

Impact of the Employee Relations on e-Administration in Andhra Pradesh

(Emphasis the impact of digital Technology of Employees Relations in AP)

**Chinnamanaidu Jammu
Prof.GVChalam**

Research Scholar, Dept. Commerce & Business Administration, Acharya Nagarjuna University, Nagarjuna Nagar-522 510.

Dept. Commerce & Business Administration, Acharya Nagarjuna University. Nagarjuna Nagar-522 510.

Abstract

“An Employee is the utmost valuable asset in the organization.” – Yogesh Chauhan. According to Global Human Capital Trends Report, 2017“Organizations’ ability to address issues of engagement and culture has dropped by 14 percent in the year. The study aims to provide an original contribution to evaluating several kinds of relations between two areas of human resources – employer and employees in relates employee relations towards corporate economic, Socio and Political performance. In the words of Heietta Newton Martin “The reason why employee relations have lost its sheen in aiding productivity is to be searched for, within the doors of your corporate structure, i.e. your human resource department.” Whereas qualitative evidence for the analysis with new and innovative digital techniques implemented by Government of Andhra Pradesh. According to Julie Winkle Giulioni about the importance of throwing employees, peers, bosses, subordinates, or anyone else at work a verbal or written bone now and then. Employee recognition leads to confidence, trust, and rendered quality serves as a magnificent motivator that encourages a repeat of the recognized behaviors. Moreover, a confident and trusting employee will have a better overall sense of well-being and will be more engaged in productive or service.

In our state appoints various types of employees such as permanent, contract, guest, and outsourcing and consolidated employees in various departments. The objective towards concentration among quick services rendered to public through employees with the help of digital technology. The present paper evaluate various digital services towards vision 2050 promote quality; promptness, accurate, adequate and trust of services by e-governance and information technology promote employee relations in Andhra Pradesh.

Introduction

In the words of great thinker Helen Keller “Alone we can do so little; together we can do so much. ‘Employee relations’ examine briefly the issues of the nature of the employment relationship, whether it is characterized by conflict or consensus, the significance of perspective and the relevance of expectations, interests and the notion of a psychological contract. An employer thinks of profit, while an employee considers his wages. Conduct the survey by Global Human Capital Trends Report 2017 express about “22 percent of companies’ today survey employees quarterly of more often, 79 percent survey employees annually or less and 14 percent never survey employees at all”. But though they may seem to have different views, cooperation is still the main thing that can bring any organization to success. 95 percent of millennial are willing to pay for their own professional development and training which an effective and efficient employment must have a harmonious employee-employer relationship.

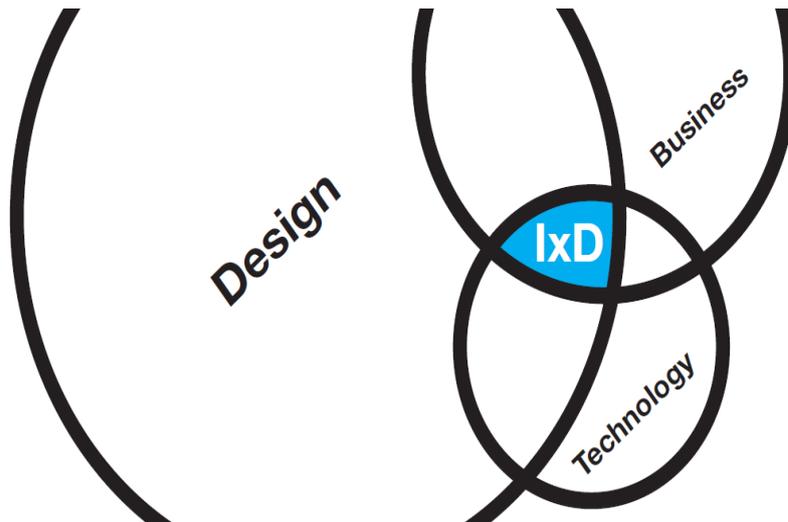
In the words of David .J. Greer, Wind your sails“Make yourself accountable and your employees will hold themselves to a high standard.” Employees are among an organization's most important resources and coined as most valuable assets. It involves maintaining a work environment that satisfies the needs of individual employees and management. Marching ton & Wilkinson (1996) recognized three main reasons i.e. fashion and slippage, regulation of relations between employer and employee and contemporary practices.

Definition:

Gennard J and Judge G define “Employee relations has a study of the rules, regulations and agreements by which employees are managed both as individuals and as a collective group, the priority given to the individual as opposed to the collective relationship varying from organization to organization depending upon the value of management”.

According to Heery & Noon, (2001) “Employee relations has a common title for the industrial relations function within personnel management and is also sometimes used as an alternative label for the academic field of industrial relations. The triangle evaluation of business assessed with the relation between design and technology.

