INNOVATIVE ATTRIBUTES OF EMPLOYEE RELATIONSHIP MANAGEMENT AND ITS IMPACT ON RETENTION IN SOFTWARE INDUSTRY

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Abstract

This study investigated a common phenomena of present day burning issues of various organization related with the question that Why do Indian Software professionals leave their organizations? Due to cut throat competition the retention of employees has emerged as a vital issue for software industries. Due to turnover tendency of employees companies are suffering with not only to lose their employees financially infact in day to day future and in house confidentiality of projects along with customer and image building dents are also become a security threat to them in order to sustain their smooth functioning and growth. In this paper researcher has tried to analysis the concept and other associated factors in the light of various dimensions which play an important role to affect the same. Researcher has also thrown light on the concept of Innovative attributes of employee Relationship Management through which the bond of both employees and employers can be strengthened to act as a bridge between the both.

Keywords: *Innovative Practices, Employee Relationship Management, Dimensions of ERM, Packages of ERM etc.*

Innovative practices in employee relationship management are mandatory for organizations to survive in the high technology atmosphere of the 21st century in Global market. Guarantee of employment can no longer be used to generate commitment (Meyer, Allen, & Topolnytsky, 1998). As a result, workers today do not expect to develop their careers in only one organization (Nussbaum, 1991, Carson & Bedeian, 1994). Cooper-Hakim and Viswesvaran (2005) estimate an average of five changes of organization throughout a career. Since it is no longer possible to secure jobs, companies attempt to ensure employability and, to that end, invest in developing their people to enhance their potential mobility. Thus, there is now a demand for managerial strategies appropriate for this scenario in order to retain good employees through practices such as awards, promotions, compensation, and training (Buckingham & Coffman, 1999 , Barros, 2007).

It is important for organizations to foster linkages for people to remain, but it is also important to assess the nature of these bonds. Affective bonds are those that engender stronger ties since they are associated with an organization's goals and values. On the other hand, bonds based on instrumental exchanges might make it less attractive for people to leave the organization since they would be losing investments and gains already obtained (McElroy, 2001a; Morrow, 2011; Steel & Lounsbury, 2009; Sethi & King, 2008).

ERM is a linkage that individuals may develop towards multiple aspects of their work environment. It can be enacted either as an attitude, behaviors (or behavioral intentions), or as a binding force. Commitment can be analyzed in relation to a wide range of foci - the organization, group or team work, work itself, career, and unions, among others.

To cope with the dynamics of today's world and achieve a greater commitment from their employees, organizations have to changed their internal environment and ways of conducting the work through initiatives of Employee Relationship Management. This environment of change is consequently demanding new policies and ERM management practices that are specifically aimed at retaining people, because they become increasingly trained to work in an environment of uncertainty and technological sophistication. Unstable environments demand more action and cooperation from the workforce, which calls into question the relative values of work, remuneration, leisure, personal life and organizational citizenship (Tonelli *et al.*, 2002).

According to Grant (2003), when individuals perceive the tasks they are given is appropriate to their skill level, interests and knowledge, and believe that their work is recognized, they tend to value the organization's contributions to these factors and strengthen linkages with it, such as commitment and entrenchment. Bastos, Rodrigues, Moscon, Edington and Pinho, argue that commitment is seen as a factor that enhances organizations' chances to successfully address turbulence and transitions.

Turnover

Employee turnover represents a critical problem to an organization in terms of loss of talent, additional recruitment and training costs (Loi, et al., 2006).Turnover is the separation of an individual from an organization (Nettle et al.,2011). This may be voluntary, where an employee leaves by choice, Even though the organization may have preferred the individual had stayed. Alternatively, it may be involuntary, and in this situation the organization initiates the Separation (fires the employee) and, presumably, the individual would have preferred to stay. Turnover is easier to measure than retention. Average annual turnover, or the Wastage rate (Nettle et al.2011), is the number of terminations per year divided by the Number of active employees in the same year, given as a percentage (Waldman & Arora, 2004). Retention in a larger firm can be measured by the specific number of people hired in a particular year (for example 2011) who are still employed in the following year (2012) or in subsequent years, divided by number of people hired in 2011 as a percentage. Waldman and Arora 's (2004) example shows that measuring the turnover rate might hide the fact it is the new hires that are leaving rather than people from different cohorts.Thus,different situations will require different strategies to change the pattern (Waldman & Arora,2004).

