

A STUDY OF HUMAN RELATIONSHIP MANAGEMENT AT WORKPLACE (WITH SPECIAL REFERENCE TO HIGHER EDUCATIONAL INSTITUTES)

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Abstract : The study and understanding of human relations can help us in our workplace, and as a result, assist us in achieving career success. The better our human relations, the more likely we are to grow both professionally and personally. Knowing how to get along with others, resolve workplace conflict, manage relationships, communicate well, and make good decisions are all skills required to achieve success.

“Human Relationship Management” is a term that refers to relationship development and management between employers and their employees. The concept of (HRM) is based on the conviction that satisfied employees tend to be more loyal, more motivated, and more committed and dedicated to their job with sense of belongingness. Building relationships, by both recognizing an employee's value to the company and a concern for their needs often goes a long way.

In the paper, an attempt has been made to study the concept of HRM in a unique service environment: higher educational institutes. Paper also focuses on benefits from implications of HRM to educational institutions and finally gives some strategies of improving the human relationship to educational institution, in order to improve staff's satisfaction and reach the win-win between management and the staff.

Keywords: Job Satisfaction, Human Relationship Management, Educational institutions, strategies, staff satisfaction.

I. INTRODUCTION

Human relations are a much broader concept. Human relationship management refers to managing the relation between the various employees in an organization. The relationship can be between employee and the employer as well as between employees at the same level.

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

MEANING:

Employee Relations

Human relations are the process of training employees, addressing their needs, fostering a workplace culture and resolving conflicts between different employees or between employees and management. Essentially, Employee relation is concerned with preventing and resolving problems involving individuals which arise out of or affect work situation.

Management:

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

Higher Education:

An Institution of Higher Education is a school that:

- Awards a bachelor's degree or not less than a 2 year program that provides credit towards a degree or,
- Provides not less than 1 year of training towards gainful employment or,
- Vocational program that provides training for gainful employment and has been in existence for at least two years.

OBJECTIVES OF THE STUDY:

1. TO STUDY THE SIGNIFICANCE OF HUMAN RELATIONSHIP MANAGEMENT.
2. TO ANALYSE HUMAN RELATIONSHIP MANAGEMENT OF HIGHER EDUCATIONAL INSTITUTES.
3. TO STUDY THE CAUSES/ REASONS OF POOR HUMAN RELATIONS AND JOB TURNOVER IN HIGHER EDUCATIONAL INSTITUTES.
4. TO STUDY THE EMPLOYEE RETENTION STRATEGIES ADOPTED BY EDUCATIONAL INSTITUTES.

RESEARCH METHODOLOGY

1. The study covers the higher educational institutions, principals and the academic staff of degree colleges under Mumbai University, in the state of Maharashtra.
2. The study draws samples from different higher educational institutions (Arts, Science and Commerce degree colleges under Mumbai University). The primary data was collected by having a structured questionnaire.
3. The study also involved secondary data collected from various publications, books and journals. The relevant web-sites and unpublished information is used for the study.
4. The research becomes an indicative study, indicating the need and importance of human relationship management in the higher educational institutes.

IMPORTANCE OF THE STUDY:

Focusing on human relationship management can have profound effects on how your organization operates. Conducting employee surveys is a useful tool towards reaching a beneficial level of human relationship management because they provide an opportunity for staff feedback and analysis that isn't achievable in typical formal organization culture. Though the study is of micro level, it can be utilized by educational institutes, principles of institutes and other administrative executives in the field of education, for developments of better employee relations and healthy work culture in the organization.

LIMITATIONS:

1. Census method is not adopted hence the limitations of random sampling is present in the study.
2. The study is of micro level, which is indicative in nature.
3. The study does not cover the category of universities under the Government, Private universities, deemed universities, distance learning, non-university sector (Polytechnics and Industrial Training Institutes), Management Institutions & Foreign Institutions.

HYPOTHESIS:

1. There is significant relationship between human relationship management and turnover of academic staff in the higher educational institutes.

LITERATURE REVIEW:

One of the most significant developments in recent years has been the increased importance of interpersonal skills in almost every type of work setting. For many employers, interpersonal skills represent an important category of transferable skills a worker is expected to bring to the job. Technical ability only is usually not enough to achieve career success. Studies indicate that many people who have difficulty in obtaining or holding a job possess the needed technical competence but lack interpersonal competence.

