



EMPLOYEE RELATION MANAGEMENT IN MICRO AND SMALL ENTERPRISES FOR LOCAL ECONOMIC DEVELOPMENT: A DRIVING FORCE

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ABSTRACT

The concept of good relations between the employee and employers is very necessary for development of a local economy. Employee Relationship Management (ERM) is a cutting edge, complicated and critical business processes which facilitates and energize employees and provide them an effective initiative, with additional motivation to do their job better in comparison to traditional business practices. It is an effective tool to manage pleasant relationships between employees and the business practitioner and creating dedicated and effective work force. The aim of this paper is to study different aspect in employee relation in Small enterprises. Primary data is collected from small business enterprises of Bhagalpur district engaged in production of silk products. The data collection is through sampling. Samples were taken from whole Bhagalpur district in Bihar (India). Random sampling approach is used. The analysis is made by using regression analysis and Chi-Square test to compare with specific hypothesis.

KEYWORDS : Green HRM, Green Management and HRM Green Practices

INTRODUCTION

MSMEs composed of over 90% of total enterprises in most of the economies and generate the highest rate of employment growth and a major share of industrial production and exports (Source: http://www.msmentor.in/MSME_Sector_India.asp). MSMEs are the backbone of the European economy. Micro Small and Medium Enterprises (MSME) sector has emerged as a highly bright and dynamic sector of the Indian economy over the last five decades. MSME plays a crucial role in providing large employment opportunities at comparatively lower capital cost than large industries. It also helps in industrialization by providing more equitable distribution of national income and wealth. SMEs are complementary to large industries as ancillary units and this sector contributes enormously to the socio-economic development of the country. The Sector consisting of 36 million units, as of today, provides employment to over 80 million persons. The Sector through more than 6,000 products contributes about 8% to GDP besides 45% to the total manufacturing output and 40% to the exports from the country (Source:-MSME AT A GLANCE, 2016). They provide the largest share of employment after agriculture. They are the nurseries for entrepreneurship and innovation. They are widely dispersed across the country and produce a diverse range of products and services to meet the needs of the local markets and the global market. MSMEs are important for economic growth and development hence MSMEs growth, sustainability and profitability are also important. Growth, sustainability and profit depend on the employee relation. Some kind of employee relation develops as soon as proprietor hires employees.

This research is based on silk producing unit which is engaged in producing silk product. Enterprises are selected on the basis of their workforce employed in their unit. Enterprises that have capacity to employ more than 25 workers in their manufacturing unit, and have experience in manufacturing more than 20 years are selected for this paper. The workers or employees who have at least 5 years experience working in these units are considered under this paper. Bhagalpur city is famous for silk. It is also known as silk city of Bihar. Silk industry in Bhagalpur is 200 years old. This city is also well known for its manufacture of silk yarn and sericulture weaving them into beautiful products.

This research will help the micro enterprises in identifying the various aspects of employee relation. Entrepreneurs with no knowledge of managing the organization always face problem. It leads them to struggle for existence in this competitive era. It will help them to develop their business. There are variations in business activity in MSMEs so employee relation can reduce the many problems of MSMEs. Long term development and growth of organization is greatly depends on the organizational structure.

Review of Literature

Employee Relations

The term 'employee relations' refers to a company's efforts to manage relationships between employers and employees. An organization with a good employee relations program provides fair and consistent treatment to all employees so they will be committed to their jobs and loyal to the company. Such programs also aim to prevent and resolve problems arising from situations at work. Successful employers know how to manage relationships to build lasting employee satisfaction irrespective of their numbers of work force employed by them. When the organization is large then there is statutory compliances of various labor laws such as Factories Act 1948, Industrial Disputes Act 1947, Industrial Employment [Standing Orders] Act 1946, Minimum Wages Act 1948, Payment of Wages Act 1936, Employees' PF Act 1952, Payment of Gratuity act 1972, ESI Act 1926, Payment of Bonus Act 1965, Trade Unions Act 1926, State Shops & Establishment Act and these Acts are also the basis of industrial relation. The point of view is that with the informality which is the characteristic of a small firm, rules & regulations, are considered as meaning of employee relations and are the essential element of an effective employee relation. The most important part of any business is its people. No business can run effectively without them. But people don't work in a vacuum; they need to communicate and work with others to get their jobs done. Employers need to manage relationships in the workplace to keep the business functioning smoothly, avoid problems, and make sure employees are performing at their best. So the term Employee's relation means defining the relationship between employers and employees. The term employee relations are more suitable for small firms compared to industrial relations, as they are managed informally and are rarely unionized. Today, employee relations is seen as focusing on issues both individual and collective relationships in the workplace, with an increasing emphasis on helping supervisors to establish trust-based relationships with employees.

