

Work Culture & Stress Management two parallel crux of Employee Relation leading to sustainable inclusive growth

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Abstract:- In twenty first century the industrial units are surviving because of the combined efforts of management and workers as both accommodate each other as real partners of the business. It is a herculean task for most organizations in the modern era of globalization and competitive business. The world of economy is current dominated by information and communication technology and also very competitive and globalised. The 'work culture' of an organization represents the internal work environment created for operating an organization. Work culture as the system of personality and collectively accepted meanings of work, operating for a given group at a given time. In the globalization era, Employee Engagement is vital tool for nurturing the high productivity and performance to drive the organization towards success. Organizational restructuring is a wider concept and its processes are mergers, acquisitions, privatization, strategic alliances, etc., which include changes in technology, proper allocation of funds for renovation and downsizing and maximum utilization of existing human resources. Simultaneously, it has raised the issues like to what extent the employees will fit in the competition, how much pay they will receive, how their performance will be measured, etc. In the face of a globally expanding and highly competitive world, now the organizations are seeking fundamental insights to help, nurture, harvest, and manage the immense potential of employee's knowledge assets for capability to excel at the leading edge of innovation. It has become more significant for HR professionals to devise new and innovative management practices and ideas towards engaging their employees motivated, satisfied and always available for giving their best efforts towards achieving organizational goals and objectives. Employee engagement is a big and a constant challenge for every organization today whether to talk of any corporate sector or any educational institution. Workplace becomes a much happier place and employees tend to concentrate more on work rather than unproductive things. The subject of employee relations -- also known as industrial relations -- encompasses the relationship between employees and employers. Creation of "emotional ownership" is the key to keep employees motivated & engaged. Employee Engagement is generally the level of commitment and involvement that an employee has towards their organization and its core values and beliefs. Employee engagement refers to a condition where the employees are fully engrossed in their work and are emotionally attached to their organization. Employees must respect each other and come to each other's help whenever required and look forward towards achieving the organization's targets. Stress management refers to a wide spectrum of techniques and psychotherapies aimed at controlling a person's levels of stress, especially chronic stress. Stress in work place hampers the ethical concentration of the worker which leads to damage the effective productivity of the organization and destroys the working environment. Hence, stress management and work culture are two approaches of strategic employee relation leading to inclusive growth to create value for sustainable development.

This paper mainly tries to highlight the major approaches of Strategic Employee Relation which leads to create a value in the workplace of Employee Engagement towards inclusiveness in many global fronts for sustainability in 21st century.

Keywords:- Stress Management, Strategic Employee Relation, Work Culture, Emerging Challenges & Employee Engagement.

I. INTRODUCTION

In recent global scenario the industrial productivity is given key importance which is ultimately based upon the productivity of the employees. The employee productivity is again directly linked to employee well-being. In this context stress management plays a vital role which is one of the holistic approach leading to boosting the work environment of modern industrial set up. In the globalization era, Employee Engagement is vital tool for nurturing the high productivity and performance to drive the organization towards success. It is a

herculean task for most organizations in the modern era of globalization and competitive business. Stress in work place hampers the ethical concentration of the worker which leads to damage the effective productivity of the organization and destroys the working environment. People feel responsible and motivated to do good work and enjoy their work rather than taking it as a burden. Employee Engagement is related to key business measures, including employee turnover and retention, productivity, sales growth, customer satisfaction and total shareholder return.

II. OBJECTIVES

(a) To device work place improvement in relation to stress management of employees

(b) To show by secondary data that in modern industrial set up stress management attracts the attention of industrial leaders to link this concept to improve efficiency and productivity.

III. METHODOLOGY

The above research paper is based on secondary data of different sources of inputs which are as follows: reference books, journals, websites and periodical etc. The whole methodology has depended upon random sampling to collect the various evidences to support the above propositions.

Stress Management- the crux of employee productivity: Stress is the body's reaction to a change that requires a physical, mental or emotional adjustment or response. Stress may be defined as "a state of psychological and / or physiological imbalance resulting from the disparity between situational demand and the individual's ability and / or motivation to meet those demands." Dr. Hans Selye, one of the leading authorities on the concept of stress, described stress as "the rate of all wear and tear caused by life." Stress can be positive or negative. Stress can be positive when the situation offers an opportunity for a person to gain something. It acts as a motivator for peak performance. Stress can be negative when a person faces social, physical, organisational and emotional problems leading to the ultimate failure of the system. Hence tackling the symptoms of stress is of prime importance to gain good accessibility to the productivity of employees.