Over View of Turnover Facts

Kuruvilla and Ranganathan (2008) found every software firm in India reported increase in turnover rates in recent years

(ranging from 15% to 20% per year) with an average of 20% turnover rates annually. In early 2011, turnover rates in top 5 Indian IT companies were reported to be at a three year high (Everest Research Group 2011). In the year 2010, major Indian software suppliers like Tata Consultancy Services (TCS) reported an annual turnover rate of 14.1% while at Infosys it was 17.1% in the second quarter of 2010 (Economic Times 2010). In the same year, Wipro, another major supplier reported annual turnover rates of 23% (Ghosh and Das 2010). The turnover rates were slightly lower before 2009. For the last quarter of 2008, the annual turnover rates for TCS, Wipro and Infosys were 11.9%, 11.9% and 11.8 % respectively (Kumar 2009). Switching companies has become so acute that some IT firms are finding it hard to include turnover rates in their quarterly performance reports (Tejaswi 2010).

The turnover problem is aggravated by the fact that smaller Indian IT companies are facing even higher turnover rates than the big IT suppliers like Wipro, TCS and Infosys (Acharya and Mahanty 2007; Rai 2005). The problem of turnover is intensified for mid-sized and smaller companies as a consequence of the massive recruitment drives undertaken by their larger rivals. Large companies are able to attract employees from smaller rivals through better pay packages and other incentives (Iyer and Sengupta 2010). Annual turnover rates in small and medium sized IT companies in India are now in the range of 25-30% (Tejaswi 2010) with some mid-sized firms battling with turnover rates as high as 40% among their project managers (Sengupta and Mishra 2010).

Literature Review

In the early 70s the relationship between employers and employees in work place was more of a collective relationship which involves collective bargaining where representatives of both employer and employees meet to negotiate on matters related to pay, terms of employment and working conditions, representatives of employees are known as "**Trade Union**" (Henderson 2008). Organizations were encouraged to recognize and work with trade unions so as to improve the employment rights of workers through collective bargaining (Marchington and Wilkinson 2005). Edwards (2003) described the relationship between employer and employee as a system where both parties have common and divergent interest, this is a situation where employer and employee communicate their requirement and views to one another in terms of agreement on work related issues.

An employee's relationship with an organization is shaped by HRM actions such as recruiting, appraising performance, training, and benefits administration through which employees come to understand the terms of their employment (Rousseau & Greller, 1994). A major function of ERM practices is to foster an appropriate environment (Rousseau & Greller, 1994) and employees' interpretation of their employer's .ERM practices affect this concern and ultimately their perception of contract fulfillment or breach will affect their commitment to the organization.

The improvement in management of employee relationships in organizations brings more positive aspects to the firm than

just increased employee motivation (Grant, 2007; Gegax & Grimme, (2006) and promises employees greatest possible satisfaction of their individual needs; while to the employers, it promises increased attraction, retention, motivation and performance of employees (Schweitzer & Lyons, 2008; Keim & Fritsch, 2008; Wargborn, (2009) and improves employee morale (Harrison et al.2001) .Burns (2012) declared that good employer-employee relations are essential for different reasons. These reasons might include: - Employees who are inspired to work produce better and more results; The level of competency of the staff in-creases because of their drive to become better and The Concern for employee is required to be improved because employees who have good relations with their employer are usually viewed as good customer consultants.

Concept of Employee Relationship Management- A Key To Success Of An Organization : ERM plays a very vital role for a company's sound growth. It is a combination of two terms i.e. Employee and Relationship Management.

Employees: Employees are the valuable assets for every organization. When the employees work collectively and contribute equally then a company will have higher prospects of achieving desired goal. On the other hand, if employees engage themselves into constant conflicts & misunderstandings, then this will absolutely disturb the working of the company. Therefore the employees must have a sound relationship with each other to perform with their best ability and also enjoy their work.

