OF LITERATURE

2.1 REVIEW OF LITERATURE

1. Employee Empowerment: A New Strategy for Creating a High Performance Work Force

Bagali M M (2001): Developing and Managing Human Resources forms the major component of organizational development and growth. There are many ways through which HR is developed and managed. The present buzzword is Empowerment. The present study highlights how it was possible for an organization to develop an outstanding organization and thus create a place to work, where each one was proud and happy to be associated with the organization. The study found many strategies for managing HR, which were unique in the Indian context. The study pleads for a shift from all the theories of HR management towards a culture of empowerment and employee ownership.

2. The New Age Employee: An Exploration of Changing Employee-Organization Relations

Ali Mir, Raza Mir, Joseph B. Mosca (2002): This article examines the employee-organization relationship in the current industrial landscape. "New age employees" have substantially different expectations from organizations—stemming from their own articulateness about their career needs as well as mistrust of organizational loyalty in the aftermath of the recent waves of organizational downsizing. The changing employee-organization relationship is explored through the theoretical lens of organizational commitment; a series of propositions about the commitment levels of new age employees is advanced; and a framework to assist HR managers in their attempts to recruit, train and retain the new age employee is offered. The article concludes with an explanation of the implications of this framework on human resource management in the public sector.

3. Determinants of Employee Relations Climate in Public Sector Undertakings

Dr P. Ganesan , V. Samuel Rajkumar , V. Saravanan (2002): Employee relations are the medium through which both employees and the company mutually co-operate for the maximum satisfaction of the economic, social and psychological wants of all people. It is concluded that Working conditions, Level of supervision, Communication, worker participation, inter personal relationship etc., induce the employee relation climate in the organisation.

4. Conceptualizing a relationship management capability

Denise Jarratt (2004): The call for marketing practitioners and academics alike to move relationship marketing's dyadic perspective into a multi-firm network context is building momentum. As network forms of organizing work expand, organizations will need to build their capability to leverage not only their customer assets but also the value-creating knowledge and innovation assets spanning multiple relationships within their business network form.

5. Union effects on employee relations in Britain

Alex Bryson (2005): I estimate the effects of trade unions on employee and employer perceptions of workplace management-employee relations in Britain using linked employer-employee data from the 1998 Workplace Employee Relations Survey. Associations between these relations and unionization vary with institutional arrangements in relation to bargaining and lay representation. There is support for McCarthy's view that union lay representatives can act as a 'lubricant' assisting with employment relations, but this is apparent from an employer perspective, not an employee perspective. The only union effect common across employers and employees is poorer perceptions of employment relations where union coverage is at the level known to generate a union wage premium.

6. A Cross-Level Investigation of the Relationship Between Career Management Practices and Career-Related Attitudes

Lillian T. Eby, Tammy D. Allen, Andi Brinley (2005): The relationship between an organization's use of various career management practices and career attitudes was examined in a multisource, cross-level field study using organization-level data from 65 companies and individual-level data from 1,876 employees. A bundle approach was used to categorize 16 career management practices into clusters. As expected, the career management bundle associated with future strategic planning was positively related to satisfaction with the promotion process and negatively related to perceptions of job content plateauing.

7. Employee voice on human resource management

Fiona Edgar, Alan J. Geare (2005): Empirical research on human resource management (HRM) practice has mainly assessed and evaluated the activity from an employer's perspective. Concern has been expressed about the lack of empirical analysis conducted from the employees' perspective. This exploratory study begins to fill this gap in the literature by examining the current views that 626 New Zealand employees have about HRM in their organisations. It identified those aspects of HRM that are important to an employee in the employment relationship today, and highlighted a number of shared concerns about practices in their organisations. This study found that, from an employee's perspective, training and development is becoming an increasingly important issue.

8. Re-engineering the HR Function at Harley Davidson

Rajesh Sharma (2005): The case gives a detailed account of HR initiatives pursued by Harley Davidson, a leading manufacturer of motorcycles in U.S. The case describes the role of innovative HR practices in transformation of Harley Davidson company. The case also details the transition from Industrial Relations to Employee Relations at Harley Davidson and the emergence of HR function where HR strategy is aligned with Business Strategy.

9. Values Management: Aligning Employee Values and Organization Goals

Laurie E. Paarlberg, James L. Perry (2007): This article explores the process by which formal management systems foster the creation of shared organization values, addressing the basic question: Can workplace values be “managed?” Drawing upon interviews conducted at a Department of Defense installation with civilian employees and managers over a 5-year period, we use comparative case analysis to explore differences in the relationships between installation practices and social values across high-performing and low-performing work units.

10. The Relationship between the ‘Psychological Contract’ and ‘Employment Relations’

Jamie Latornell (2007): Great importance is being attached to the concept of the psychological contract. However, the concept does not sit easily within the ‘traditional’ perspective on employment relations with its primarily institutional-level focus, Has great potential to fill an emerging gap in employment relations: that of individual-level analysis.

11. The Power of Participation? Power Relations and Processes in Employee-owned Companies

Thomas Steger, Ronald Hartz (2008): Introducing employee participation in a company can be expected to change the power relations and the power processes within the organization. This is particularly true when the majority ownership of a company moves into the hand of its employees. Drawing on three case studies of East German companies this paper describes how the introduction of employee ownership interrelates with power relations and processes in the company.

12. Human relations management, expectations and healthcare: A qualitative study

Paula Hyde, Claire Harris, Ruth Boaden, Penny Cortvriend (2009): Despite substantial evidence for a relationship between human resource management (HRM) and the performance of individuals, relatively few studies have examined the role of employee expectations. This article reports on a study involving six National Health Service (NHS) organizations across England. Healthcare employees expected their employers to provide: infrastructure, HR practices and support, which they linked to improved performance especially in relation to patient care and service innovations.

13. The Role of Procedural Justice and Power Distance in the Relationship Between High Performance Work Systems and Employee Attitudes: A Multilevel Perspective

Pei-Chuan Wu, Sankalp Chaturvedi (2009): This study examines the role of procedural justice and power distance in the relationship between high-performance work systems (HPWSs) and employee attitudes (affective commitment and job satisfaction). The study tests the mediating role of procedural justice on the relationships between HPWS and employee attitudes and the moderating role of power

distance in this relationship. The results, based on a sample of 1,383 employees across 23 firms from three countries, indicate that HPWS is strongly related to employee attitudes.

14. Irreconcilable differences? Strategic human resource management and employee well-being

Michelle Brown, Isabel Metz, Christina Cregan, Carol T. Kulik (2009): The transition from 'personnel' to 'human resource management' took place in Australia in the latter part of the twentieth century. The change in nomenclature reflects a change in the nature of the work: from an employee-centred role to a management-centred role. In this paper we examine the relationship between these two roles, with a particular emphasis on their compatibility. Using interview data we find that HR managers devote considerable time to employee-centred activities.

15. Perception and Employee Relations Management Practices

Sheaffer, Z., Carmeli A, Steiner-Revivo M., & Zionit S (2009): According to Sheaffer et al. (2009), encouragement of teamwork is necessary for the accomplishment of complex, multiple, interdependent tasks. These scholars further say that a team can overcome and supplement individual skill weaknesses. The study found out that Civil Society organizations encourage team work. There was evidence that employees work together to accomplish goals. In the findings, the study has also revealed that there was consensus by respondents on encouragement of teamwork as a way of enhancing perception.

16. The associations between organisational performance, employee attitudes and human resource management practices: an empirical study of small businesses

Chin-Ju Tsai, Paul Edwards, Sukanya Sengupta (2010): Most research on the associations between organisational performance, employee attitudes and Human Resource Management (HRM) practices has adopted a theoretical framework that proposes that HRM practices lead to HR outcomes (e.g. job satisfaction, skills, etc.) which in turn affect organisational performance. It was tested using data collected from employee surveys and management interviews in 32 small firms. The results suggest that employees in firms with better business performance have more positive attitudes towards three attitude measures (overall perceptions of work, job autonomy and the perceived link between reward and performance) and that the association between business performance and employee attitudes is partially mediated by HRM practices.

17. The Relationship of Employee Perceptions of the Immediate Supervisor and Top Management With Collective Efficacy

Laura Borgogni, Silvia Dello Russo, Gary P. Latham (2010): Middle-level managers (N = 1,149) in

an Italian service organization were administered a questionnaire that assessed self- and collective efficacy in dealing with job responsibilities and tasks, perceptions of their immediate supervisor regarding support and encouragement, perceptions of top management regarding the coordination of different units and communication, and affective organizational commitment and job satisfaction.

18. Organization-Employee Relationship Maintenance Strategies: A New Measuring Instrument

Hongmei Shen¹ (2011): The purpose of this study was twofold: (1) to develop a valid and reliable new instrument to measure relationship maintenance strategies in the context of organization-employee relationships, and (2) to explore how organizations build relationships with internal publics. A focus group (N = 10) and an online survey (N = 583) were administered. Statistical tests established the validity and reliability of a six-factor twenty-item instrument for relationship maintenance strategies.

19. We demonstrate the utility of these Employment rights disputes: What is the role of HR professionals?

Bernard Walker, RT Hamilton (2011): This study explores the role of human resource specialists in the handling of employee grievances. Most studies of HRM devolution have drawn only on the perceptions of managers and have neglected the area of grievances. The research highlights the employee experience of grievances under different levels of HRM devolution. The progression of fourteen grievance cases was investigated, accessing the full set of parties to each one. Data were gathered using a triangulated method involving 70 interviews, direct observation and written submissions. The findings suggest grievance handling is not readily accommodated within devolved HR structures.

20. Employee Relationship Management at Wipro Infotech: A Case Study

Shashank Shah (2011): In recent times, managing customer relationships is of utmost importance for success in any industry category. While Customer Relationship Management (CRM) is mainly seen today from an IT perspective, there is another important side to managing customer relationships which relates to the use of soft skills. A balance of IT expertise and soft skills would give corporate organisations the golden median for managing customer relationships. A number of academicians have identified a large number of variables for ERM.

21. Role of Perceived Organizational Support in the Relationship between HR Practices and Organizational Trust

Leenu Narang, Lakhwinder Singh (2012): This article examines the role of perceived organizational

support as a mediator in the relationship between human resources practices and organizational trust. Analysis of data from a sample of 308 employees from various Indian companies located in the National Capital Region (NCR) indicated that perceived organizational support significantly but partially mediates the relationship between human resource practices and trust in the organization.

22. Heuristic Transfer in the Relationship Between Leadership and Employee Creativity

Sean R. McMahon, Cameron M. Ford (2012): Prior research has revealed as many as 12 leadership constructs that influence employee creativity by affecting intrinsic motivation. However, little research has explored how leaders might improve employee creativity by directly enhancing creative ability. In this article, we explore the confluence of three streams of research to establish theory supporting leader heuristic transfer (LHT) as a potential influence on employee creativity. LHT is defined as the conveyance of a leader's experience-based processes for pattern recognition, discovery, and problem solving—rules of thumb employees' may adapt for their own creative application.

23. Are Employee Benefit Programs Being Given Enough Credit for Their Effect on Employee Attitudes?

Frank L. Giancola (2012): Over the past 10 years, human resources (HR) professionals have shown a tendency to underestimate the importance that employees place on employee benefit programs in terms of job satisfaction and employee attraction. Surveys show that employees value benefits over most other HR programs and that HR professionals are not in tune with those preferences. Possible reasons for the difference in opinion are that HR professionals are unaware of employee survey findings, the lack of respect sometimes given to benefit programs by HR professional associations and consultants and outdated job satisfaction studies cited in human resource and organizational behavior textbooks.

24. The economic crisis: Testing employee relations

Trine P Larsen, Steen E Navrbjerg (2013): Company based bargaining during the recent economic crisis has been subject to some research, but little is known about how this affects employee relations. This article addresses this literature gap by examining the employee relations in companies highly affected, less affected and not affected by the crisis. It argues that although Danish shop stewards are involved in developing local responses to the crisis, most manage to keep their colleagues onboard, even if decisions concern reduced earnings and dismissals.

25. Compensation, Benefits and Employee Turnover: HR Strategies for Retaining Top Talent

Phil C. Bryant, David G. Allen (2013): Employee turnover is recognized as costly and disruptive. The costs of employee turnover often exceed 100% of the annual salary for the vacated position. Yet

managers are often unaware of the full range of tools and tactics available for effectively managing employee turnover. Based on award-winning research and professional experience, the article offers managers several strategies for effectively managing employee turnover. Strategies offered include both compensation and benefits–based solutions and solutions beyond compensation and benefits.

26. Rethinking Existing HR Technologies for New Gains in Employee Engagement and Benefits

Michael Custers (2013): The economic recession has affected businesses and employees around the world. As pay rates continue to remain stagnant, many companies are looking for ways to provide greater total compensation through non-momentary benefits, such as flexible work schedules, trainings and additional vacation days. However, identifying opportunities to provide better benefits does not have to be a complex process. By rethinking how an organization leverages their existing HR technologies, HR executives can uncover opportunities to provide more robust total compensation.

27. Perspectives of legal regulation and employment relations at the workplace: Limits and challenges for employee voice

Paul J Gollan, Glenn Patmore (2013): This article examines how employee voice is understood by both scholars of labour law and of industrial relations. While there is a sophisticated literature on employee participation and involvement in employment relations scholarship, there is an absence of consideration of legal perspectives. The article addresses this gap in the literature by first examining how employee voice is used to explain and critique workplace practices in the dominant and emerging employment relations scholarship, and then critically considering how dominant legal theories refer to and confine understandings of employee participation. It concludes that the scope of these disciplines is very different, and that they might be regarded as fraternal rather than identical twins. Finally, some questions are raised about the challenges for research in developing an interdisciplinary scholarship of employee voice.

