

**Training and Development**  
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**Module - 01**  
**Lecture - 02**  
**Employee and Employer Relationship**

Welcome back to the lecture 2 of the course on Training and Development. In the earlier lecture we had learned about the initial concepts of who is an employee, what is an organization both as a structure and process of bringing people together, dividing the responsibilities and grouping work together. So, that they can function together towards achieving the goals of the organization, we understood like the employees are not only people who work for the wages in return of the work that they do for the organization, but there are further responsibilities of the employees towards the organization.

And also, the organizations responsibilities towards the employees in helping them to grow in order to so that they can better perform and contribute to the goals of the organization to provide them with the facilitating opportunities for that through the training and development.

We came to understand training and development or educational processes, learning processes where training is more focused towards the specific skills that the employee need to develop for the purpose of doing the job properly.

And development is more generic in nature where we are focusing towards getting enriched with general competencies which help us to grow as a person and become more competent for performing in the present or the future job and contribute better to the purpose of the organization in the different roles that are coming up.

We have seen how the concept of employees have shifted towards the human capital where the organization is investing in the growth of the employees with time, money, energy, training program, education and programs, so that they become more enriched and valuable resources to like contribute to the purpose of the organization. And they also grow as a part of it and how there is a synergy established between the growth needs of the employees and the growth needs of the organization.

And the training helps training development, education helps both the employees and the organization to grow together. One thing which becomes very evident in this whole discussion is the employer-employee relationship. If the employer does not understand the needs and aspirations of the employees and the employees are not like aware of the needs, aspirations and the vision of the employers it is very difficult to team up together and work towards the synergy towards achieving a common goal.

So, in the whole training and development process that we are going to learn as a part of this course. One of the focus areas of course, is the understanding about the employer-employee relationship whether starting from maybe legal point or from a behavioral perspective and getting to understand how to strengthen this relationship and how training and development is one of the areas which really strengthen this relationship.

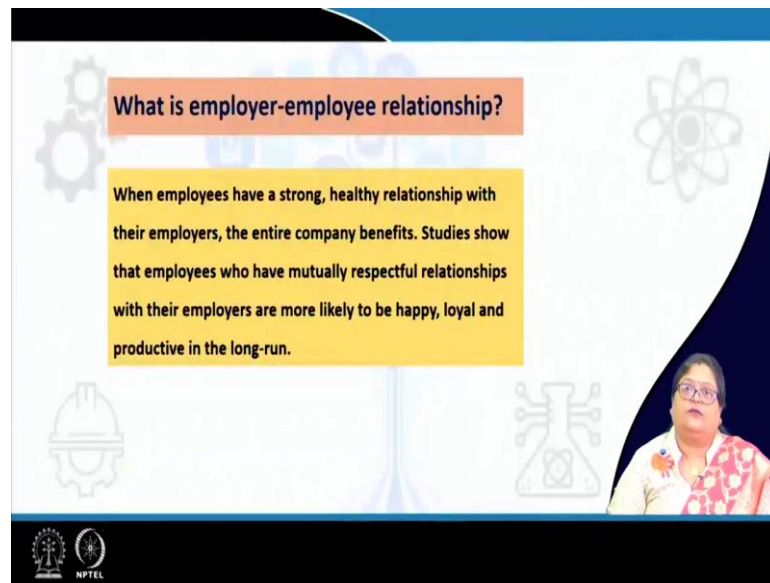
Because as told like if the employer does not understand what the employee wants and the employee does not understand what they really need to contribute towards the organization. Then the whole journey does not happen altogether. So, here in this session now we are going to discuss on this very important topic which is employer-employee relationship. So let us begin.

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So, as we discuss employer and employee relationship always give better benefit to the organization, here we will be discussing about the issues related to it.

