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## Innovative Practices in Employee Relationship Management

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### Abstract

#### Concept of Innovative practices

“Manage Men tactfully” and maintain cordial relation with employees, because they are the sole of the organization. In any organization 4M’s are plays an important role, they are Men, Money, Machine, Material. Men are very important and essential to motive and achieve the common goal of the organization.

Innovative practices in employee relationship management are mandatory for organizations to survive in the high technology atmosphere of the 21<sup>st</sup> century in Global market. Most organizations are looking for ways to improve their ability to create ideas and to develop the best environment for idea creation. More organizations are turning to the practice of knowledge management for sharing experiences and expertise, integrating knowledge, and generating new knowledge.

#### Objectives Employees relationship Management

The main objective of Employee relationship management is a general term that means a lot of different things to a lot of different people. For most companies, relationship management centers on items like attracting and retaining employees. Common measures of the effectiveness of these relationships include time to hire, turnover and employee satisfaction.

#### Honest Communication

Communication is critical to establishing strong employee relationships. Managers must be committed to communicating regularly and honestly with employees about the issues that impact their work. The more open organizations can be, the more likely they are to establish strong relationships that lead to increased loyalty and productivity among employees and decreased turnover and dissatisfaction.

#### Methods of information Systems

In employee relationship management classification we may include many information system. System, Workforce System, Knowledge, Social software.

The key idea is that a good management of the relationship with employees has a great value for the company and is a driver of performance improvement both in individual and in teams.

The employee relationship management are one of the social software tools that a company needs for the development of the Human Capital Management toward an Employee ship approach - where the main objective is to achieve a working environment that stimulates involvement among employees and managers.

#### Conclusion

This article will focus on the innovative practices to be adopted in all the organizations according to the Global Competitions and the goal to be achieved by investing minimum to get maximum benefit in all circumstances.

**Keywords:** Innovative Practices, Employee Relationship, Management

### Introduction

“Managing men at work place with good leadership quality is very difficult” Management is nothing but “Managing men Tactfully” and to maintain cordial relation with the employees is one of the most important process that may be achieved by the innovative practices. In all the organizations 4 M’s are playing an important role they are Men, Money, Machine and Material in which the first element i.e. Men is a prime factor and most important to achieve the common goal of any organization.

Innovative practices in employee relationship management are mandatory for organizations to survive in the high technology atmosphere of the 21<sup>st</sup> century in Global market. Most organizations are looking for ways to improve their ability to create ideas and to develop the

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best environment for idea creation. There is saying that "Ideas are ruling the world", so more organizations are turning to the practice of knowledge management of sharing experience and expertise, integrating knowledge, and generating new knowledge.

According to Porter, innovation is a new way of doing things that is commercialized. The new knowledge can be technological or market related. Technological knowledge refers to components, processes, and linkages that contribute to an output. Market knowledge refers to the expertise of the specific market dynamics such as distribution channels and customer expectations.

Employee's relationship management is a process that companies use to effectively manage all interactions with employees, ultimately to achieve the goals of the organization. The human resources department can play a critical role in this process, both in terms of training and coaching managers and executives on how to effectively establish and nurture relationships with employees and in measuring and monitoring those relationships to determine whether objectives are being met. It also includes some important steps like, Identifying objectives, determining employee's needs, balancing work and life needs, open, honest communication, measuring and monitoring results and relationships are interpersonal.

### **Concept and Objective of Innovative Practices**

Innovative practices are nothing but to find out the new technique to adopt and achieve the common goal of the organization. "Work is worship" Kayakave Kailas this concept of Lord Basavanna of 12<sup>th</sup> Century may also inspire the innovative process in an organization to develop work culture, everybody having their own responsibility. Lord Basava preached that every person, whether high or low, rich or poor, skilled or unskilled must work and earn own livelihood by self-confidence.

Motivating the men in the organization is the main aim of innovative process. Organizations needs are a better understanding of how knowledge management is related to the innovation process and how it can be used to help foster innovation within organizations. This article will examine the relationship between knowledge management and innovation to create a working model that will assist organizations in building innovative qualities and knowledge management practices into their business processes.