Relationship Management: Relationship management is a concept which is all pervasive now-a-days. Almost every organization is putting their interest in building relationships with the people around them like their customers, partners, employees etc. Relationship Management is a structured managerial process which focuses on building and managing sound relationships with customers, suppliers, partners etc. with the objective of achieving desired goals. Acknowledging and respecting other's competencies is the important basis for building strong relationships.

Employee Relationship Management (ERM): When a company manages a relationship with its employees by using some technologies and by following a focused approach for resolving all problems that are related with the relationship between a company and its employees is known as Employee Relationship Management (ERM). The main focus of ERM system is to strengthen the bond between the employer & the employee and ensures that both the parties are enjoying a healthy relationship within the healthy workplace environment. Apart from this the employer keeps on equipping with information and training (Siebel, 2006). It also provides employee satisfaction otherwise any of the kind of dissatisfaction will directly affect the employee productivity and overall workplace environment.

ERM can be defined as the relationship between representative manager or employer and the employee, which are aimed at building and maintaining commitment, morale and trust in order to create a safe and productive working environment

(Singh and Kumar, 2011). This is an individualistic approach where the company interacts and handles the problems on individual basis. There are some of the important aspects which can be seen after successful implementation of ERM i.e. increases employee loyalty status, morale, turnover rate, communication. And achievement of all this in concern of employee is as important as in concern of customer. According to Gillenson and Sanders (2005) for achieving the above aspects a company must go through a set of activities. First and foremost as well as one of the important step is to make the employee to feel that the employer knows him and cares about him personally.
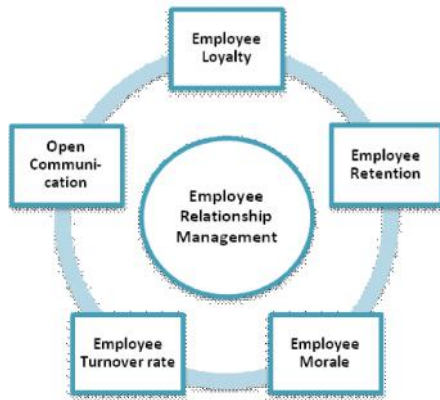

Fig.1 ERM focus

ERM can also be understood as employment relationship. Edwards (1992) explains employment relationship as a process of negotiating the outcome of work done and the working conditions between the employers and employees, who are working together with the perception of mutual dependence.

Characteristics of Employee relationship Management (ERM) - Personalized approach: This is an individualistic approach as the focus of the company is on building relationship with each and every employee i.e. each of the employee is being given equal importance. Identify objectives: Identification of areas to be involved in ERM and the problems which a company is willing to look after must be done so that the application of ERM can be done accordingly. Ascertain employee needs: A company comprises of various employees who all are different from each other in various ways like age-group, gender and also the job performed by them. So a company can find out the needs of their employees by using both formal and informal channels. Balance between personal & professional life: Generally, many employees found it difficult to make a proper balance between their personal life and professional life, which can have negative effects on the goals of the company. ERM helps out in understanding and also provide space to employees so that they can discuss their point of view with the employer. Effective communication channels: It is one of the very important aspects in making strong relationships. And ERM focuses on making it more flexible, open and honest. So that the employees can share their experiences about the positive results and also about the problems faced by them. On-going process: ERM is an on-going process which keeps on implementing new solutions, new applications, look after to the problems etc. Regular monitoring: ERM keeps a regular check over the employee's

relationship with employer in order to avoid any kind of discrepancy and also if there is any chance of any gap then this gap is being filled as soon as possible.

Need For Employee Relationship Management (ERM): There are numerous endless reasons which are very important that contribute towards the growth and success of an organization. This is the smartness of the organization that how it effectively uses the strategies to come up with innovations so that it can render the smooth retention by applying these fruitful outcomes of the organization. For the strengthening of bond between the both employee and employer the need of ERM is required, few aspects are - For increasing employee retention/ Talent retention: Every company focuses on retaining their present employees as the cost of losing an employee will be a loss for a company. And recruiting a new employee calls for expenditure. So employee retention is necessary by reducing employee turnover rate for reducing the cost incurred due to loss of an employee. For boosting employee's morale: When a company wishes to gain high level of growth then its employees must be motivated to make their best effort for accomplishing their job. They must actually enjoy their work then only they will be able to put their best effort. For increasing employee's loyalty with the organization: It is necessary to provide a good level of comfort in all terms which increases the level of satisfaction among the employees. And this will be a key to increase employee's loyalty. For improving the level of revenue and profit: A reduced employee turnover rate ensures that the company will be earning more of profits and revenues.

