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Employee Relationship Management (ERM) and its Significance- A Systematic Review

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## Abstract

This paper is mainly dealing with the systematic review of different studies carried out on the subject of employee relationship management and its impact on organisation development and other Human Resource related benefit. The study incorporates a critical review of literature ranging from a wide range of countries and industries. However, there exist some limitations of availability, accessibility and annexation of all the existing and relevant works. From the human resource point of view, research on employee engagement and development has got high relevance in recent years. Employee motivation and retention are the buzzwords of the present business world and all the organisations are endeavouring to motivate and retain employees through employee relationship management. The scope of employee relationship management is vast and as such, standardising ERM strategies across industries and business environment is a critical task. The study simply attempts to gather information to provide some input to the researchers and academicians regarding the different trends in Employee relationship management practices.

**Keywords**: Employee Relationship Management, Organisational Development, Employee Motivation, Employee Engagement, Review of Literature.

## Introduction

A healthy management-employees relationship is essential for the positive growth of an organisation. Moreover, the performance of employees depends upon the organisational atmosphere largely. Autonomy of the employees in delivering their duty in the presence of hierarchical control by immediate superiors and maintaining a balance between these two elements need a good employee-employer relationship. The management constantly trying to maintain harmony, motivation, loyalty and satisfaction among their employees to ensure steady growth and peaceful functioning of the enterprise. Job satisfaction of employees is more essential for the retention of key and valuable employees of an organisation. Hence, understanding the nature of the management-employee relationship and nurturing this relationship is very essential in the part of the management. Therefore, the present study is exclusively designed to discuss the needs and impact of ERM practices in any organisation.

There are few important questions leads to this paper. keywords, and then the gist of the papers are collected and Firstly, how far employee relationship management is rearranged to provide a clear and concise view of the necessary for an organisation? Secondly, what are the pre- works. At the end of the paper, a list of the most referred and requisites for establishing employee relationship? Thirdly, cited works its findings are represented in a tabular form. what is the impact of employee relationship management? **Defining Employee Relationship Management:**

The major findings and the identified gaps are discussed

after a thorough review of different pieces of literature. Employee relationship is a special kind of interpersonal

## Objectives:

relationship. The concept of ERM has its origin to the 20th century coined to refer the relationship of right and

**This study aims at the following objectives:** obligation, and management between the enterprise and the

1. To explore the importance of ERM in different private and public sector enterprises.

employees. Employee relation is largely influenced by the economic, political, legal and socio-cultural background of the society (Yongcai, 2010). Employee relationship is

1. To examine the effect of ERM on employee's mainly dealing with the internal relationship between the performance employer and employee in an organisation, this internal
2. To identify the issues and challenges faced by organisations while implementing ERM.

relationship is focussed on theories of human behaviour (Liao et al., 2004). Therefore, it can be defined as the relationship between the employer and employees or the

1. To provide suggestions on how to overcome different manager and the staff, aimed towards creating good hurdles and apply ERM in the organizations. morale, trust and a productive and conducive work

## Significance:

**The worth of the research comes from the following aspects:**

environment (Bajaj et al., 2013).

ERM concept is generally understood as a strategy, program or technology to manage relationships in an organisation. At times ERM is equalised with the concept

1. It explores the ERM concept which is currently emerging of Customer Relationship Management, but the reality is trend and there are a little knowledge and agreement about the ERM is a derived concept of CRM (Lagergren & it. Andersson, 2013). According to Yongcai, (2010) ERM can
2. To offer some useful information about ERM to be used for empirical research that can contribute to building up researcher's knowledge and understanding of ERM concept.

be presented as a special subject of human relationship management. It is the process of adopting different control methods and regulatory frameworks to manage relationships among the company, the management staff and the employees in order to achieve the organisational

1. This study helps different public and private sector objective (Jing, 2013).

organizations to achieve a high level of performance by As per the words of Bergeron (2003), “ERM is a dynamic applying efficient ERM strategy. process of managing the relationship between knowledge

1. This study provides different researchers and worker and corporation such that knowledge workers elect

academicians across the globe a hand full of readily to continue a mutually beneficial exchange of intellectual available information about ERM concept, process and assets for compensation in a way that provides value to the implementation. corporation and is dissuaded from participating in