Causes of Stress:- The main sources or causes of an organisational stress are :-

1. **Career Concern** : If an employee feels that he is very much behind in corporate ladder, then he may experience stress and if he feels that there are no opportunities for self-growth he may experience stress. Hence unfulfilled career expectations are a major source of stress.
2. **Role Ambiguity** : It occurs when the person does not know what he is supposed to do on the job. His tasks and responsibilities are not clear. The employee is not sure what he is expected to do. This creates confusion in the minds of the worker and results in stress.
3. **Rotating Shifts** : Stress may occur to those individuals who work in different shifts. Employees may be expected to work in day shift for some days and then in the night shift. This may create problems in adjusting to the shift timings, and it can affect not only personal life but also family life of the employee.
4. **Role Conflict** : It takes place when different people have different expectations from a person performing a particular role. It can also occur if the job is not as per the expectation or when a job demands a certain type of behaviour that is against the person's moral values.
5. **Occupational Demands** : Some jobs are more stressful than others. Jobs that involve risk and danger are more stressful. Research findings indicate that jobs that are more stressful usually require constant monitoring of equipments and devices, unpleasant physical conditions, making decisions, etc.
6. **Lack of Participation in Decision Making** : Many experienced employees feel that management should consult them on matters affecting their jobs. In reality, the superiors hardly consult the concerned employees before taking a decision. This develops a feeling of being neglected, which may lead to stress.
7. **Work Overload** : Excessive work load leads to stress as it puts a person under tremendous pressure. Work overload may take two different forms :-
 - i. Qualitative work overload implies performing a job that is complicated or beyond the employee's capacity.
 - ii. Quantitative work overload arises when number of activities to be performed in the prescribed time are many.

8. **Work Underload** : In this case, very little work or too simple work is expected on the part of the employee. Doing less work or jobs of routine and simple nature would lead to monotony and boredom, which can lead to stress.
9. **Working Conditions** : Employees may be subject to poor working conditions. It would include poor lighting and ventilations, unhygienic sanitation facilities, excessive noise and dust, presence of toxic gases and fumes, inadequate safety measures, etc. All these unpleasant conditions create physiological and psychological imbalance in humans thereby causing stress.
10. **Lack of Group Cohesiveness** : Every group is characterised by its cohesiveness although they differ widely in degree of cohesiveness. Individuals experience stress when there is no unity among the members of work group. There is mistrust, jealousy, frequent quarrels, etc., in groups and this lead to stress to employees.
11. **Interpersonal and Intergroup Conflict** : Interpersonal and intergroup conflict takes place due to differences in perceptions, attitudes, values and beliefs between two or more individuals and groups. Such conflicts can be a source of stress to group members.
12. **Organisational Changes** : When changes occur, people have to adapt to those changes and this may cause stress. Stress is higher when changes are major or unusual like transfer or adaption of new technology.
13. **Lack of Social Support** : When individuals believe that they have the friendship and support of others at work, their ability to cope with the effects of stress increases. If this kind of social support is not available then an employee experiences more stress.

Non-Organisational Stress affecting the employee productivity:-Certain factors outside the scope of an organisation also cause stress. These main sources or causes of non-organisational stress are :-

1. **Civic Amenities** : Poor civic amenities in the area in which one lives can be a cause of stress. Inadequate or lack of civic facilities like improper water supply, excessive noise or air pollution, lack of proper transport facility can be quite stressful.
2. **Life Changes** : Life changes can bring stress to a person. Life changes can be slow or sudden. Slow life changes include getting older and sudden life changes include death or accident of a loved one. Sudden life changes are highly stressful and very difficult to cope.
3. **Frustration** : Frustration is another cause of stress. Frustration arises when goal directed behaviour is blocked. Management should attempt to remove barriers and help the employees to reach their goals.
4. **Caste and Religion Conflicts** : Employees living in areas which are subject to caste and religious conflicts do suffer from stress. In case of religion, the minorities and lower-caste people (seen especially in India) are subject to more stress.
5. **Personality** : People are broadly classified as 'Type A' and 'Type B' depending upon their personality.
 - a. Feels guilty while relaxing.
 - b. Gets irritated by minor mistakes of self and others.
 - c. Feels impatient and dislikes waiting.
 - d. Does several things at one time.