28. The impact of union presence and strategic human resource management on employee voice in multinational enterprises in Australia

Gitika Sablok, Timothy Bartram, Pauline Stanton, John Burgess, Anthony McDonnell (2013): In this article, we examine the use and character of employee voice mechanisms of foreign-owned multinational enterprises operating in Australia, as well as the influence of a strategic human resource management approach and union presence. Findings indicate that foreign-owned multinational enterprises are high-level users of the full range of employee voice mechanisms, with the exceptions

of use of employee suggestion schemes, trade union recognition and the use of joint consultation committees across all sites.

29. Archetypes of Inter-firm Relations in the Implementation of Management Innovation: A Set-theoretic Study in China's Biopharmaceutical Industry

Johannes Meuer (2013): Innovation research increasingly focuses on understanding why and how firms implement new management practices, processes or structures. Emerging in the shadow of research on technological innovation, growing evidence points towards the inter-firm relation as an important locus of innovation. Yet although organizational theory suggests discrete alternative inter-firm coordination mechanisms, the literature on management innovation has thus far treated the inter-firm relation as one broad mode of organizing.

30. The Relationship Between HRM Practices and Turnover Intentions: A Study of Government and Employee Organizational Citizenship Behavior in the Virgin Islands

Wynant Watty-Benjamin¹, Ikwukananne Udechukwu² (2014): A cross-sectional study of the Virgin Island's public sector was conducted to ascertain whether its human resource management (HRM) practices were related to the employees' organizational citizenship behavior (OCB) and intentions to leave. A quantitative approach was taken to evaluate employees' perception of the organization's HRM practices. The results of multiple regression analysis indicated that HRM practices did not predict OCB or TIs.

31. Should HR Professionals Devote More Time to Intrinsic Rewards?

Frank L. Giancola (2014): Intrinsic motivation is a subject that receives sporadic, low key coverage in human resources (HR) management. Interest tends to peak periodically when a well-publicized, non-HR professional criticizes the use of extrinsic rewards and suggests intrinsic rewards as a more effective alternative. Periodic surveys on employee engagement levels mention the importance of specific intrinsic factors but lack a full discussion of the general topic. Otherwise, little is said in the current HR literature about using intrinsic rewards. The fallout is that many HR professionals may not realize how important intrinsic rewards are to employees, how satisfied they are with what they have and what, if any, actions should be taken as a result.

32. When CSR Is a Social Norm: How Socially Responsible Human Resource Management Affects Employee Work Behavior

Jie Shen, John Benson (2014): Socially responsible human resource management (SRHRM), defined as corporate social responsibility (CSR) directed at employees, underpins the successful implementation of CSR. While its relationship with employee social behavior has been conceptualized

and received some empirical support, its effect on employee work behaviors has not been explored. In this article we develop and test a meso-mediated moderation model that explains the underlying mechanisms through which SRHRM affects employee task performance and extra-role helping behavior. The results of multilevel analysis show that organization-level SRHRM is an indirect predictor of individual task performance and extra-role helping behavior through the mediation of individual-level organizational identification.

33. Employee Relationship Management Strategy: A Case Study of Socially Responsible Information Technology Companies in India

Ganga S, Dhanesh (2014): This study examined corporate social responsibility (CSR) as a probable relationship management strategy that could strengthen relationships between organizations and their employees. Specifically, this study explored linkages between employee perceptions of their organizations' CSR practices and organization–employee relationship dimensions of trust, commitment, satisfaction, and control mutuality. Results, based on a survey (N = 244) with employees of two large, publicly listed companies in India, revealed strong, significant, and positive associations between CSR and organization–employee relationships, especially between legal, ethical, and discretionary dimensions of CSR and relationships. CSR is then proposed as a relationship management strategy, especially in the context of employee relations.

34. The impact of HR political skill in the HRM and organisational performance relationship

Cathy Sheehan, Helen De Cieri, Brian K Cooper Robert Brooks (2015): The first aim of this study was to test empirically the effect of HR political skill on the relationship between high involvement work practices and organisational performance. A second aim was to test empirically whether an HR executive can use their political skill advantageously within strategic decision-making processes in order to affect organizational performance. Survey responses from 180 HR executives in medium to large employers have been analysed and the results confirm that the political skill of the HR executive strengthens the positive relationship between high involvement work practices and perceived organisational performance, and also strengthens the positive.

35. Management commitment to the ecological environment and employees: Implications for employee attitudes and citizenship behaviors

Berrin Erdogan, Talya N Bauer, Sully Taylor (2015): In this article, we examine the implications of perceived management commitment to the ecological environment for employee attitudes and behaviors. Following deontic justice theory, which suggests that individuals are capable of feeling and expressing moral outrage when others are treated poorly, even if such treatment has no direct

implications for themselves, we expected that employee attitudes and behaviours would be related to perceived organizational treatment of the environment.

36. Changing Workforce and Transforming Industrial Relations Scenario: A Commentary on the 6th National Industrial Relations Conference of XLRI, Xavier School of Management

Anuratha Venkataraman, Girish Balasubramanian, Santanu Sarkar(2015): India has witnessed rapid growth and development in the employment and industrial relations landscape post the liberalization of the Indian economy in the 1990s, which has had far reaching implications on Industrial Relations. These cumulative changes have implied that there is a lacuna in our understanding of the aspirations of the Indian workforce and the subsequent changes that the field of Indian Industrial Relations is undergoing.

37. What goes around comes around: The mediation of corporate social responsibility in the relationship between transformational leadership and employee engagement

Tijs Besieux, Elfi Baillien, Alain Laurent Verbeke, Martin Claes Euwema (2015): Organization studies have investigated transformational leadership and employee engagement as key variables in the field. Recent calls in the literature propose further investigation of the link between leadership and engagement, through different levels within the organization. Hence, the current study examines the leadership–engagement relationship in more depth and introduces perceived corporate social responsibility as an organizational level mediator. Hypotheses were tested amongst employees in a European bank (N = 5313) and were supported.

38. Refining Organization–Public Relationship Quality Measurement in Student and Employee Samples

Hongmei Shen¹ (2016): This study refined the existing conceptualization and operationalization of organization–public relationship (OPR) quality and validated the finalized scale using data from two different samples. Specifically, the research proposed distrust as an additional dimension of OPR quality. Statistical tests not only demonstrated that distrust was an OPR quality dimension related to but distinct from trust, but also showed that the new five-dimensional framework was valid and reliable to assess OPR quality in two contexts—university–student relationships and organization–employee relationships.

39. From employee representation to problem-solving: Mainstreaming OHS management

Peter Hasle, Rikke Seim, Bjarke Refslund (2016): The role of occupational health and safety representatives is changing. A study in 60 Danish enterprises indicates that representation, and especially negotiation on behalf of colleagues, has diminished. The work environment is

mainstreamed in many enterprises and is rarely an area of conflict. The role of OHS representatives has accordingly changed to focus on solving specific problems in the workplace as an integrated part of daily operations. Both management and colleagues consider the OHS representatives as a resource that can be utilized to manage the work environment. The consequences of this development for the employees may be a stronger joint management–employee effort to improve the work environment, but also management domination and an accordingly weaker employee voice in some companies.

40. Partnership Practices, Labor Relations Climate, and Employee Attitudes: Evidence from China

Meng Xi, Qin Xu, Xiaoyu Wang, Shuming Zhao (2016): As the labor relations climate in China has deteriorated in recent years, some firms have turned to partnership approaches. Using data collected from HR managers and employees in 190 companies in five provinces of China, this study tests the applicability of partnership theory for Chinese enterprises. It identifies eight dimensions of partnership practices and examines their effectiveness in improving the labor relations climate and employee attitudes. Results show that partnership practices are positively associated with labor relations climate and employee attitudes, and that labor relations climate mediates the relationship between partnership practices and employee attitudes (i.e., affective commitment, job satisfaction, and turnover intention). These findings contribute to the literature on partnership and labor relations climate and the operationalization of partnership, and its effects, in the Chinese context.

41. A reading in cross-cultural service encounter: Exploring the relationship between cultural intelligence, employee performance and service quality

Elham Alshaibani, Ali Bakir(2016): A multi-disciplinary reading in cross-cultural service interactions in hospitality and service management literature was undertaken focusing on employee's attitudes and behaviour that are seen to influence service quality. The interplay of the competing constructs of employee personality, emotional intelligence and cultural intelligence in the service encounter was looked at in relation to employee performance and customer perception of service quality. The reading suggests that cultural intelligence of service employees was the most relevant construct in the encounter. As there are no studies linking cultural intelligence to service quality, the dialogue with the literature allowed the development of a theoretical model of relationships which proposed that cultural intelligence is related to service quality through employee performance.

42. From employee representation to problem-solving: Mainstreaming OHS management

Peter Hasle, Rikke Seim, Bjarke Refslund (2016): The role of occupational health and safety

representatives is changing. A study in 60 Danish enterprises indicates that representation, and especially negotiation on behalf of colleagues, has diminished. The work environment is mainstreamed in many enterprises and is rarely an area of conflict. The role of OHS representatives has accordingly changed to focus on solving specific problems in the workplace as an integrated part of daily operations. The consequences of this development for the employees may be a stronger joint management–employee effort to improve the work environment, but also management domination and an accordingly weaker employee voice in some companies.

43. Exploring the Relationship between Employer Branding and Employee Retention

Karnica Tanwar, Asha Prasad (2016): The employment environment, nowadays, is becoming increasingly competitive. In such competitive environment, employer branding is fast emerging as a long-term human resource (HR) strategy to attract and retain talented workforce. The purpose of this article is to determine the antecedents of employer branding from the perspective of current employees. Most studies are dedicated to the examination of employer branding as a talent attraction technique among potential employees. However, the present research examines the impact of employer branding on retention of existing workforce.

44. Do HR Practices Influence Job Satisfaction? Examining the Mediating Role of Employee Engagement in Indian Public Sector Undertakings

Rabindra Kumar Pradhan, Sangya Dash, Lalatendu Kesari Jena (2017): There is a dearth of research examining relationship among HR practices, employee engagement and job satisfaction in public sector undertakings in India. The present study makes an attempt to shed light on this largely neglected area of research by examining the mediating function of employee engagement between HR practices and job satisfaction. Data were collected from 393 executives through a questionnaire survey. Structural equation modelling was used to examine the relationship between HR practices, employee engagement and job satisfaction.

45. Employee Engagement and Affective Organizational Commitment: Mediating Role of Employee Voice among Indian Service Sector Employees

Lalatendu Kesari Jena¹, Pratishtha Bhattacharyya², Sajeet Pradhan³ (2017): Several studies have conceptualized and tested the relationship between employee engagement and affective organizational commitment. Yet, the mediating mechanism that explains the association between these two constructs was rarely investigated. This article attempts to test the indirect effect of

employee voice on employee engagement—affective organizational commitment linkage by drawing responses from 301 executives working in Indian service sector. The finding of the study reported employee voice mediating the association of employee engagement and affective organizational commitment. In conclusion, the implications, limitations of the study and scope for future research are discussed.

46.Engaging Employee Perception for Effective Corporate Social Responsibility: Role of Human Resource Professionals

Ekta Sharma, Ruchi Tewari(2017): India is the first country in the world to mandate corporate social responsibility (CSR). The Government of India implemented new CSR guidelines requiring companies to spend 2 per cent of their net profit on social development. The current research intends to identify the role of human resource (HR) in institutionalizing CSR and to identify the association between employee perception towards CSR and the role of HR. The research results prove that it is apt that Indian organizations are high on CSR activities and that even employees are undertaking such activities but the formal policies and procedures are not formulated by HR department to involve the employees in CSR activities. HR needs to align the CSR and HR policies, so that the employees, who are the biggest stakeholders, get involved in internal as well as external CSR activities.

47.Determining relationship between strategic human resource management practices and organizational commitment

Alaeldeen Al Adresi, Mohd Ridzuan Darun (2017): Due to high involvement of human resource management (HRM), it has been a challenge for the organization to manage the external turbulence like war or government policy changes. This makes the HRM department play a crucial role to manage their employees together with the welfare of the organization. The main purpose of the article is to investigate the relationship between strategic HRM (SHRM) practices and organizational commitment (OC). Hypothesis was developed considering seven key SHRM practices and OC and subsequently testing based on data from 52 oil and gas companies in Libya.

48.Employee Engagement and Affective Organizational Commitment: Mediating Role of Employee Voice among Indian Service Sector Employees

Lalatendu Kesari Jena, Pratishtha Bhattacharyya, Sajeet Pradhan (2017): Several studies have conceptualized and tested the relationship between employee engagement and affective organizational commitment. Yet, the mediating mechanism that explains the association between these two constructs was rarely investigated. This article attempts to test the indirect effect of employee voice on employee engagement—affective organizational commitment linkage by drawing

responses from 301 executives working in Indian service sector. The finding of the study reported employee voice mediating the association of employee engagement and affective organizational commitment. In conclusion, the implications, limitations of the study and scope for future research are discussed.