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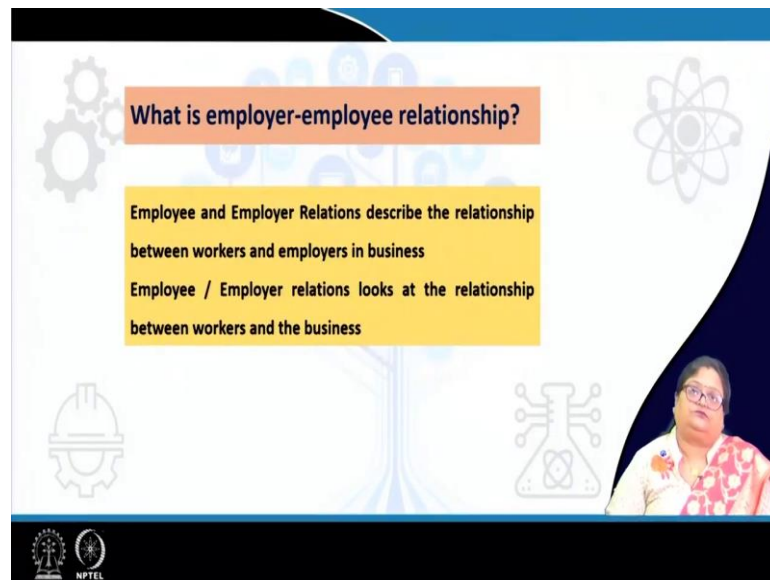
**What is employer-employee relationship?**

When employees have a strong, healthy relationship with their employers, the entire company benefits. Studies show that employees who have mutually respectful relationships with their employers are more likely to be happy, loyal and productive in the long-run.

The slide features a background with icons of gears, a hard hat, and a molecular structure. A small inset video shows a woman in a pink and white patterned sari speaking. The NPTEL logo is visible in the bottom left corner.

So, what is employer-employee relationship? When the employees have a strong healthy relationship with their employers the entire company benefits, studies show that the employees who have mutually respectful relationship with their employers are more likely to be happy, loyal and productive in the long run.

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**What is employer-employee relationship?**

Employee and Employer Relations describe the relationship between workers and employers in business

Employee / Employer relations looks at the relationship between workers and the business

The slide features a background with icons of gears, a hard hat, and a molecular structure. A small inset video shows a woman in a pink and white patterned sari speaking. The NPTEL logo is visible in the bottom left corner.

What is the employer-employee relationship is? It is the; it is the relationship between the workers and the employers in business and it looks at the relationship also between the workers and the business.

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If we understand who are the parties involved in this relationship from the industrial relations perspective of course there are three players in this in employer-employee relationship. Of course, the first one is the employers and the second the employees, but there is a very influential and crucial role played by the government in this whole relationship, either as a mediator was a or a moderator influencing the relationship.

So, we really have three players like employers, employees and government whenever we are talking of the employer-employee relationship.

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The slide is titled 'Parties Involved in employer-employee relationship'. It features a detailed text box for '1. Employers:'. The text describes the rights and actions of employers, such as hiring, firing, relocating, and introducing technological changes. The slide includes a speaker's video feed in the bottom right corner and the NPTEL logo in the bottom left.

**1. Employers:**

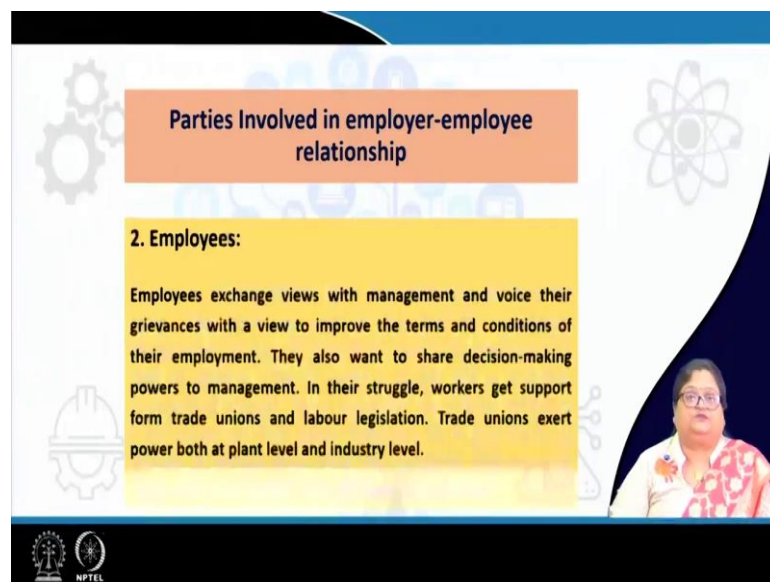
Employers possess certain rights and employees do have the same. They have the right to hire and fire employees. Management can also affect workers' interests by exercising their right to relocate, close or merge a factory and to introduce technological changes. Many employers use dubious tactics to break unions and their strikes. Employers try to gain loyalty of workers in various ways. They are concerned with imposing motivation, commitment and efficiency of employees

Now, let us elaborate more on the role played by each of these players in the employer-employee relationship. So, the employers possess certain rights and employees do have the same. So, both the employers and the employees have certain rights. The employees, the employers have the right to hire and fire the employees.

