EMPLOYEE RELATIONS AT WORKPLACE: PANACEA FOR ORGANISATIONAL SUCCESS

Ulka Tewari & Parveen Kumar
Assistant Professors, Amity University, NOIDA (UP), MM Deemed to be University, Mullana (Ambala)

Received: February 04, 2019
Accepted: March 08, 2019

ABSTRACT: Every individual shares a multifaceted relationship with colleagues at the workplace. As it is known to all that human beings are not machines who can start working within seconds or at a push button. They need someone to talk, to discuss ideas and to share their happiness and other emotions. We cannot expect an individual to start working like a robot with complete involvement in the work without knowing with whom he is working. A man is not indifferent; he needs people around. Without people working around the workplace turns hostile. An isolated environment demotivates an individual and spreads negativity which ultimately hampers performance. It will not be wrong to submit that workplaces are like homes; the more we are comfortable with each other, the more prosperity we gain. To achieve a common goal, mutual respect and a sense of safety are must at the workplace. It is an established notion that to work with people having different educational and cultural backgrounds is not that difficult rather than to work with people having different mindsets. It is much essential that employees share a healthy and happy relationship with each other at the workplace. Mutual understanding and mutual respect are the two hallmarks of meaningful Communication. A healthy bonding between the employer and the employee also strengthen productivity. When effective communication practices are in place at the workplace then employees feel more connected and committed to the organization. The Communication Breakdown at the workplace creates problems. This paper attempts to highlight the importance of Strong Employee Relations at Workplace and the Impact of these relations on the organisational success.

Key Words: employee, communication, workplace, relationship, organisational communication

INTRODUCTION
Business, service sector or industry, in the modern world, has become an exceptionally challenging thing to establish and grow. To stay productive in the extremely troublesome and complex market, all components, i.e. men, machine and materials, must be persistently managed. There are many factors and components that affect the success and productivity. Among these, the human resource faces the biggest challenge because unlike other segments, employee management demands skillful handling of behaviour because there are emotions and feelings involved in it. Corporate culture is defined by “the values, norms and behaviours of individuals that collectively form and define the unique social environment of an organisation.” (Open2Study, 2018) In light of this assertion, we need to explore further into the role of the individual as well as the role of managers in handling the intricate web of employer-employee relations. It is important to note that the policy of divide and rule does not work in this age in the corporate culture. People have become smarter and they take advantage of a good relationship to grow professionally. However, there has been a rise in workplace clashes as well.

Corporate Managers have traditionally spent the majority of their time communicating in one form or another (meetings, face to face discussions, memos, letters, e-mails, reports etc.) Motivation and keeping a balance among all was never a priority for them. But, today, it has transformed into an essential bit of their work and they are hired to motivate and engage the employee in positive activities. Workplace relationship among themselves in the topmost priority for them. An effective organisational structure and culture are where we see impressive coordination among employees and authorities on different social occasions. For a better execution of plans and policies, proficient correspondence practices have ended up being highly indispensable in all affiliations of work.

The objective of the present discussion is that positive acknowledgement and mutual appreciations at various levels of work, do impact the performance of an individual. For all employees, there exists a real need for motivation as a reward to push the boundaries of performances.
Positive perceptions around organisational communication enhance motivation among current employees as well as foster employee advocacy, ultimately resulting in a strengthened employee brand. Employee Brand means that the connected lot of employees passes a positive perception of the workplace to the public. The brand value also depends on the attrition rate as well as the happiness or satisfaction index of the company. In that case, employees’ relationship and mutual support become a decisive factor. There exists a direct correlation between organisational communication and employee motivation. Employees are two times as likely to go the extra mile for the organisation and almost four times as likely to recommend their company if they are satisfied with the ways in which they are treated at the workplace. This also relates to how much freedom and support they get in staying connected to each other. If the employees feel that management is communicating in an efficient manner, it motivates them to perform better and develops a team spirit which ultimately results in smooth functioning of the organisation. A motivated employee is a valuable asset and surely adds immense value to the organisation. Business strength is boosted and revenue benefits also follow.

Communication is has been playing a vital role between managers and employees. Communication remains the main key in task assignment and one can open any door with it. Researchers (Markos, Sridevi 2010) have discussed the importance of communication, "Most studies demonstrate that feeling valued by management, two-way communication between management and employees, management’s interest in employees’ well-being and giving more opportunities for employees to grow are the top drivers of employee engagement." Job satisfaction has always played a vital role in achieving an ideal relationship between owners, managers and employees. It is critical to increasing the job satisfaction of your employees during the tough times of business. We have seen the companies, while there is some internal or external crisis, write to their employees to stand together and rescue the organisation. This is possible only when the employees have been appreciated for personal bonding with each other. Authors (Oedekoven and Hay 2010) have presented the benefits of job satisfaction, "With increased job satisfaction and productivity, companies can maintain low employee turnover, which not only will help them achieve greater levels of economies of experience, but also reduces the cost of training and human resource issues that arise in a conflicted setting" In the long working hours culture, employees spend most of their time in the office or field. The Employee-Employee relations also, demonstrate the quality of relationships between managers and employees and also reflect the weight of the company’s human resource development policies.

