

Dynamic Trust Relationship Between Employees And Employer For Bilateral Sustainable Growth

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Abstract

The prime goal of an employer is the growth and development of his organization in terms of business. The development of business is an outcome of the efforts by the devoted employees of the company. To bring the most productive outcome of the employee employer makes the use of tools of human resource management. Employees are the major reason behind the contribution that an organization makes, is the biggest realization by an employer and hence he/she carries out all the possible efforts that helps an employee flourish in an organization. This paper chalks out various points and parameters that define the sustainable growth of an employee leading in turn the overall development of organization. Healthy and productive relationship between an employee and the employer is the major reason that can help an organization to achieve heights. We carry out extensive study about the same and also propose the model that can help and employer and an employee strengthen their bilateral ties

1. Introduction

The foundation of the business depends on how the organization flourishes from within and the grounds over which the nourishment of an organization is dependent is the good and healthy relationship between employee and employer. There was a time when employee used to job as a passion and not passion as a job. This was the reason why people used to be very much inclined towards their professions and did wonders. However over the period of time, there was a trend when the employer treated their employees just like machines to get the job done no matter what. This trend continued to stretch very far till the extent people lost their interest in daily 9am to 6pm job and shifted their focus to entrepreneurship to pursue their passion as their career. The healthy relationship between an employee and employer is maintained using Human Resource (HR) department. H.R. department is the mediator between the employer and employees. Usage of following recent techniques of human resource management are made extensively:

1.1 Employees For Lease

Employee leasing organization will provide expert advice, consultancy and further they will also supply human resource for executing their projects. These organizations employ different kinds of candidates and lease them to various organizations.

1.2 Moonlighting By Employees

This is a situation which arises among employees on account of dissatisfaction from present wage and salary structure. They feel that employer enjoys the increased profit and that they are being exploited by the employer. Consequently they agitate for hike in wages or take up another part time job or business simultaneously with that of the original job. This is also known profoundly as double jobbing.

1.3 HR Accounting Audit And Research

Human research accounting is a sophisticated way to measure the effectiveness of personnel management activities and the use of people in an organization. A specialized human resource audit continually attempts to quantify the value of organizational human resources. Research is also an important concept in human resource management for the department of the human resources.

1.4 Quality of work Life

Human resource departments are involved with efforts to improve productivity through changes in employee relations. Quality of work life means having good supervision, good working conditions, good pay and benefits and interesting, challenging and rewarding job.

Having discussed above pointers, there is need of proper need of recruitment techniques so that the appropriate candidate is selected. Recruitment of the candidate does not only depend on the skillset for which the company is looking for but also over the behavioral aspect of the candidate as well. Following mentioned are the few pointers that need to be taken care of to maintain the sound relationship between employees and employer.

2. Proper Recruitment

Sound relationship between employees and employer is an outcome of proper recruitment. Recruitment is the first stage of contract between the company and the prospective employees. A well planned and well managed recruiting effort will result in high quality employees to an organization. The failure to generate an adequate number of reasonably qualified applicants can prove to be costly affair, complicating the selection process and may result in lowering of selection standards. The selection of candidate with the right combination of education, work experience, attitude and creativity will not only increase the quality and stability of the workforce, but also play a large role in realizing the management strategies and plans. The human resource manager has to search for suitable candidates from various sources. The sources of recruitment can be broadly divided under the heads, internal and external sources that are explained further

2.1 Internal Sources Of Recruitment

In this form of recruitment, recruitment takes place within the concerned organization. It includes personnel already on the payroll of an organization. The traditional internal sources are primarily the transfer, promotions and re-employment of an ex employees. Employee referral is a modern internal source for recruitment.

2.2 External Sources Of Recruitment

These have to be solicited from outside the organization. External sources are external to a concern. The same sources lie outside the organization. Situations where vacancies at the lowest level need to be made, recruitment is required at the time of expansion or where job specification can not be satisfied by the current employees, external sources are required to be tapped. Campus recruitment, employment exchange, unsolicited applications, labor contractors, advertisement, trade unions, professional organizations, walk in interviews, e-recruitment and outsourcing are few instances of external sources of recruitment.