Management can also affect workers interest by exercising their right to relocate close or merge a factory and to introduce technological changes. Many employers use dubious tactics to break unions and their strikes employees' employers try to gain loyalty of workers in various ways. They are concerned with imposing motivation, commitment and efficiency of the employees.

So, what we see over here employers have the sole right to hire and fire employees and they can also like impose their own wish to relocate close or merge a factory and to introduce new technological changes which may have a huge impact on the workers interests. And they can play various tricks techniques politic political techniques also to gain loyalty in the workers in various ways. So, this is one aspect when we are talking of like the rights possessed by the employers.

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**Parties Involved in employer-employee relationship**

**2. Employees:**

Employees exchange views with management and voice their grievances with a view to improve the terms and conditions of their employment. They also want to share decision-making powers to management. In their struggle, workers get support from trade unions and labour legislation. Trade unions exert power both at plant level and industry level.

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Who are the employees? And of course, what are their rights? So, employees exchange views with management and voice their grievances with the view to improve the terms and conditions of their employments, they also want to share decision making powers to

management. In this struggle workers get support from trade unions and labour legislation; trade unions exert power both at plant level and industry level.

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**Parties Involved in employer-employee relationship**

**3. Government:**

Government has come to play an increasing role in employer-employee relations to protect the interests of both employers and employees. Both the state and central government evolve, influence and regulate employer-employee relations through laws, rules, agreements, awards of courts, executive and financial machineries.

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So, we can understand the third player in this relationship is the government. The government has come to play an increasing role in employer-employee relations to protect the interests of both the employers and the employees. Both the state and central government evolve influence and regulate employer-employee relations through law, laws, rules, agreements, awards of court executive and financial machineries.

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**Some Features of Employer-employee Relationship**

Some important features of employer-employee relationship are as follows:

- Employer-employee relations are the outcome of the employment relationship in industry.
- Employer-employee relations include both individual relations as well as collective relations.
- The relationship is not limited between trade unions and employer but also extends to the general web of relationships between employers, employees and the Government.

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So, what we have seen over here in the past three definitions which you have seen from the industrial relations perspective. We can see that it is the employers right to like hire and fire, employers right to like relocate, employers right to change like work, employers right to stop people from working. And also, maybe employees right to find a place in the decision-making power, employees right to like play some demands with the help of and maybe taking the help of the trade unions and the governments act in trying to balancing each other.

So, that both the rights are respected which tries to come to a picture as if these two parties the employers and the employees are really at the opposite end of the two wires. And there is a lot of tugs of war going on between these two entities in like finding out and like working for their own rights or struggling for their own rights and establishing their own rights.

But if you change the lens if we change the perspective instead of seeing them at as two parties who are trying to extract as much of possible of their own rights from the other party and making the other party here to its own demands and aspirations. If we just change the lens of this of looking towards an employer-employee relationship to a lens where we can see like there is there could be instead of a right based approach if you can see it to be a duty-based approach.

Like if you ask like what are the employers' duties towards its employees and what are the employee's duties towards the employer. We can see we can find out there are many employers duties is also to help the employees to grow, is to help the employees to flourish within the organization. Because they are coming and giving a considerable part of their time of the day and part of like experience that they have in helping the organization reaching its objective.

And employer employees corresponding duty towards the firm is also to help the firm to reach its objective in a more effective and efficient way. So, if we are changing the lens from like the right of the employees and the employers towards the duty of employees and employers towards each other. So, it brings them closer to each other and think of the other become more empathetic towards the other and start a journey together which end and start a journey together which enriches the relationship.