## Methodology:

The study is basically a review of existing published and unpublished research works collected from various sources and databases. Importantly, the review is done on Employee relationship management strategies and its impact on the different aspects of an organisation. The critical review of different researches is done by accessing several research articles, journals, magazines, newspapers, websites, e-library databases like Inflibnet, Google Scholar, ProQuest, EBSCO host etc. the collected research

activities that are unprofitable to the corporation”

Oluchi (2013) defined ERM as “a process that companies use to effectively manage all interactions with employees, ultimately to achieve the goals of the organization. The human resources department can play a critical role in this process, both in terms of training and coaching managers and executives on how to effectively establish and nurture relationships with employees and in measuring and monitoring those relationships to determine whether objectives are being met.”

papers sorted out depending on various parameters and Pareek & Rai, (2012), stated that ERM is all about

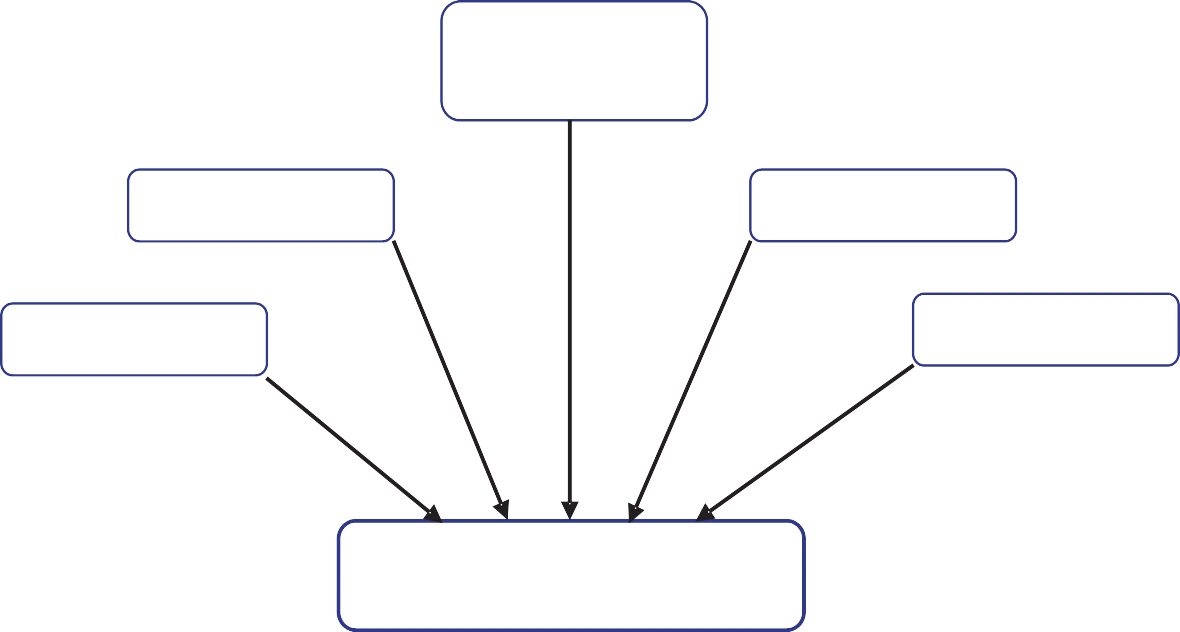
organisational communication that should be effective “ERM is a term that refers to relationship development and enough to build employee confidence, trust and loyalty. It's management between employers and their employees. an efficient tool that makes the employee give their best. There are a lot of different issues that can affect employee Moreover, the concept of ERM enables the organisations to satisfaction, which has a direct result on employee identify, differentiate, interact and personalize the productivity and overall corporate culture.” (employee relationship with their staff. Similarly, Yongcai, (2010), surveys.com, 2013).

levels ERM as the very aspect of Human resource **Elements of Employee Relationship Management**

management with special emphasis on management of

communication between the employer and employee to The review of different ERM models revealed several improve staff satisfaction, support enterprise to attain the important components or elements of Employee organisational goal. relationship management are discussed hereunder.

