

HRM 709

**Strategic
Human Resource
Management**

EMPLOYEE RELATIONS STRATEGY (Pp. 193-201)

Employee Relations Strategy (193)

For example, if the business strategy is to concentrate on achieving competitive edge through innovation and the delivery of quality to its customers, the employee relations strategy may emphasize processes of involvement and participation, including the implementation of programmes for continuous improvement and total quality management.

CONCERNs OF EMPLOYEE RELATIONS STRATEGY (194)

- ❑ build stable and cooperative relationships with employees that minimize conflict;
- ❑ achieve commitment through employee involvement and communications processes;

CONCERNs OF EMPLOYEE RELATIONS STRATEGY(194)

❑ develop mutuality - a common interest in achieving the organization's goals through the development of organizational cultures based on shared values between management and employees.

HRM APPROACH TO EMPLOYEE RELATIONS (195)

- ❑ a drive for commitment
- ❑ an emphasis on mutuality
- ❑ the organization of complementary forms of communication
- ❑ a shift from collective bargaining to individual contracts
- ❑ continuous pressure on quality
- ❑ emphasis on teamwork
- ❑ harmonization of terms and conditions for all employees.

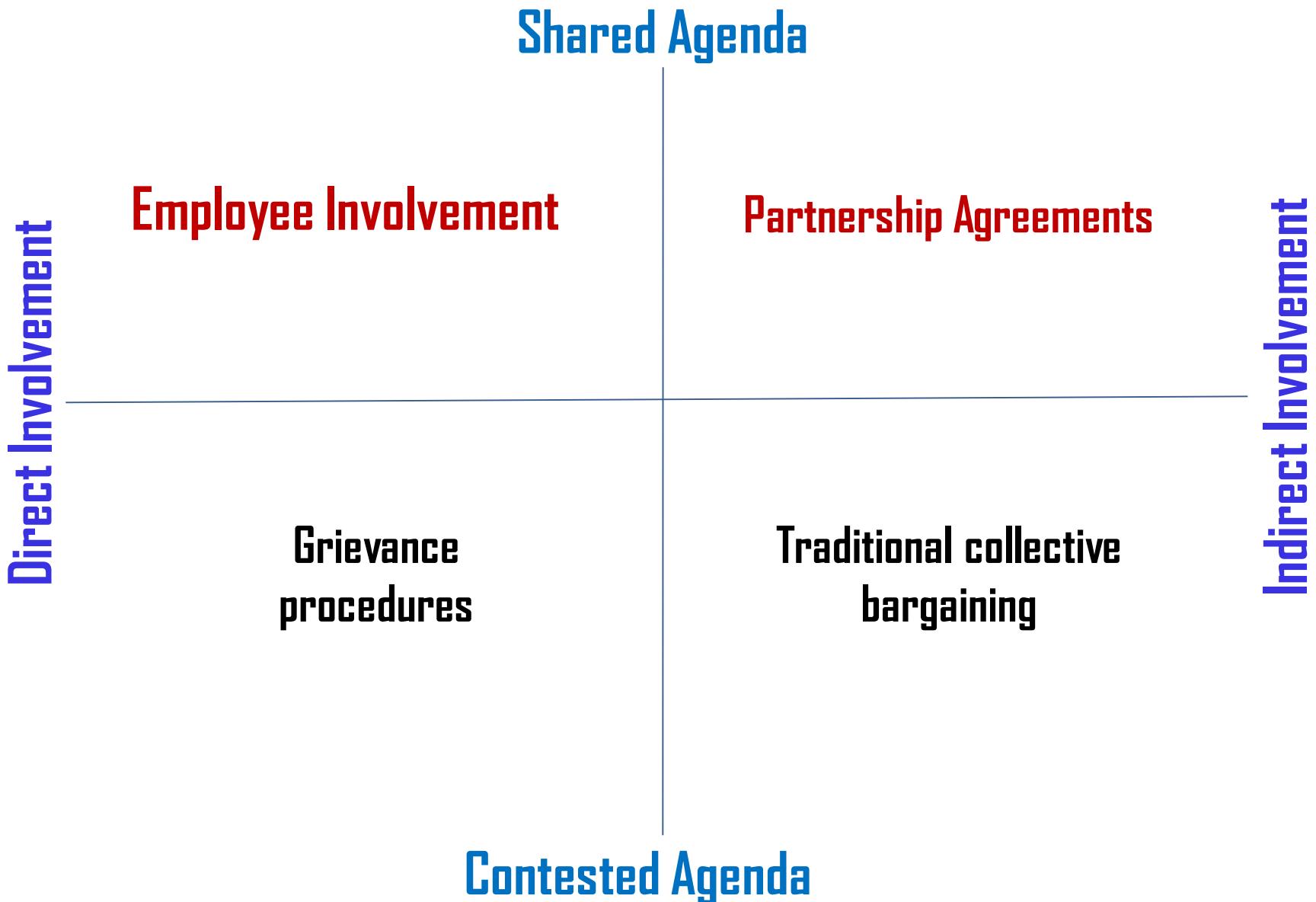
BACKGROUND TO EMPLOYEE RELATIONS STRATEGIES (195)

- **Adversarial** – the organization decides what it wants to do, and employees are expected to fit in. Employees only exercise power by refusing to cooperate.
- **Traditional** – a good day-to-day working relationship but management proposes and the workforce reacts through its elected representatives.

BACKGROUND TO EMPLOYEE RELATIONS STRATEGIES (195)

- **Partnership** - the organization involves employees in the drawing up and execution of organization policies, but retains the right to manage.
- **Power sharing** - employees are involved in both day-to-day and strategic decision making.

Employee Voice Framework (200)



THE END