While the '**Type B**' people are exactly opposite and hence are less affected by stress due to above mentioned factors.

Technological Changes : When there are any changes in technological field, employees are under the constant stress of fear of losing jobs, or need to adjust to new technologies. This can be a source of stress.

Career Changes : When a person suddenly switches over a new job, he is under stress to shoulder new responsibilities properly. Under promotion, over promotion, demotion and transfers can also cause stress

Tips to Reduce and Manage Job and Workplace Stress:

Tip 1: Recognize warning signs of excessive stress at work

When you feel overwhelmed at work, you lose confidence and may become irritable or withdrawn. This can make you less productive and less effective in your job, and make the work seem less rewarding. If you ignore the warning signs of work stress, they can lead to bigger problems. Beyond interfering with job performance and satisfaction, chronic or intense stress can also lead to physical and emotional health problems.

Signs and symptoms of excessive job and workplace stress:

<ul style="list-style-type: none">• Feeling anxious, irritable, or depressed• Apathy, loss of interest in work• Problems sleeping• Fatigue• Trouble concentrating	<ul style="list-style-type: none">• Muscle tension or headaches• Stomach problems• Social withdrawal• Loss of sex drive• Using alcohol or drugs to cope
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Tip 2: Reduce job stress by taking care of yourself

When stress at work interferes with your ability to perform in your job, manage your personal life, or adversely impacts your health, it's time to take action. Start by paying attention to your physical and emotional health. When your own needs are taken care of, you're stronger and more resilient to stress. The better you feel, the better equipped you'll be to manage work stress without becoming overwhelmed. Taking care of yourself doesn't require a total lifestyle overhaul. Even small things can lift your mood, increase your energy, and make you feel like you're back in the driver's seat. Take things one step at a time, and as you make more positive lifestyle choices, you'll soon notice a reduction in your stress levels, both at home and at work.

Tip 3: Reduce job stress by prioritizing and organizing

When job and workplace stress threatens to overwhelm you, there are simple steps you can take to regain control over yourself and the situation. Your newfound ability to maintain a sense of self-control in stressful situations will often be well-received by coworkers, managers, and subordinates alike, which can lead to better relationships at work. Here are some suggestions for reducing job stress by prioritizing and organizing your responsibilities.

Time management tips for reducing job stress:

- **Create a balanced schedule.** Analyze your schedule, responsibilities, and daily tasks. All work and no play is a recipe for burnout. Try to find a balance between work and family life, social activities and solitary pursuits, daily responsibilities and downtime.
- **Don't over-commit yourself.** Avoid scheduling things back-to-back or trying to fit too much into one day. All too often, we underestimate how long things will take. If you've got too much on your plate, distinguish between the "shoulds" and the "musts." Drop tasks that aren't truly necessary to the bottom of the list or eliminate them entirely.
- **Try to leave earlier in the morning.** Even 10-15 minutes can make the difference between frantically rushing to your desk and having time to ease into your day. Don't add to your stress levels by running late.
- **Plan regular breaks.** Make sure to take short breaks throughout the day to take a walk or sit back and clear your mind. Also try to get away from your desk or work station for lunch. Stepping away from work to briefly relax and recharge will help you be more, not less, productive.

Task management tips for reducing job stress:

- **Prioritize tasks.** Make a list of tasks you have to do, and tackle them in order of importance. Do the high-priority items first. If you have something particularly unpleasant to do, get it over with early. The rest of your day will be more pleasant as a result.
- **Break projects into small steps.** If a large project seems overwhelming, make a step-by-step plan. Focus on one manageable step at a time, rather than taking on everything at once.
- **Delegate responsibility.** You don't have to do it all yourself. If other people can take care of the task, why not let them? Let go of the desire to control or oversee every little step. You'll be letting go of unnecessary stress in the process.
- **Be willing to compromise.** When you ask someone to contribute differently to a task, revise a deadline, or change their behavior at work, be willing to do the same. Sometimes, if you can both bend a little, you'll be able to find a happy middle ground that reduces the stress levels for everyone concerned.