**Figure-1: Elements of ERM**



Shared Value and

Goal

Communication

Trust

HR Practices

Leadership Styles

**Employee Relationship**

**Management**

*Source: Al-Khozondar (2015)*

**a.HR Practices:** the first element in employee relationship

understanding the issues relating to employee satisfaction management is human resource practices. It is the HRM and the consequence greatly affect the ERM status. Lastly, department which looks after the proper maintenance of the performance appraisal and wage policy are two vital ERM and its functioning that resulted in enhancing the aspects that determine the motivation level, job satisfaction quality of the organisation. As quality in productivity and and productivity of the employees and has a direct link with output related to employee motivation and commitment the employee relationship management (Bajaj & Sinha, that can be achieved through job satisfaction, participative 2013).

management, career objective and development etc. **b.Communication:** communication is the lifeline of any improved and quality training policy can improve the organisation which serves as a link between individuals or satisfaction of employees in an organisation. The increase groups within and outside the organisation. Interactive or of job satisfaction level depends upon different factors that two-way communication is the most important factor in are mainly internal to the organisation. ERM is one of the creating a relationship among people. Thinking of any factors that result in improved job satisfaction. relationship without any communication is quite Participative management, on the other hand, suggests that impossible. Daniel, (2003), Claims that for building trust

the management does not take much interest in between employees, communication is essential. The level

of communication indicates how well the employees and undertakings. Chinomona & Sandada, (2013), says sharing the employer is informed about the issues persisting in the goals makes the employees toward putting their maximum enterprise. According to Noordin et al., (2010) effort in achieving organisational goals and all this is communication keeps the employees well informed about possible when mutual collaboration and cohesion persists the organisational matters as well as about their job-related among employees. Moreover, sharing of common goals issues that enable them to deliver their duty efficiently and positively influence employee's productivity and better able to share ideas and knowledge with their organisational goal. Similarly, another study by Pulakos & colleagues. Chinomona & Sandada, (2013), makes clear by O'leary, (2011), shared goals makes employees understand their study that, communication strengthens the how work is related across different departments and in the relationship between employees and departments by organisational hierarchy. It helps in aligning the duties of creating a sense of trust and institutional harmony. employees on strategically priority basis.

Informal communication plays a credible role compared to **Effects of ERM**

formal communication in establishing a relationship

through open discussions, better flow of information, efficiency and productivity.

1. **Trust:** Dirks & Ferrin, (2002), claim trust as an important factor that has a bearing on effectiveness, efficiency, performance and productivity. Trust travel through different phases of ups and downs in a relationship. More trust makes the length of the relationship longer and individuals are likely to understand each other by providing more opportunity for learning and knowledge sharing (Huang & Guo, 2009). Several pieces of studies argue that trust is based on two factors; integrity and reliability. Therefore, trust in a relationship is very much essential as like oxygen for the survival of any living organism (Herington et al., 2009). If the employees do not trust the management and the managers do not trust their subordinates then, it creates an invisible barrier in communication and negatively hampers the growth and development of both employees and organisation (Daniel, 2003).

Employees are the vital and intellectual resources of any organisation which supports in its competitive advantage. It is highly essential for an organisation to have an effective ERM practice to enable the management of the employees in an efficient way. Efficient employee relationship management ensures the success of organisations and invariably ensures growth in the long run. Any issues relating to productivity and growth which are unidentifiable to some extent can be tackled well with the help of employee relationship management (Vineet et al., 2013). ERM has a significant impact on the employee's performance (Yongcai, 2010). A win-win situation between the enterprise and the employees is possible through employee relation. By maintaining a healthy relationship between employer and employee, the organisation can easily maintain organisational capability and ability to identify and share knowledge and adapt to changes rapidly (Wargborn, 2008). According to Gegax, (2006), the effect of enriched employee relationship in an organisation brings more positivity in all aspects compared

1. **Leadership Style:** according to Wang et al., (2005), to merely employee's performance.