To build foundation for a strong relationship of employees with the organization a well-thought-out initiative is required by the organization since the employees are the pillars for the organization. (Rai, 2013, p. 327).

Satisfied employees can contribute more towards production and thus employee relation Management status can be understood by equating employee relation management to satisfaction of employees where satisfaction is taken as important variable. Employers should take care of the needs of the employees and this can be understood by best practices like Training, Job satisfaction, Job Rotation, Performance Appraisal. (Sinha & Bajaj, 2013, p. 32).

The employee personal effectiveness and productivity depends on the manager when he takes time to develop employee relationships and guide employees in their work to produce more quality work.

Through good relationships combined with strong, sensitive leadership can build a cohesive group and it also promotes in building a good relationship with an employee. It is the best way to reduce the employee's productivity gap. (Chapman & Goodwin, 2001, p.68).

ERM is a wider set of functions that encompasses learning performance and incentive guidance, workforce analysis, and a host of other operational issues related to managing human resources. The concept of ERM can be developed on the pattern of customer relationship management (CRM). ERM is the internal response to 'how' an organization does business while CRM is the external response to 'why' an organization does business,. (Swarnalatha & Prasanna, 2013, p.8).

ERM goal is to produce successful, world class organization through relationship building with and among its employees. The need of an ERM is within the organization, it is sine quo non for every enterprise operating in a competitive environment. (Singh & Kumar, 2011, p. 126).

Employees with the support of information about the organization's products, technologies and processes, ERM can assist the employees in their daily work. (Thorzen, 2011, p.38).

ERM offers support to employees through workflow modeling. It shows how tasks should be performed, provision of job-related information and collaboration with colleagues. Managers may use ERM to help them with a number of people management tasks: recruitment, training, performance management and remuneration. ERMs two main internal user groups are employees and managers. ERM enables managers to communicate with their teams, align employees with the overall goals of the business, share information and build a common understanding. (Buttle, 2009, p. 358).

ERM focuses on building relationship and trust that leads to happy employees. Happy employees work better together, have greater trust, and are a great recruiting vehicle because they tell others they love where they work but most importantly they are willing to commit to extraordinary results. ERM touches every function within an organization (Krill, 2008, p. 3).

Successful relationship can be established if there will be mutual understanding and trust between the owners and its employees. Key elements of good people management are:

- Job design skills and development of environment of regular systematic involvement.
- Good people management practices are associated with a psychological contract based on trust, fairness, and delivery of the deals.
- A business culture becomes healthy only if there is a mutual commitment and devotion.
- The issues should deal with employee relations as part of the business plan.
- The focus of the employee relation plan has to identify those aspects that are present for their delivery.
- Proposals for employee involvement/ sharing.
- A suggestion on how employees can have a voice in their employment conditions/ management decision making.

Geographical Area Covered

Employee relation is the cutting edge in micro, small and medium enterprises. Bhagalpur city is famous for silk. It is also known as silk city of Bihar. Silk industry in Bhagalpur is 200 years old. This city is also well known for its manufacture of silk product. Bhagalpur is the district where the need for growth and development of micro, small enterprises is quite necessary for local economic development. Employee relation is the need of hour for growth and development of silk manufacturing unit.

Research Methodology

Different methods have been used for the collection of data regarding the "Employee Relation management in micro enterprises for local economic development: A driving force". The collection of data uses the various techniques. The data collected are from two sources (1) Primary sources (2) Secondary sources.

Among various methods of sampling, simple random sampling method was adopted. Selection of micro enterprises was randomly selected. The most important is the representativeness and reliability of the sample and it is considered with appropriate care in this research. Determining sample size is very crucial, as in this research silk enterprises are homogenous in business activity so in this type of population small sample size can serve the purpose. The interview schedule was prepared. It has been prepared in a simple way so that the respondent can understand easily and give their answers frankly.