Concept and Objective of Innovative Attributes of Employee Relationship Management: Motivating the men in the organization is the main aim of innovative process. Over the past three decades the world has seen enormous growth in information technology. Innovative Employee Relationship Practices places tremendous value on providing Quality, Service, and Innovation through employees possessing and exhibiting the right attitude and who take Ownership and Accountability for their work product. So the organization adopting policies and program to attract and retain a dedicated, loyal and long-term work force. Innovative programs foster long-term employment satisfaction and high employee retention.

Figure 2: Dimensions of Employee Relationship Management.

Some of these Benefits Include - A comprehensive benefit package that includes medical, dental, vision and life insurance; A retirement plan and matching contribution program; Free voluntary bus transportation to all of the locations; An effective safety program that rewards employees who are accident free; Regular opportunities and training for advancement; Paid holidays, paid jury leave and paid bereavement leave; Service bonuses and end-of-season incentive pay; An annual orientation program; A discretionary profit sharing program; A cost free Employee Assistance program (EAP); Access to an on-site preschool and childcare facility etc for family welfare and Scholarships to the children of employees going to school & college.etc.

Innovative practice may include the following principles:- Division of Work- Specialization allows the individual to build up experience, and to continuously improve his skills. Thereby he can be more productive. Authority- The right to issue commands, along with which must go the balanced responsibility for its function. Discipline- Employees must obey, but this is two-sided: employees will only obey orders if management plays their part by providing good leadership. Unity of Command- Each worker should have only one boss with no other conflicting lines of command. Unity of Direction- People engaged in the same kind of activities must have the same objectives in a single plan. This is essential to ensure unity and coordination in the enterprise. Unity of command does not exist without unity of direction but does not necessarily flows from it. Subordination of individual interest- (to the general interest). Management must see that the goals of the firms are always paramount. Remuneration- Payment is an important motivator although by analyzing a number of possibilities, Fayal points out that there is no such thing as a perfect system. Centralization (or Decentralization)- This is a matter of degree depending on the condition of the business and the quality of its personnel. Scalar chain (Line of Authority)- A hierarchy is necessary for unity of direction. But lateral communication is also fundamental, as long as superiors know that such communication is taking place. Scalar chain refers to the number of levels in the hierarchy from the ultimate authority to the lowest level in the organization. It should not be over-stretched and consist of too-many levels. Order- Both material order and social order are necessary. The former minimizes lost time and useless handling of materials. The latter is achieved through organization and selection. Equity- In running a business a 'combination of kindliness and justice' is needed. Treating employees well is important to achieve equity. Stability of Tenure of Personnel- Employees work better if job security and career progress are assured to them. An insecure tenure and a high rate of employee turnover will affect the organization adversely. Initiative- Allowing all personnel to show their initiative in some way is a source of strength for the organization.

Employee Relationship Management Dimensions: Employers and employees come together because they both have needs, which they feel the other will help them fulfill. By coming together an employment relationship is formed, with obligations on both sides. No employment relationship occurs in a vacuum and it is important to realize that there is a range of contexts within which it occurs and which, to varying degrees, impinge upon the relationship. One of these is the legal context, and at the level of the individual there is a legally enforceable contract between employee and employer. It has also been suggested that the employment relationship can be perceived as a psychological contract.

Based on literature review below are some innovative factors of HRM has been mentioned that are having importance with reference to employee retention good practices.

