



# INTERNATIONAL RESEARCH JOURNAL OF HUMANITIES AND INTERDISCIPLINARY STUDIES

( Peer-reviewed, Refereed, Indexed & Open Access Journal )

DOI : 03.2021-11278686

ISSN : 2582-8568

IMPACT FACTOR : 7.560 (SJIF 2024)

## Fostering Employee Relations for Robust Human Resource Capital with respect Walchandnagar Industry Foundry Division, Satara

**Dr. Sarika Anil Bhosale**

Associate Professor,  
Yashoda Technical Campus, Satara  
(Maharashtra, India)

E-mail: [Sab\\_mba@yes.edu.in](mailto:Sab_mba@yes.edu.in)

**Ms. Priyanka Vilas Phalke**

MBA II,  
Yashoda Technical Campus, Satara  
(Maharashtra, India)

E-mail: [Phalkepriyanka2942@gmail.com](mailto:Phalkepriyanka2942@gmail.com)

DOI No. **03.2021-11278686**

DOI Link :: <https://doi-ds.org/doilink/01.2024-16432699/IRJHISIC2401015>

### **Abstract:**

*Human resource capital encompasses the unique qualities and attributes that individuals bring to the workplace. This includes education, skills, training, experience, creativity, and the ability to innovate as well as employee relation in the organization. It is the intangible asset that contributes to an organization's productivity, efficiency, and overall competitiveness. Present research is about to find out co-relation between employee's relation and managing human capital in organisation. Research study was focused on different aspects of the employee relations in the organization. Problems with respect to employee's communication, employer's equal opportunities, employer's individual development, employee's ideas, organizational policies and the organizational culture in the workplace identified. If organization take corrective decisions as suggested employee relations will be improved and this will also lead to improve interpersonal relations, professional growth and opportunities of employees The end effect of this will be integrated approach towards organizational development which manage human capital.*

**Keywords:** Human Resource Capital, Employees Relations, Productivity

### **Introduction to the Study:**

The company had long held the view that its people were its most valuable resource and the reason it had survived. Because they feel at ease with one another, they love their work and give it their all.

HR departments participate in initiatives aimed at enhancing productivity by means of altering employee relations. An organization's ability to succeed or fail is closely correlated with the labour of each and every employee. Every person at work has a specific relationship with his co-workers. The goal of the HR department's positive employee relations is to enhance the company's

operations.

Human resource capital encompasses the unique qualities and attributes that individuals bring to the workplace. This includes education, skills, training, experience, creativity, and the ability to innovate as well as employee relation in the organization. It is the intangible asset that contributes to an organization's productivity, efficiency, and overall competitiveness.

The relationships that exist between employees inside an organization are referred to as employee relations. There is a positive atmosphere at work because the staff members get along well with one another. The main responsibility of managers and team leaders is to prevent conflict within the group and promote positive working relationships. This will motivate staff members and boost their self-esteem and confidence.

#### **Literature Review:**

(Qureshi, April 2018) Author opine that the Researchers tries to examinethat employee participation influences other aspects of job happiness as well. This study's primary goal was to determine the connections between worker engagement, commitment, job satisfaction, and production.(Joel Chukwuyem Arimie, 2020)) opine that according to the research, treating employees badly and demotivating them further is a result of ignoring their psychological needs, which include the need to be respected, valued, and acknowledged in the workplace. The article suggests that managers should build trusting connections with their employees and create an environment at work where employees feel comfortable doing their jobs. Businesses also seek to create an effective communication framework that encourages understanding and learning among staff members. (Muhammad Shahzad Chaudhry1)in their research they found Employee relations is a collection of organizational procedures and activities that addresses matters pertaining to people, such as hiring, benefits and compensation, performance management, organizational growth, health and safety, administration, and communication. This means that individuals who are separated as staff members should have ties or relationships with one another in order for them to collaborate as a team to complete a task.(Subramanian, 2017)This research paper aims to examine how organizational strategy affects the employer-employee relationship in business organizations and how businesses handle the inherent conflict between the demands of short- and long-term effectiveness and efficiency. (Karnes, 2009)the research further shows that an important factor in the breakdown of employer-employee relationships is the glaring absence of leadership in businesses. in particular, the connection between a leader's emotional intelligence and their lack of leadership. Organizations tend to undertrain and underdevelop employees in social skills like empathy. According to this research, companies that are willing to provide their workers with what they need and want are much more likely to succeed. More significantly, though, these businesses will be acting morally..(Hillary, 2018) in their research

