

EMPLOYEE RELATIONS



EDUCATION BTEC HND DIPLOMA IN BUSINESS (LEVEL 5) ASSIGNMENT COVERSHEET 2014

UNIT TITLE & CODE	UNIT 24: Employee Relations Unit Code: F/601/1271			LEVEL	5
STUDENT NAME				CREDITS	15
ASSESOR	MS.			STUDENT ID	
ASSESSMENT	ASSIGNMENT		I.V by:		
ASSIGNMENT ISSUE DATE			ASSIGNMENT SUBMISSION DATE	20 th September 2014	3000 words
ASSIGNMENT DISCUSSION DATE(s):			ASSIGNMENT RESUBMISSION DATE		
FINAL GRADE:		ORIGINAL SUBMISSION		RESUBMISSION	

ASSESSMENT CRITERIA TO BE ASSESSED IN THIS ASSIGNMENT

Identify all criteria to be assessed in this assignment

Achieved pass criteria	LO1		LO2				LO3					LO4		
Original Submission	1.1	1.2	2.1	2.2	2.4	2.5	3.1	3.2	3.3	3.4	3.5	4.1	4.2	4.3
Resubmission														

Achieved Pass Criteria	Merit criteria						Distinction Criteria		
	M1	M2	M3	D1	D2	D3			
Original submission									
Re-submission									

AUTHENTICITY STATEMENT

I certify that the attached material is my original work. No other person's work or ideas have been used without acknowledgement. Except where I have clearly stated that I have used some of this material elsewhere, I have not presented it for examination / assessment in any other course or unit at this or any other institution.

Signature:

Date:

Assessment has been internally verified for use

Internal Verifier Name and Signature

Date verified

ASSESOR'S FEEDBACK

GENERAL COMMENTS

SPECIFIC COMMENTS

assignment.lk

HOW TO IMPROVE YOUR ACHIEVEMENTS IN THE FUTURE

ASSESORS SIGNATURE AND DATE

Acknowledgement

Apart from the efforts of me, the success of any project depends largely on the encouragement and guidelines of many others. I take this opportunity to express my gratitude to the people who have been instrumental in the successful completion of this project.

I would like to show my greatest appreciation to I can't say thank you enough for his tremendous support and help. I feel motivated and encouraged every time I attend his meeting. Without his encouragement and guidance this project would not have materialized.

The guidance and support received from all the members who contributed and who are contributing to this project, was vital for the success of the project. I am grateful for their constant support and help.

Thank you.

.....

Table of Contents

Introduction..... 6

 Sustainable E-E relationship 6

Discussion..... 7

Conclusion & Recommendations 9

References..... 11

assignment.lk

Introduction

Here the entire report has aimed at discussing the significance of having better employer-employee relationships within each and every organization while demonstrating the current position of the E-E relationships at the selected organization with the theoretical and practical aspects appropriately. In order to do that, it has selected the Peoples Bank to evaluate the employer- employee relationship within the context here.

For more than five decades XYZ bank has been serving the Nation as one of the premier banking institution and has grown up to become a state giant in the banking industry. With a view to strengthen the co-operative movement and the rural economy and to develop the life style of the rural people, XYZ Bank (PB) was established in 1961 by the Peoples bank act no 29 of 1961 (XYZ Bank, 2011, beginning of a Prospective New Era, p4). The bank was very successful and became the popular banking brand of the Nation ever since. During its early stage XYZ Bank had a rapid growth, the Branch Network started spreading in to villages and the Customer population grew day by day. Being a Government sector bank is the greatest advantage the bank had in its growth since the local community are much relied on the Government sector which attracted more and more people towards XYZ Bank. XYZ bank is holding Fitch rating AA Stable and Ram Rating AAA ((XYZ Bank, Annual Report, 2011, p6) and was awarded the XYZ Service Brand of the year for six consecutive years since 2006 by SLIM Neilson XYZ Awards (Annual Report, 2010, p19) and has positioned itself as the popular bank in the country as well.