Tip 4: Reduce job stress by improving emotional intelligence

Even if you're in a job where the environment has grown increasingly stressful, you can retain a large measure of self-control and self-confidence by understanding and practicing emotional intelligence. Emotional

intelligence is the ability to manage and use your emotions in positive and constructive ways. When it comes to satisfaction and success at work, emotional intelligence matters just as much as intellectual ability. Emotional intelligence is about communicating with others in ways that draw people to you, overcome differences, repair wounded feelings, and defuse tension and stress.

Emotional intelligence in the workplace: Emotional intelligence in the workplace has four major components:

- **Self-awareness** – The ability to recognize your emotions and their impact while using gut feelings to guide your decisions.
- **Self-management** – The ability to control your emotions and behavior and adapt to changing circumstances.
- **Social awareness** – The ability to sense, understand, and react to other's emotions and feel comfortable socially.
- **Relationship management** – The ability to inspire, influence, and connect to others and manage conflict.

Tip 5: Reduce job stress by breaking bad habits

As you learn to manage your job stress and improve your work relationships, you'll have more control over your ability to think clearly and act appropriately. You will be able to break habits that add to your stress at work – and you'll even be able to change negative ways of thinking about things that only add to your stress.

Tip 6: Learn how managers or employers can reduce job stress

It's in a manager's best interest to keep stress levels in the workplace to a minimum. Managers can act as positive role models, especially in times of high stress, by following the tips outlined in this article. If a respected manager can remain calm in stressful work situations, it is much easier for his or her employees to also remain calm. Additionally, there are a number of organizational changes that managers and employers can make to reduce workplace stress. These include:

Improve communication

- Share information with employees to reduce uncertainty about their jobs and futures.
- Clearly define employees' roles and responsibilities.
- Make communication friendly and efficient, not mean-spirited or petty.

Consult your employees

- Give workers opportunities to participate in decisions that affect their jobs.
- Consult employees about scheduling and work rules.
- Be sure the workload is suitable to employees' abilities and resources; avoid unrealistic deadlines.
- Show that individual workers are valued.
- Offer rewards and incentives.
- Praise good work performance, both verbally and officially, through schemes such as Employee of the Month.
- Provide opportunities for career development.
- Promote an "entrepreneurial" work climate that gives employees more control over their work.

Cultivate a friendly social climate

- Provide opportunities for social interaction among employees.
- Establish a zero-tolerance policy for harassment.
- Make management actions consistent with organizational values.

Hence, Coping with work stress in today's uncertain climate is a challenging task for the organization. For workers everywhere, the troubled economy may feel like an emotional roller coaster. "Layoffs" and "budget cuts" have become bywords in the workplace, and the result is increased fear, uncertainty, and higher levels of stress.

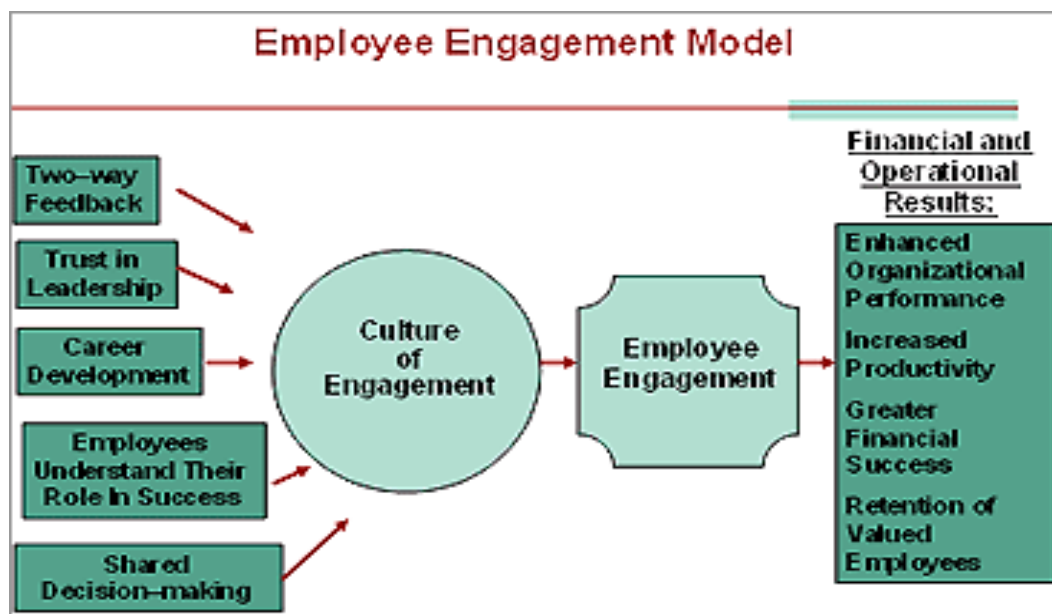
Strategizing the right equilibrium in employee relation: With the growing sickness in Indian industry, the role of the trade union field worker is changing. Union activists need to spend more time scanning the environmental changes, diagnosing the performance at economy, industry, and enterprise level, liaising with banks, financial institutions, etc. rather merely concentrating on their relations with members and the employers (Venkata Ratnam, 2006, p.649). The reduced importance of public sector enterprises and manufacturing sectors in the economy have changed and reduced role of trade unions. In future the trade unions would adopt a cooperative attitude towards the employers or management in contrast to the previous