leadership has a significant impact on the performance of Ngari and Agusioma (2013), studied the role of employee

employees and managers in an organisation. Managers use relationship on the organizations' performance by taking different leadership styles or management styles to deal 160 employees of top middle and lower level in the with their subordinates or employees. Armstrong, (2009), universities of Nairobi, Kenya. The finding of their study says different leadership styles determine the relationship suggests that a healthy relationship ensures a positive work

between the employer/manager with the employees. environment that instead helps in achieving individual or

Different styles of management impact the relationship group targets efficiently. Moreover, employees who

differently. practice an open line communication with their superiors

1. **Shared Goals and Values:** according to Herington et are more likely to establish good work relationships and al., (2009), the organisation goal is something that is improved productivity. They also stressed the role of common in the context of each and every employee of the human resources department in the establishment of a enterprise. A common organisational goal creates a sense of healthy ERM.

value between the employee and employer. Shared values The study of Gillenson et al. (2011), on the ERM practices represent how far the organisational objectives and beliefs and highly complex organisational setup with a

are common, the appropriate and inappropriateness of constituency-based, inwardly focussed and IT-enabled behaviour, policies and goal. Kantabutra & Avery, (2009) self-service delivery and production environment. The

argue that the crux of shared goal lies in the relationship results of the study suggest that the ERM system helps

among employees and their participation in different

largely in providing good opportunities for increased business performance. The study compared the efficiency among employees and greater job satisfaction. performance with their leader/ employee relationship of 45 Moreover, technology-based self-service enables the area managers of a major listed bank of South Africa. The simplification of the organisational communication system findings argue that a positive relationship between the among employees and staff thereby increasing the manager or leader and employee leads to higher business effectiveness. performance. They also posit the importance of Trust

Herington et al. (2009), analysed the strength of the firm- employee relationship in Australian firms to propose a conceptual model. The model comprises seven elements that are depth and magnitude of a relationship, it is cooperation, balanced power, communication, attachment,

among leader-employee in improving the business performance. Moreover, the study inferred that there exists a significant relationship between employee involvement and relationship management in decision making and overall business performance.

shared goals and values, trust and absence of conflict. The Tansel and Gazioglu (2013), analysed the relationship study proposes that a higher level of relationship leads to between job satisfaction, firm size and management- value creation among employees and leads to better job employee relations in the department of trade and industry, performance and employee satisfaction. Again, they claim Britain. The workplace employee relation survey data is that trust is the key element of relationship management of used for the study which includes the database of 28240 employee's strength model. employees of 3000 established firms of Britain. The study

Wargborn (2008), attempted to understand the role of employee relationship management on work motivation among employees by interviewing 12 managers of 12 different organisation having a head office at Portugal and Scandinavia in Norway Sweden and Finland. His study suggests that individually managed relationships between employer and employee create an environment of

results suggest that a decent management-employee relationship is necessary for better organisational performance and improved employee engagement. Firms lacking quality ERM practices are like to face low employee satisfaction. They also claimed that larger firms are having poor ERM practices compared to the smaller ones.

motivation. It not only helps in ensuring job satisfaction but Kuzua and Ozilhan (2014), studied the impact of employee also builds a sense of commitment towards the relations and knowledge sharing on the employee's organisation. Again, he also argues that ERM is a process performance of the five-star hotels of Antalya, Turkey. The which gives a long-term benefit as far as motivation in results of the empirical investigation suggests that, work is concerned. employee relationship and knowledge sharing have a

Daniela et al. (2008), in their research in the tourism industry of Timisoara, Germany about the impact of ERM on employee performance revealed that there exist a strong influence of career advancement opportunities, training and healthy relationship between the manager and employee, on the overall performance of the employees.

moderate level of association with the employee productivity, whereas, this relationship can be strengthened by the factors like job satisfaction, working atmosphere, motivation etc. the study also claimed that employee-employer and employee-organisation relationship are necessary for building trust and organisational effectiveness.