49. Contribution of HR Systems in Development of Ethical Climate at Workplace: A Case Study

Jatinder Kumar Jha, Biju Varkkey, Praveen Agrawal, Narendra Singh(2017): This article elucidates the relationship between HR systems and ethical climate at workplace with primary focus on the procedure adopted for development of ethical climate, using case study of an Indian power distribution company (Tata Power Delhi Distribution Limited [TPDDL]). The study categorizes TPDDL's endeavours undertaken into two categories, explicit and implicit initiatives. Explicit ways of promoting ethics include ethics trainings, seminars on ethics, rewards and punishment policy, and mechanism of reporting ethical concerns/issues (ethics portal, whistle blower policy, IVRS, etc.). Implicit ways of creating ethical climate include HR practices, namely selective selection, training for developing interpersonal and technical skills, fair performance appraisal system and various engagement initiatives.

50. Do HR Practices Influence Job Satisfaction? Examining the Mediating Role of Employee Engagement in Indian Public Sector Undertakings

Rabindra Kumar Pradhan, Sangya Dash, Lalatendu Kesari Jena (2017): There is a dearth of research examining relationship among HR practices, employee engagement and job satisfaction in public sector undertakings in India. The present study makes an attempt to shed light on this largely neglected area of research by examining the mediating function of employee engagement between HR practices and job satisfaction. Data were collected from 393 executives through a questionnaire survey.

51. Relationship between Emotional Labor and Customer Orientation among Airline Service Employees: Mediating Role of Depersonalization

JungHoon (Jay) Lee, Chihyung "Michael" Ok, Seung-Hoon Lee, Choong-Ki Lee (2017): Drawing on Hobfoll's conservation of resources theory and Maslach's burnout theory, this study proposed and tested a conceptual model depicting relationships among the two forms of emotional labor strategies, depersonalization and customer orientation (CO). The model also examined the mediating role of depersonalization in the relationship between emotional labor and CO. Multigroup analyses were conducted to examine moderating effects of job position and job responsibility.

52. Drivers of Cordial Employee Relations: The Study of a State-owned Public Sector Undertaking

Rojalin Sahoo, Chandan Kumar (2018): The wave of change and rigorous competition has compelled the power sector to adopt a proactive resolution-oriented employee relations (ER) approach towards employee satisfaction and organizational performance. A cordial ER is based on fairness, trust and mutual respect and leads to motivated, loyal and high-performing employees and facilitates them to achieve the optimum results for their organization. Therefore, the study aims to examine the employer–employee relations prevalent in power sector. A structured questionnaire was administered to collect the data from a sample of 175 full-time working members including both executives and non-executives and were analysed using SPSS.

53. Investigating the Relationship among Fit Organization, Organization Commitment and Employee's Intention to Stay: Malaysian Context

Ayesha Noor, Yuserrie Zainuddin, Shrikant Krupasindhu Panigrahi, Faridah binti Taju Rahim (2018): Retaining employees in the organization has become very crucial especially in tough times. Losing skilled and experienced employees affect the overall productivity, profitability and product quality. While numerous studies have been carried out on this subject and the majority centre on turnover due to organizational approach, only a few studies have been done on intention to stay.

54. The Relationship of Workplace Flexibility to Employee Engagement among Information Technology Employees in India

Jason Diwaker Ugargol, Harold Andrew Patrick (2018): Historically, organizations have been provisioning flexible work arrangement (FWA) options in the workplace to help employees achieve a balance between work obligations and private obligations. We explore the utilization of FWA offerings in the Indian information technology (IT) industry and its relation to employee engagement (EE). Employees working in IT organizations in Bengaluru, India, were approached and data were obtained from 504 participants.

55. Management Representativeness, Ethical Leadership, and Employee Job Satisfaction in the U.S. Federal Government

Kuk-Kyoung Moon, Changhoon Jung (2018): As the proportion of women and racial minorities in managerial positions has increased in public organizations, considerable attention has been paid to how management representativeness shapes employee work attitudes and what leadership styles moderate these relationships. This study explores separate and joint effects of two types of management representativeness (gender and racial representation of management) and ethical

leadership on employee job satisfaction using panel data from the U.S. federal government.

56. Extending understanding of the internal marketing practice and employee satisfaction relationship: A budget Chinese airline empirical examination

Yu-Ting Huang, Sharyn Rundle-Thiele, Yen-Heng Chen (2018): Enhanced internal marketing (IM) practice may deliver a competitive advantage for budget airline operators through increased employee satisfaction. This study examines the relationship between IM practice and employee satisfaction in a budget airline setting. A survey was administered to 252 flight attendants to investigate and analyse their perceptions of IM practice and current satisfaction with their employer. Data were analysed via structural equation modelling. The results indicate that IM practice impacted significantly on an employee's satisfaction with the budget airline. The findings suggest IM practice can be used by budget airline managers to deliver increased employee satisfaction, which in turn will enhance competitive advantage. Limitations and future research directions are outlined.

57. How can employment relations in global value networks be managed towards social responsibility?

Markus Helfen, Elke Schüßler, Jörg Sydow (2018): Ensuring social responsibility is a continued challenge in value creation processes that are globally dispersed among multiple organizations. We use the literature on interorganizational network management to shed new light on the question of how employment relations can be managed more responsibly in global value networks (GVNs). In contrast to the structure-oriented global value chain perspective, a network management perspective highlights the practices by which employment relations can be addressed in the context of plural forms of network governance. Using examples of GVNs in the automotive and garment industries, we illustrate how the network management practices of selecting, allocating, regulating and evaluating can enable lead firms and suppliers to effectively deal with social responsibility challenges on the level of whole networks. We also discuss how network management practices can handle field-level and firm-level constraints for the management of multi-employer relations in GVNs.

58. The Nature of Learning Climate in Public Administration: A Cross-Sectorial Examination of Its Relationship With Employee Job Involvement, Proactivity, and Creativity

Liat Eldor, Itzhak Harpaz (2018): To study the relation of learning climate in public organizations to desired employee performance in this sector, namely proactivity and creativity, we engaged a sample of 227 public-sector employees, 295 business-sector employees, and their supervisors, from an array

of public and business organizations in Israel. The hypothesized relation was examined as a moderated mediation model where employment sector (public vs. business) moderated the indirect relation of learning climate to employee proactivity and creativity (through job involvement). Results were consistent with our theoretical model: Learning climate in the public-sector workplace was positively associated with employee job involvement, proactivity, and creativity.

59. Moderating Effect of Management Support on the Relationship Between HR Practices and Employee Performance in Nigeria

Abdussalaam Iyanda Ismail, Abdul Halim Abdul Majid, Mohammed Jibrin-Bida, Mohd Hasanur Raihan Joarder (2019): Given that management support and decisions do influence all the aspects of organization, this study investigates moderating effect of management support on the relationship between recruitment and selection, training and development, compensation, performance appraisal and succession planning and employee performance. The cross-sectional survey approach was used in which data were collected from 450 academics in the state-owned polytechnics in Nigeria. The partial least squares method (PLS) algorithm and bootstrapping techniques were used to test the study's hypotheses. The results provided full support for four out of five hypothesized direct relationships.

60. The Relationship Between Psychological Contract Breach and Job-Related Attitudes Within a Manufacturing Plant

Franklin Abela, Manwel Debono (2019): This study investigates the relationship between psychological contract breach (PCB) and three employee attitudes, namely organizational citizenship behavior (OCB), trust in the organization, and intention to leave the job. The study was carried out in an industrial plant in the chemical sector situated in Malta, which was in the process of a takeover from a multinational. Survey data were collected from 258 employees, representing 47% of the workforce in the plant. Results indicate that PCB is negatively related to trust and positively related to the intention to leave the job. The negative relationship between PCB and trust is stronger among female employees.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 NEED FOR THE STUDY

- There are several issues on which an individual cannot take decisions alone
- Work become easy if it is shared among all with employee relation
- The organization becomes a happy place to work if the employees work together as a family
- An individual feels motivated in the company of others whom he can trust and fall back on whenever needed
- A healthy employee relation reduces the problem of absenteeism at the work places

3.2 SCOPE AND SIGNIFICANCE OF THE STUDY

- To maintain harmonious relations between management and employee
- To safeguard the interest of employees as well as management for mutual understanding between them
- To avoid the employee conflicts and provide standard peaceful working environment for employees
- Developing employee relation in an organization is a confidential manner, Disciplinary, grievance and capability.

3.3 OBJECTIVE OF THE STUDY

PRIMARY OBJECTIVE:

The objective of this study was to determine perception on the effectiveness of employee relationship management practices in LMS RELOCATION in Chennai.

SECONDARY OBJECTIVE:

- To study about the employee relationship management among employees at LMS companies
- To know about how the conflict managed and remedial measures incorporated
- To understand the transparency in communication among employees
- To know about the motivational programme offered to the employees
- To provide suggestions and recommendations for the employee relationship practices.

3.4 RESEARCH DESIGN

In order to answer the research questions, a cross-sectional survey was used in order to get an in depth understanding of perception on the effectiveness of employee relationship management practices of LMS RELOCATIONS.

3.5 SOURCE OF DATA

Primary source of data :

The data which is collected for the first time is primary data. For This research primary data will be collected through a Structured Questionnaire

Secondary source of data :

The secondary data is the data which already exists. The data will be collected through company records and websites

3.6 POPULATION

The population of the study comprised of employees in LMS RELOCATIONS (packers & movers) also.

3.7 SAMPLE SIZE

A sample size is of around 150 employees

3.8 SAMPLING TECHNIQUE

Simple random technique is followed to carry on the study

3.9 PERIOD OF THE STUDY

It has been analyzed and studied for a period of 3 months

3.10 STRUCTURE OF THE QUESTIONNAIRE

The questionnaire that is used for collection of data is **close-ended** where the employees are given options to be selected to get their feedback. Questionnaire is prepared and circulated to employees to know their opinions on the talent management process followed in the organization.

3.11 ANALYTICAL TOOLS

After the data has been collected, analysis is made from questionnaire and tabulation method is followed. Tabulation is a technique procedure where in data is classified and put in the form of tables. The tables thus obtained were analyzed with statistical tools like percentages and pie diagram so that interpretation would be precise and easy.

- Percentage analysis
- ANOVA

3.12 LIMITATIONS OF THE STUDY

- It is little difficult to collect the primary data because of meeting people in their busy schedule.
- Time factor is the major constraint
- Employees might be reluctant to reveal some vital information
- The opinions elicited from the research conducted can't be taken as the opinion of whole population

CHAPTER 4

DATA ANALYSIS

4.1 PERCENTAGE ANALYSIS

Table 4.1.1: Gender of the respondents

Gender	Frequency	Percent
Female	65	43.0
Male	86	57.0
Total	151	100.0

Source: primary data

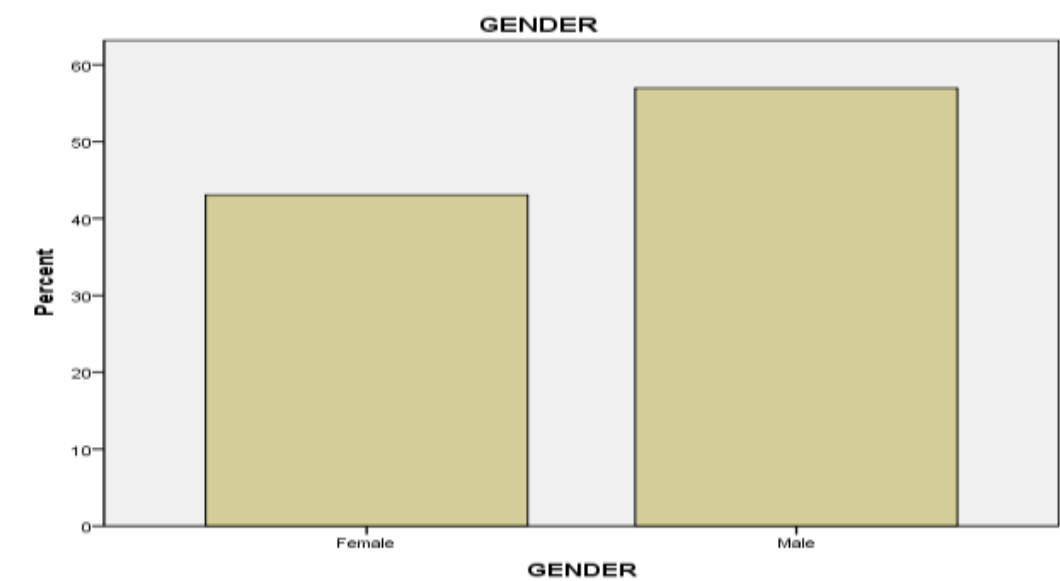


Chart 4.1.1: Gender of the respondents

INTERPRETATION

From the above it is inferred that 57% of them are male and 43% of the respondent are female

Table 4.1.2: Age of the respondents

Age	Frequency	Percent
Above 55 years	10	6.6
Below 25 years	36	23.8
Between 25-35 years	41	27.2
Between 35-45 years	19	12.6
Between 45-55 years	45	29.8
Total	151	100.0

Source: primary data

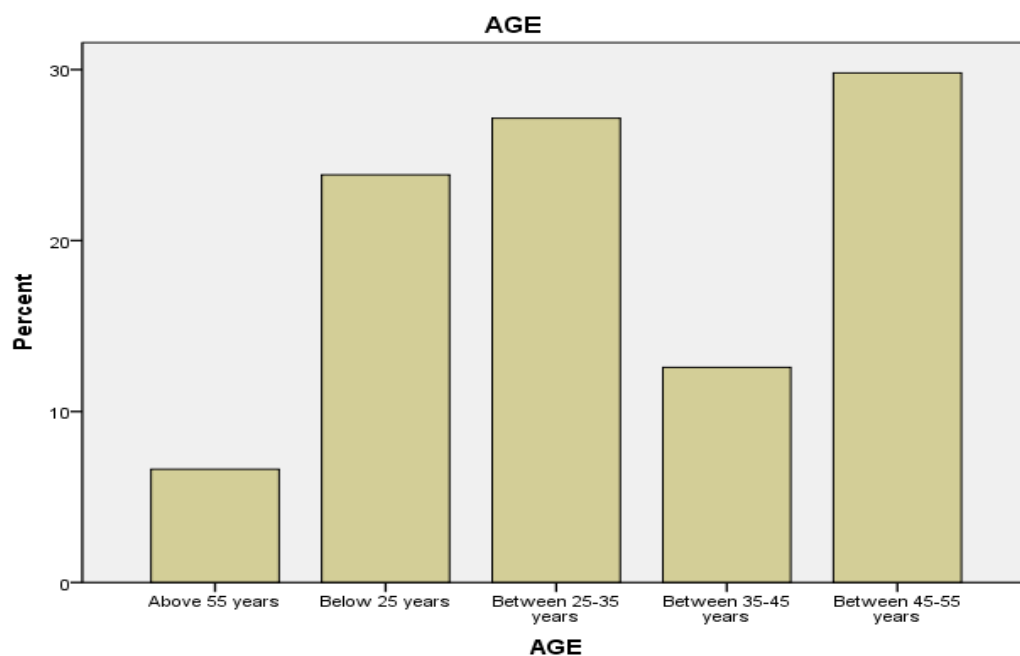


Chart 4.1.2: Age of the respondents

INTERPRETATION

From the above it is inferred and understood that 6.6% of them are below 25yr, 23.8% of them are between 25-35yr, 27.2% of them are between 35-45yr, 12.6% of them between 45-55yr, Rest 29.8% Respondents are more than above 55yr.