So, if we look at this relationship from this collaborative perspective what we get to see, like the employer-employee relations are not only just this thinking of me or myself, but it could be we or ourselves also where employee and employer think of mutual beneficial and respectful relationship of each other. So, we can see like the employer-employee relations include both the individual relations as well as collective relations with the individuals and the groups of employees are working together towards the organization.

And the organization is also taking care about the employees and the group members. So, and it is not limited between the trade unions and the employer, but also extends to the general web of relationships between employers' employees and the government.

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**Some Features of Employer-employee Relationship (continued)**

- Employer-employee relations is a dynamic and developing concept. It undergoes change with changing structure and environment of industry.
- There is distinction between human resource management and employer-employee relations. Human resource management deals mainly with executive policies and activities regarding the human resource aspects to the enterprise while employer-employee relations are mainly concerned with employer-employee relationship.
- Employer-employee relations do not function in a vacuum. These are rather the composite result of the attitudes and approaches of employers and employees towards each other.

So, it is a dynamic and developing concept it undergoes change with the changing structure and environment of the industry. So, somewhere there is a difference between human resource management and employer-employee relations. In human resource management it mainly deals with executive policies and activities regarding the human resource aspects to the enterprise while employer-employee relations are mainly concerned with employer-employee relationship.

So, we as we can understand employer-employee relationship was does not function in a vacuum. So, it is really the composite result of the attitudes and approaches of the employers and the employees towards each other. So, as I was telling it is how you are



looking at the other person, how you are approaching the other person, whether you are respectful to the rights of the other person also.

So, it is very important to have a respectful outlook towards the other person to respect the dignity of the other person. So, it to be dutiful to the other person or the other entity. So, to be grateful to gratitude is very important. So, these are obviously, how you are what is your attitude towards the other entity and towards each other. So, the this establishes a bond between the employers and employees.

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**Some Features of Employer-employee Relationship (continued)**

- Several parties are involved in the employer-employee relations system. The main parties are employers and their associations, employees and their unions, and the Government.
- The main purpose of employer-employee relations is to maintain harmonious relationships between management and labour. The focus in these relationships is on accommodation.

And whenever we are thinking of this bond the collaborative bond, so that where each of these me entity becomes a we entity and both have thought of proceeding together by exchanging their strength points with each other. Like compensating for each other's weaknesses then what happens the employer then the employer-employee relationship things of you know like incorporating training and development in it.

So, that with the training processes the employers helped employees to with the become more competent with the development given by the development that the happens to the employees help them to become more country competent and to contribute towards the organization's growth. So, it is very important that the employer-employee relationship.

So, it becomes a very harmonious relationship because whenever we are talking of employer-employee relationship it is not only the employer and relation and the

employee per se, but it is also the employers and their unions or associations and employees and their unions and the government. So, there is a whole network of relationship which is occurring.

And it is very important for the growth of the organization, for the sustainability of the organization and it is also the relationship of the organization with the outside world with outside society with the community from which actually it is drawing its resources. And employees somewhere come represent the voice of the community also because they come from the community, so or the local perspectives wherever you are doing your business.

So, this connect this healthy relationship between employee, employer government and their associated connected parties whoever we are talking of is very important for the sustainability of the organization also. So, it is very important how to assimilate the views of the other party into your own views. So, that you can help to or you can understand the perspective of the other person and help each other to grow that is a very important.

So, whenever we are talking of training and development over here employers' duty is to enrich the employees of course, with the training opportunities that they that is best needed for the organization and which also reflects the employees need of growth for enhancing oneself one capability. But it is equally a responsibility then of the employees to give back to the organization in terms of the its best for, their best performance, their best effort as which contributes to the growth of the organization and of the society at large.

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**Scope of employer-employee relationship**

There are wide scope of employer-employee relationship.

Main issues involved are as follows:

- ❖ Grievances and their redressal.
- ❖ Workers' participation in management.
- ❖ Ethical code and discipline
- ❖ Collective bargaining
- ❖ Standing orders
- ❖ Machineries for settlement of disputes

The slide features a blue header, a yellow text box, and a small inset video of a woman in the bottom right corner. The background includes faint icons of gears and a molecular structure.

So, what we can understand like there are there is a wide scope of employer-employee relationship and so, whenever we are talking of employer-employee relationship from higher perspective and we are focused towards our own work tight rights that the employers may have and the employees may have. What we find there could be many issues in employer-employee relationships and a better relationship.