Similarly, another study by Foley et al. (2008), in China on Onyango (2014), analysed the effectiveness of ERM

strategic human resource management, employee practices in large Civil Society organisations in Nairobi, relationship and firm performance by taking around 600 Kenya. By using a descriptive analysis method with 1880 Chinese enterprises revealed that there is a direct impact of samples of 18 large civil society organisations with a Human resource practices and strategies on the financial structured questionnaire reveals that employee

and operational performance of the organisations and involvement in decision-making process induces a kind of

employee relationship climate either. As such, more togetherness and happiness among employees. The amount efficient Strategic HRM practices resulted in better of support of the employer by means of training, encourage organisational performance. Again, a positive employee the employees for the qualitative development of employee relations climate is likely to give a better outcome to the relations.

firm compared to those firms practising a very critical

working climate lack of worker involvement and **Prerequisites of ERM**

cooperation in decision making and communication. A study by Bajaj (2013), in to provide suggestions The work of Carstens and Barnes (2004), intended to regarding the implementation of HR practices in the public analyse the leader-employee relationship and its impact on sector undertakings in India, he tried to explore the status of

employee relationship management practices and its technological means and behavioural factors of employees relationship with its various determinants. The findings of equally.

his research propose that a healthy relationship between Dumisani et al. (2014) paper aim to list out the importance employer and employee is important for the growth of the of the employer-employee relationship and its impact on organisation. He also makes the point clear that business growth. The study also highlighted the role of job compensation plays a vital role in building ERM of an satisfaction in stimulating favourable relationship with

organisation. To ensure a healthy ERM a company needs to employee and employer and provide scope for the better

pay its employees according to their performance. Proper management of the relationship. The findings depict that, HR practices and the role of Top-Level management is job satisfaction is an accurate indicator of a healthy significant in building motivation among employees and employee relationship in organisations. Employee-owner improve ERM status. relationship plays a significant role in the growth and

Another identical study carried out in some public sector development of business, high level of job satisfaction

organisations in Madhya Pradesh, India by Bajaj et al. among employees.

(2013). The authors aimed to understand the role of HRM Kurt & Birgit (2006), conducted a study on 131 Austrian in building good Employee relationship reveals that employees to investigate the relationship between employee relation is healthy if there is a feeling of interpersonal trust, employee satisfaction, loyalty, TQM togetherness among employees and with the management and Business Excellence. Employee satisfaction is one of of the organisation. The findings claim that employees the significant drivers of customer satisfaction, quality and

need to have job satisfaction to build a healthy ERM status productivity in an organisation. Whereas, Employee

in the organisation and to have job satisfaction employees relationship is the building block in ensuring employee should feel more motivated through the policy decisions satisfaction.

and pay related variables in an organisation.

Yang et al. (2011), Pioneered the concept of applying IT- based customer relationship management practices in studying employee relationships. The findings reveal that the concept of employee relationship management system intended for employee satisfaction is mainly designed to availing benefits and other services to employees which are largely influenced by the functions of system quality and its utility. Precisely, they concluded that a high-quality system's execution does not ensure a high degree of employee satisfaction with ERM systems unless it is highly useful. This unless the necessity of user requirement from the needs of human resource-based support system for implementation of employee relationship management.

Liao et al. (2004), claim that Knowledge is a very imperative resource for maintaining valuable heritage, problem-solving, learning new things, building core competencies, and for introducing innovative situations for both individual and organizations. Therefore, sharing of Knowledge i.e. the brainpower or intellectual capital requires Relationships and ensures competitive advantages. The study conducted in Taiwan finance and securities firm reveals that a good employee-owner relationship encourages the employee to share working knowledge and experience with co-workers voluntarily and unconditionally. Similarly, a poor relation of employees with the management of the firm makes the employees reluctant to share experience and knowledge. In other words, the findings pointed out that the success of knowledge sharing in an organisation depends both on the

Holly (2014), examined the relationship between trust in

supervisor-employee relationship and workplace conflict. The study explores how trust among employees and employer-related with workplace dissent expression. A survey done on 179 employees reveals that trust in supervisors has a strong relationship with the articulated dissent expression of employees. Conversely, the study says, a negative relationship exists between trust and latent and displace dissent.