S. No.	Dimension	Meaning
1.	Corporate identity (Alessandri, 2001, Holtzhausen and Fourie, 2009)	Good corporate image leads to good reputation which ultimately leads to good relationships.
2.	Job satisfaction (Kidwell et al., 1997, Liao et al., 2004)	It is the outcome which is a positive feeling in employees about their work performance.
3.	Work redesign (Hackman and Oldham, 1980, Hackman and Oldham, 1976, Kuo et.al, 2010)	It is about redesigning the job characteristics by considering the expectations of the employees. A job characteristics model has been developed for this purpose.
Work Redesign has its own five dimensions:		
4.	Skill Variety (Hackman and Oldham, 1976, Kuo et.al., 2010)	Refers to different skills and talents of employees required for performing a job successfully.
5.	Task identity (Hackman and Oldham, 1976, Kuo et.al., 2010)	Refers to completion of job with identifiable results.
6.	Task significance (Hackman and Oldham, 1976, Kuo et.al., 2010)	Refers to the impact of job on others work as well as on external environment.
7.	Autonomy (Hackman and Oldham, 1976, Kuo et.al., 2010)	Employee must have freedom and independence for carrying out the job allotted.
8.	Feedback (Hackman and Oldham, 1976, Kuo et.al., 2010)	This is about a clear and information about the work performed by the employee.
9.	Psychological Contracts (Argyris, 1960, Rousseau, 1995, Rousseau, 2004, Gough and Hick, 2009)	An unwritten agreement which is psychological in nature, between an employer and its employee for carrying out agreed practices.
10.	Interpersonal orientation (Yi-Feng and Tjosvold, 2007)	Employees must focus on building good interpersonal relationships because it will help them in many a ways by ultimately enhancing the growth of the company.
11.	Trust (Siemieniuch & Sinclair, 1999, Liao et al., 2004, Holtzhausen and Fourie, 2009)	It plays an important role in putting all business aspects together. It came be seen when people exchange information.
12.	Organizational Commitment (Jaworski and Kohli, 1993, Hunt et al., 1989; Meyer and Allen, 1997, Meyer and Allen, 1991, Allen and Meyer, 1990, Colbert and Kwon, 2000, Quarles, 1994)	It is about committed employees, who all have the following features: ✓ More inclined to make personal sacrifices for their organizations. ✓ Connect themselves with the goals and objectives of the organization. ✓ Devote extra time to work ✓ Feel proud of being the member of the organization.
Organizational Commitment has three dimensions:		
13.	Affective Commitment (Meyer and Allen, 1991, Kuo et.al., 2010)	Refers to the emotional attachment and involvement of the employee towards his company

14	Continuance Commitment (Meyer and Allen, 1991, Kuo et.al., 2010)	Refers to continuous relationship with the company even after retirement, in the form of pension, transfer of knowledge, self-investment etc.
15	Normative Commitment (Meyer and Allen, 1991, Kuo et.al., 2010)	When employee become obligated to be with the company due to some social norms.
16	Job motivation (Joensson, 2008)	This is about motivating the employee about the job by way of financial and non-financial incentives.
17	Job variety (Mishra and Spreitzer, 1998, Kuo et.al., 2010)	This refers to the various types of tasks involved in the job.
18	Work performance (Yi-Feng and Tjosvold, 2007)	Through good level of commitment the performance of employees can be enhanced which is ultimately beneficial for the company performance.
19	Competence (Spreitzer's, 1995, Kuo, et. al., 2010)	When an employee has full faith in him that he has skills through which he can perform his job well.
20	Self-determination (Spreitzer's, 1995, Kuo, et. al., 2010)	When employees have the freedom of performing their job in their own way.
21	Self-confidence (Singhal and Chatterjee, 2006)	When an employee has got full faith in own self and believes that he can do such job, then it is self-confidence.
22	Working hours and sick leave (Griffeth et. al., 2000)	These aspects helps the HR department to evaluate employee's behavior towards the organization.
23	Health and safety (Joensson, 2008)	The health and safety issues of employees must be taken care of; otherwise it can affect the productivity and profitability of the organization.
24	Internal relations (Liao et. al., 2004)	This is an alternative term for relationship between employer and employee.
25	Communication (Holtzhausen and Fourie, 2009, Singh and Kumar, 2011, Carac¸a & Carrilho, 1996)	It is necessary that the goals and objectives must be properly communicated to the employee. And also there must be an open communication between employer and employee.
26	Employee behavior (Liao et. al., 2004, Hornung and Rousseau, 2007)	This refers to the attitude and reaction of an employee towards other employees and also towards employer.
27	Pay satisfaction (Griffeth et. al., 2000)	This explains about the satisfaction incurred out of the salary received by an employee.
28	Productivity (Bolton and Houlihan, 2009)	Healthy relationship between an employer and an employee can lead to increase the productivity of the organization.
29	Innovation (Liao et. al., 2004)	Innovations can decrease the reasons of conflict and make the employer and employee to work in unified form.
30	Attendance (Bolton and Houlihan, 2009)	It is important in concern of every employee as each employee must attendant every event of the organization and this will help both the employer and the employee in collaborate.
31	Predicted turnover (Griffeth et. al., 2000)	The turnover rate of employees can be predicted on the basis of some behavioral constructs. This prediction can help organizations in making their future plans.