The relationship between employee and employer is sometimes fragile. The worker may feel pressured to keep his job while harboring unfavorable opinions about his boss, while the boss wonders if the employee is working to the best of his ability. Employers are also concerned about the morale of workers, because low morale could lead to expensive issues with turnover or low productivity. While many companies employ workers without formal agreements, others have employment-at-will contracts with the workers. The company can terminate the employee for almost any reason, as long as the firm does not make its firing decision based on discrimination or whistle-blowing. This arrangement is sometimes a source of conflict between employee and manager, because the employee is afraid of losing his job.

We believe in inspiring trust, empowerment and flexibility for our employees. For example there is no policing of in-time or out-time of any employee-the company does not have swipe cards or attendance registers. It is this trust that helped us establishing an open channel of communication with employees. The focus is on making environments conducive for employees to optimize their capabilities. Open channel of communication are established formally as well as informally. It is informal channel of communication that help us get closer to the employee and promote an environment where barriers of hierarchy and functions are eliminated with ease. For instance, we have informal forums such as 'meet you leader' where employees have non-business related conversations with the leaders.

According to Elton Mayo, forces arising from interaction between people may often override managerial efforts. Sometime people may tend to respond more strongly to the influence exerted by human relations than managerial power. This was the reason why writers of human relations school advocated that employee satisfaction would increase, leading to increase in productivity, when management revealed greater concern for their employees. It is relevant to quote William Scott in this context, "Human relations is the process of effective motivation of individuals in a given situation in order to achieve a balance of objectives which will yield greater human satisfaction and help accomplish company goals".

Human relations as relations with or between people, particularly in a workplace or professional setting. In fact, according to guru on personal development Brian Tracy, 85 percent of your success in life is determined by social skills and the ability to interact positively and effectively with others. Another reason to develop good relationships with others relates to your own personal happiness. According to psychologist Sydney Jourard, most joy in life comes from happy relationships with other people. Many organizations empower their employees; that is, they give employees freedom in making decisions about how their work gets done. This can create a more motivated workforce, which results in more positive human relations.

BENEFITS OF HRM:

1. Staff retention:

Maintaining good employee relations can improve communication between employees and therefore increase your productivity and efficiency. When people feel that there are good employee relations within the workplace, they are generally more likely to want to remain with the organization, therefore improving staff retention.

2. Harmony at workplace:

It maintains harmony at the work place. It maintains healthy relationship among all the staff, principal and colleagues. Hence it foster's work culture that is live, challenging and dynamic, making teachers stress free, enthusiastic, and more focused towards the work and management's expectations.

3.High morale:

It improves moral level of teachers and makes them more responsible. It maintains work culture where teachers feel that work place is their second home. Hence it reduces absenteeism, encourages teachers to give their 100% in the classroom and also in other college activities. They are also ready to take extra additional responsibilities whenever need arises.

4.Avoid conflicts:

Organization following concept of ERM, treat all the employees fairly without any discrimination and favoritism. It develops more coordination and better communication and avoid conflicts in the organization.

CAUSES FOR POOR HUMAN RELATIONSHIP AND JOB TURNOVER IN THE INSTITUTIONS:

A study reveals that poor employee relationship management in colleges leads to job turnover. The teachers of the un-aided colleges may leave the job because of many reasons such as personal reasons, institutional internal factors, monetary factors, less or no growth in same institution, job security etc. Some of these factors can be explained as under :

1.Monetary factors:

Many employees leave job because of salary or we can say monetary factors. In case of the educational institutions, the aided colleges pay as per the university norms. Whereas in case of unaided colleges or self-finance courses the management has the authority to decide the pay scale of the employees. Thus, it is important to study how this factor matters in the employees' job turnover. The study reveals that if the candidate is fully qualified he expects the pay scale as per the university norms in the un-aided colleges also. Or he may shift (try in) to the aided colleges.

2.Internal factors:

In any institution the work environment should be very healthy and friendly. Any conflict or misunderstanding can lead to employees' unhappiness in the institution. Internal factors like underestimation, favoritism, giving responsibility without authority, leave related matters etc. may lead to the employees' job turnover.

3.No growth or less growth:

In the case of educational institutions the teaching staff can grow themselves by way of attending orientation, refresher courses, by undertaking research work (of any kind). Thus the teachers of un-aided colleges should also get equal opportunities as the teachers get in aided colleges. They may have talent, capability and still they feel lack of recognition or growth in the current job.