Sustainable E-E relationship

Employer- employee relationship can be defined as the relationship, closes or the familiarity between the employer- employees of the organization and the sustainable or strong E-E relationship may also lead to enhance overall satisfaction and the level of motivation and commitment of the employees of the organization. Therefore sustainable E-E- relationship may comprise with five main characteristics such as mutual respect, mutual reliance, openness and communication as well as support or nurturing and the gratitude itself. So it is highly important to have better E-E relationships within the organization for the survival and the growth. When it comes to consider about the practices at Peoples Bank which is aiming to recognize the value of the talented as well as diverse labor force while identifying their

people as the greatest asset and the key of success, it is possible to identify that there is a separate Relationship Manager for developing new relationships within the focus group. Furthermore it can be recognized as the other practices such as equal employment opportunity or EEO as well as the Affirmative Action (AA) principles related to the employment relationships consisting with the processes of hiring & recruitment, promotion, compensations, training and the other non monetary benefits and the models of ER which they are currently executing can be further explained under the part of discussion here.

Discussion

When it comes to identify the old model of the E-E relationship, it can be treated as a model of Leader- Follower which was considered the employee as a submissive while the modern or new model is viewing it as 'Leader- Leader' framework. Because of that the modern organizations have changed their structure while allowing working in flexible hours at flexible locations by its employees. It has lead to enhance the overall effectiveness of the organization to outperform from its rivals as well. On the other hand, under the *Unitary Perspective*; the managers are viewing themselves as only legitimate power and authority source to control the employees while assuming that all employees should share an organizational common goal. But under the *Pluralistic Perspective*, managers are allowed to develop groups and the employees are allowed to elect the informal leaders on themselves. So this leads to achieve the organizational goals as a collective effort of managers and the employees of the organization.

Here the *Trade Union* can be defined as the association of the employees in order to accomplish the common goals. So it has lead to the collective bargaining of the employees to accomplish their goals and objectives. The development of the Trade Unionism has contributed to build up better ER furthermore. It can be identified that the 'Ceylon Labor Union' in year 1922, was the first main labor union in Sri Lanka. So with the legislatures like Trade Union Ordinance in 1935, it has legally allowed for the commencement of the Trade unions at the work place. However with the several fluctuations, the unionism has been emerged gradually and after 1977, there was a radical enhancement of the trade unions in the import and export businesses as well. So this evolution has contributed to the further

development of the employee relations successfully while employees were capable of achieving several labor rights like freedom, flexibility, independence, job security and the equal treatments etc.

When it comes to consider the main parties of the trade unions such as employees, employer and the government; each and every party has separate role relating to the development of the employee relations within the organization. Here the employer or manager must understand their team members while clearly defining tasks according to their interests and specialization. And also he/ she should be a role model and communicate with them in an open forum to establish the transparency, equality and common picture. Further he/ she should have to encourage the healthy competition among the workers as well. Not only that but also the employees should have to be loyalty, trust worthiness and commitment towards the overall organizational well-being in order to build up better employer- employee relationships at the work premises. But the government should have to protect both the employee and employer from the undue influence by each party on the other through the rules and regulations as well.

Furthermore Conflict resolution is highly important at which the employer or managers are trying to arrive at positive resolution always. So there are several procedures that the employer can address the work place conflicts under the different scenarios such as avoidance, collaboration, compromise as well as competing and the accommodation itself. However the collaboration and the compromise can be recognized as the best ways of conflict resolution at the organization as well.

According to the context, it can be identified that the Peoples Bank has used several techniques of establishing better employee relations while appointing a separate manger called relationship manager to improve and develop the employee relations at the work place in an effective and efficient manner. When considering the pay and other benefits of the employees of XYZ Bank it is evident that the bank is providing Pay and other benefits schemes which are in par with the industrial standards. And also as a strategy of XYZ Bank; the employees are rotated within their branches amongst the various departments periodically to reduce their monotonous feelings. Furthermore the bank has organized monthly negotiation sessions with their employees to resolve their grievances at the starting point. There the bank has used the principals of equal employment opportunity or EEO as well as the Affirmative Action (AA) principles related to the employment relationships consisting

with the processes of hiring & recruitment, promotion, compensations, training and the other non monetary benefits in order to ensure better employee- employer relationships at the work premises. Not only that but also the banks '*Grievances Handling Committee*' is fully responsible of resolving the employee grievances successfully.