32	Conflict (Lewin, 2001, Liao et al., 2004)	Conflict refers to the disagreement or difference of opinion between two or more parties about something relevant.
33	Employee empowerment (Kuo et.al., 2010, Fox, 1998, Spreitzer, 1995, Liden et al., 2000, Conger and Kanungo, 1988, Thomas and Velthouse, 1990)	This is about instilling a positive power in the employees which is psychological in nature and this also increases a sense of belongingness.
34	Conditions of respect (Liao et al., 2004)	Refers to those aspects where the employee or the employer is in the state of giving or taking respect.
35	Conditions of support (Liao et al., 2004)	Refers to those conditions where the employer must support his employee or vice-versa.
36	Justice perception (Liao et al., 2004)	This is about the perception of the employee where he believes that he will be provided with justice whenever he gets into a problem.
37	Relationships with superiors (Liao et al., 2004)	To maintain relationship with superiors will be very beneficial for the subordinate in various concerns.
38	Self-satisfaction (Liao et al., 2004)	This is a very important feature which must be present in every employee otherwise he won't be able to give his best.
39	Self-learning (Liao et al., 2004)	Employees must have this attitude so that they can learn various things which are not being taught.
40	Knowledge sharing (Liao et al., 2004, Krogh, 2002)	Dissemination of knowledge by an individual to others who all might be his competitors.
41	Organizational citizenship behavior (Liao et al., 2004, Bell & Menguc, 2002, Joensson, 2008)	It is an employee's behavior which goes beyond the job expectations just for the betterment of the organistaion. It is discretionary in nature.
42	Teamwork (Hornung and Rousseau, 2007)	It refers to a situation where the employees come up as a team and work together for achieving desired goals.
43	Collaboration (Yi-Feng and Tjosvold, 2007)	For building a strong relationship between an employer and an employee, both have to collaborate with each other through trust and emotional involvement.
44	Working environment (Liao et al., 2004)	It is one of the important dimension as it affects the behavior of the employees.
45	Cultural differences (Yi-Feng and Tjosvold, 2007)	An organization is a combination of employees who belong to different cultural backgrounds. So the organization needs to manage this difference and get the highest level of output.
46	Employer-employee power imbalance (Lewin, 2001, Liao et. al., 2004)	A situation where there is a need for formal justice body for resolving a conflict between an employer and employee.
47	Employee loyalty (Joensson, 2008, Siebel, 2006)	High employee loyalty status can bring good level of customer satisfaction.
48	Ontological commitments (Liao et. al., 2004, Elst & Abecker, 2002, Correa da Silva et al., 2002)	Means having same understanding for shared vocabulary. It helps providing solutions to the problem in information sharing.
49	Technology (Liao et. al., 2004)	Technology has helped in improving employer-employee relationship in the form of software for managing information related to employees.