"The Effect of Employee Relation on Employee Morale at St. John's Medical Hospital, Bengaluru"  
view howt effects do employee relations have on workers' morale, and what are the conditions that allow workers to grow in confidence in the company and its employers?.(Ugoani, 2019)they felt that as the research was not comprehensive, more might be done to look into the connection between employee performance and organizational commitment. It has been proposed that in order to improve employee engagement and performance, contemporary firms need to foster an environment of open communication.

### Research Problem:

The rapid advancement of technology, coupled with evolving work dynamics, presents a significant challenge for organizations in maintaining and optimizing their human capital. The constant flux in the business landscape, driven by technological disruptions, automation, and changing employee expectations, necessitates a comprehensive examination of strategies to retain, develop, and harness the potential of human capital within organizations. Maintaining healthy employee relation is one of the tools of the managing human capital in organisation. Most of time it is observed that employee relation adversely affects the productivity of organization. Present research is about to find out co-relation between employee'srelation and managing human capital in organisation.

### Hypotheses of the Study:

H1: Positive employee relations had impact on maintaining human capital in organisation.

H0: Positive employee relations hadno any impact on maintaining human capital in organisation.

### Objectives of the Study:

1. To Study the effect of employee relations on the performance of the organization.

### Research Methodology:

The study is conducted in Satara District State of Maharashtra, India. The research study is descriptive in nature. It uses a Schedule as the research tool. This study focuses on impact of Employee relation on the organization.The specific goal of this research is to comprehend employee relation, factors affecting on employee relation, effect of employee relations on organisation, organisation culture and policies, hence maintaining human capital in organisation.

### Data Analysis:

**Table no. 4.1.1 Opinion about interpersonal relationship in the organisation.**

(n=144)

Sr. No.	Parameter	Mean	Std dev	Rank
1	My senior trusts junior in every aspect.	4.01	0.91	1

2	My subordinates understand need for relevant information.	3.86	0.84	2
3	My subordinates are receptive in evaluation suggestions and criticisms.	3.83	0.93	3
4	Good interpersonal relationships are primarily governed by the reality of the approach and information exchange.	3.71	1.04	4

Source: (Compiled by Researcher)

Above table shows that agreement of respondent towards, the variables regarding. Information about opinion of employees about interpersonal relationship in the organisation. Respondents gives 1<sup>st</sup> rank to the parameter, "senior trusts junior in every aspect." With 4.01 mean score shows that sample are strongly agreed with fact that senior trusts junior in every aspect. Standard deviation is 0.91 shows consistency in opines. Respondents gives 2<sup>nd</sup> rank to the parameter, "subordinates understand need for relevant information" with 3.86 mean score shows that sample are agreed with fact that subordinates understand need for relevant information. Standard deviation is 0.84 shows consistency in opines. Respondents gives 3<sup>rd</sup> rank to the parameter, "subordinates are receptive in evaluation suggestions and criticisms." With 3.83 mean score shows that sample are neutral with fact that subordinates are receptive in evaluation suggestions and criticisms. Standard deviation is 0.93 shows consistency in opines.