confrontationist attitude (Jyothi and Venkatesh, 2006, p.363). The organizations streamline employee relations procedure and practice and to reduce the number of different sets of conditions of employment through the approach of single union and single table arrangements. At the core of this is a fundamental shift in the relationship between employers and trade unions, following the gradual realization that the interests of all are the best served through harmonious rather than adversarial employee relations (Pettinger, 1999, p.313). The employers gained assistance from the unions in implementing their corporate programmes, where as the unions enjoyed additional opportunity for enhancing their power through widening the scope of negotiation into new issues other than traditional bread and butter issues (Satray and Parasuraman, 2007, p.613). The increasing adoption of the problem solving, smoothing and compromising modes can also be attributed to the gradual upward shift in employee education, skills and income levels. People possessed of technical skills and knowledge together with sound and mature judgement can be involved in the decision-making process, and their suggestions, view points and feelings are to be duly valued by superior managers (Samantara, 2003, p.452). Today's leaders need to listen to what their members have to say and satisfy their expectations concerning direct voice and direct involvement in the union activities. Demand for better wages and benefits must be accompanied by efforts to improve the health and efficiency of the organization as enterprise success and security and well-being of the employees are inter-twined (Venkata Ratnam, 2006, p.9). Union leaders need to create a new model of worker representation if they plan to survive in twenty first century. Although employers clearly need to consider labour relations from strategic perspective, union representatives must do so even more if they are to keep their unions viable for tomorrow's organizations (Mello, 2003, p.360). Employee relations is part of the company that is supposed to help resolve work related problems and issues. An employee relation means the management relations towards the workers. The relations should be in accordance with the company policy, rules and of regulations. Managing employee relations requires a broad knowledge base that includes expertise in all human resources disciplines: compensation and benefits, workplace safety and risk management, recruitment and selection, training and development. For the organization to perform better it is important that the employees are comfortable with each other, share a good rapport and work in close coordination towards a common objective. People feel responsible and motivated to do good work and enjoy their work rather than taking it as a burden. The relationship between employees working in a common organization is called as employee relationship. Employee relations representatives may also develop new policies that help to maintain fairness and efficiency in the work place (Gomez-Mejia, Balkin and Cardy, 2005, p.458-459). The management should develop and implement adequate HR strategies such as empowerment, joint decision making, multiskilling, etc. for optimum utilization of existing human resources in the competitive environment (Saini, 2000, p.55-59). The organizations should change the HR/IR strategies and practices keeping in view continuous improvement of employees through training and retraining programmes, steps for empowerment and involvement of employees, team work and joint decision making, communication of vision and mission of the organization to employees and proactive management will bring healthy labour-management relations scenario which lead towards sustainability of the business units in the present competitive situation (Sodhi, 2000, p.138-142).