Table 4.1.3: Qualification of the respondents

Qualification	Frequency	Percent
10th /12 th	19	12.6
10th/Diploma	27	17.9
Not skilled	5	3.3
UG graduated	51	33.8
UG/PG graduated	49	32.5
Total	151	100.0

Source: primary data

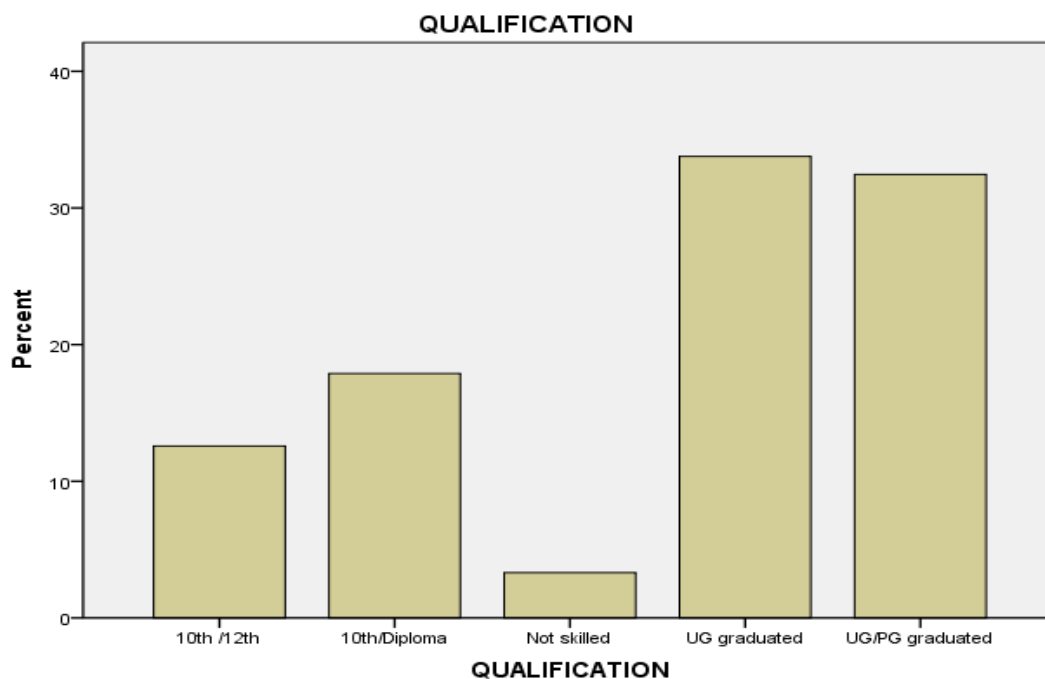


Chart 4.1.3: Qualification of the respondents

INTERPRETATION

From the above it is inferred and understood that 12.6% of them are 10th/12th, 17.9% of them are 10th/diploma, 3.3% of them are UG, 33.8% of them UG/PG, Rest 32.5% Respondents are Not skilled .

Table 4.1.4: Experience of the respondents

Experience	Frequency	Percent
Above 21 years	23	15.2
Below 5 years	38	25.2
Between 11-15 years	37	24.5
Between 16-20 years	29	19.2
Between 5-10 years	24	15.9
Total	151	100.0

Source: primary data

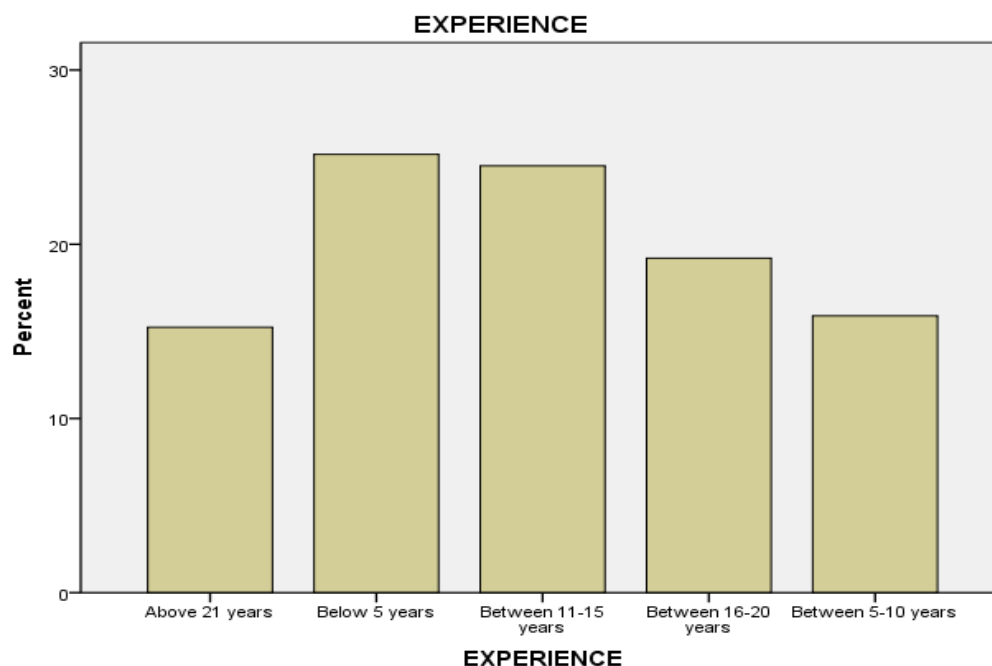


Chart 4.1.4: Experience of the respondents

INTERPRETATION

From the above it is inferred and understood that 25.2% of them are below 5yr, 24.5% of them are between 5-10yr, 25.4% of them are between 11-15yr, 19.2% of them between 16-20yr, Rest 15.2% Respondents are above 21yrs experience.

Table 4.1.5: Income of the respondents

Income	Frequency	Percent
Above 100000	50	33.1
Below 40000	18	11.9
Between 40000-60000	18	11.9
Between 60000-80000	24	15.9
Between 80000-100000	41	27.2
Total	151	100.0

Source: primary data

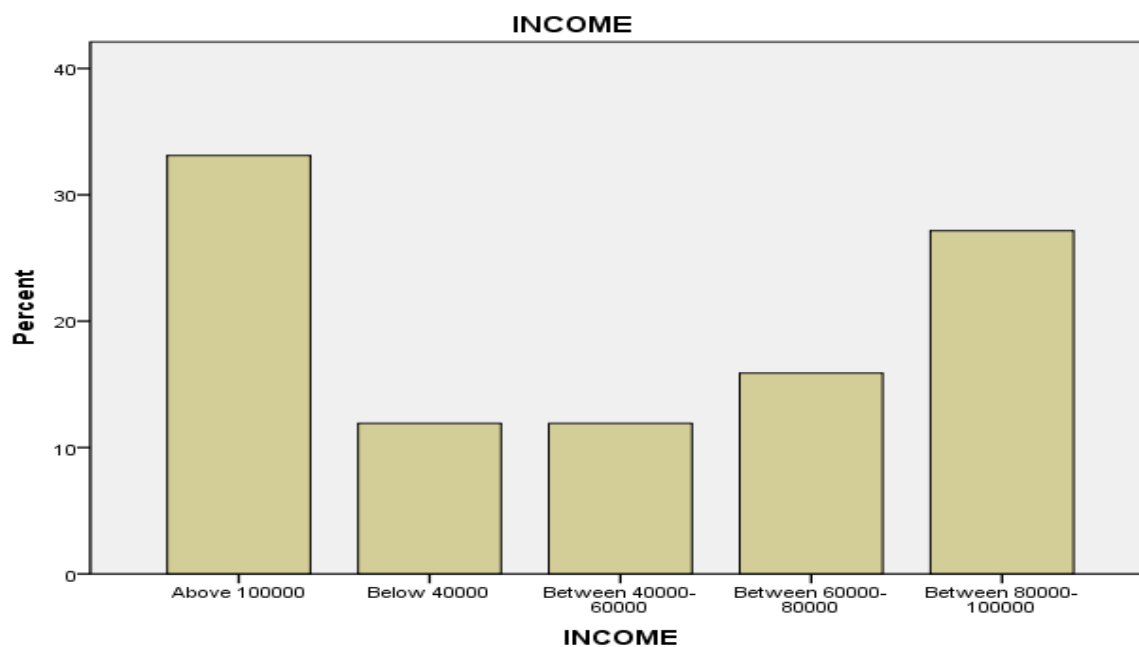


Chart 4.1.5: Income of the respondents

INTERPRETATION

From the above it is inferred and understood that 11.9% of them are below 40000, 11.9% of them are between 40000-60000, 15.9% of them are between 60000-80000, 27.2% of them between 80000-100000, Rest 33.1% Respondents are above 100000 Income.

Table 4.1.6: Employee regularly look for the way to improve their work process relationship

Employee work process	Frequency	Percent
Strongly Disagree	7	4.6
Agree	51	33.8
Disagree	10	6.6
Neutral	15	9.9
Strongly Agree	68	45.0
Total	151	100.0

Source: primary data



Chart 4.1.6: Employee regularly look for the way to improve their work process relationship

INTERPRETATION

From the above it is** inferred and understood that 45.0% of them are strongly agree, 33.3% of them are agree, 9.9% of them are neutral, 6.6% of them disagree, Rest 4.6% Respondents are strongly disagree.

Table 4.1.7: The management delegates some responsibilities to the employees

Management delegates responsibility	Frequency	Percent
Strongly Disagree	7	4.6
Agree	68	45.0
Disagree	8	5.3
Neutral	28	18.5
Strongly Agree	40	26.5
Total	151	100.0

Source: primary data

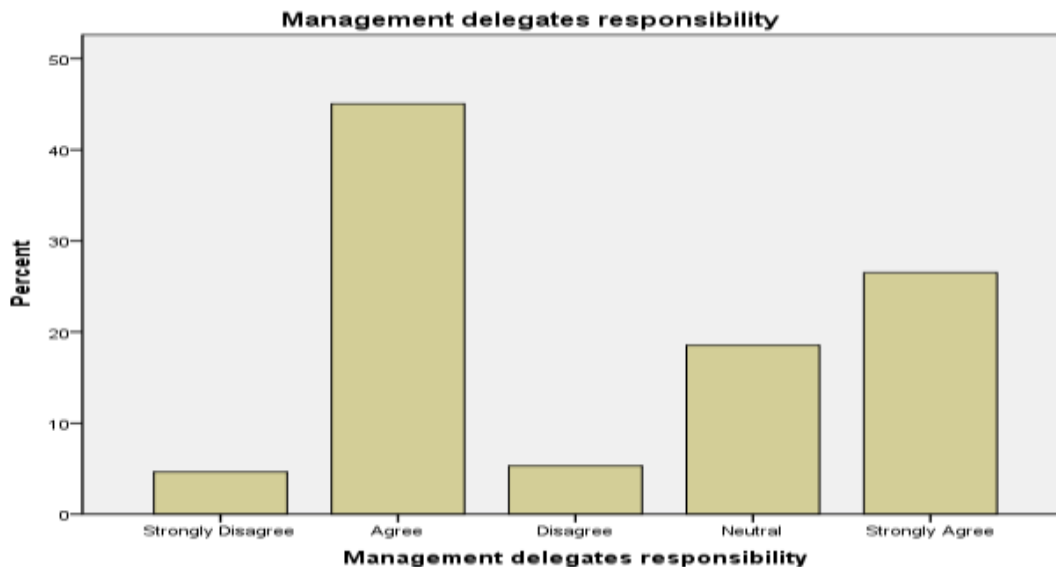


Chart 4.1.7: The management delegates some responsibilities to the employees

INTERPRETATION

From the above it is inferred and understood that 26.5% of them are strongly agree, 45.0% of them are agree, 18.5% of them are neutral, 5.3% of them disagree, Rest 4.6% Respondents are strongly disagree.