Of course, helps in like a grievance and their redressal workers participation in management, ethical code and discipline, collective bargaining then standing orders and it helps for the machineries for settlements of disputes.

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**Outcome of Employer-employee relationship**

Maintaining a strong employer and employee relationship can be the key to success of an organization if the relationship is strong between employee and employer then the employee will be

- More productive
- More efficient
- Create less conflict
- Will be more loyal with the organization. @better customer service
- Higher quality product

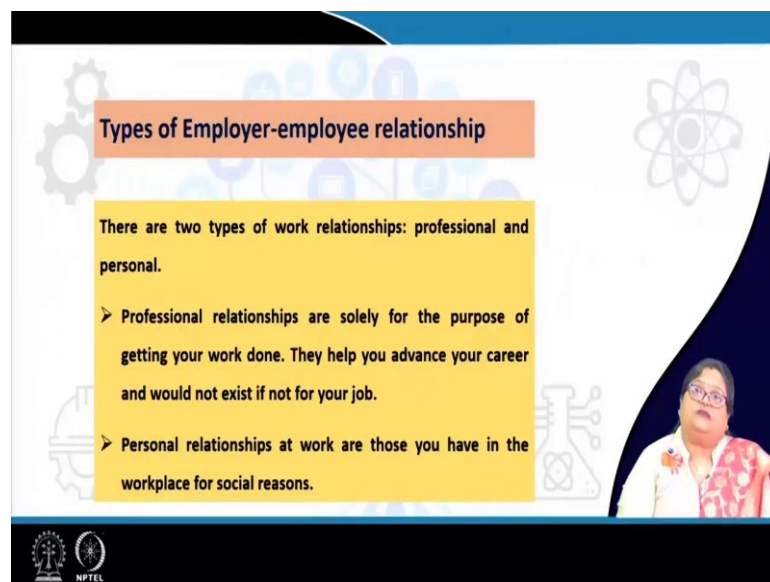
The slide features a blue header, a yellow text box, and a small inset video of a woman in the bottom right corner. The background includes faint icons of gears and a molecular structure.

So, these are the IR aspect of its industrial relations aspect of it. But when you are looking into a more extended relationship where from rights perspective, we are shifting towards more duty perspective of looking at the whole issue more like it is not when we are seeing like we are facing opposite to each other. But whenever we think like we are standing together holding each other's hand. So, if you are taking that perspective then that employer-employee relationship which is not focusing on how much I can gain.

So, that you know like I can gain much from you for my benefit, but if you are thinking of how much together we can benefit together. So, we are standing beside each other not opposite to each other. So, in that kind of strong employer-employee relationship can be a very strong key to success of the organization. So, if this relationship is strong between the employer and the employee then what happens the employee will find a guide a support a mentor a coach in the organization and its like and its representative.

And they will become more productive more efficient and they create less conflict, will be more loyal with the organization and there will be better customer service and high-quality products.

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The slide features a title 'Types of Employer-employee relationship' in an orange box. Below it, a yellow box contains the text: 'There are two types of work relationships: professional and personal.' This is followed by two bullet points: 'Professional relationships are solely for the purpose of getting your work done. They help you advance your career and would not exist if not for your job.' and 'Personal relationships at work are those you have in the workplace for social reasons.' The slide also includes a small video inset of a woman in the bottom right corner and logos for IIT Bombay and NPTEL at the bottom left.

So, there are two types of work relationships which may occur which is a professional relationship and the personal relationship. So, professional relationships are solely for the purpose of getting your work done, they help you advance your career and would not

exist if not for your job. And personal relationships at work are those you have in the workplace for social reasons.

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The slide features a title 'Importance of Employer- Employee Relationship' in an orange box. Below it, a yellow box contains the text 'The importance of employer-employee relationship can be described as follows:' followed by a bulleted list: 'Reducing conflict in workplace', 'Setting goals', 'Employee loyalty', 'Productivity', 'Effective communication', and 'Employees retention'. The slide also includes a small video inset of a woman in the bottom right corner and the NPTEL logo in the bottom left corner.