It is observed that maximum of the respondents gives 1<sup>st</sup> rank to the parameter, "senior trusts junior in every aspect." with 4.01 mean score shows that sample are strongly agreed with fact that senior trusts junior in every aspect. Respondents gives 4<sup>th</sup> rank to the parameter, "good interpersonal relations are mainly governed by exchange of information and fact of the method" with 3.71 mean score shows that sample are disagree with fact that good interpersonal relations are mainly governed by exchange of information and fact of the method.

**Table no. 4.1.2 Opinion about communication of an organization.**

(n=144)

Sr. No.	Parameter	Mean	Std dev	Rank
1	My senior listens and interacts with me regularly.	3.85	0.98	3
2	My senior open to ideas give by me.	3.88	0.95	2
3	Organization has very effective communication between and across the departments.	3.92	0.93	1

4	Transparency has been maintained in communication.	3.85	0.97	4
5	Communication is used as an effective way of getting relevant feedback and critical information for corrective action.	3.26	1.16	5

Source: (Compiled by Researcher)

Above table shows that agreement of respondent towards, the variables regarding. Information about opinion of employees about interpersonal relationship in the organisation. Respondents gives 1<sup>st</sup> rank to the parameter, "organization has very effective communication between and across the departments." With 3.92 mean score shows that sample are agreed with fact that organization has very effective communication between and across the departments. Standard deviation is 0.93 shows consistency in opines. Respondents gives 2<sup>nd</sup> rank to the parameter, "my senior open to ideas given by me." With 3.88 mean score shows that sample are agreed with fact that senior open to ideas give by juniors. Standard deviation is 0.95 shows consistency in opines. Respondents gives 3<sup>rd</sup> rank to the parameter, "my senior listens and interacts with me regularly." With 3.85 mean score shows that sample are agreed with fact that senior listens and interacts with juniors regularly. Standard deviation is 0.98 shows consistency in opines. Respondents gives

Researcher opines from the collected data that, Respondents gives 1<sup>st</sup> rank to the parameter, "organization has very effective communication between and across the departments." With 3.92 mean score shows that sample are agreed with fact that organization has very effective communication between and across the departments. Respondents gives 4<sup>th</sup> rank to the parameter, "transparency has been maintained in communication." With 3.85 mean score shows that sample are neutral with fact that transparency has been maintained in communication.

**Table no. 4.1.3 Opinion about factors that affecting employee relation in organization.**

(n=144)

Sr. No.	Parameter	Mean	Std dev	Rank
1	Good communication	4.11	0.83	1
2	Great organization culture	3.88	0.87	4
3	Favourable organization environment	3.90	0.99	3
4	Economical climate	3.76	1.05	8
5	Effective managerial styles	3.78	0.99	6

6	Less conflict in organization	3.75	0.90	9
7	Beliefs including ethical and moral perceptions	3.76	0.97	7
8	Statutory regulation	3.80	1.02	5
9	Social and demographical trends	3.63	1.06	10
10	Educational trends	3.96	0.88	2

Source: (Compiled by Researcher)

### Interpretation:

Above table shows that agreement of respondent towards, the variables regarding. Information about opinion of employees about organisation culture and policies. Respondents gives 1<sup>st</sup> rank to the parameter, "good communication" with 4.11 mean score shows that sample are strongly agreed with fact that good communication is the factor that affect employee relation in organisation. Standard deviation is 0.83 shows consistency in opines. Respondents gives 2<sup>nd</sup> rank to the parameter, "educational trends" with 3.96 mean score shows that sample are agreed with fact that educational trends is the factor that affect employee relation in organisation. Standard deviation is 0.88 shows consistency in opines. Respondents gives 3<sup>rd</sup> rank to the parameter, "favourable organization environment" with 3.90 mean score shows that sample are agreed with fact that favourable organization environments is one of the factor that affect employee relation in the organization. Standard deviation is 0.99 shows consistency in opines.