Employees often start disliking their jobs. Of course, there are times when they really like their job and are dedicated to it as well. At a time when organisations are themselves working on a higher happiness and performance index, we can take help from a Model given by Stephen P. Robbins in Organisational Behaviour in Southern Africa. An efficacious employer aims at the collection of responses and these responses can be defined as follows:

**Exit:** the exit response involves directing behavior towards leaving the organization, including looking for a new position as well as resigning.

**Voice:** The voice response involves actively and constructively attempting to improve conditions, discussing problems with superiors, and undertaking some forms of union activity.

**Loyalty:** The loyalty response is dissatisfaction expressed by passively waiting for conditions to improve, trusting the organization and its management to "do right things".

**Neglect:** The neglect response is dissatisfaction expressed through allowing conditions to worsen like absenteeism or lateness, reduced efforts, and increased error rate.

It is believed in the work field that happy workers are more likely to be productive workers. Based on this fact, managers work to make their employees happier by introducing measures to make the workplace a pleasant and productive place. The rigidity about attire and hierarchy is becoming a thing of the past. If there is some old school of thought about giving freedom to employees that must be hurting the future of the organisation. If you cannot keep them happy and assured of support, they are sure to leave the responsibility. Any kind of harassment faces retaliation when the employees are together and that isn’t bad for the company. The primary factor that makes this all possible is Communication.

In modern days, we understand ‘communication’ as one of the most dominant and important activities in organizations (Harris & Nelson, 2008). Fundamentally, relationships grow out of communication only, and the functioning and survival of organisations both are based on effective relationships among individuals and groups at the workplace. In addition, organisational capabilities are developed and enacted through “intensely social and communicative processes” (Jones et al, 2004).

Communication helps individuals and groups to commendably coordinate activities to achieve common goals, and it’s vital in socialisation, decision-making, problem-solving and change management processes as well.
Communication Culture, at an organisation, helps the employees stay connected. It creates a shared identity, motivates them to build trust and establishes healthy engagement; it provides a way for individuals to express their emotions, share their hopes and ambitions. It empowers them to celebrate and remember accomplishments with a joy which is uncontaminated. Through communication, the employees get to know what their organisation stands for and what the purpose of their toiling each day is. In thousands of research submissions, it has been concluded that whenever there are problems at the workplaces, everyone acknowledges that the cause most often is a communication breakdown.

If we consider the role of motivational practices followed in the organisation, we can easily find a solution to the ‘communication problem’ mentioned above. Motivation is the effort which managers do to inspire, encourage and induce people to take action. The three objectives of communication, inform, persuade and entertain are actually kept in the task list of the managers so that the employees maintain their cordial relations as best as possible.

The relationship between the employee and the employer ought to be made of true substance. The aim should be to facilitate the employee to identify himself with his work. A team member should be made to feel one with the business he is working for. The sense of belonging is actually the core energy of all activities pertaining to employee relations at workplace. Even a slight deficiency of motivation affects productivity. One can witness a number of symptoms that point to low morale among all, followed by declining productivity. There is a rise in the number of grievances and there are higher incidences of absenteeism. Services and products also become faulty. Good relations among employees also reduce the number of accidents in the factories. A motivated employee is a loyal employee and to be loyal implies that the employee supports the actions and the objectives of the firm.(Maryam T. Abbah, IOSR)

Internal communication of the organisation plays a dynamic role in the implementation of all ideal motivational practices for better performance at the organization. A Failed Manager is the one who cannot keep the Employees Connected and Concerned through Communication.

CONCLUSION:
It is an unquestionable fact that organisational communication plays a decisive role in employee engagement and performance. The job world confronts the new reality of cost-cutting, layoffs, increased workload, longer hours at workplace and a greater emphasis on performance, risk-taking, and flexibility. There are instances of workplace grievances and harassment and the have been policies and laws to put a check on the same. The panacea lies in the participation of employees in this exercise. A reorientation of the perplexed employees is done when communication channels inform and motivate the people who adapt more readily. Unfortunately, today’s organisations are run by multi and cross-functional teams which show little tolerance for unquestioned authority. To deal with this situation, the art of persuasion, one of the objectives of communication, and the effort to find the correct handling of emotions are necessary.

It is not enough for communication to be a one-way process. There has to be downward and upward communication. There has to be a diagonal journey of communication and interaction. The flow of communication must be multi-dimensional to facilitate the objective of healthy employee relations. Mutual trust, teamwork, empathy and dedication are the touchstones of the whole structure of human resource management.

The greatest investment you can make is in people. The people who work for you and with you are the actual drivers of progress than the profit margins you keep on counting. A Businessman has options to invest in people or papers. One who trusts in the sustainability of skills goes for the people and the progress on papers also follows.(Parveen Kumar, Train Your Team and Win

Furthermore, it allows for a consistency of action, and it may stimulate a greater commitment on the part of employees. Ingenious suggestions from employees help management in effective decision making and improvement of the organisation becomes a possibility. The employers must understand the dissertation that adding value to your team, automatically adds value to the product. Hence, the panacea for sustainable organisation success definitely is the strength of employee relations at the workplace.

REFERENCES