So, whether you encourage your personal relationship in a workplace or whether you keep it in a professional sphere or you really make a balance of per personal relationship and professional relationship. It depends on how you see your employees, what is your people philosophy in the organization and how you see your work place to be. Because the culture of the workplace is very important which helps to give like or feedback to the person like what is expected of you in a particular organization.

So, it is nothing wrong if you want to like keep relationships for professional it has its own pros and cons. If you want to encourage personal relationships in the organization that is also nothing wrong, but again to what extent where to set the limit, upper limit and lower limit of it. Because there are certain may be information within the organization where you have to maintain the information asymmetry for the purpose of maybe information security reasons.

So, can you let information flow very crucial information flow across all levels and even if you are person do have a personal relationship, does your professional relationship like allow or does not allow you to share some of the crucial information because that

information may be a very crucial for the running of the business. So, these are some points of dilemma which you need to understand and to you need to be like very prudent about taking these such kind of decisions.

So, whether there is a personal relationship professional relationship whether you blend it you do not blend it depends on how you want to run your particular organization, what is the prevailing culture that you want to like make you organize make prevail in your organization. And whether you know like what is ethical? What is not ethical? What is the conflict of interest? Like who where lies my primary loyalty I am responsible to whom and how?

So, these kind of questions and answers to it are very clear then of course, you can make a balance between the professional and the personal relationships that develops in workplace. So, the importance of the employer-employee relationships can be described which helps how it helps in workplace is of course, it helps in reducing conflict in workplace.

Because as we told like from both the parties who are standing opposite to each other they become parties who are standing beside each other and it is no longer a me concept, but a we concept where both of us will develop together. And it helps in goal setting, where the employees get involved in the goal setting. For themselves and how their goals are contributing towards the organization goals or the vice versa the organizational goals how do they find a place for themselves in the organization goals and contributes towards it.

It helps in developing employee loyalty, it helps in enriching productivity, effective communication and also the retention of the employees.

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**Importance of Employer Employee Relationship**

- Reducing conflict in workplace**  
When there's conflict, everybody forgets the main goals and objectives of the company and concentrate on conflict resolution. Therefore, employers need to get along with their employees to protect the interest of the company
- Setting goals**  
employees may accept increased accountability as they recognize how their individual performance directly impacts the company

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So, when if you want to just have an elaborate discussion on this. So, whenever you are talking of reducing conflict in workplace. So, this is very important to reduce the conflict because whenever there is a conflict people just forget their main goals and instead of like having a conflict over a particular issue and people find it there more it is become more person to person fight kind of things. And so, it is very important to like people get along with each other employers get along with their employees to protect the interest of the company.

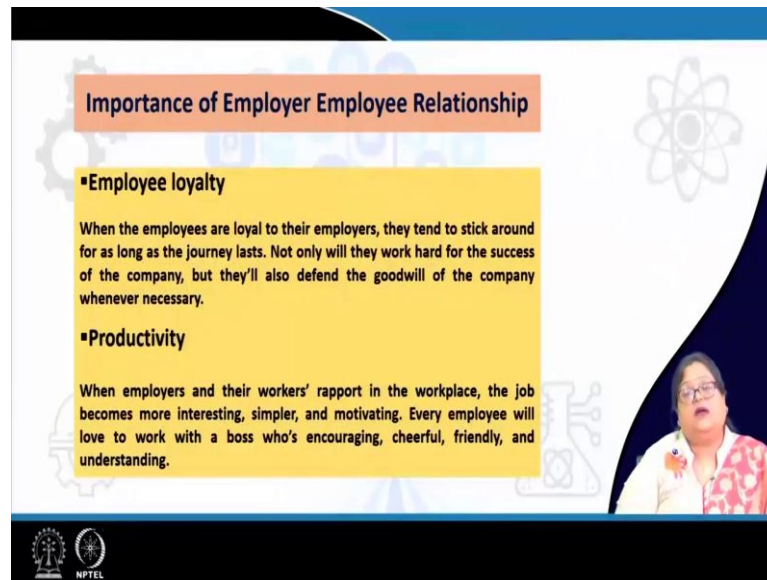
So, it is very important that the conflicts are resolved properly. So, that it is if it is a sorry, if it is a task related conflict, if it is a conflict regarding how to solve a particular problem or reducing conflict in the workplace. So, it is very important that the conflicts are resolved properly in the organization because the main goals of the organization is to reach a particular objective.