50	Employee attachment (Joensson, 2008)	When an employee starts feeling emotional attached to company then he works for the company with highest level of loyalty and efficiency.
51	Customer focus (Hornung and Rousseau, 2007)	The main focus of the employer and the employee must be on customer satisfaction
52	Employee discrimination (Lewin, 2001, Liao et. al., 2004)	This is a negative aspect faced by the employees where the employer shows a biased behavior towards the employees.
53	Employee participation (Joensson, 2008, Summers and Hyman, 2005, Fuller et al., 2006)	It is about the right of employee to participate in organizational decision-making.
54	Perceived organizational support (Whitener, 2001, Liao et. al., 2004)	This implies the understood level of support from the side of organization.
55	Company performance (Summers and Hyman, 2005)	This can get affected by the employee participation as well as the relationship between employer and employee.
56	Social identification (Joensson, 2008, Haslam, 2001)	It refers to the importance of the employee in an organization.
57	Workforce control (Bartram 2011, Dulebohn et al., 1995; Jacoby, 1991)	One of the employee management system is workforce control where the description is towards controlling the employees of an organization.
58	Compensation systems (Huselid et al., 1997, Bartram 2011)	Companies must follow a systemized mechanism for distributing salaries and bonuses among the employees.
59	Flexible workforces (Huselid et al., 1997, Bartram 2011)	Employees must be flexible in terms of working so that in the time of requirement they can do the work of other departments as well.
60	Quality improvement practices (Huselid et al., 1997, Bartram 2011)	Companies must try to make quality improvement practices while building strong relationships with employees.
61	Emotional security (Sewell, 1998, Bartram 2011)	Company must provide emotional security to their employees i.e. they must keep on employee's emotions

Glipmses of Innovative Packages of Employee Management Relationship Management: ERM packages being offered by various companies are 1) Office Intranet (Employee Relationship Management) – By VRM This ERM application facilitates with instant and effective interaction between the employer and its employees. This makes proper management and dissemination of information to relevant users can take place through a secured channel of interaction. Also provides knowledge libraries and reference documents which are fully safe. It helps the HR Department of a company in various ways like in recruitment & selection, training & placement, competence and career management, time management, internal communications, improve employer-employee relationship, etc. 2) HR Solutions - Provided by Blue Apple This company offers various HR solutions as such Process Automation, 360 Degree Appraisal, Induction Process, Employee Retention and Employee Relationship Portal. 3) PowerERM – Connecting Employees with the Organization (Octaware Technologies)

This helps in exploring the hidden potential and talent of the employees. It provides a matrix of intelligent processes and a structured approach with a main focus on linking people, strategy and performance. 4) Employee Relationship Management Solutions (Provided By- KRINA WEB) Offers a collection of tools which are as follows- Focuses on strengthening corporate communication and culture; Through enterprise portal it promotes learning about company products, services and customers in an easily accessible format; Help employees in making effective customer interactions; Provide forums for the purpose of open communication for the employers and employees; Helps in managing the performance of the employees; Promotes employee loyalty and commitment through convincing and offering benefits to them; Make the work of HR department easier and let them concentrate on strategic issues; Helps in retaining talented employees and also focuses on reducing turnover rate; and Provides effective rewards for building employee's morale. 5) Employee Relationship Management (Offered by Wipro): It offers a well-organized structure to manage the employees of an organization. Basically, it includes Employee Performance Management (EPM) solutions under talent management which helps in accurate assessment and easy development of employees, performance appraisals, workforce planning, training and development. These solutions are offered by using the Business Process Outsourcing (BPO) or Software as Service (SaaS) model. 6) Talent Management service- It offers the following:

Learning Technology Solutions

Technology Consulting: This is about clarifying the technical queries raised by the employees; Integrate and maintain the production support services

Content Development

This is about researching and gathering information which is relevant for development new theories and techniques & specifically for guiding the employees for the smooth working of the organization. It involves information related to product, processes, technology etc. Consulting Services: Provides consulting facilities which provides ways to enhance performance levels, carries our training need analysis, strategize ways to make the training process most beneficial. Documentation Services: Provide services through which the company can prepare documents containing technical aspects, end user perspectives and then publishing it. Employee Helpdesk- It provides extended hours service where it offers case management by using integrated ways, voice recording facility which enhances the quality of query handling, language support etc.

Conclusion

These employee relationship management practices can have many different effects on the work of an organization; they can enhance perception and strengthen corporate communication, foster learning, increase employee involvement, provide real time access to company training, targets information to employees based on their interests, streamline performance management, manage resources, encourage loyalty and commitment, raise productivity,

encourage innovation levels, reduce turnover and retain human talent. The study is beneficial to the management and employees of software organizations and it highlights the importance of good practices in the management of employee relationships. The study contributes towards a framework for further research by filling the existing gaps in the field of employee relationship management. Following that, the organizations would commit to addressing each key issue of perception by identifying perception gaps that exist and thereby implementing appropriate change programmes for the growth of an organization.

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