William & Lay (2000) in their study to examine the influence of the employee-organization relationship on temporary employees' job performance and attitude of Singapore employees. The data collected from 191 temporary employees are used to find out the influence of ERM on job satisfaction, affective commitment, the perception of fairness in work options, turnover intention etc. the findings highlight the significance of employee- organisation relationships in promoting the desired outcome of temporary employees. The study basically examined four types of employee-organisation relationships like quasi-spot, underinvestment, mutual investment and over-investment. It is concluded that both over investment and mutual investment relationships are responsible for higher performance and more favourable attitude among temporary employees whereas under- investment and quasi-spot relations are less productive. Further, a higher perception of fairness and work options, better job performance, and higher organisational commitment is witnessed in over investment relationships.

Wang, et al. (2018a), work discussed the whistle-blowing related to customer directed citizenship behaviour of back- behaviour of employees that may be encouraged by good office employees. As such, front-line and back-office workplace relationships. The study provides mixed employee relationship has a strong bearing on evidence regarding the employee's whistle-blowing organisational performance.

intentions. The findings suggest that there exists a curve- Men, & Jiang, (2016) research based on the study of linear relationship between interpersonal relationships and linkage between Employee-organisation relationship and whistleblowing behaviour. When the person-group and internal communication, leadership and organisational person-supervisor relationship is high, the intention to culture carried out on United States industrial workers. The

blow the whistle decreases. Therefore, the study concluded findings of the study reveal that organisational culture of

that the relationship between whistleblowing and ERM is supportiveness and trustworthy leadership are significant not linear but curvilinear. predictors of good employee-organisational relationship

Gambeta, et al. (2019), in their study investigated the and internal communication system. Moreover, the internal

orientation of organisational stakeholders towards its communication system enhances the quality of the employees and its outcomes. The findings suggest that a employee-organisational relationship.

strong firm-employee relationship contribute more Wang, et al. (2018b), researched the employee- towards higher exploitation rather than exploration. In organisation relationship (EOR) and employee unethical addition to this, the firm-employee relationship has a Pro-organisational behaviour (UPB). The findings reveal

contrasting effect on productivity relating to innovation the significant relationship between employees with a

and market value of the firm. On the other hand, the firm's higher level of moral value resulted from EOR and the relationship with its stakeholders found to have a weakening of UPB due to the high moral identity of moderating effect on aggravating both the positive and employees.

negative outcomes of firm-employee relationship.

The work of Kang & Sung (2017) on the mediating effect on the employee-organisation relationship on employee communication behaviour (ECB) and employee engagement taking randomly chosen 438 sales representatives. The findings of the study clarify that internal communication is linked with employee engagement which is related to employee communication behaviour and employee retention. Employee-owner relationships have a strong mediating effect on internal communication and employee engagement.

Strohmeier, (2013), Says “Employee relationship

management (ERM) constitutes an emerging trend of managing human resources by building and maintaining individualized and mutually valuable relationships with employees based on information technology”. As the study is in its early stage, there exists a very limited knowledge base regarding the concept and influence of ERM in gaining competitive advantage. Strohmeier, (2013), study clarified the concept of ERM via customer relationship management and outlined the various interesting and ambitious implications of this concept in human

Alegre et al. (2016), study examines the collective effect of relationships management through conceptual, theoretical employee-organisation, employee-supervisor, and and empirical investigations.

employee-co-worker relationships on job satisfaction. The Daniel, (2003) says supervisors and managers are key findings confirm that there are three different aspects of job employees of any organisation who is responsible for satisfaction; "firstly, teamwork, identification with the maintaining healthy internal and external relationships. strategy, and the absence of employee work-family Creating a positive employee relations environment is one balance; secondly, employee work-family balance, of the important objectives of every manager. When the

autonomy, and identification with the strategy; and thirdly relation is strong, the employees are found to be more

supervisor support and identification with the strategy". satisfied and productive in their job. Employee relation Kearney, (2017), investigated the simultaneous impact of helps in employee retention by strengthens employee front-line and back-office employees on customer-related motivation and commitment. Therefore, employees value organisational performance. The study carried out on 105 creation by carefully understanding employee needs front-line sales employees and 77 back-office employees relating to economic, psychological and social also examined the moderating effect of emotional requirements.