The analysis is made by using regression analysis and testing of hypothesis. Chi-square statistics (X²) will be used to test the relationship. The hypothesis will be tested significantly at .05 level. The reason behind using the Chi Square test is due to the characteristics of research and following reason.

- Enterprises and employees are selected on random basis
- Enterprises and employees in the samples are independent

Research Objective

Aim of this paper is to study different aspect in employee relation in Small enterprises

This study will help micro and small enterprises organizations to achieve a high level of Employee relation

This study helps in finding relationship between job satisfaction and employee relation in micro and small sector

This study helps in finding relationship between employee performance and employee relation in micro and small sector

Hypothesis

H(1) There is significant relationship between the employee relation in micro and small enterprises and job satisfaction.

H(2) There is significant relationship between employee relation in micro and small enterprises and employee commitment.

H(3) There is significant relationship between employee relation in micro and small enterprises and employee conflict resolution.

Analysis and Interpretation Regression

Table no 1 Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1 | .426a | .181 | .139 | .81104 |
| 2 | .544a | .296 | .260 | .53815 |

a. Predictors: (Constant), The supervisor here are pleasant and cooperative to work with, I regularly receive recognition/praise for doing good work, I receive the information and communication I need to do my job

b. Predictors: (Constant), My supervisor cares about me as a person, My supervisor provides me feedback and guidance, Do you feel satisfied with the problem solving skill of your employer

Table no 2 Anova^b

| | Model | Sum of Squares | Df | Mean Square | F | Sig. |
|---|------------|----------------|----|-------------|-------|-------|
| 1 | Regression | 8.445 | 3 | 2.815 | 4.280 | .009a |
| | Residual | 38.151 | 58 | .658 | | |
| | Total | 46.597 | 61 | | | |
| 2 | Regression | 7.074 | 3 | 2.358 | 8.142 | .000a |

| | | | | | |
|---|--------|----|------|--|--|
| Residual | 16.797 | 58 | .290 | | |
| Total | 23.871 | 61 | | | |
| a. Predictors: (Constant), The supervisor here are pleasant and cooperative to work with, I regularly receive recognition/praise for doing good work, I receive the information and communication I need to do my job | | | | | |
| b. Dependent Variable: My opinions and ideas seems to matter | | | | | |
| c. Predictors: (Constant), My supervisor cares about me as a person, My supervisor provides me feedback and guidance, Do you feel satisfied with the problem solving skill of your employer | | | | | |
| d. Dependent Variable: How satisfied are you with the overall behavior of your employer | | | | | |

Table no 3 Coefficientsa

| Model | | Unstandardized Coefficients | | Unstand ardzied Coeffici ents | t | Sig. |
|-------|---|-----------------------------|------------|-------------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | C 1.203 | .615 | | 1.956 | .055 |
| | I receive the information and communication I need to do my job | a .038 | .137 | .034 | .274 | .785 |
| | I regularly receive recognition/praise for doing good work | b .128 | .123 | .125 | 1.040 | .303 |
| | The supervisor here are pleasant and cooperative to work with | c .391 | .128 | .379 | 3.062 | .003 |
| 2 | (Constant) | C 3.132 | .444 | | 7.055 | .000 |
| | Do you feel satisfied with the problem solving skill of your employer | a .161 | .181 | .102 | .886 | .379 |
| | My supervisor provides me feedback and guidance | b -.288 | .097 | -.333 | -2.970 | .004 |
| | My supervisor cares about me as a person | c -.221 | .077 | -.337 | -2.876 | .006 |

From (1) A in the table no 1, the correlation coefficient, R, is 0.426, it means intermediate correlation between the, The supervisor here are pleasant and cooperative to work with, I regularly receive recognition/praise for doing good work, I receive the information and communication I need to do my job. From (2) B in the table no 2, since the p-value is 0.09>.05 the relationship between variables is insignificant. For (1) in the table no 3 regression equation is (Dependent Variable) = aX + bY + cZ + C, in which a = .038, b = .128, c = .391, where as a, b, c, are intercept and C is Constant.

From (2) A in the table no 1, the correlation coefficient, R, is 0.544, it means intermediate correlation between the, My supervisor cares about me as a person, My supervisor provides me feedback and guidance, Do you feel satisfied with the problem solving skill of your employer. From (2) B in the table no 2, since the p-value is 0.000<.05 the relationship between variables is significant. For (2) in the table no 3 regression equation is (Dependent Variable) = aX + bY + cZ + C, in which a = .161, b = -.288, c = -.221, where as a, b, c, are intercept and C is Constant.