Leading to soothing ergonomics- the basic requirement: Work culture is a combination of qualities in an organization and its employees that arise from what is generally regarded as appropriate ways to think and act. Gareth Morgan describes culture as "an active living phenomenon through which people jointly creates and recreates the worlds in which they live." (Morgan, 1997). Morgan says: The "work culture" of an organization is a product of its history, traditions, values, and vision. "a pattern of basic group assumptions that has worked well enough to be considered valid, and, therefore, is taught to new members as the correct way to perceive, think and feel." Culture can encourage openness, knowledge sharing and mutual support among employees, while generating attitudes like altruism, trust, error tolerance, and understanding. According to Sinha, "Work culture means work related activities and the meanings attached to such activities in the framework of norms and values regarding work. These activities, norms and values are generally (but not always) contextualized in an organisation. To sum up, work culture refers to the norms, values, attitudes, ideologies and involvement of people in the organisation. Work culture in an organisation is shaped (a) partly by the culture of the society (its norms, values and ways of doing things) in which it functions and (b) partly by its internal management involving people (decision-making, motivation, etc. through participation) which reflects the nature of organisational climate prevailing in an industrial unit.

Employee Engagement-the key factor in competitive advantage: "Employee Engagement is an 'outcome based' concept. This term is used to describe the degree to which employees can be ascribed as

‘aligned’ and ‘committed’ to their organizations such that they are at the most productive.” (The International School of Human Capital Management- Definition released in 2006). Employees are engaged when many different levels of employees are feeling fully involved and enthusiastic about their jobs and their organizations. Engagement is the willingness and ability to contribute to company success, the extent to which employees put discretionary effort into their work, in the form of extra time, brainpower and energy" according to a Towers Perrin study. The extent to which employees commit to something or someone in the organization, and how long they stay as a result of that commitment, Corporate Executive Board. Driving performance and retention through employee engagement.(2004). Washington, DC. Loyal employees (versus satisfied employees) stay because they want to. They go above and beyond the call of duty to further their company’s interests. Walker loyalty report. (2003, September). Indianapolis, IN: Walker Information. Engagement is the state in which individuals are emotionally and intellectually committed to the organization as measured by three primary behaviors: Say, Stay and Strive, Employee engagement at double-digit growth companies. (2004). Hewitt Research Brief. The extent to which employees put discretionary effort into their work in the form of brainpower, extra time, and energy, Understanding what drives employee engagement. (2003) Towers Perrin Talent Report. The latest idea is employee engagement, a concept that holds that it is the degree to which an employee is emotionally bonded to his organization and passionate about his work that really matters. The BW-HR Anxi Blessing White, Employee Engagement Survey (2008) shows significant differences between what motivates workers in India and what motivates workers in other countries. The term ‘employee engagement’ represents an alignment of maximum job satisfaction with maximum job contribution. Gallup University, the global pioneer in promoting the concept of employee engagement gas focused on four aspects through their most popular Q12 survey. They are basic needs, Individual contribution, team work, and Growth. The key to employee engagement is creating greater motivation for their work and commitment to their organization. Hence a model can be developed for better understanding.



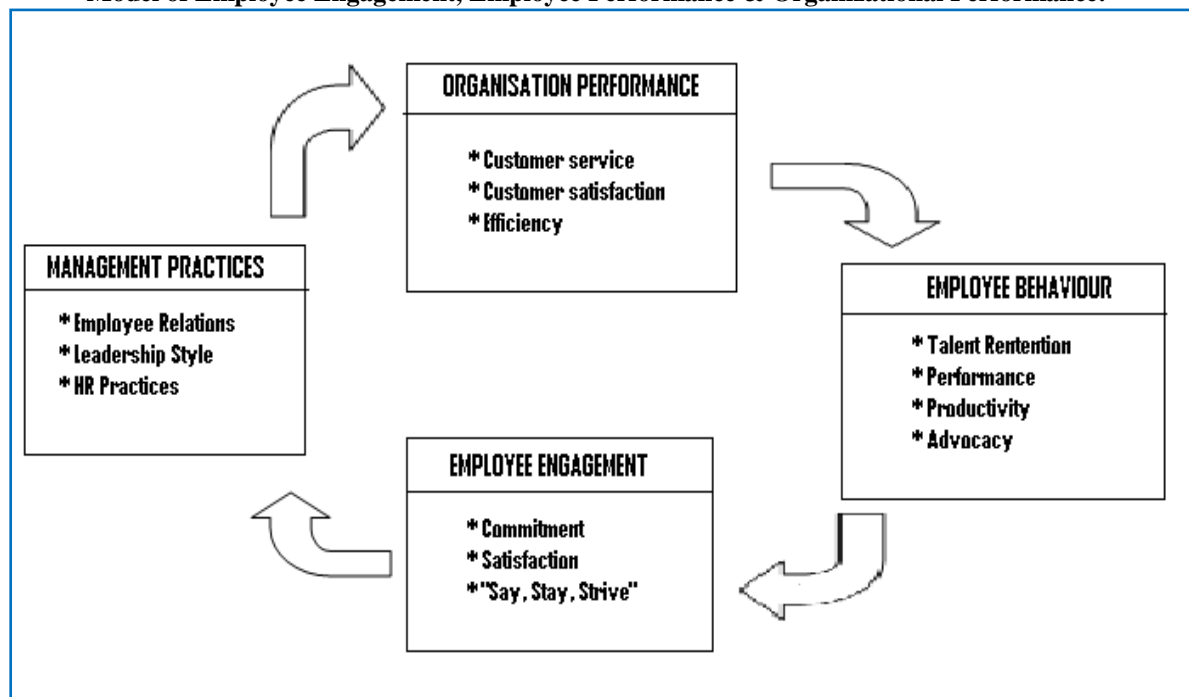
On the left side of the model are the five most important drivers of a culture of engagement. Each driver must be translated into practical systems, practices and structures that are embedded in the organization.