Over the past three decades the world has seen enormous growth in information and technology. This information boom has demonstrated rapid advancement in electronics, computing, communications, and data capture. While organizations demand the latest and the greatest information gathering they often struggle with how to handle the information overload and to turn the information into knowledge i.e. actionable information. To gain this efficiency, processes and procedures are developed and refined. The refinement of these procedures is a function of operational stability and profit, which in today's environment of immediate returns often becomes the focus for management. More often than not the result is process rigidity and stagnation of entrepreneurial thought. So it should come as no surprise those organizations of today that have become market leaders are not necessarily the organizations that produce the next generation of products and services. In their quest to become established companies they lose the innovative qualities that spawned the

organization in the first place. This means that companies need not only turn their attention to improving efficiency and productivity, but to develop innovation mechanisms to stimulate knowledge creation, sharing and integration.

Innovation is the use of new knowledge to offer a new product or service that customers want. It is invention plus commercialization Amidon defines the fundamentals of knowledge as data, information, then knowledge, she notes, "Data is a base representation of fact, information is data with context, and knowledge is information with meaning fully actionable. It is not by coincidence that 'knowledge' is used so heavily in the descriptions of innovation.

According to Prusak knowledge as a fluid mix of framed experience, values, contextual information, and expert insight that provides a framework for evaluating and incorporating new experiences and information. Knowledge management includes two aspects, 'managing' the knowledge that already exists in the organization. Knowledge management is providing the right information to the right people at the right time. Most companies that have knowledge management programs emphasize knowledge sharing and integration which is what is referred to as first generation knowledge management. Companies are now just beginning to put more effort in the knowledge management programs in the area of knowledge creation and learning which is referred to as second generation knowledge management.

In order to stimulate the invention part of innovation the organization needs to have innovation mechanisms that support knowledge creation, sharing, and integration. Thus, innovation is one of the objective knowledge management programs.

### **Innovative Employee Practices**

Innovative Employee Practices places tremendous value on providing Quality, Service, and Innovation through employees possessing and exhibiting the right Attitude and who take Ownership and Accountability for their work product. So the organization adopting policies and program to attract and retain a dedicated, loyal and long-term work force.

### **Open Door Policy**

The most important work policy is The Open Door. It is most important policy because it allows employees to go to any member of management (including company owners and executives) to address any issue, concern, or suggestion directly. This line of direct communication is one of our fundamental strengths as it guarantees that every employee has a voice and will be heard.

### **Innovative Employee Programs**

We offer innovative programs to our employees to foster long-term employment satisfaction and high employee retention. Tanimura & Antle employees enjoy a wide range of benefits. Unlike many other agricultural companies, our seasonal work force is not excluded from benefits, but rather offered additional benefits to reward the special contributions that they bring to the success of our company.

### **Some of these benefits include**

- A comprehensive benefit package that includes medical, dental, vision and life insurance.
- A retirement plan and matching contribution program.

- A discretionary profit sharing program.
- A cost free Employee Assistance program (EAP).
- Access to an on-site preschool and childcare facility with licensed, bilingual instructors.
- Scholarships to the children of employees going to college.
- Free voluntary bus transportation to all of the harvest locations.
- An effective safety program that rewards employees who are accident free.
- Regular opportunities and training for advancement.
- Paid holidays, paid jury leave and paid bereavement leave.
- Service bonuses and end-of-season incentive pay.
- An annual orientation program communicating the above in both English and Spanish.

Innovative Practice may include the following Principles:

- **Division of Work.** Specialization allows the individual to build up experience, and to continuously improve his skills. Thereby he can be more productive.
- **Authority.** The right to issue commands, along with which must go the balanced responsibility for its function.
- **Discipline.** Employees must obey, but this is two-sided: employees will only obey orders if management plays their part by providing good leadership.
- **Unity of Command.** Each worker should have only one boss with no other conflicting lines of command.
- **Unity of Direction.** People engaged in the same kind of activities must have the same objectives in a single plan. This is essential to ensure unity and coordination in the enterprise. Unity of command does not exist without unity of direction but does not necessarily flows from it.
- **Subordination of individual interest** (to the general interest). Management must see that the goals of the firms are always paramount.
- **Remuneration.** Payment is an important motivator although by analyzing a number of possibilities, Fayal points out that there is no such thing as a perfect system.
- **Centralization** (or Decentralization). This is a matter of degree depending on the condition of the business and the quality of its personnel.
- **Scalar chain** (Line of Authority). A hierarchy is necessary for unity of direction. But lateral communication is also fundamental, as long as superiors know that such communication is taking place. Scalar chain refers to the number of levels in the hierarchy from the ultimate authority to the lowest level in the organization. It should not be over-stretched and consist of too-many levels.
- **Order.** Both material order and social order are necessary. The former minimizes lost time and useless handling of materials. The latter is achieved through organization and selection.
- **Equity.** In running a business a ‘combination of kindness and justice’ is needed. Treating employees well is important to achieve equity.
- **Stability of Tenure of Personnel.** Employees work better if job security and career progress are assured to them. An insecure tenure and a high rate of employee turnover will affect the organization adversely.
- **Initiative.** Allowing all personnel to show their initiative in some way is a source of strength for the organization. Even though it may well involve a sacrifice of ‘personal

vanity’ on the part of many managers.

- **Esprit de Corps.** Management must foster the morale of its employees. He further suggests that: “real talent is needed to coordinate effort, encourage keenness, use each person’s abilities, and reward each one’s merit without arousing possible jealousies and disturbing harmonious relations.”

## **Meaning & Importance of Employee Relations Management**

### **Meaning of Employee Relations**

Every individual shares a certain relationship with his colleagues at the workplace. The relationship is either warm, bad. The relationship can be between anyone in the organization - between coworkers, between an employee and his superior, between two members in the management and so on. It is important that the employees share a healthy relationship with each other to deliver their best performances

An organization can't perform only with the help of chairs, tables, fans or other non-living entities. It needs human beings who work together and perform to achieve the goals and objectives of the organization. The human beings working together towards a common goal at a common place (organization) are called employees. In fact the employees are the major assets of an organization.

The success and failure of any organization is directly proportional to the labor put by each and every employee. The employees must share a good rapport with each other and strive hard to realize the goal of the organization. They should

Complement each other and work together as a single unit. For the employees, the organization must come first and all their personal interests should take a back seat.

### **Employee relationship management**

**Employee relationship management refers to managing the relation between the various employees in an organization.** The relationship can be between employee and the employer as well as between employees at the same level.

### **Employee relations refer to the relationship shared among the employees in an organization.**

The employees must be comfortable with each other for a healthy environment at work. It is the prime duty of the superiors and team leaders to discourage conflicts in the team and encourage a healthy relationship among employees.

### **An employee must try his level best to adjust with each other and compromise to his best extent possible.**

If you do not agree to any of your fellow worker's ideas, there are several other ways to convince him. Sit with him and probably discuss with him where he is going wrong and needs a correction. This way he would definitely look up to you for your advice and guidance in future. He would trust you and would definitely come to your help whenever you need him. One should never spoil his relations with his colleagues because you never know when you need the other person. Avoid using foul words or derogatory sentences against anyone. Don't depend on lose talk in office as it spoils the ambience of the place and also the relation among the employees. Blame games are a strict no in office.

**One needs to enter his office with a positive frame of mind and should not unnecessarily make issues out of small things.**

It is natural that every human being can not think the way you think, or behave the way you behave. If you also behave in the similar way the other person is behaving, there is hardly any difference between you and him. Counsel the other person and correct him wherever he is wrong.

It is of utmost importance that employees behave with each other in a cultured way, respect each other and learn to trust each other. An individual however hardworking he is, cannot do wonders alone. It is essential that all the employees share a cordial relation with each other, understand each other's needs and expectations and work together to accomplish the goals and targets of the organization.

Employees are the major assets of an organization. It is essential that the employees perform together as a collective unit and contribute equally towards the realization of a common goal. No task can be accomplished if the individuals are engaged in constant conflicts and misunderstandings. It has been observed that targets are achieved at a much faster rate if the employees work together and share a warm relationship with each other. Employees must be comfortable with each other to deliver their best and enjoy their work.