Hypothesis Testing Table no 4 Chi-Square test

| | Value | df | Asymp. Sig. (2 sided) |
|--|-------|----|-----------------------|
| 1. My opinions and ideas seems to matter * I receive the information and communication I need to do my job | | | |

| | | | |
|---|---------------------|---|------|
| Pearson Chi-Square | 11.574 ^a | 9 | .238 |
| Likelihood Ratio | 10.493 | 9 | .312 |
| Linear-by-Linear Association | 1.078 | 1 | .299 |
| 2. My opinions and ideas seems to matter * I regularly receive recognition/praise for doing good work | | | |
| Pearson Chi-Square | 9.228 ^a | 9 | .417 |
| Likelihood Ratio | 9.504 | 9 | .392 |
| Linear-by-Linear Association | 2.073 | 1 | .150 |
| 3. My opinions and ideas seems to matter * The supervisor here are pleasant and cooperative to work with | | | |
| Pearson Chi-Square | 56.964 ^a | 9 | .000 |
| Likelihood Ratio | 35.807 | 9 | .000 |
| Linear-by-Linear Association | 10.047 | 1 | .002 |
| 4. How satisfied are you with the overall behavior of your employer * Tell the type of conflicts you have faced with employer | | | |
| Pearson Chi-Square | 11.039 ^a | 4 | .026 |
| Likelihood Ratio | 8.027 | 4 | .091 |
| Linear-by-Linear Association | 1.643 | 1 | .200 |
| 5. How satisfied are you with the overall behavior of your employer * My supervisor provides me feedback and guidance | | | |
| Pearson Chi-Square | 33.481 ^a | 6 | .000 |
| Likelihood Ratio | 19.922 | 6 | .003 |
| Linear-by-Linear Association | 9.475 | 1 | .002 |
| 6. How satisfied are you with the overall behavior of your employer * My supervisors help me know what is expected of me | | | |
| Pearson Chi-Square | 7.902 ^a | 6 | .245 |
| Likelihood Ratio | 7.772 | 6 | .255 |
| Linear-by-Linear Association | .436 | 1 | .509 |
| N of Valid Cases | 62 | | |

1. Association between My opinions and ideas seems to matter and I receive the information and communication I need to do my job, it has been found out that the calculated chi square value > tabulated value at .05 level. Thus null hypothesis is rejected and alternate hypothesis accepted. It means that there is significant relationship between My opinions and ideas seems to matter and I receive the information and communication I need to do my job. Cramer's V is .249, it means small effect.
2. Association between My opinions and ideas seems to matter and I regularly receive recognition/praise for doing good work, it has been found out that the calculated chi square value > tabulated value at .05 level. Thus null hypothesis is rejected and alternate hypothesis accepted. It means that there is significant relationship between My opinions and ideas seems to matter and I regularly receive recognition/praise for doing good work. Cramer's V is .223, it means small effect.
3. Association between My opinions and ideas seems to matter and The supervisor here are pleasant and cooperative to work with, it has been found out that the calculated chi square value > tabulated value at .05 level. Thus null hypothesis is rejected and alternate hypothesis accepted. It means that there is significant relationship between My opinions and ideas seems

to matter and The supervisor here are pleasant and cooperative to work with. Cramer's V is .553, it means large effect.

4. Association between How satisfied are you with the overall behavior of your employer and Tell the type of conflicts you have faced with employer, it has been found out that the calculated chi square value > tabulated value at .05 level. Thus null hypothesis is rejected and alternate hypothesis accepted. It means that there is significant relationship between How satisfied are you with the overall behavior of your employer and Tell the type of conflicts you have faced with employer. Cramer's V is .298, it means small effect.
5. Association between How satisfied are you with the overall behavior of your employer and My supervisor provides me feedback and guidance, it has been found out that the calculated chi square value > tabulated value at .05 level. Thus null hypothesis is rejected and alternate hypothesis accepted. It means that there is significant relationship between How satisfied are you with the overall behavior of your employer and My supervisor provides me feedback and guidance. Cramer's V is .520, it means large effect.
6. Association between How satisfied are you with the overall behavior of your employer and My supervisors help me know what is expected of me, it has been found out that the calculated chi square value > tabulated value at .05 level. Thus null hypothesis is rejected and alternate hypothesis accepted. It means that there is significant relationship between How satisfied are you with the overall behavior of your employer and My supervisors help me know what is expected of me. Cramer's V is .252, it means small effect.