intelligence on employee behaviour. The findings make As in ERM, the involvement of people is essential, the clear that sales person's customer orientation has a direct management of people during times of organisational impact on customer-related organisational performance restructuring, technological change, market slump, and the emotional intelligence of sales personnel is directly retrenchment and layoffs is difficult. The organisation

needs to ensure and systematize the procedural and employees and guide them in their work, employees are interactional equity through the active involvement of likely to deliver more quality in their work. In simple words employees (Singh & Kumar, 2011). they say “Only through good relationships combined with

Human resources are one of the most significant departments in any organisation. The management is

strong, sensitive leadership can a cohesive department be built”.

responsible for the planning, organising, coordinating and Swarnalatha & Prasanna, (2013) argue that from the controlling the human resources in order to achieve defined footprints of CRM the concept of Employee Relationship organisational goals. This creates the necessity of management is evolved. They describe that CRM is maintaining a healthy and positive employer and employee external to an organisation that explains “why an relationship for the overall growth and development of an organisation does business?” whereas, ERM is internal, organisation (Bratton & Gold, 2003). explaining “how an organisation does business?” ERM

Survival of any organisation dependents largely on its employees. Employees are the first customers of an organisation, so their needs to be fulfilled first. According

comprises varied functions that include learning, guidance, workforce analysis and other human resource related operations.

to Kar et al., (2011), ERM is the mantra of employee Singh & Kumar, (2011) pointed out the importance of retention and fulfilling the expectations of employees is a employee relationship management within the continuous process needed for maintaining employee organisation in a competitive business environment. The relationships. main objective of ERM is to deliver a successful and world-

Debaawy (2011), have a view that employee relationship is more like an iceberg in which the visible part is only the tip

class venture through building positive relationship among employees.

of the iceberg known to the whole world whereas the Gillenson & Sanders, (2005) comments that in large invisible part has no clue of its size and significance. companies, where the employees are in thousands in Similarly, in organisations, the most important factors that number employee relationship is an intimidating job. Even determine the quality of the relationship is like the lower though employees have interaction with their immediate part of the iceberg which is under water. These factors can supervisor but that is not sufficient enough to create an only be explored when we go deep into understanding earnest feeling among the employee that the company employee needs. really cares about them. Moreover, they argue that a loyal

Rai, (2013) depicts employees as the pillars of an organisation in the building of the relationship with the

customer can be created by and through a loyal and committed employee in an organisation.

customers. A careful and well-thought-out inventiveness is Buttle, (2009) also discussed about the creation of a long- necessary by the enterprises to build a strong base for a term relationship with valued employees through ERM and durable relationship among employees within the its significance. ERM helps the managers with their organization. activities of recruitment, training and performance

Bajaj & Sinha, (2013) theorize that satisfied employees can only able to contribute to employee relationship management. ERM can be understood by equating with employee satisfaction and employee satisfaction can be attained by understanding employee needs through various methods like Training, Job satisfaction, job rotation, career planning, participative Management, performance

appraisal. Employers communicate with their employees, share information relating to the job and organisational objective to build a common understanding. Employee relationship management also provides job-related information, workflow procedures and helps in maintaining a collaborative environment among fellow employees.

appraisal etc. On a similar note Prouse, (2004) also point Thorzen, (2011) also opined that ERM provides support to that the fact that, ERM has the ability to intensify employee the employees by providing information and knowledge satisfaction, commitment and retention due to the better about the products, processes and technologies prevailing orientation of employees towards career goals and in an organisation. It also assists the employee in delivering ambitions. their day to day task more efficiently.

Chapman & Goodwin, (2001) claim that a good employee Krill, (2008) discussed the cost of losing a key employee. relationship can fill the gap in employee productivity by Retention of employees is extremely essential when there promoting employee's personal effectiveness and output. is a competition in the market, especially for talent and When managers cultivate a good relationship with fellow knowledge. In such circumstances, losing a productive and

extremely talented employee is devastating. Employee aspect within an organisation create happily and committed relationship management is meant to maintain trust among employees who work with more dedication.

employees about the management and their approach in creating a happy work environment. ERM touches every