### **Management**

Management is nothing but a technique which brings people together on a common platform and guides them so that they achieve their desired targets without fighting with each other. In a layman's language, management is nothing but managing things effectively so that tasks are accomplished without any hassles and confusions. Management is required everywhere.

Fayal's definition of management roles and actions distinguishes between **Five Elements**:

1. **Prevoyance.** (Forecast & Plan). Examining the future and drawing up a plan of action. The elements of strategy.
2. **To organize.** Build up the structure, both material and human, of the undertaking.
3. **To command.** Maintain the activity among the personnel.
4. **To coordinate.** Binding together, unifying and harmonizing all activity and effort.
5. **To control.** Seeing that everything occurs in conformity with established rule and expressed command.

How do you think such a smooth coordination is possible? Not a single moment, there was any confusion. All this is possible through management. Everything was well managed and organized effectively to avoid confusions and meet the ultimate objective of the store ie selling the product as well as making the customer happy.

**Employee relationship management is an art which effectively monitors and manages the relation between individuals either of the same team or from different teams.** Employee relationship management activity helps in strengthening the bond among the employees and ensures that each one is contented and enjoys a healthy relation with each other.

Employee relationship management includes various activities undertaken by the superiors or the management to develop a healthy relation among the employees and extract

the best out of each team member.

Let us go through certain activities which are imperative for a healthy employee relationship management:

- **Transparency in communication is of utmost importance for a healthy employee relationship management.** A single point of contact must be assigned who should be made responsible for handling queries of all the team members and escalating it to the seniors..
- **Encourage group activities at the workplace.** Motivate individuals to work together probably in a group so that the comfort level increases. The more they talk, the more they get to know each other. Give them a target, a deadline and ask them to take each other's help and reach to a conclusion. They would definitely come closer this way and start trusting each other more.
- **Assign challenging work to your team members so that they feel motivated to deliver their level best.** Do not assign something which they do not find interesting. The responsibilities must be divided equally among the team members and no employee should be overburdened. Every employee should be aware of his key responsibility areas to avoid confusions. No way should the work get monotonous.
- **The concept of workstations and cubicles must be promoted rather than closed cabins.** People sitting in closed cabins tend to get cut off from rest of the employees in the organization and are generally lost in their own sweet world. They would enter their cabins in the morning and come out in the evening and thus sometimes even don't get the opportunity to exchange greetings with their fellow workers.
- **The employees must be motivated to avoid politics and blame games at work.** Such activities are considered highly unproductive and spoil the relationship among the employees. Backbiting is a strict no at the workplace. Avoid getting into unnecessary controversies and useless criticism at work. Respect your team members as well as your superiors. It is important that one trusts his management rather than unnecessarily cribbing and finding faults. Avoid conflicts and try to adjust with each other. It is okay to be friends with your colleagues but don't have unrealistic expectations from anyone.
- **Last but not the least the superiors or the team leaders must not act pricy and try to dominate their team members.** The "Hitler approach" does not work now days. No one should be afraid of his boss, instead treat him as his well-wisher and mentor who is always there to support him. The employees must be able to fall back on their team leader anytime. The team leader must understand the needs and expectations of his employees and should not be too harsh to them. If they want a leave for a genuine reason, do grant them. Don't be after their life if you find them chatting with their family or friends over the phone once in a while or log on to any social networking site. These things are natural but make sure the work does not suffer.
- **Partialities must be avoided for a better employee relationship.** Treat everyone as one and every individual must respect each other's privacy. There is a limit to everything and thus over indulgence in each other's work, too much of a friendly nature should be avoided.

For a better employee relationship management, it is important that employees have a positive frame of mind and don't always consider their colleagues as their enemies. Don't always assume that your fellow team member would say something against you in front of your boss. Avoid disputes, misunderstandings, instead work together, enjoy together and make the organization a better place to work. Employee relationship management is a process that companies use to effectively manage all interactions with employees, ultimately to achieve the goals of the organization. The human resources department can play a critical role in this process, both in terms of training and coaching managers and executives on how to effectively establish and nurture relationships with employees and in measuring and monitoring those relationships to determine whether objectives are being met.