Table 4.1.8: Employees are involved in decision making that affect their work

Employee involved in decision making	Frequency	Percent
Strongly Disagree	16	10.6
Agree	49	32.5
Disagree	22	14.6
Neutral	40	26.5
Strongly Agree	24	15.9
Total	151	100.0

Source: primary data



Chart 4.1.8: Employees are involved in decision making that affect their work

INTERPRETATION

From the above it is inferred and understood that 15.9% of them are strongly agree, 32.5% of them are agree, 26.5% of them are neutral, 14.6% of them disagree, Rest 10.6% Respondents are strongly disagree.

Table 4.1.9: Workers participate in developing long-term goals and objectives

Developing long term goals	Frequency	Percent
Strongly Disagree	6	4.0
Agree	42	27.8
Disagree	13	8.6
Neutral	46	30.5
Strongly Agree	44	29.1
Total	151	100.0

Source: primary data

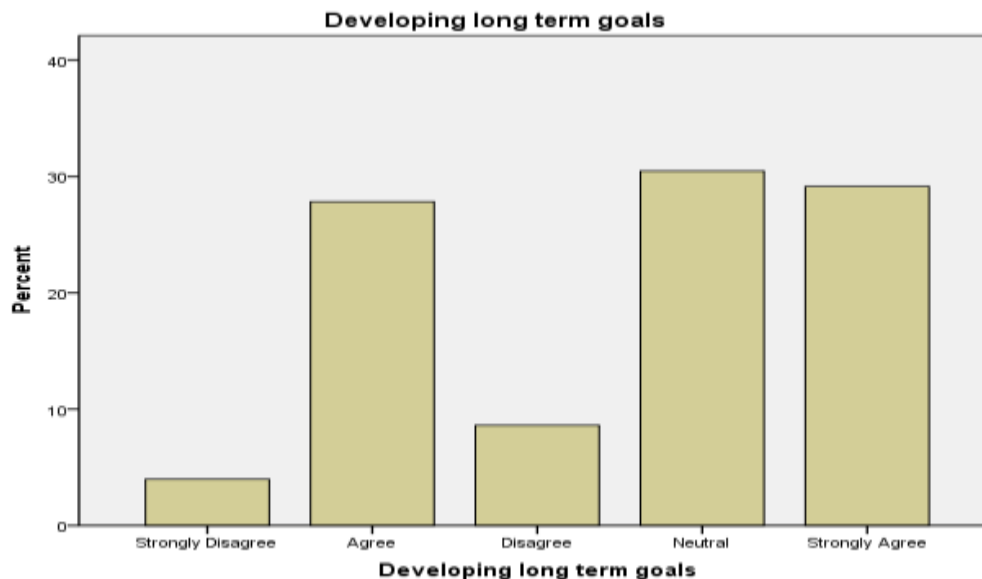


Chart 4.1.9: Workers participate in developing long-term goals and objectives

INTERPRETATION

From the above it is inferred and understood that 29.1% of them are strongly agree, 27.8% of them are agree, 30.5% of them are neutral, 8.6% of them disagree, Rest 4.0% Respondents are strongly disagree.

Table 4.1.10: There are dispute resolution mechanisms in the organization

Dispute resolution mechanism	Frequency	Percent
Strongly Disagree	9	6.0
Agree	51	33.8
Disagree	17	11.3
Neutral	34	22.5
Strongly Agree	40	26.5
Total	151	100.0

Source: primary data

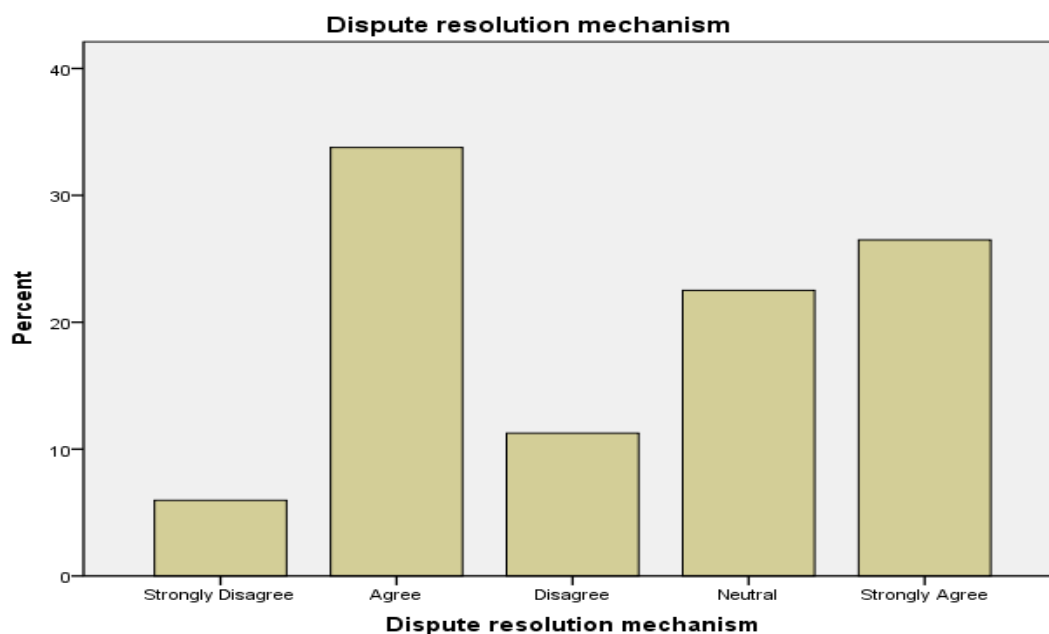


Chart 4.1.10: There are dispute resolution mechanisms in the organization

INTERPRETATION

From the above it is inferred and understood that 26.5% of them are strongly agree, 33.8% of them are agree, 22.5% of them are neutral, 11.3% of them disagree, Rest 6.0% Respondents are strongly disagree

Table 4.1.11: Free interaction between management and employee in work environment

Interaction between management and employee	Frequency	Percent
Strongly Disagree	14	9.3
Agree	62	41.1
Disagree	15	9.9
Neutral	35	23.2
Strongly Agree	25	16.6
Total	151	100.0

Source: primary data

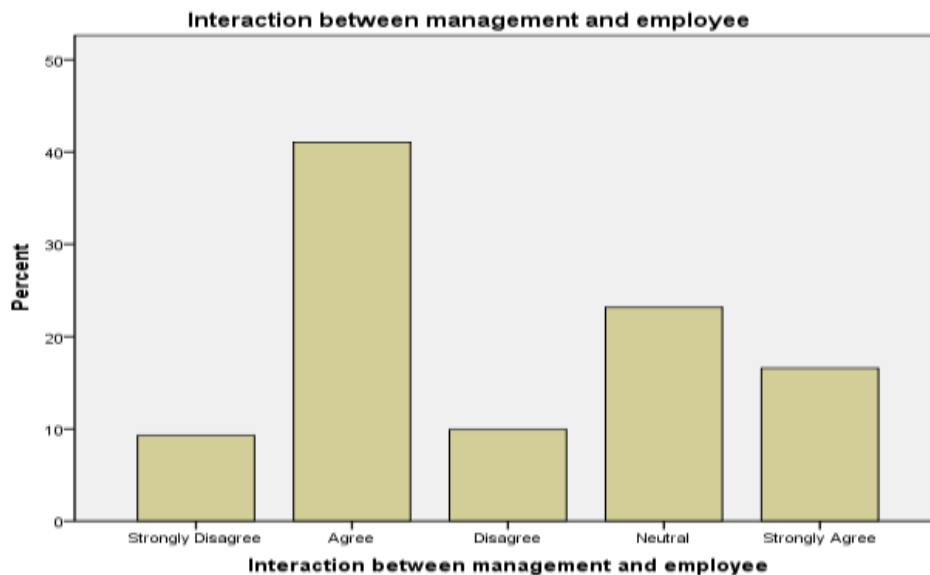


Chart 4.1.11: Free interaction between management and employee in work environment

INTERPRETATION

From the above it is inferred and understood that 16.6% of them are strongly agree, 41.1% of them are agree, 23.2% of them are neutral, 9.9% of them disagree, Rest 9.3% Respondents are strongly disagree.

Table 4.1.12: In case of conflict, manager strike compromise with employees

Managers compromise	Frequency	Percent
Strongly Disagree	4	2.6
Agree	49	32.5
Disagree	23	15.2
Neutral	44	29.1
Strongly Agree	31	20.5
Total	151	100.0

Source: primary data



Chart 4.1.12: In case of conflict, manager strike compromise with employees

INTERPRETATION

From the above it is inferred and understood that 20.5% of them are strongly agree, 32.5% of them are agree, 29.1% of them are neutral, 15.2% of them disagree, Rest 2.6% Respondents are strongly disagree.

Table 4.1.13: Employee complete their tasks in time because of team work

Team completion on time with team work	Frequency	Percent
Strongly Disagree	17	11.3
Agree	61	40.4
Disagree	8	5.3
Neutral	27	17.9
Strongly Agree	38	25.2
Total	151	100.0

Source: primary data



Chart 4.1.13: Employee complete their task in time because of team work

INTERPRETATION

From the above it is inferred and understood that 25.2% of them are strongly agree, 40.4% of them are agree, 17.9% of them are neutral, 5.3% of them disagree, Rest 11.3% Respondents are strongly disagree.

Table 4.1.14: There is regular feedback from leader that helps to improve work

Feedback from leader	Frequency	Percent
Strongly Disagree	17	11.3
Agree	58	38.4
Disagree	14	9.3
Neutral	29	19.2
Strongly Agree	33	21.9
Total	151	100.0

Source: primary data

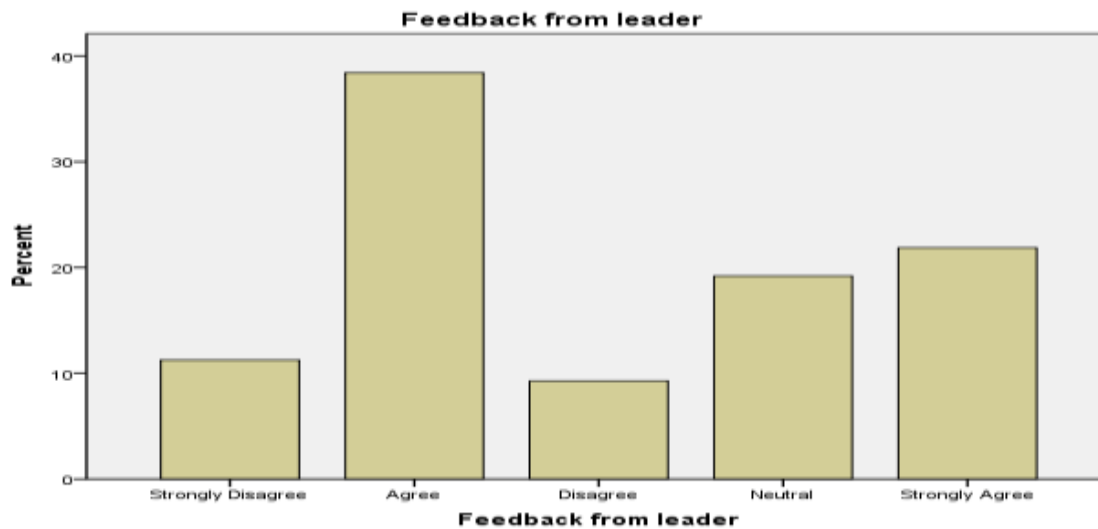


Chart 4.1.14: There is regular feedback from leader that helps to improve work

INTERPRETATION

From the above it is inferred and understood that 21.9% of them are strongly agree, 38.4% of them are agree, 19.2% of them are neutral, 9.3% of them disagree, Rest 11.3% Respondents are strongly disagree.

Table 4.1.15: There is enhanced interdepartmental communication

Interdepartmental communication	Frequency	Percent
Strongly Disagree	11	7.3
Agree	64	42.4
Disagree	13	8.6
Neutral	32	21.2
Strongly Agree	31	20.5
Total	151	100.0

Source: primary data

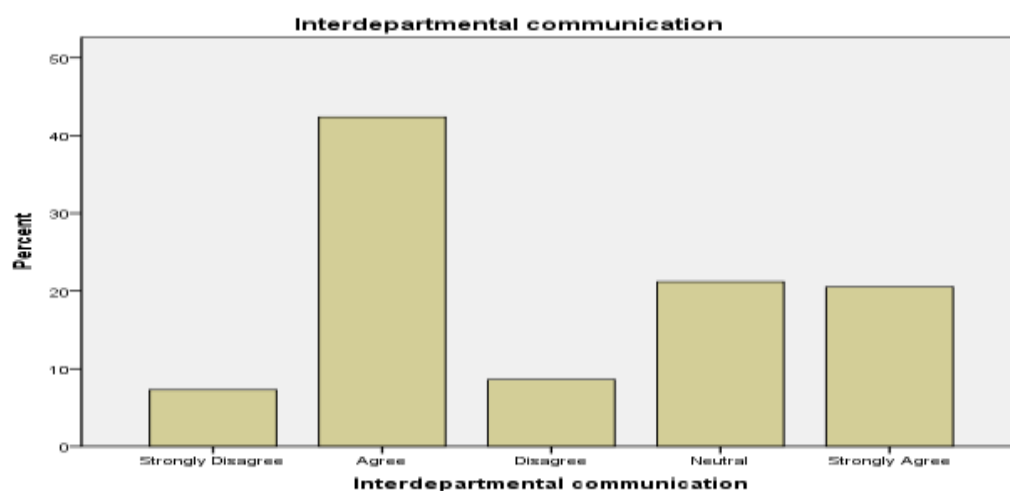


Chart 4.1.15: There is enhanced interdepartmental communication

INTERPRETATION

From the above it is inferred and understood that 20.5% of them are strongly agree, 42.4% of them are agree, 21.2% of them are neutral, 8.6% of them disagree, Rest 7.3% Respondents are strongly disagree.