- **Two way feedback:** Most organizations do well in terms of communication down from management to employees. These are mechanisms for employees to communicate up on a regular basis. Relying on a suggestion box and an annual employee survey just doesn't do the job. Two helpful ways to ensure the upward flow of feedback are employee's regular meetings and quarterly, brief, online surveys that capture the changing concerns of employees.

- **Trust in leadership:** Trust can be shattered instantly when executives appear to suddenly change directions or seem to break promises. Building trust is a slower process. Executives build trust by developing a clear vision of the organizations' future and communicating this to all employees.
- **Career development:** Finding—and keeping—quality workers can be difficult for even the most competitive firms. The rules have changed: today, borderless offices include local employees, expatriates abroad, offsite consultants and others, all of whom have different attitudes toward their careers. Engagement levels rise when there is a formal career development system that includes components such as formal career tracks, mobility systems to help employees move about in the organization, and annual career conversations.
- **Employees understand their role in success:** Employees need to understand how their job fits into the big picture and what they must do more of and do differently to help the business succeed. HR can help by clarifying what are the competencies, the capacities that this particular organizations needs to grow and helping employees upgrade their skills to match the needs of the future.
- **Shared decision making:** When employees participate in making decisions, they take feel more engaged in the organization. Decision-making needs to be pushed down to the lowest possible level. It gives them empowerment and enrichment. Employee empowerment emerges as another key value for business success.

The word 'Engagement' has lately become the focus of considerable enthusiasm. For instance, Welbourne (2007) said that engagement is one of the "hottest topic in management"(p.-45). "Employee Engagement first. It goes without saying that no company, small or large, can win over the long run without energized employees who believe in the mission and understand how to achieve it". Consequently, employee engagement has a substantial impact on employee productivity and talent retention. (Bhatnagar- 2007).

Model of Employee Engagement, Employee Performance & Organizational Performance:



According to Gibbons (2006). "Employee engagement is a heightened emotional and intellectual connection that an employee has for his/her, organization, manager, or co-workers that in turn influence him/her to apply additional discretionary effort to his/her work". Gibbons identified top drivers of employee engagement. These include: Trust of Integrity, Nature of the job. The connection between individual and

company performance, Career growth opportunities, pride about the company, Attitude of co-workers / team members, Employee development, and personal relation with the manager.

Strategic Employee Relation and its effect on Employee Engagement:

Strategic employee relations is part of the company's strategy that is supposed to help resolve work related problems and issues. Employee relations mean the management relations towards the workers. The relations should be in accordance with the company policy, rules and of regulations. Managing employee relations requires a broad knowledge base that includes expertise in all human resources disciplines: compensation and benefits, workplace safety and risk management, recruitment and selection, training and development. For the organization to perform better it is important that the employees are comfortable with each other, share a good rapport and work in close coordination towards a common objective. People feel responsible and motivated to do good work and enjoy their work rather than taking it as a burden. The relationship between employees working in a common organization is called as employee relationship. Employee relations are important in an organization due to following reason.