However, there is no hard and fast rule that states whether recruitment should be internal or external or exclusive to each other. The ultimate goal of the recruitment is to make sure that

candidate(s) appropriate to the skill set are hired no matter whatsoever is the method of recruitment, may be internal or external, and management policy regarding the same should be flexible and adapted to the situation. The proper recruitment, affect on good relationship between employee and employer.

3. Perfect Selection

Proper selection of employees for the various job positions in an organization is of the most importance. The process of recruitment helps an organization to create a pool of prospective employees that can benefit company in innumerable manner. In selection process, the HR manager makes an attempt to identify and employ the right candidate at the right time for the right position. The primary aim of selection is to choose those candidates which are most likely to perform their duty with maximum efficiency and remain with the company for a long time thereby creating the long lasting impact healthy relationship with the company.

Selecting the right people is critical for the successful strategy implementation. The organization's strategy if not proper may affect job duties and design. The selection process is not a single act but is comprised of series of stages by which different types of information regarding the candidate is gathered. At each stage facts are revealed regarding the candidates which eventually help in comparing the job requirements and employee specifications. A variety of methods are used by organization for selecting the personnel. The selection pattern however is not common for all organizations. There is no standard selection procedure to be followed. It varies from one to another, depending upon the conditions and needs of the firm. The following steps however are commonly followed in selection procedure.

3.1 Preliminary Interview

Interview with the candidate is scheduled and with this a basic idea is obtained about how actually a candidate is. This does not give any perfect judgment about the candidate, but still helps.

3.2 Application Blank

It is essentially the blank form with the fields that collect the data which the candidate fills up that describes the information to the best of his/her knowledge which essentially creates the picture about him/her in terms of skill set, competencies and the potential that he/she has.

3.3 Employment Test

This popularly also known as Screening test. It is conducted by the employer to check the skills that are being expected out of a candidate. The test may have the questions related to basic aptitude, reasoning or verbal/non-verbal abilities, domain specific questions (questions that pertain to the domain for which the candidate has applied), case studies to check the professional behavior of the candidate in various scenarios.

3.4 Employment Interview

Once the candidate has cleared the test, he/she is called for the interview. In interview he/she is asked questions that check the domain specific skills and behavioral skills like the gestures, communication skills and much more.

3.5 Reference Check

Reference check is one of the most important aspects that a human resource professional does which involves the process of getting to know more about the candidates from his/her professional network regarding the strengths and weakness. Reference checks help in identifying the capabilities, skillset and professionalism of the candidate before getting onboard.

3.6 Physical or Medical Examination

The candidate that has to become the part of an organization needs to go through the medical examination so that to make sure the candidate is fit enough to join the organization and his/her presence in the organization is not a matter of medical concerns to other fellow employees.

3.7 Final Selection

Once all the above procedure is completed, the candidate finally get selected and is on-boarded at appropriate time. The term appropriate time is very significant here as the date of joining matters since this should match the date of delivery for which the candidate is hired. For the candidates that are already employed, notice period matters. If the recruiter does not have any issue with the notice period, the candidate is hired. Else recruiter looks out for the candidate available with immediate joining or the employee with notice period with which recruiter is alright.

4. Scientific Placement

Placement is a process of assigning a specific job to each of the selected candidates. It involves assigning a specific rank and responsibility to an individual. This implies matching the requirements of a job with the qualifications of the candidate. Placement is highly significant in the HR process because it improves employee morale, helps in reducing employee turnover, absenteeism and accident rate as well as avoids a misfit between the candidate and the job. It helps the candidate to work as per the predetermined objectives of the organization. Usually the placement process starts after an applicant is selected and the offer made is accepted by him/her.