So, if the conflict is regarding the problem solving and finding out better ways to reach a particular solution, then that conflict is healthy because it is a task related conflict. But often people forget about this kind of conflict and get engaged in person related conflict and start fighting with each other and resolving that becomes either very sentimental emotional and becomes very difficult.

So, that is why it is very important that the employers and the employees get along with each other in the best interest of the company. And if they like even if it is the conflict, it is a task related conflict which gives better ways of like dealing with the organizational

problem. But their conflict should never stand in the way of reaching the goals of the organization. Setting goals employees may accept increased accountability as recognize how their individual performance directly impacts the company goal.

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The slide is titled "Importance of Employer Employee Relationship" in a blue box. It features two main sections on a yellow background. The first section, "Employee loyalty", explains that loyal employees stick around for the long term, work hard for the company's success, and defend its goodwill. The second section, "Productivity", states that a good rapport in the workplace makes the job more interesting and motivating, leading employees to love working for an encouraging and understanding boss. A small video inset in the bottom right shows a woman speaking. The slide also includes a gear icon, a lightbulb icon, and the NPTEL logo at the bottom left.

### Importance of Employer Employee Relationship

- Employee loyalty**  
When the employees are loyal to their employers, they tend to stick around for as long as the journey lasts. Not only will they work hard for the success of the company, but they'll also defend the goodwill of the company whenever necessary.
- Productivity**  
When employers and their workers' rapport in the workplace, the job becomes more interesting, simpler, and motivating. Every employee will love to work with a boss who's encouraging, cheerful, friendly, and understanding.

Employee loyalty is also very important when the employees are loyal to their employers they tend to stick around for as long as the journey lasts not only will they work hard to the success of the company, but they will also try to defend the goodwill of the company whenever it is necessary. Productivity, so when the employers and the workers develop a rapport in the workplace the job becomes more interesting simpler and motivating. Every employee will love to work with a boss who is encouraging, cheerful, friendly and understanding.

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**Importance of Employer Employee Relationship**

- **Effective communication**  
It is vital in an employer-employee relationship. It leads them to be on the same page, moving in the same direction, towards one common goal.
- **Employees retention**  
When the employees love the environment of their jobs and the relationship they have with their boss, they tend to stick to the company no matter what. Business organizations can channel the money they spend on recruitment and training towards growth and expansion activities.

The slide features a blue header, a yellow text box, and a video inset of a woman in a pink and white patterned top. Logos for NPTEL and other institutions are visible at the bottom.

It develops effective communication also. So, which is very vital towards an employer-employee relationship it leads them to be on the same page moving in the same direction towards a common goal. It encourages employee retention because when the employee starts loving the environment of the job as I was discussing earlier also. It is the culture the environment the that you provide for people working together that creates enough vibes in the person to stay back to become more productive also towards the organization goal.

So, when the employee starts loving the environment and the relationship they have with their colleagues or their boss they tend to stick to the company no matter what. Business organizations can channel the money they spend on recruitment and training towards the growth and towards growth and the expensive expansion activity.

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**Elements of Employer Employee Relationship**

Following are some important elements depending upon which the relationship is built up between employer & employee:

- **Respect**  
Both parties need to respect each other for an employer-employee relationship to exist.
- **Communication**  
Open communication is a cornerstone of any successful relationship, and the employer-employee relationship is no exception.
- **Support**  
Employers need to support their employees to establish relationships of trust and respect. This element can take on a few different forms.

The slide features a yellow background for the text and a small inset image of a woman speaking in the bottom right corner. The NPTEL logo is visible in the bottom left corner of the slide.

Some of the important elements depending on which the relationship is built up in and some of the important elements depending on which the relationship is built up between the employers and the employee are the first of course is respect mutual respect for each other. Both the parties need to respect each other for an employer-employee relationship to exist.

This is very important point the mutual respect trust is very important. Second is communication open communication is the cornerstone of any successful relationship and the employer-employee relationship is no exception. So, if I respect you trust you have an open communication, I may have a bad news for you the employer may have a bad news of to share, but that also should be in an open trustworthy way to communicate in the it really pains it really hurts for the employees.