- ✚ A healthy employee relation reduces the problem of absenteeism at the work place
- ✚ Work becomes easy if it is shared among all
- ✚ There are several issues on which an individual cannot take decisions alone
- ✚ 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
- ✚ It is wise to share a warm relation with your fellow workers, because you never know when you need them
- ✚ Healthy employee relations also discourage conflicts and fights among individuals

Factors Influencing Strategic Employee Relations:

Strategic employee relation is influenced by presence of union, extent of communication, prevailing culture, going rate of wage, extent of team work, flexible work practices and treatment of employees.

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

Communication: Communication is a key factor influencing employee relations. Employees who feel they can air grievances, and be heard, typically have higher morale. Effective communication in the workplace involves keeping employees informed of performance expectations and keeping them abreast of any changes in company policy or procedure that may affect them. Open communications, such as in monthly meetings or through weekly memos, assist in alerting management to workplace problems before these problems begin to affect morale.

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

Wages: Wages are a significant factor influencing strategic employee relations. When a company provides employees with industry-standard wages -- or wages that are above industry standards -- employee relations typically run more smoothly. Benefits and bonuses also affect employee relations, as they tend to make employees feel valued and appreciated.

Team Work: Team work has been listed as an important aspect in an organization and should be provided by both the employees and the employer. This is unfortunately one of the aspects that are nearly non-existent in the working environment of many companies (Binkley, 2007; Higgins, 2007) When an employer builds team work capacity, he or she will be in a position to get better production for the employees (Londrie, 2009). It is stated in the centre for management and organization effectiveness (2011) website that team work may experience some difficult challenges.

Treatment of employees: Employees willing to retain their workers and attract other talented ones as well as improve employees engagement in the companies and their jobs must be ready to treat their workers with respect and dignity and also deal effectively with workers who are poor performers (Sirota survey , 2006). If an employer engages with his or her employees and be ready to treat them well, then the latter will definitely make a difference for the organization (SAS Institute Inc., 2011)

Flexible working practices: Flexible working practices include; part time working, term-time working, job sharing, flexi time, compressed hours, annual hours, working from home, tele work and career breaks etc., (CIPD, 2011). It refers to those working practices that are equally agreed between the employer and the employee covering working works.

An organization's effectiveness is measured not in terms of employee performance, but also the level of employee engagement. Employees are said to be totally engaged when they show a positive attitude towards the organization and express a commitment to remain with it and contribute to the organization's operational excellence. Employee engagement refers to a condition where the employees are fully engrossed in their work and are emotionally attached to their organization.

IV. EMBRACING ALL-THE DIRECTION FOR INCLUSIVE GROWTH

Inclusive growth can be availed when strategic employee relation works effectively to creat value for long term growth and sustainability of the organisation. It is the overall growth of the organisation. Inclusive growth not only have a diverse composition, but also are learned-centered which creates value to the organisation and strive to incorporate the needs & viewpoints of diverse communities into all aspects of the organisation. Building inclusive growth for the organisation is a challenge for present organisation and therefore, the business organisations need to strategize for sustaining inclusiveness. Inclusiveness describes how people from all backgrounds are involved in the organisation, how their perspectives are valued, and how their needs are understood. Choosing a right strategy for an organisation can go a long way towards ensuring that inclusions initiatives are effective. Inclusion of talents from diverse backgrounds leads to effective performance.

V. CONCLUSION

The 21st century has brought about the thought of seeking the involvement of employees at the strategic planning level. These changes have had varying effects on all resources, most so on the "human" type. Strategic employee relations planning and decision making should be an important part of an organization's efforts to attract, retain and engage employees in today's competitive environment. Identify the benefits and importance of employee engagement and the value of culture building and find out the internal and external influences that impact on the employee relations environment. However an organization's productivity is measured in terms of employee satisfaction but by employee engagement. Employee is a group phenomenon. Success is about teamwork and about making people feel as a part of the process. The impact and incidence of stress is all-pervasive and its potential negative effects should be effectively tackled by the global front to bring about such a conducive environment that the employees will be at their highest level of motivation leading to ultimate productivity for sustainable of inclusive growth of the organization.

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