Researcher opines from the collected data that, Respondents gives 1<sup>st</sup> rank to the parameter, "good communication" with 4.11 mean score shows that sample are strongly agreed with fact that good communication is the factor that affect employee relation in organisation. Respondents gives 10<sup>th</sup> rank to the parameter, "social and demographical trends" with 3.76 mean score shows that sample are neutral with fact that social and demographical trends is also affect employee relation in the organization.

**Table no. 4.1.4 Opinion about impact of employeerelation:**

(n=144)

Sr. No.	Parameter	Mean	Std dev	Rank
1	Greater employee performance	3.90	0.82	3
2	Increased satisfaction	3.83	0.98	5
3	Increased loyalty	3.92	1.03	2
4	Reduced workplace conflict	3.80	1.01	6
5	Increased motivation	3.71	0.98	8
6	Trust & confidence amongst employees	3.92	1.00	1

7	A better workplace culture	3.89	0.92	4
8	Increased productivity	3.78	0.98	7

Source: (Compiled by Researcher)

### Interpretation:

Above table shows that agreement of respondent towards, the variables regarding. Information about opinion of employees about interpersonal relationship in the organisation. Respondents gives 1<sup>st</sup> rank to the parameter, "trust & confidence amongst employees" with 3.92 mean score shows that sample are agreed with fact that trust & confidence amongst employees is also have advantage of employee relation in the organisation. Standard deviation is 1.00 shows consistency in opines. Respondents gives 2<sup>st</sup> rank to the parameter, "increased loyalty" with 3.92 mean score shows that sample are agreed with fact that increased employee loyalty towards the organisation is also have advantage of employee relation in the organisation. Standard deviation is 1.03 shows consistency in opines. Respondents gives 3<sup>nd</sup> rank to the parameter, "greater employee performance" with 3.90 mean score shows that sample are agreed with fact that greater employee performance is having advantage of employee relation in organisation. Standard deviation is 0.82 shows consistency in opines.

Researcher opines from the collected data that, Respondents gives 1<sup>st</sup> rank to the parameter, "trust & confidence amongst employees" with 3.92 mean score shows that sample are agreed with fact that trust & confidence amongst employees is also have advantage of employee relation in the organisation. Respondents gives 8<sup>th</sup> rank to the parameter, "increased motivation" with 3.78 mean score shows that sample are agreed with fact that increased motivation of employee in the organisation is also have advantage of employee relation in the organisation.

### One-Sample Statistics

(n=144)

Parameter	N	Mean	Std. Deviation	Std. Error
				Mean
Positive employee relations	144	3.8397	0.71331	0.05944

Source: (Compiled by Researcher)

Above table shows the opinion of samples regarding impact of employees relation on in organisation. The mean score of all 8 variables 3.84 with 0.71 standard deviation reveals the latent variable named Positive employees relations. it shows that samples are agree that positive employees relations are having impact on maintaining human capital in organisation, The test of hypothesis run using one sample 't' test as follows.

### One-Sample Test

(n=144)

Parameter	Test Value = 4					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Average of variables of Impact of Employee relation in organisation	-2.696	143	.008	-0.16028	-0.2778	-0.0428

Source: (Compiled by Researcher)

Table inferred from one sample 't' test, at test value 4 that the calculated value of 't' is -2.696 at 144 degrees of freedom with 't' value is 0.008 signifies that the test is significant hence the null hypothesis is rejected and alternative hypothesis is accepted. The value of 't' is negative hence at left hand side the test is significant hence it statistically evident that alternative hypothesis i.e. Positive employee relations had impact on maintaining human capital in organisation, is accepted.