Table 4.1.16: The organization efficiently shares information to all employees

Effectively shares information to all	Frequency	Percent
Strongly Disagree	13	8.6
Agree	54	35.8
Disagree	15	9.9
Neutral	47	31.1
Strongly Agree	22	14.6
Total	151	100.0

Source: primary data

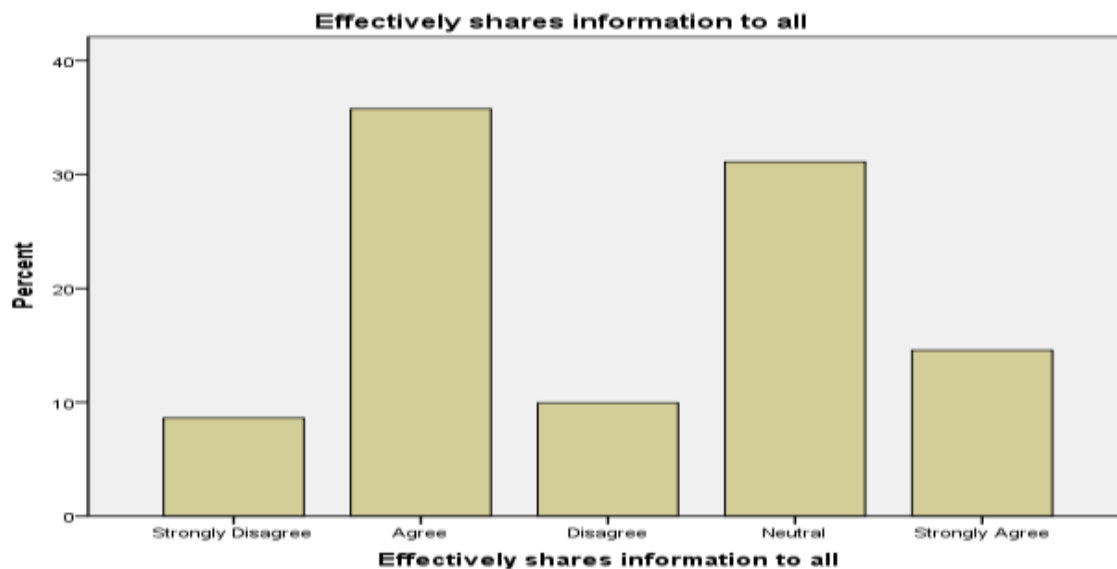


Chart 4.1.16: The organization efficiently shares information to all employees

INTERPRETATION

From the above it is inferred and understood that 14.6% of them are strongly agree, 35.8% of them are agree, 31.1% of them are neutral, 9.9% of them disagree, Rest 8.6% Respondents are strongly disagree.

Table 4.1.17: Employee creative thinking encouraged in the organization and implemented in work

Employee creative thinking encourages	Frequency	Percent
Strongly Disagree	9	6.0
Agree	56	37.1
Disagree	19	12.6
Neutral	43	28.5
Strongly Agree	24	15.9
Total	151	100.0

Source: primary data



Chart 4.1.17: Employee creative thinking encouraged in the organization and implemented in work

INTERPRETATION

From the above it is inferred and understood that 15.9% of them are strongly agree, 37.1% of them are agree, 28.5% of them are neutral, 12.6% of them disagree, Rest 6.0% Respondents are strongly disagree.

Table 4.1.18: Managers regularly seek employee opinion on job related issues

Employee opinion on job related issue	Frequency	Percent
Strongly Disagree	10	6.6
Agree	59	39.1
Disagree	13	8.6
Neutral	45	29.8
Strongly Agree	24	15.9
Total	151	100.0

Source: primary data

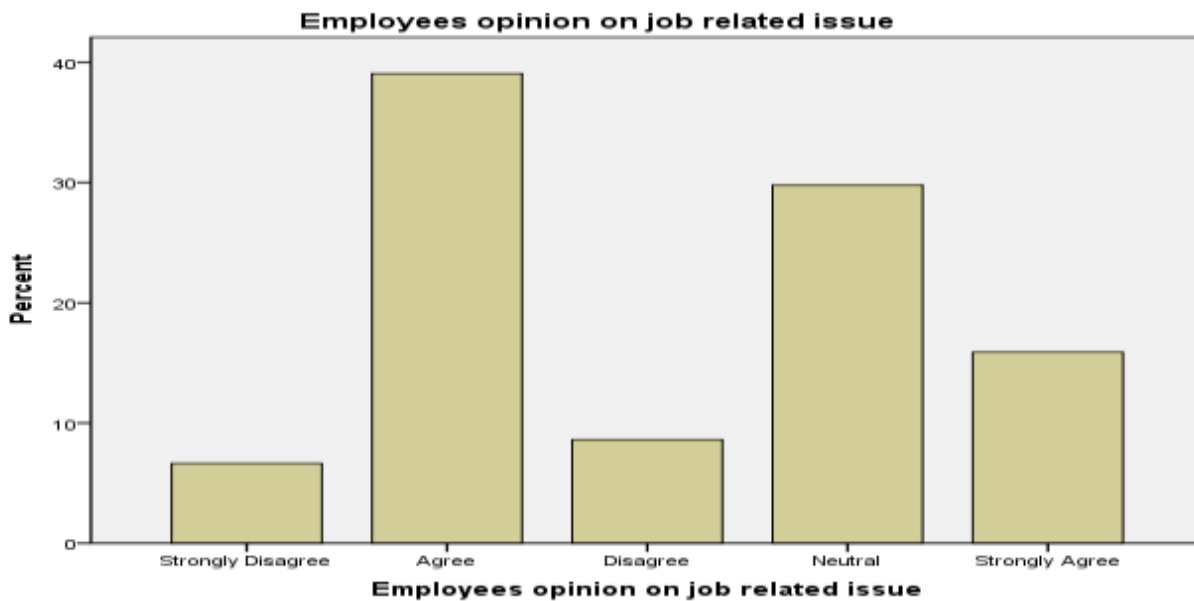


Chart 4.1.18: Managers regularly seek employee opinion on job related issues

INTERPRETATION

From the above it is inferred and understood that 15.9% of them are strongly agree, 39.1% of them are agree, 29.8% of them are neutral, 8.6% of them disagree, Rest 6.6% Respondents are strongly disagree.

Table 4.1.19: Lot of health related benefits are provided for the employee and their families for better relation

Health related benefits	Frequency	Percent
Strongly Disagree	14	9.3
Agree	56	37.1
Disagree	18	11.9
Neutral	32	21.2
Strongly Agree	31	20.5
Total	151	100.0

Source: primary data

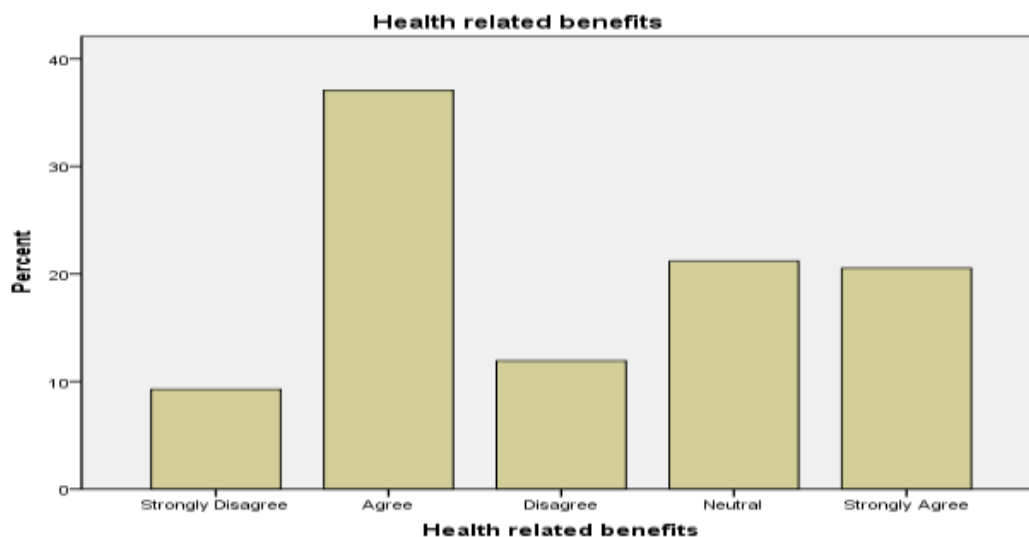


Chart 4.1.19: Lot of health related benefits are provided for the employee and their families for better relation

INTERPRETATION

From the above it is inferred and understood that 20.5% of them are strongly agree, 37.1% of them are agree, 21.2% of them are neutral, 11.9% of them disagree, Rest 9.3% Respondents are strongly disagree.

Table 4.1.20: Employees are rewarded and motivated by the organization

Employee rewards for motivation	Frequency	Percent
Strongly Disagree	11	7.3
Agree	55	36.4
Disagree	19	12.6
Neutral	36	23.8
Strongly Agree	30	19.9
Total	151	100.0

Source: primary data



Chart 4.1.20: Employees are rewarded and motivated by the organization

INTERPRETATION

From the above it is inferred and understood that 19.9% of them are strongly agree, 36.4% of them are agree, 23.8% of them are neutral, 12.6% of them disagree, Rest 7.3% Respondents are strongly disagree.

Table 4.1.21: Employee compensation and benefits are reviewed regularly

Compensation and benefits	Frequency	Percent
Strongly Disagree	11	7.3
Agree	58	38.4
Disagree	14	9.3
Neutral	45	29.8
Strongly Agree	23	15.2
Total	151	100.0

Source: primary data

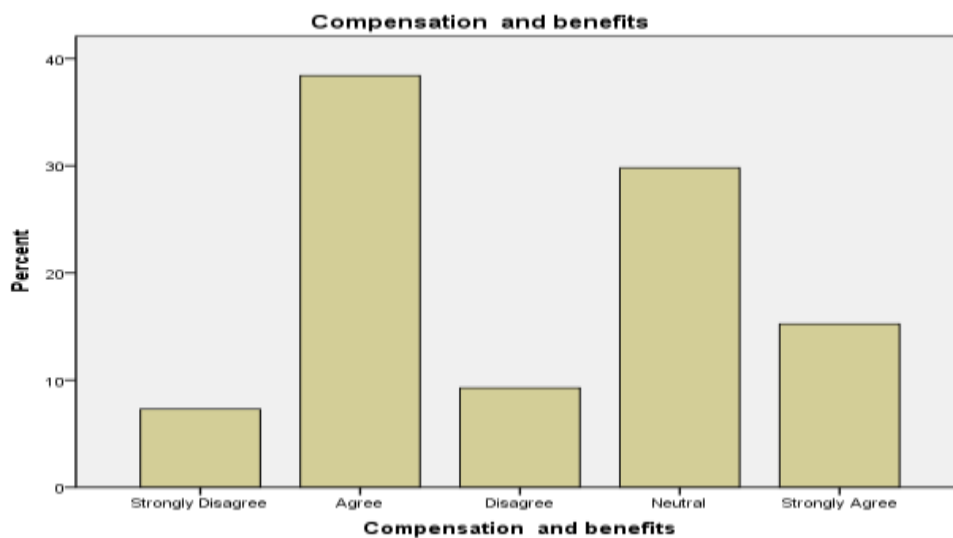


Chart 4.1.21: Employee compensation and benefits are reviewed regularly

INTERPRETATION

From the above it is inferred and understood that 15.0% of them are strongly agree, 37.9% of them are agree, 29.4% of them are neutral, 9.2% of them disagree, Rest 7.2% Respondents are strongly disagree.

Table 4.1.22: Manager communicate a clear sense of direction for the organization and direct us towards targets

Manager direct us towards the target	Frequency	Percent
Strongly Disagree	9	6.0
Agree	59	39.1
Disagree	17	11.3
Neutral	34	22.5
Strongly Agree	32	21.2
Total	151	100.0

Source: primary data



Chart 4.1.22: Manager communicate a clear sense of direction for the organization and direct us towards target

INTERPRETATION

From the above it is inferred and understood that 21.2% of them are strongly agree, 39.1% of them are agree, 22.5% of them are neutral, 11.3% of them disagree, Rest 6.0% Respondents are strongly disagree.