Discussion and Conclusion

MSME sector refers to Micro, small & medium-sized business enterprises. It plays a significant role in the economy. The structures of the business and employees management process in MSMEs are very different from other industrial business sectors. Large-sized business enterprises have different management system. It also varies a lot from case to case. Union-based employee relationship is the most common difference. In MSMEs, there is non-union employee interaction with the employers whereas, in large-sized businesses, the scenario is quite the opposite. However, employee relation has certain characteristics when it comes to Micro, small & medium-sized business entities. The term MSME enterprise is usually used to describe a business enterprise that has 30 to 50 employees for micro and small business whereas anything under 200 would be a medium enterprise. But the number of employees is not the only classification for MSME, and can be differentiated with investment as per MSME Act, turnover, or business structure.

Recruitment and incentive

The number of employees in a single workplace defined the scale of the business. The process of recruitment in these Micro and Small Enterprises is simple and less time-consuming because these enterprises have less complicated recruiting policies and they mainly focus on the efficiency of the employees. The complexity of incentive process is also found very less because the manager/ proprietor operates in unionized working environment.

Conflict Resolution

It is found that the size of the enterprises influenced the conflicts but there is lesser number of conflicts. The reason behind smooth relation was the relationship between the managers/proprietor is better in these enterprises. Yet it is found that, conflicts are still unavoidable at some points. It has been seen that there are various approaches with which such conflicts are resolved. Conflicts resolved in these Micro and Small Enterprises by the enterprises appropriate policies also. Micro and Small Enterprises followed the informal approach for solving such conflicts. It worked for them because these enterprises have few workers who are totally

controllable. Managers/proprietor skill was also seen as important factor in handling and resolving conflict.

Employee Attitude and Commitment

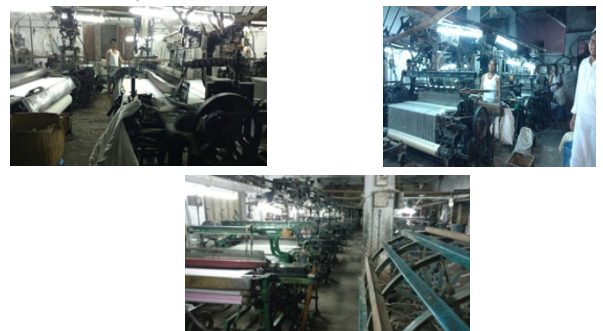
Micro and Small enterprise have a fewer number of employees and they are skilled and efficient so employers tend to involve them in the decision-making. The overall attitude and commitment of the employees is found satisfactory in case of Micro and Small enterprise. Decision making acted as a huge encouragement for the employees and it help them to become positive about their responsibilities. Micro and small size enterprises added a significant number of growth factors to Bhagalpur local economy. Their less formal attitude towards their employees helps them to improve employee commitment.

Employee Communication

The word 'communication' may be defined in different ways. The difference is in the author's primary interest is that the meaning of communication, and the definition is particularly based on Micro and small enterprises aspect. It is found that in Micro and small enterprises the communications are transactions between individuals and/or groups and are intended to design and to coordinate in day to day activities. Alignment of the goals of individual employees to Micro and small enterprises goals is seen as an important part of communication. This alignment is also found necessary in order to build a strong culture. It is not possible to perform managerial activities without using internal communication. It is found that there is higher quality of services and products and increased levels of innovation.

Employee Job Satisfaction

It is found that it increased efforts towards work excellence High level of job satisfaction produced low absenteeism, negligence at work, and productivity in Micro and small enterprises.. High job satisfaction has enormous impact on the sense of loyalty in Micro and small enterprises. It is also found that employees with a low job satisfaction have a high likelihood to quit their job. Work environment also played a very important role in raising job satisfaction level. It is also found that age, gender, education and number of children are also major aspects of job satisfaction. Standard of supervision by a supervisor was also another factor for the increase in job satisfaction.



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