If the employees comes to know from somebody else like something maybe is awaited for the employees from other person who is not the employer or the boss. So, open communication even if it is something which is negative something which is not so good news. So, if that also needs to be communicated properly. So, that is very important communication is very important and open communication.

And that is the cornerstone of a successful relationship support employees need to support their employees to establish relationships of trust and respect this element can be on a few different forms.

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**Elements of Employer Employee Relationship**

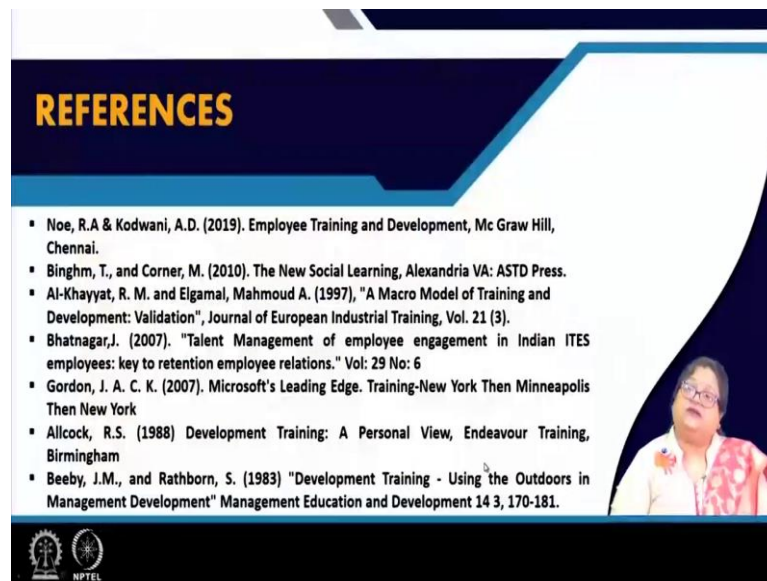
- **Boundaries**  
There need to be boundaries in every employer-employee relationship. The first is the boundary between the professional relationship and the personal relationship.
- **Appreciation**  
To foster strong employer-employee relationships, employers need to show that they recognize and appreciate the contributions their workers are making to the company.

The slide features a yellow background for the text, a blue header, and a small video inset of a woman in the bottom right corner. The NPTEL logo is visible in the bottom left corner.

Whenever we are talking of boundaries it is very important as I was telling like it is nothing wrong in extending for a professional relationship or personal relationship or encouraging personal relationship more than professional relationship. But each of the relationships have its own pros and also its own cons. So, it is very important like there should be a boundary set between each of these relationships. So, there is a need to be boundaries in every employer-employee relationship and we need to respect that boundary.

So, appreciation to foster strong employer-employee relationships employers need to show that they recognize and appreciate the contribution of the workers that they are making towards the company. So, it is very important to appreciate the efforts taken by people.

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So, that brings us to the closure of this discussion whenever we are talking of employer-employee relationship. So, we see like when we start with a relationship where employer and employee standing opposite to each other and the focus is on how to extract more from the other first party so that it adds to my benefit.

And then we change the lens and see how we are standing and we need someone as government in between, so that they help us to talk with each other to a relationship where we are standing beside each other, holding each other's hand, knowing each other's like strength and weaknesses.

And acting in a complementary way collaboratively so that we can strengthen each other, hand hold our hands tight together. So, that we can move towards the common goal that makes the and we in and in reaching that common goal we find like fulfillment of our goals also our own goals also.

So, when from that oppositely face to face relationship, we can make the employees and employers stand together holding each other's hand for a collaborative relationship reaching to the bigger purpose of fulfilling the goals of the organization.

And in that finding a place for success of one's own goal that is where the success of the employer-employee relationship lies. And that is possible this itself is a training, this itself is this realization itself is a learning of learning from changing one's own this is itself a development of changing one's perspective of how to look at the other party and how to change the relationship.

So, that from where we were just seeing each other's opposite to each other now we see and find each other beside each other and thinking about one another and moving close together for a common purpose is itself a learning, is itself an education, is itself a development. So, with that we come to the end of this session keep us watching for the next session and in the next session we will come up with another new topic of discussion.

Thank you.