Table 4.1.23: The institution conducts regular job evaluation

Institution conduct regular job evaluation	Frequency	Percent
Strongly Disagree	17	11.3
Agree	54	35.8
Disagree	20	13.2
Neutral	39	25.8
Strongly Agree	20	13.2
Total	151	100.0

Source: primary data

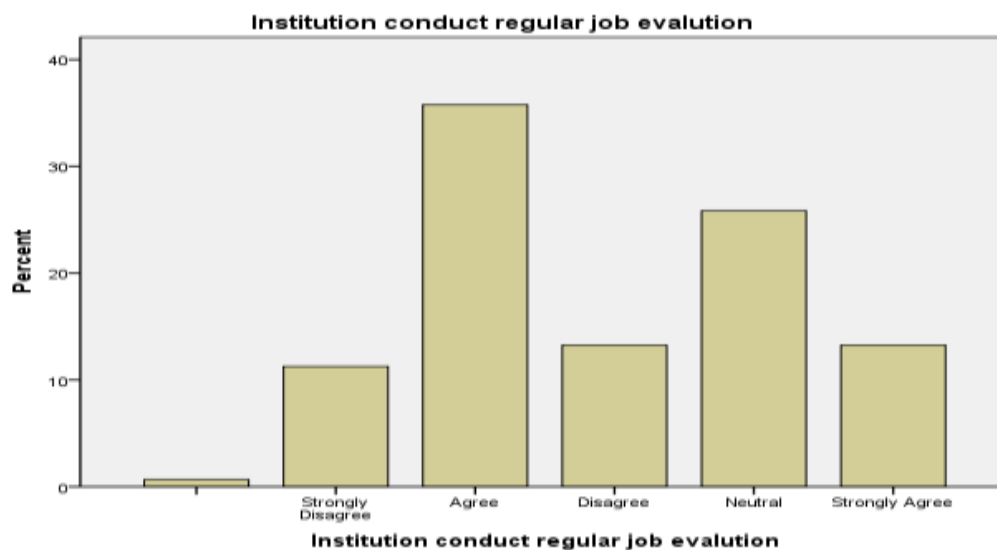


Chart 4.1.23: The institution conducts regular job evaluation

INTERPRETATION

From the above it is inferred and understood that 13.1% of them are strongly agree, 35.3% of them are agree, 25.5% of them are neutral, 13.1% of them disagree, Rest 11.1% Respondents are strongly disagree.

Table 4.1.24: There are accurate deduction on pay based on their performance

Accurate deduction on pay regarding performance	Frequency	Percent
Strongly Disagree	13	8.6
Agree	60	39.7
Disagree	21	13.9
Neutral	27	17.9
Strongly Agree	29	19.2
Total	151	100.0

Source: primary data

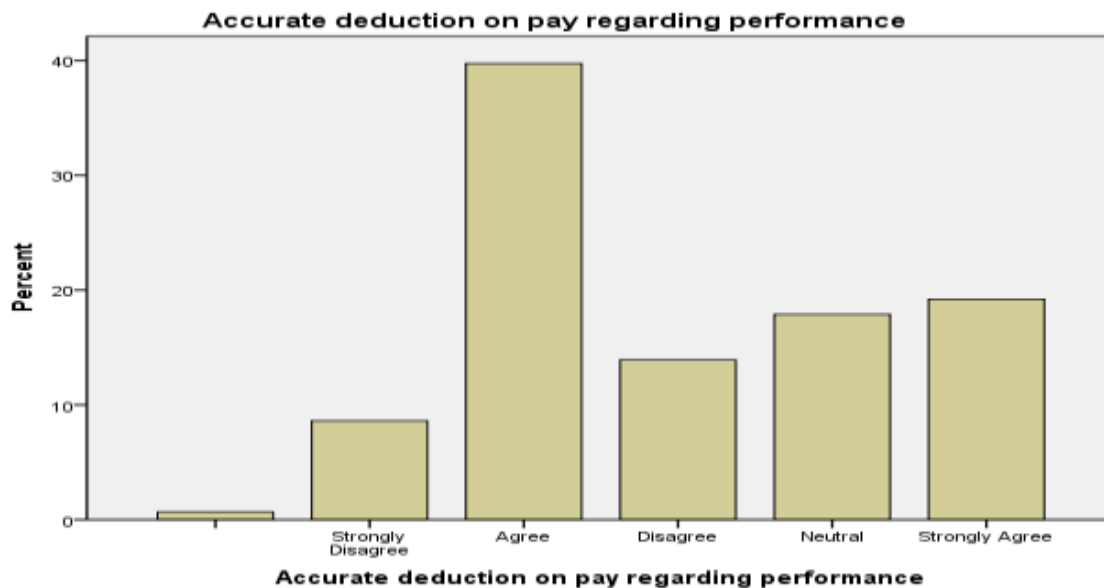


Chart 4.1.24: There are accurate deduction on pay based on their performance

INTERPRETATION

From the above it is inferred and understood that 19.2% of them are strongly agree, 39.7% of them are agree, 17.9% of them are neutral, 13.9% of them disagree, Rest 8.6% Respondents are strongly disagree.

Table 4.1.25: Organization respondents to employees based on the present economic situation

Organization respond on present economic situation	Frequency	Percent
Strongly Disagree	24	15.9
Agree	46	30.5
Disagree	23	15.2
Neutral	39	25.8
Strongly Agree	18	11.9
Total	151	100.0

Source: primary data

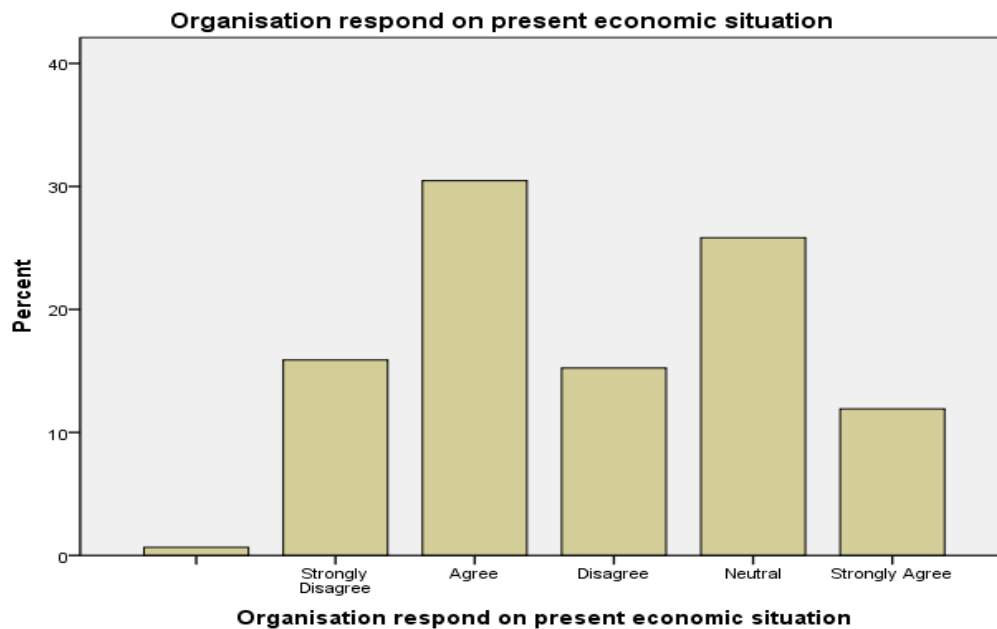


Chart 4.1.25: Organization respondents to employees based on the present economic situation

INTERPRETATION

From the above it is inferred and understood that 11.9% of them are strongly agree, 30.5% of them are agree, 25.8% of them are neutral, 15.2% of them disagree, Rest 15.9% Respondents are strongly disagree.

4.2 ONE-WAY ANOVA TEST

➤ Experience VS Employees opinion on rewards and motivation

H₀ (Null Hypothesis) = There is no significant relationship between experience of the respondents and Employees opinion on rewards and motivation provided by the organization.

H₁ (Alternate Hypothesis) = There is a significant relationship between experience of the respondents and Employees opinion on rewards and motivation provided by the organization.

Descriptive									
Q15									
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Below 5 years	5	38	2.632	1.1951	.1939	2.239	3.024	1.0	5.0
Between 5-10 years	5	24	2.167	1.0495	.2142	1.724	2.610	1.0	5.0
Between 11-15 years	11	37	2.676	1.2705	.2089	2.252	3.099	1.0	5.0
Between 16-20 years	16	29	2.276	.9963	.1850	1.897	2.655	1.0	5.0
Above 21 years	21	23	2.696	1.1846	.2470	2.183	3.208	1.0	5.0
Total		151	2.510	1.1597	.0944	2.323	2.696	1.0	5.0

ANOVA					
Q15					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.789	4	1.697	1.271	.284
Within Groups	194.946	146	1.335		
Total	201.735	150			

At 5% Level Of Significance, the table value is .284

$H_0 > H_1$; H_0 is accepted.

INFERENCE:

Hence there is no Relationship between experience of the respondents and Employees opinion on rewards and motivation provided by the organization.

➤ **Income VS Employee compensation and benefits**

H₀ (Null Hypothesis) = There is no significant relationship between experience of the respondents and Employees opinion on rewards and motivation provided by the organization.

H₁ (Alternate Hypothesis) = There is a significant relationship between experience of the respondents and Employees opinion on rewards and motivation provided by the organization.

Descriptive								
Q16								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Below 40000	18	3.500	.9852	.2322	3.010	3.990	2.0	5.0
Between 40000-60000	18	2.000	.9701	.2287	1.518	2.482	1.0	5.0
Between 60000-80000	24	2.458	.9315	.1901	2.065	2.852	1.0	5.0
Between 80000-100000	41	2.415	1.0241	.1599	2.091	2.738	1.0	5.0
Above 100000	50	2.560	1.1095	.1569	2.245	2.875	1.0	5.0
Total	151	2.550	1.0874	.0885	2.375	2.725	1.0	5.0

ANOVA					
Q16					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	22.648	4	5.662	5.343	.000
Within Groups	154.730	146	1.060		
Total	177.377	150			

At 5% Level Of Significance, the table value is .000

$H_1 > H_0$; H_1 is accepted.

INFERENCE:

Hence there is a Relationship between income of respondents and their opinion on employee compensation and benefits are reviewed regularly

CHAPTER 5

FINDING AND SUGGESSTION

5.1 FINDINGS OF THE STUDY

- Majority 56.2% of respondents are male in the organization
- 26.5% of respondents are between 25-35 years age group
- Mostly 33.3% of respondents are UG graduated
- Almost 24.8% of respondents are below 5 years experience
- 32.7% of respondents are earned above 100000 annual income
- Majority 44.4% of respondents are strongly agree on employee regularly look for improve the process work relation
- 44.4% of respondents are agree on management delegated
- Mostly 32.0% of respondents are agree on employee are involved in decision making that affect their work
- 30.1% of respondents are neutral on developing long term goal
- Almost 33.3% of respondents are agree on resolution mechanisms
- Mostly 40.5% of respondents are agree on interaction between other department
- Majority 32.0% of respondents are agree on strike on compromise with employees
- 39.9% of respondents are agree on task completing on time
- Mostly 37.9% of respondents are agree on provide regular feedback
- Almost 41.8% of respondents are agree on inter department communication
- Majority 35.3% of respondents are agree on sharing information to all of us equally
- 36.6% of respondents are agree on creative thinking encouraged in the organization
- Majority 38.6% of respondents are agree on manager seeks employees opinion
- Mostly 36.6% of respondents are agree on lot of health related benefits
- Almost 35.9% of respondents are agree on rewarded and motivated by the organization
- 37.9% of respondents are agree on compensation and benefits
- Mostly 38.6% of respondents are agree on manager communication a clear sense direction and through target
- Almost 35.3% of respondents are agree on regular job evaluation
- 39.2% of respondents are agree on accurate deduction on pay
- Majority 30.1% of respondents are agree on organization respond to employee based on the present economic situation

5.2 SUGGESSTIONS AND RECOMMENDATIONS

Since there is a considerable difference in the opinion of employees of MGM group of companies, there must be more care taken in setting the HR practices. It should be based on the needs of the employees. Here are few suggestions for employee relationship management practices are:

- Creating a harmless, Strong and blissful workplace will ensure that your employees feel homely and stay for a long time with the organization
- The management want to give freedom in conflict managing and remedial solution providing
- The management techniques should be transparent to the employees so that it helps in building trust & motivates employees
- To arrange for motivation program for employees
- Incentives must be planned in such a way that employees should understand that there is no disbursement unless the organization achieves a certain level of profitability
- To set up basic facilities like transport and canteen facilities
- Allow them to be flexible
- Employees to maintain the healthy relationship in the company with maximum loyalty.

5.3 CONCLUSION

The study revealed that that employee relations management practices employed by large MGM group of companies were effective and were likely to influence their employee perception. Thus the overall perception on employee relations management practices by MGM group was a positive one; even though, the study realized that employees" perception was somehow influenced by their roles as well as their expectations. The study also concluded that organizations are committed to and are involved in several employee relations management practices that have resulted in employees perceiving the organizations as good employers and are proud to be associated with the organizations. Employees are the backbone of any organization that intends to achieve success in its activities; proper handling of employees as well as being concerned about their well-being encourages them to stay in the organizations, and more so to increase their productivity.