4.Personal reason:

Very rarely the different personal reasons can be one of the causes for the job turnover of the teachers. Such as family problems, medical problems etc.

STRATEGIES TO MAINTAIN GOOD HRM IN INTITUTION:

1.Job Security:

After getting proper approval and completing probation the staff must get job conformation. Many un-aided colleges are not appointing qualified staff as they have to pay as per rules. Teachers are appointed on year to year basis to save money. But some colleges followed proper rules and regulation for appointment and conformation. If job security is there, defiantly it helps to commitment on the part of employee leading to better long term relationship and reduce job turnover.

2.Proper division of work and responsibilities:

The responsibilities must be divided equally among the staff members and no teacher should be overburdened. Number of lectures to individual teacher should be given as prescribed by the university. The employees should get necessary relaxation (lectures, working hours) as per university norms for their research activity and any other related work. Subject allotted to teacher should be as per their interest and area of specialization, so that they can give their best in classroom and do not feel disinterest, burden and stress when teaching in classroom.

3. Giving importance to employees:

The principal should give respect and due importance to its staff members. The teachers should feel their importance in the organization and not be treated as machine. Staff members' ideas, suggestions, feedback should also be included in decision making. Give positive feedback and appreciation in front of all the staff members for the excellent job done. If any teacher has performed exceptionally well, some reward or award should be given, get inspired to perform better next time.

4. Encourage group activities:

Motivate staff to work together probably in a group so that the comfort level increases, especially new staff. The more they talk, the more they get to know each other. Give them a target, a deadline and ask them to take each other's help. They would definitely come closer this way and start trusting each other more.

5. Avoid politics and blame game:

Such activities are considered highly unproductive and spoil the relationship among the staff members. Backbiting of colleagues, getting into unnecessary controversies and useless criticism of institution should be avoided. Principal should motivate staff to develop a healthy work culture where teachers should respect other staff members as well as their superiors. It is important that one trusts his management rather than unnecessarily cribbing and finding faults.

6. Develop informal environment:

An individual spends the maximum time at his workplace and one should treat his team members as a part of one's extended family. It is important to celebrate festivals at organization, the same way we do at our homes. Celebrate each other's birthday and do ask for treats, arrange staff picnics. Such informal get together go a long way in improving the relation among the employees. Individuals come together, enjoy together and come to know lot many things which actually they don't bother to find out during the normal working hours.

7. Mutual reliance:

The principal-teachers relationship should be one of mutual reliance. The principal is relying upon the staff to perform their job and, in doing so, keep the institution running smoothly. Conversely, the staff is relying upon the principal and management to offer them attractive pay scale, provide equal chance for their professional and personal growth. Hence Seminars should be conducted to increase their knowledge and inner potentials.

8. Relationship building:

Just as with all relationships, the principal, management and staff relationship is one that must develop over time. The "Hitler approach" does not work now a days. The Principal and management must understand the needs and expectations of their employees and should not be too harsh to them. They need to feel comfortable that if they come to their principal and management with a complaint, they will be dealt with professionally, and in many cases discreetly. Have one to one session in a month where employees can come out with their personal and professional problems.

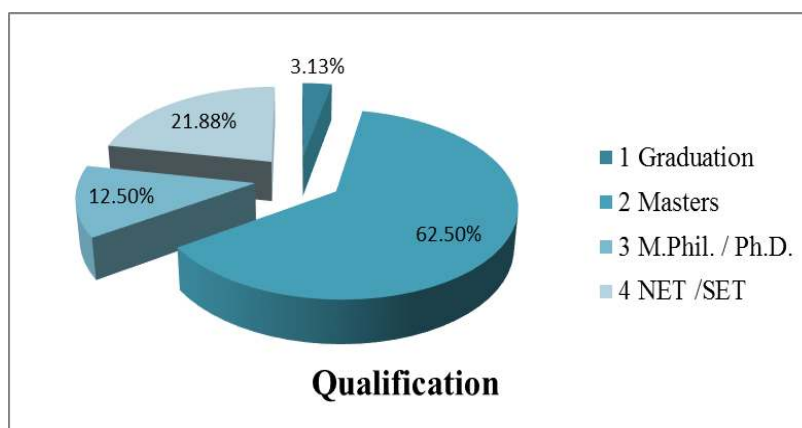
9. Transparency in communication:

A single point of contact must be assigned who should be made responsible for handling queries of all the staff members. Staff should actually know who to get in touch with in case of a query and in the absence of Principal. Important information must be passed on in the presence of all, where everyone has the liberty to express his opinions freely. Important information can also be put on the notice boards for everyone to read and get a common picture. Exchanging information through emails is also an important way to improve the relation among the employees as everyone knows what is being communicated to the other individual.