However in year 2008, the bank has to face to a huge employee conflict with an employee strike since the time intervals for Promotions is fairly long and the absence of a proper Performance Appraisal system has decreased the effectiveness of Promotions as a Motivation tool. Because of that employees were struggling for the timely promotions according to their performances. So here the management has practiced the collaborative procedure for the conflict resolution and they have negotiated with the employees about two weeks. Then they have decide to implement new performance appraisal system called as "Smart five" which is comprising with five main attributes such as team work, commitment, cooperation, goal achievement and punctuality. So the all employees as well as the managers have agreed upon the execution of the newly implemented appraisal system onwards 2009 and made the promotions according to them immediately within 1 year time period. Finally the bank was able to resolve their main conflict in an effective and efficient manner while giving them promotions appropriately at the end of year 2009 itself. Therefore it can be identified that the negotiation as well as the collaborative procedures are highly important and effective with the conflict resolution of each and every organization while building better employer- employee relationships within the premises. Furthermore it is highly required to the modern organizations to have highly satisfied and motivated work force in order to take sustainable competitive advantages in this modern dynamic & complex business world.

Conclusion & Recommendations

Ultimately it can be concluded that it is an essential to maintain better employer- employee relationships within each and every organization in order to recruit and retain talented as well as diversify workforce to outperform in the industry or market. Employees are the invaluable and greatest asset of each and every organization and they are also treated as the key of success since the accomplishment of the organizational goals and objectives are totally depending upon their commitment and the productivity itself. Therefore most of the organizations have already prioritized their employee needs which may determine their satisfaction and the motivation level accordingly. Here the selected organization, Peoples

Bank has used several techniques and the procedures to build up better E-E relationships such as equal employment opportunity or EEO as well as the Affirmative Action (AA) principles, 'Grievances Handling Committee' which is comprising with two general managers and other three staff assistants and appointing a separate manager to develop such relations called as Relationship Manager etc. successfully. Through the usage of these tools and the procedures the bank could be able to overcome their conflicts according to the emerging situations. Here it should have to be noted that the "Peoples Union" has lead to increase the E-E relationships further under the theme of "*Protect Our Bank*". Since the bank has currently using the equality principles within the work premises; it has resulted to reduce the level of employee conflicts to some extent. However the bank has faced with the severe problem of their old appraisal, reward systems and the promotional schemes and it had caused to implement a new appraisal system to the Peoples Bank in year 2009. Furthermore it can be recommended to execute the following strategies in order to improve the existing position related to the employer- employee relationships of the bank in order to outperform at the market;

- Cooperating with the others in order to make unity among the employees while working with them to achieve the common goals
- Displaying strong integrity to the employees in order to improve their confidence and thereby their overall commitment towards the work
- Being a coach as well as a mentor to the employees to develop their personalities and new skills
- Increasing the emotional connections with the employees in a positive manner to prevent the employee frustrations at the work place
- Being an inspirational role model to the employees in order to go hand in hand with the employees
- Motivating the employees further while giving them more incentives to fulfill their physical, psychological, social as well as self esteem and self actualization needs properly.
- Communicating with the employees continually and openly in order to build up positive working culture
- Making timely and transparent gratitude as well as the appreciations in order to increase the employee satisfaction and morale
- Giving the continuous feedback to the employees for the purpose of improve their performance furthermore

- Allocating challenging tasks for the employees to create healthy competition among the workers to outperform

References

- Ckers, Peter; Wilkinson, Adrian (2008), Understanding Employee Relations
- Graham Hollinshead, Peter Nicholls, Stephanie Tailby, (2003), Employee Relations
- Mullins, Laurie J (2005). Management and Organizational Behavior
- Budd, John W. (2004), Employment with a Human Face:
- Commons, John R. (2008), Organizational Goodwill. McGraw Hill.
- Hyman, Richard (2005). employee Relations
- Bruce E. Kaufman (2003), The Origins & Evolution of the Employee relations.
- Kaufman, Bruce E. (2004), Theoretical Perspectives on Work and the Employment Relationship.
- Kaufman, Bruce E. (2004), The Global Evolution of Industrial Relations:
- Kelly, John (2008), Collectivism and Long Waves
- Salamon, Michael (2000), Industrial Relation
- Morrell, Finlay (2011). Employee relations & Staff Motivation
- Paul Blyton, Peter J. Turnbull (2005), The dynamics of employee relations