APPENDIX – I (QUESTIONNAIRE)

GENERAL INFORMATION:

1. Kindly indicate your gender?
 - a) Male
 - b) Female
2. What is your age group?
 - a) Below 25 years
 - b) Between 25-35 years
 - c) Between 35-45 years
 - d) Between 45-55 years
 - e) Above 55 years
3. Education qualification?
 - a) 10th /12th
 - b) 10th /Diploma
 - c) UG graduated
 - d) UG/PG graduated
 - e) Not skilled
4. Work experience between?
 - a) Below 5 years
 - b) Between 5-10 years
 - c) Between 11-15 years
 - d) Between 16-20 years
 - e) 21 years and above
5. Annual income range?
 - a) Below 40000
 - b) 40000-60000
 - c) 60000-80000
 - d) 80000-100000
 - e) Above 100000

PERCEPTIONS ON EFFECTIVENESS OF EMPLOYEE RELATIONSHIP MANAGEMENT:

TICK ANY ONE OPTION OF YOUR CHOICE

(Key: SDA=Strongly Disagree; DA=Disagree; N=Neutral; A=Agree; and SA=Strongly Agree)

S.No	STATEMENTS	SA	A	N	DA	SDA
1	Employees regularly look for ways to improve their work process relationship					
2	The management delegates some responsibilities to employees					
3	Employees are involved in decision making that affect their work					
4	Workers participate in developing long-term goals and objective					
5	There are dispute resolution mechanisms in the organization					
6	Free interaction between management and employee in work environment					
7	In case of conflict, managers strike compromise with employees					
8	Employees complete their tasks in time because of teamwork					
9	There is regular feedback from leaders that helps to improve work					
10	There is enhanced interdepartmental communication					
11	The organization effectively shares information to all employees					
12	Employees creative thinking encouraged in the organization and implemented in work					
13	Managers regularly seek employees opinions on job related issues					

14	Lot of health related benefits are provided for the employee and their families for better relation					
15	Employees are rewarded and motivated by the organization					
16	Employee compensation and benefits are reviewed regularly					
17	Managers communicate a clear sense of direction for the organization and direct us towards target					
18	The institution conducts regular job evaluation					
19	There are accurate deductions on pay based on their performance					
20	Organization respond to employees based on the present economic situation					

APPENDIX – II (ARTICLE FULL PAPER)

A Study on Perception of the effectiveness of employee relationship management AT LMS RELOCATION BHUVANESH.R & ²MADHAN.M

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ABSTRACT

Employee relationship management plays an effective role and evaluation of the staff, Provide a formal, record, regular review and visit of all the employees for develop the relationship between employee and management stronger. In the study, perception of the employee relationship was investigated. A Sample of 150 respondents at Chennai was surveyed through rating method. Overall Employee relationship management has a positive impact on employees to improve personal skill, communication, overcome the weakness and increase employee motivation. The results suggested that employee relationship management rating help the organization to solve the conflicts & provide remedial measures, communicate transparently and motivate with some of training programme based on employee relationship.

Keywords: Relationship, Conflict managing, Transparency communication, Motivation

1. INTRODUCTION:

Human Resource simplifies employee relation in the workplace by working to ensure certain workplace standards are met, and that employee concerns and requests are addressed. 'Employee relations' is a term that has become commonly used only in relatively recent years to indicate a particular area of subject matter. Prior to this it is likely that you would have found the term 'employee relations' in more common use. In employer-employee relations perception is as important as reality. Perceptions of leaders, managers and employees are important in shaping the climate and effectiveness of the working environment. Employee Relationship Management (ERM) is a tool and a strategic process to manage and increase motivation in the workforce by increased focus on continuous perfection of the individual relationships between the employer and each employee (Kinicki & Kreitner, 2006). Management of interpersonal relationships can aid the management of individual motivation levels. This „implies the existence of a distinctive set of guiding principles, written or otherwise, which set parameters to and signposts for management action regarding the way employees are treated and how particular events are handled“ (Purcell & Ahlstrand 1994: 177). The objective of employee relationship management is to establish and nurture harmonious relationships between organization management and employees for the achievement of organizational goals.

1.1 STATEMENT OF THE PROBLEM:

The need to achieve excellent performance demands that organizations should monitor attitudes and behaviours of their workers towards organizational practices and come up with ways of influencing their perception. Perceptions are known to play a major role in determining the success or failure of organizational activities. Employee relationship management practices are aimed at influencing employees overall perception of the organization. These practices influence their attitude and behaviour and boost their morale thus ensuring they are committed to work. It is therefore important for employers to be aware of the specific shifts in employee relations management practices, as well as monitoring the environment to anticipate possible changes and developments and draw up contingency plans to deal with them when they arise to influence employee perception

1.2 RESEARCH OBJECTIVE:

The aim of this article is to study on Perception of the effectiveness of employee relationship management at LMS relocation of companies.

The following objectives will be served by the study:

- To study about the employee relationship management among employees at LMS relocation
- To know about how the conflict managed and remedial measures incorporated
- To understand the transparency in communication among employees
- To know about the motivational programme offered to the employees

2. LITERATURE REVIEW:

Dr P. Ganesan , V. Samuel Rajkumar , V. Saravanan (2002) Employee relations are the medium through which both employees and the company mutually co-operate for the maximum satisfaction of the economic, social and psychological wants of all people. To analyse the employee relations climate existing at various levels.

Lillian T. Eby, Tammy D. Allen, Andi Brinley (2005) The relationship between an organization's use of various career management practices and career attitudes was examined in a multisource, cross-level field study using organization-level data from 65 companies and individual-level data from 1,876 employees.

Laurie E. Paarlberg, James L. Perry (2007) This article explores the process by which formal management systems foster the creation of shared organization values, addressing the basic question: Can workplace values be "managed?" Drawing upon interviews conducted at a Department of Defense installation with civilian employees and managers over a 5-year period, we use comparative case analysis to explore differences in the relationships between installation practices and social values across high-performing and low-performing work units.

3. RESEARCH METHODOLOGY:

Research is a systematic process of collecting and analyzing information. Research is the search of knowledge.

3.1 RESEARCH DESIGN

A research design is the set of methods and procedures used in collecting and analyzing measures of the variables specified in the research problem research.

3.2 SOURCES OF DATA

Both the primary and secondary research was conducted during the study

Primary Data: The primary data refers to the data, which is collected for the first time. The primary data is collected through questionnaire.

Secondary Data: The collection of other relevant information through secondary sources like internal records and Journals booklets, Reports and the manuals of the company.

Population: The total no of population is 320 Employees (as on 17th December 2022)

Sample Size: The study was taken on 151 Respondents; the sample size is 151.

3.2 RESEARCH INSTRUMENTS

Questionnaire:

A questionnaire is a schedule consisting of a number of coherent and formulated series of question related to the various aspects of the under study. In this method a printed list of question arranged in sequence is used to elicit response from the important.

In this project, the data were collected through structured questionnaire.

The questionnaire for the study has total 20 questions. The open ended question and the close ended question are the

types of questions, which are used in the research.

3.4 SAMPLING TECHNIQUE

Sampling Method:

Probability sampling is used for the study. Probability Sampling is a sampling technique in which sample from a larger population are chosen using a method based on the theory of probability. For a participant to be considered as a probability sample, he/she must be selected using a simple random selection.

Sampling Design:

Stratified Simple random sampling involves a method where a larger population can be divided into smaller groups, which usually don't overlap but represent the entire population together. While sampling these groups can be organized and then draw a sample from each group separately.

3.5 ANALYTICAL TOOLS

The data collected are classified, analyzed and collected. The statistical tools are applied for the analysis of the data. The tools used the Percentage analysis and ANOVA.

4. DATA ANALYSIS AND INTERPRETATION

PERCENTAGE ANALYSIS

Table 4.1.1: Experience of the respondents

EXPERIENCE		
	No. Of Respondents	No. Of Respondents in Percentage
Below 5 years	38	24.8
Between 5-10 year	24	15.7
Between 11-15 years	37	24.2
Between 16-20 years	29	19.0
Above 21 years	23	15.0
Total	151	98.7

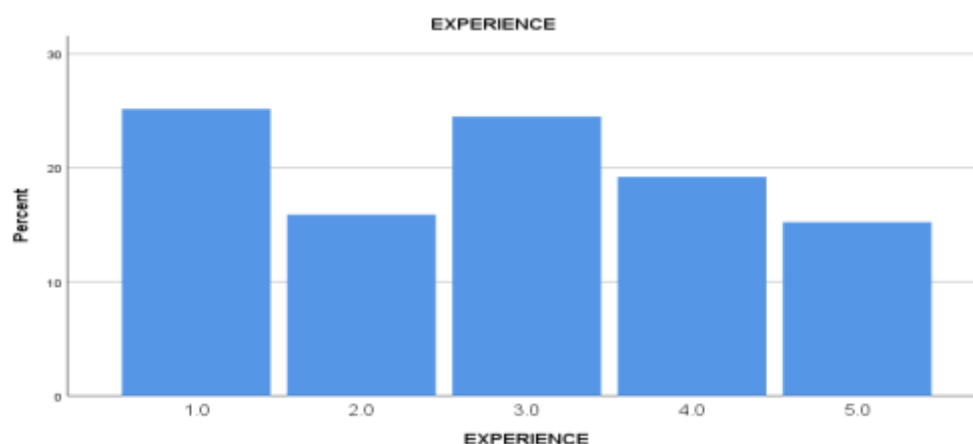


Chart 4.1.1: Experience of the respondents

INTERPRETATION

From the above it is inferred and understood that 24.8% of them are below 5yr, 15.7% of them are between 5-10yr, 24.2%

of them are between 11-15yr, 19.6% of them between 16-20yr, Rest 15.0% Respondents are above 21yrs experience.

Table 4.1.2: Income of the respondents

INCOME		
	No. Of Respondents	No. Of Respondents in Percentage
Below 40000	18	11.8
Between 40000-60000	18	11.8
Between 60000-80000	24	15.7
Between 80000-100000	41	26.8
Above 100000	50	32.7
Total	151	98.7

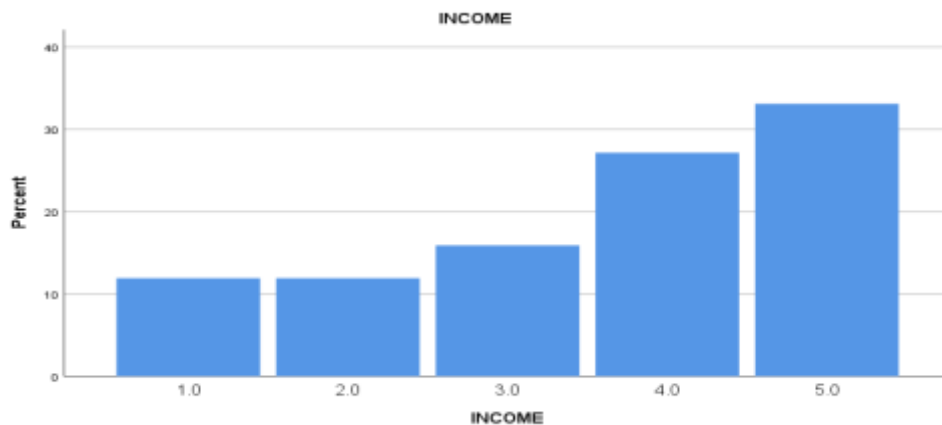


Chart 4.1.2: Income of the respondents

INTERPRETATION

From the above it is inferred and understood that 11.8% of them are below 40000, 11.8% of them are between 40000-60000, 15.7% of them are between 60000-80000, 26.8% of them between 80000-100000, Rest 33.3% Respondents are above 100000 Income.

ONE WAY ANOVA

- Relationship between experience of the respondents and Employees opinion on rewards and motivation provided by the organization.

H₀ (Null Hypothesis) = There is no significant relationship between experience of the respondents and Employees opinion on rewards and motivation provided by the organization.

H₁ (Alternate Hypothesis) = There is a significant relationship between experience of the respondents and Employees opinion on rewards and motivation provided by the organization.

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.789	4	1.697	1.271	.284
Within Groups	194.946	146	1.335		

Total	201.735	150			
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Table 3:
Relationship

between experience of the respondents and Employees opinion on rewards and motivation provided by the organization.
At 5% Level Of Significance, the table value is .284

$H_0 > H_1$; H_0 is accepted.

INFERENCE:

Hence there is no Relationship between experience of the respondents and Employees opinion on rewards and motivation provided by the organization.

- Relationship between income of respondents and their opinion on employee compensation and benefits are reviewed regularly

H_0 (Null Hypothesis) = There is no significant relationship between experience of the respondents and Employees opinion on rewards and motivation provided by the organization.

H_1 (Alternate Hypothesis) = There is a significant relationship between experience of the respondents and Employees opinion on rewards and motivation provided by the organization.

ANOVA					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	22.648	4	5.662	5.343	.000
Within Groups	154.730	146	1.060		
Total	177.377	150			

Table 4: Relationship between income of respondents and their opinion on employee compensation and benefits are reviewed regularly

At 5% Level Of Significance, the table value is .000

$H_1 > H_0$; H_1 is accepted.

INFERENCE:

Hence there is a Relationship between income of respondents and their opinion on employee compensation and benefits are reviewed regularly

5. FINDING AND SUGGESTIONS:

Findings:

- Majority 24.8% of respondents are below 5years experience
- Majority 33.3% of respondents are earned above 100000 annual income
- Respondents are satisfied on employees opinion on rewards and motivation provided by the organization.
- Respondents are highly satisfied on their opinion on employee compensation and benefits are reviewed regularly in their organization.

Suggestions:

- To arrange for motivation program for employees
- To set up basic facilities like transport and canteen facilities

- Allow them to be flexible

6. CONCLUSION:

The study revealed that that employee relations management practices employed by LMS RELOCATION companies were effective and were likely to influence their employee perception. Thus the overall perception on employee relations management practices by LMS company was a positive one; even though, the study realized that employees' perception was somehow influenced by their roles as well as their expectations. The study also concluded that organizations are committed to and are involved in several employee relations management practices that have resulted in employees perceiving the organizations as good employers and are proud to be associated with the organizations. Employees are the backbone of any organization that intends to achieve success in its activities; proper handling of employees as well as being concerned about their well-being encourages them to stay in the organizations, and more so to increase their productivity.

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