### **Identifying Objectives**

Employee relationship management is a general term that means a lot of different things to a lot of different people. At the outset, it is important to define what is meant by employee relationship management and, specifically, what areas of the relationship will be managed. For most companies, relationship management centers around items like attracting and retaining employees. Common measures of the effectiveness of these relationships include time to hire, turnover and employee satisfaction.

### **Determining Employee Needs**

It is not enough to assume that a company or even its HR professionals know what is important to employees. Needs vary greatly depending on employee characteristics--age, gender, etc.--as well as the type of job being performed. It is a good idea to find out directly from employees what their needs are. You can do this in one-on-one conversations that take place informally throughout the year, during formal employee evaluation meetings and through surveys and polls that can provide a quantitative indication of employee needs.

### **Balancing Work and Life Needs**

There is a widespread recognition in the 21st century that effective employee relationship management requires consideration of the whole employee. That means taking steps to ensure that the employee's work-life needs are well balanced. This can occur through creative staffing that might involve part-time, flextime or even off-site work assignments.

Ultimately, employee relationship management requires the same skills and processes required to manage any relationship; a clear understanding of employees' needs and a desire to meet those needs is foundational. Then steps must be taken to interact effectively with employees through a variety of communication channels, both interpersonal and formal (e.g., intranet site, employee newsletters, etc.). Finally, measurement of the effectiveness of these efforts should be frequent and ongoing, with improvements and adjustments made when results are not showing continual improvement or satisfactory levels of performance.

This involves implementing a dedicated information system for the management of human resources (generally referred to as HRIS), which makes it possible to cover all problems that are related with the relationship between a company and its employees, in particular:

- **Training**, i.e. the preparation of an overall training plan of the company which makes it possible to handle a

catalog of compulsory or optional internships, requests by employees, and tracking of training actions;

- **Pay**, to prepare a statement of payments and mailing of salary bulletins;
- **Recruiting**, in particular follow-up on recruiting interviews and new recruits;
- **Competence and career management**, consisting in the implementation of a competence reference standard which permits improved management of jobs within the enterprise and in-house transfers. The goal is to value human assets by prioritizing the competences, knowledge, and know-how of the employees;
- **Time management**, i.e. the management and quantification of the activity of the employees of the company, in particular with a view to compliance with existing laws (reduction of working hours, payment of overtime, accounting of vacation, work breaks and absences);
- **Internal communication**, which permits sensitization and transversal information, which makes it possible to break the isolation of the different sectors of the enterprise.

### **Honest Communication**

Communication is critical to establishing strong employee relationships. Managers must be committed to communicating regularly and honestly with employees about the issues that impact their work. The more open organizations can be, the more likely they are to establish strong relationships that lead to increased loyalty and productivity among employees and decreased turnover and dissatisfaction.

India is now becoming a major player in the global stage. This change has given lot of opportunities to our country to grow further but it has also posed lot of challenges in front of us, Indian companies have gained the confidence to acquire foreign giant companies and try to establish themselves competitively against their foreign counterparts. at the same time we have to give emphasis on the various challenges before us like the gap between people in the corporate world and those in the rural areas is becoming serious concern and the wage differentials between blue collared workers and senior managers, the candidates having good education and communication skills getting more chance in the job market than other people lesser than them, attrition levels are all time high in India

In view of the above conclusion I would like to suggest some important points for consideration.

- ✓ It is apparent that creative leaders ought to ensure that innovative practices are mandatory for all organizations.
- ✓ For innovation the most important requirements is for leaders to create a culture where innovation is encouraged.
- ✓ India needs at this stage is creative leadership that can provide the right atmosphere to encourage originality and foster innovation.
- ✓ More and more National / International Seminars to be conduct to communicate at large scale to implement in large scale
- ✓ To deliberate exchange and share various innovative practices in all spheres of Management.

It is sincerely hoped that the prompt implementation of the above suggestions will greatly help in the promotion and

motivation of innovative practices in Employee Relationship Management.

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