**Table-1: Brief Summary of the Reviewed papers:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| SNo | Author (s) | Key findings | | |
| 1 | Bajaj (2013); Bratton & Gold, (2003); Carstens and Barnes (2004); Foley et al. (2008); Ngari and Agusioma (2013);  Vineet et al., (2013) | Assist in the growth and development of an organisation, overall business performance/ Firms Productivity | | |
| 2 | Daniela et al. (2008); Gegax, (2006); Gillenson et al. (2011); Herington et al. (2009); Sinha & Bajaj, (2013); William  & Lay (2000); Yongcai, (2010);  Thorzen, (2011) | Helps in enhancing the Employee Performance, Efficiency | | |
| 3 | Chinomona & Sandada, (2013);  Debaawy (2011); Holly (2014) | Better organisational  management | Communication | and |
| 4 | Chinomona & Sandada, (2013); Herington et al. (2009); Singh &  Kumar, (2011); Wargborn, (2008); | Assists in the Achievement of organisational goals/ objectives and capabilities | | |
| 5 | Chapman & Goodwin, (2001); Bajaj et al. (2013); Buttle, (2009); Krill, (2008);  Kuzua and Ozilhan (2014); Onyango  (2014); William & Lay (2000); | Induces a feeling of togetherness among employees, Cohesive atmosphere, collaboration environment; happy Work Environment | | |
| 6 | Bajaj et al. (2013); Dumisani et al. (2014); Herington et al. (2009); Kurt & Birgit (2006); Kuzua and Ozilhan (2014); Prouse, (2004); Sinha & Bajaj,  (2013); Tansel and Gazioglu (2013); Yang et al. (2011); | Ensures job satisfaction/employee satisfaction | | |
| 7 | Armstrong, (2009); Wang et al., (2005); | Management approach and style, Leadership  style is largely influencing ERM Practices in firms | | |
| 8 | Dirks & Ferrin, (2002); Daniel, (2003);  Herington et al. (2009); Holly (2014); | Helps in Building Trust among employees and  employers | | |
| 9 | Daniel, (2003); Gillenson & Sanders, (2005); Kar et al., (2011); Kuzua and Ozilhan (2014); Prouse, (2004); Wargborn (2008); William & Lay  (2000); | Employee Retention, Motivation and Commitment, Employee loyalty | | |
| 10 | Huang & Guo, (2009); Kantabutra & Avery, (2009); Noordin et al., (2010); Pulakos & O’leary, (2011); Wargborn,  (2008); Thorzen, (2011) | Helps in learning and knowledge sharing, Shared goals, clarification about job-related issues etc. | | |
| 11 | Liao et al. (2004); | Provides Competitive  organisation. | Advantage to | the |
| 12 | Singh & Kumar, (2011); | Helps in change management in organisations | | |
| 13 | Wang, et al. (2018) | Enhances the Whistle-blowing behaviour of  employees | | |
| 14 | Sinha & Bajaj, (2013) | Only satisfied employees can only able to  contribute to employee relationship management | | |
| 15 | Swarnalatha & Prasanna, (2013); | ERM is internal, explaining “how an  organisation does business? | | |

*Source: Authors own Interpretation*

**Conclusion:** Deanship of Graduates Studies, Faculty of Commerce,

The assessment of the different studies carried out to understand the Relationship between Management and employees reveals the following points.

1. Most of the studies agree to the fact that ERM practices ensure firm growth as well as employee productivity, satisfaction and commitment toward the organisation.
2. Several studies also confirmed that without the presence of communication, trust, and effective leadership style in the organisation it is quite difficult to create and maintain a healthy employee relationship.

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sustainable work environment that motivates employees Bajaj, R., Sinha, S., & Tiwari, V. (2013). Crucial Factors of by creating a sense of togetherness and ensures Human Resource Management for Good Employee

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works out in public sector firms and private sector firm, Bergeron, B. (2003). Essentials of Knowledge Comparative studies on the impact of ERM on employee's Management. John Wiley & Sons.

productivity or competitive advantage gained by identical

firms (i.e. Private and Public sector) belonging to the industry.

1. Very few numbers of studies are there who claim about the whistle-blowing behaviour, Competitive advantage

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