If the person adjusts to the job and continues to perform as per expectations, it means that the candidate is properly placed. However if the candidate is seen to have problems in adjusting himself/herself to the job, the supervisor must find out whether the person is properly placed as per the latter's aptitude and potential. Usually placement problems arise out of wrong selection or improper placement or sometimes both. Therefore organization needs to constantly review cases of employees performing below expectations/potential and assess how far they are related to inappropriate placement decisions and find remedy to the situation without delay. This is the critical situation as the companies invest in employee in many ways and if the proper return from the candidate is not obtained by the company this is actually the improper monetary investment.

4.1 Significance Of Placement

The significance of placement for employer and employee may be understood from the following points.

1. It improves employee morale. Studies proved that employee motivation and morale is high when they are working on the jobs suited to them.

2. It helps in reducing employee turnover. The employee will not leave the organization if his/her work is interesting and is aligned to his/her likings.
3. It helps in reducing absenteeism. As the interest of employee is aligned to his work it is assumed that he/she will be less likely to remain absent from work due to frivolous reasons.
4. It helps in reducing accident rates. Correct placements especially in positions where workers are working on machines likely to cause accidents can help in reducing the accident rate in industries.
5. It avoids misfit between the candidate and the job thus avoiding frustration and dissatisfaction among the employees.
6. It helps the candidate to work as per the predetermined objectives of the organization. This will in turn profit the organization in many ways – monetary, recognition and increased customer belief.

4.2 Problems In Placement:

Placement is very crucial activity in an organization. It requires a clear match between the employee skills and his/her job. Although the HR managers takes all precautions in the process of placement there are certain problems which may arise. These problems include the expectations of the employee from the job, change in technology, changes in an organizational structure etc. Moreover various social and psychological factors involved in team work or group formations sometimes result in mismatch. These problems may be overcome by adopting certain techniques like job rotation, team building, training and development, job enrichment, regular reviews of the employee etc. Eventually with the help of scientific placement, employees are very much impressed by employer and their devotion towards the work increases manifold for the organization. Seeing the increased focus and devotion of an employee towards the work and organization, employer also relishes the joy of satisfaction and this naturally fosters the sound relationship between employee and employer.

5. Induction Program

A considerable amount of time is spent during the recruitment process for reviewing prospective employees through written applications, interviewing, testing, background checks and selection process. This time invested in selection of a new employee should be complemented by quality induction program.

As the first encounter leaves a lasting impression and decides the future actions and behavior, companies strive to inject a good impression on the employees on their initial days in the organization. Employee induction programs are conducted to ensure that the employees get introduced into the system with a positive attitude. Induction refers to the introduction of a person to the job and the organization. The purpose is to make employee feel comfortable and develop a sense of pride in the organization and commitment to the job. Once an employee is selected and placed on an appropriate job, the process of familiarizing him/her with the job and the organization is known as induction.

The objectives of induction are following:

1. To help the newcomer overcome his shyness and nervousness in interacting with new people in new environment.
2. To provide the newcomer with necessary information regarding the organisation such as introduction to the member of organization, standard procedures and practices followed, location of café, rest period etc.
3. To build new employee confidence in the organization and develop the sense of comfort.
4. To help in reducing labour turnover and absenteeism.
5. To reduce confusion and develop healthy relations in the organisation.
6. To help to insure that the newcomer does not form false impression and negative attitude towards the organisation.
7. To develop among the new comer a sense of belonging and loyalty to the organisation.

The merits of formal induction programme are following which are helpful in understanding the advantages of induction in an organisation:

1. Starting a job can be an anxious experience for any new employee.
2. Providing support to ensure a positive induction process can help employees with disability settle in and quickly become productive.
3. A good induction process can also reduce the stress and anxiety associated with a new job and improve employee morale.

6. Conclusion

There is the need for bilateral sustainable trust relationship between the employer and the employee to ensure smooth functioning of the organization. Finding out the skills of the candidate that fits right for the organization is equally important as the company invests lot of resources over the candidate. To get the right candidate on-board is essentially an important task which involves proper procedure and recruitment methodologies need to be followed as discussed above. It is also an equal responsibility of an employee to be professional in the work environment and through his/her sincerity benefit the organization that would eventually foster the relationship.

7. References

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