DATA ANALYSIS:

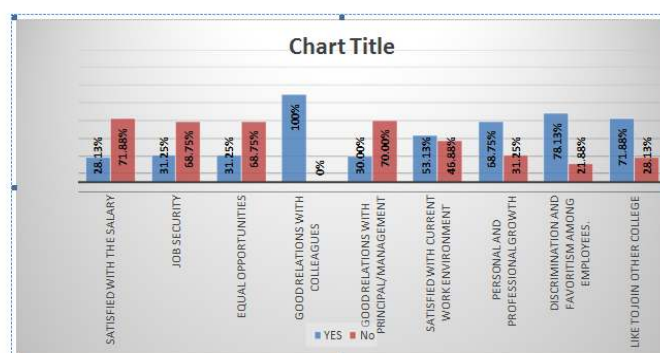
1. Following table indicates the qualification of the lecturers covered under the study. The table and diagram indicate that, only 21.875% teachers are qualified for the lectureship as per UGC norms. Most of the lecturers are having only Master's degree in their respective areas.

Sr.no.	Qualification	Percentage
1.	Graduation	3.125%
2.	Masters	62.5%
3.	M.Phil. / Ph.D.	12.5%
4.	NET /SET	21.875%



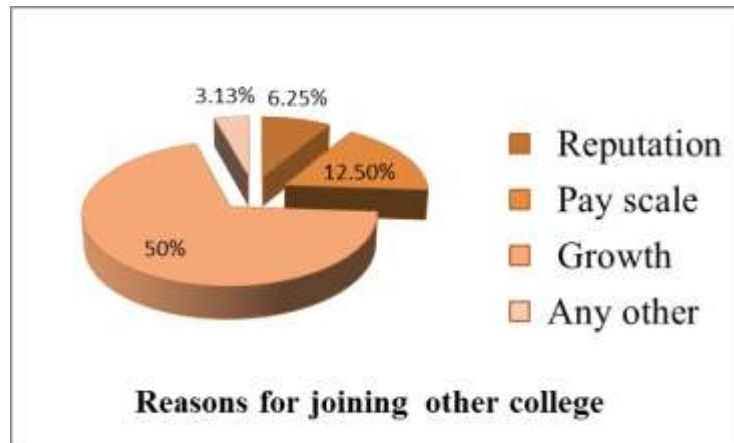
1.The respondents were asked the questions on the related factors such as, job security, pay scale, work environment etc. these factors do contribute to the better relations in organization and ultimately in creating more committed and dedicated staff. The following table and diagram shows the result of the above mentioned factors.

SR.NO.		YES	No
1.	Satisfied with the salary	28.125%	71.875%
2.	Job security	31.25%	68.75%
3.	Equal opportunities	31.25%	68.75%
4.	Good relations with colleagues	100%	0%
5.	Good relations with principal/management	30.00%	70.00%
6.	Satisfied with current work environment	53.125%	46.875%
7.	Personal and professional growth	68.75%	31.25%
8.	Discrimination and Favoritism among employees.	78.125%	21.875%
9.	Like to join other college	71.875%	28.125%



3.The study attempt to find out the different reasons for lecturers job turnover. The following table and the pie chart show that, 50% of the total samples are ready to leave the job for their better prospect and growth. Whereas the better pay scale is the reason to only 12.5% .

Sr.no.	Reasons	Percentage
1.	Reputation	6.25%
2.	Pay scale	12.5%
3.	Growth	50%
4.	Any other	3.125%



OUTCOMES OF THE STUDY:

One major finding is that most of the faculty surveyed does not believe they are fairly compensated, nor do they feel they are getting institutional recognition for their contributions. As a result, most of the faculties in this survey are dissatisfied from their job.

The study found that Discrimination, favoritism, unfair treatment to employees by employer leads to poor human relations in the organization. Whereas colleges which provide proper pay, job security, recognition, equal opportunity of growth etc. are able to maintain better relations with their employees, which leads to more committed and dedicated staff. Such institutions are able to retain talented and qualified staff leading to low job turnover.

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