#### Findings:

1. It is observed that maximum of the i.e., 95% employees which is selected for the studied is the male worker.
2. It is observed that maximum of the i.e., 52% employees which is selected for the studied are between 36 years to 45 years' age group.
3. It is observed that maximum of the respondents gives 1<sup>st</sup> rank to the parameter, "senior trusts junior in every aspect." With 4.01 mean score shows that sample are strongly agreed with fact that senior trusts junior in every aspect. Researcher opines from the collected data that, Respondents gives 1<sup>st</sup> rank to the parameter, "organization has very effective communication between and across the departments." With 3.92 mean score shows that sample are agreed with fact that organization has very effective communication between and across the departments. Respondents gives 4<sup>th</sup> rank to the parameter, "transparency has been maintained in communication." With 3.85 mean score shows that sample are neutral with fact that transparency has been maintained in communication.
4. Researcher opines from the collected data that, Respondents gives 1<sup>st</sup> rank to the parameter, "good communication" with 4.11 mean score shows that sample are strongly agreed with fact that good communication is the factor that affect employee relation in organisation.



5. Researcher opines from the collected data that, Respondents gives 1<sup>st</sup> rank to the parameter, "trust & confidence amongst employees" with 3.92 mean score shows that sample are agreed with fact that trust & confidence amongst employees is also have advantage of employee relation in the organisation.

#### **Suggestion:**

1. Management should display the policy boards at various places in the organization
2. Management should promote teamwork & camaraderie in the organization to improve organization culture.
3. Organization should design career growth plan for individual employees.
4. Management should provide opportunities for greater responsibility, promotion, value- added jobs, meaningful and worthwhile job for employees.

#### **Conclusion:**

Research study was focused on different aspects of the employee relations in the organization. Problems with respect to employee's communication, employer's equal opportunities, employer's individual development, employee's ideas, organizational policies and the organizational culture in the workplace identified. If organization take corrective decisions as suggested employee relations will be improved and this will also lead to improve interpersonal relations, professional growth and opportunities of employees The end effect of this will be integrated approach towards organizational development which manage human capital.

#### **References:**

1. Dr. D. S. Chaubey, N. M. (2017). Analysis Of Employee Relationship Management And Its Impact On Job Satisfaction.
2. Hagos Brhane, S. Z. (April 2018). A Literature Review on the Effects of Employee Relation on Improving Employee.
3. Hillary, N. (2018). The Effect of Employee Relation on Employee Morale at St. John's Medical Hospital, Bengaluru. *International Journal of Engineering Technology Science and Research* , 369-373.
4. Hillary, N. (March 2018). The Effect of Employee Relation on Employee Morale at St.
5. Joel Chukwuyem Arimie, A. O. (2020). Assessing Employee Relations and Organizational.
6. Joel Chukwuyem Arimie, A. O. (2020). Assessing Employee Relations and Organizational. *International Journal of Applied Research in Business and Management* , 1-17.
7. Karnes, R. E. (2009). A Change in Business Ethics: The Impact on Employer–Employee Relations.
8. Karnes, R. E. (2009). A Change in Business Ethics: The Impact on Employer–Employee

Relations. *Journal of Business Ethics* , 189–197.

9. Muhammad Shahzad Chaudhry<sup>1</sup>, F. S. (2013). Impact of Employee Relation on Employee Performance in Hospitality Industry of Pakistan.
10. Muhammad Shahzad Chaudhry<sup>1</sup>, F. S. (2013). Impact of Employee Relation on Employee Performance in Hospitality Industry of Pakistan. *Entrepreneurship and Innovation Management Journal* , 60-72.
11. Qureshi, K. K. (April 2018). Impact of Employee Participation On Job Satisfaction, Employee Commitment And Employee Productivity. *International Review of Business Research Papers* , 54-68.
12. Subramanian, D. K. (2017). Employer Employee Relationship And Impact On Organization Structure And Strategy . *International Journal Of Innovative Trends In Engineering (IJITE)* , 39-45.
13. Subramanian, D. K. (2017). Employer Employee Relationship And Impact On Organization Structure And Strategy.
14. Ugoani, J. (2019). Managing Employee Relations and Its Effect on Organizational Success. *International Journal of Social Sciences Perspectives* , 1-10.
15. Ugoani, J. (February 2020). Managing Employee Relations and Its Effect on Organizational Success.