Picture-1: Evaluation

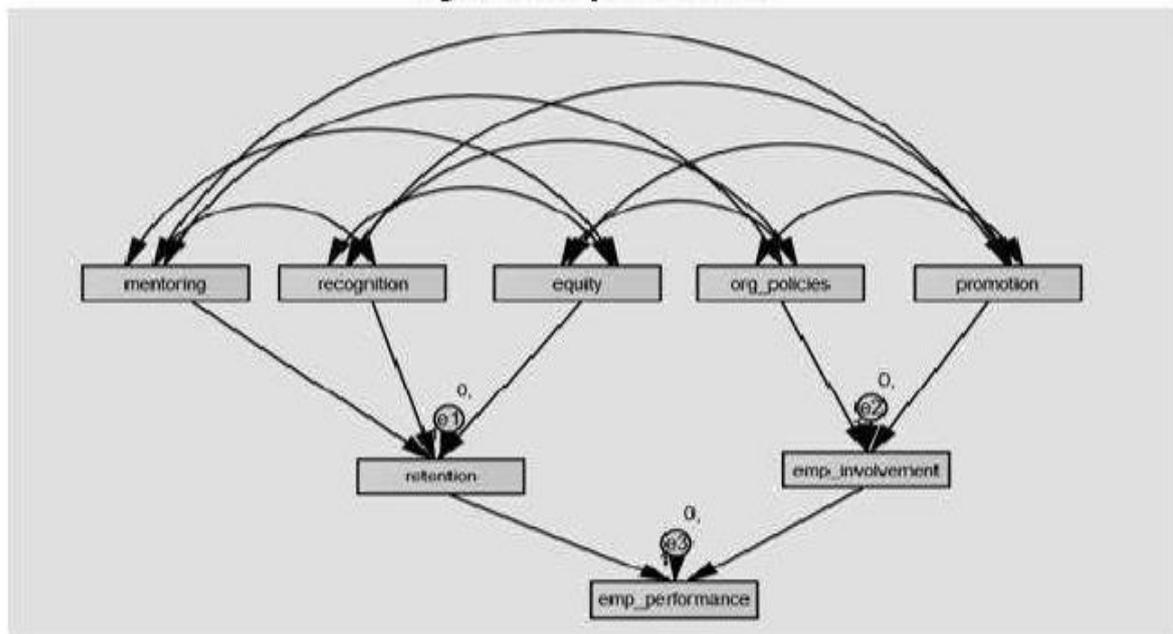


Source: Digital Services & Design in TTU Mektory

Nigerian University System of Employee Relations Strategy

Picture-2: Conceptual Framework

Figure 1: Conceptual Framework



Source: Nigerian university website.

Methodology of the Study:

The study is based on the secondary data sources. The necessary information about the employee relations collected from various books, journals, internet source of related topics.

Objectives of the Study:

1. To outline the theories of employee relations and their contemporary relevance
2. To examine the trends in employees relations in the select organization
3. To analyze the different types of e-administration techniques and the impact on the government services in Andhra Pradesh.
4. To suggest measures for promotion of efficiency of employees through digitalization in the administration.

Theories of Employee Relations

Several theories underpin the subject of employees' relations. There are three advanced theories i.e. Class, involvement and equity theories:

Class Theory/Labour process

This theory was advocated by Karl Marx. According to Marx, employees' process refers to the materialized or objectified in use of values. Employees are here an interaction between the person who works and the natural world such that elements of the latter are consciously altered in a purposive manner. The popular elements of employees have been classified into three-fold, first the work itself, a purposive productive activity; second the element on which that work is performed; and third, the instruments which facilitate the process of work. One major aspect of Marx class theory that fully elucidates the subject matter under study is what he termed the pre-alienated worker. He opined that at the point of alienation, the worker is only directed not by self but by organizational forces which he does not have controlled over.

Theory of Involvement

This theory was developed by Astin (1984), the philosophy focused on the implication of employee involvement. The author view involvement as a strategic means of facilitating collective aspects of employees' cognitive and emotional development. He identified three components of employee involvement which includes informative involvement, involvement with management, and involvement with other co-worker. By implication, this theory implies that, the more involved an employee is with the organization, the higher likelihood of employee retention.

Adams' Equity Theory

J. Stacy Adams, a workplace and behavioral psychologist in 1963 adduced that equity theory shows how a person think fairness in regard to ethical social relationships. Equity Theory advocates that if an individual contemplates there is an inequality between two body corporates or individuals, the individual is likely to be distressed because the ratio between the input and the output are not equal which will few motivation and lead to decrease job commitment by the party which feels cheated. Employees compare the outcome of their input to that of similar worker performing similar activities. Hence, the work place relationships would be decided by the degree of equity provided by the conditions of work. In the words of Gallagher & sverke which creates gap between input and output in terms of pay in equality, such organizations can be a victim of increased in security, anxiety, low organizational commitment, high labour turnover, low productivity and involvement.

Significance of Employee relations:

- Maintain good relations between employer and employees
- High morale

- Mental revolution
- New programs
- Minimized wastage & stagnation
- Un interrupted production

Factors determine the Employees relations

- Organization structure
- Individual Behavior
- Leadership style
- Legal & Political environment
- Technical & Economic environment
- Aptitudes & Attitudes
- Job satisfaction
- Working conditions
- Wage
- Lower staff turnover and absenteeism
- Standards of performance

HR policy includes:

1. Change management
2. HR planning
3. Industrial relations
4. Retention, performance management
5. Workplace health
6. Organization development and change.

The Benefits of Strong Employment Relations

- Productivity
- Employee Loyalty
- Conflict Reduction
- Achieving Strong Employment Relation
- Motivating your employees
- Set Goals
- Delegate Authority
- Communicate Effectively
- Embracing Equality

Positive Employee Relations

- Communications
- Employment procedures
- Negotiating style

- HR culture

Elements of positive Employee Relations

- Good Communications
- Trust
- Managing perceptions and beliefs
- An ethical approach
- Clear expectations
- Conflict Resolution

Capabilities of Employees

- Communications
- Company Rules and Expectations
- Work assignment
- Conflict resolution
- Self-awareness and personal impact

Steps and Strategies for a vigorous Employee Relationship in the organization

- Involve your team members:
- Encourage individuals to share their work with each other:
- Team members to contribute equally and achieve the target desired time setting.
- One should try his level best that all the employees must have survival in the society.
- Encourage effective communication among the team members.
- Written modes of communication must be promoted among the employees for better transparency.

Government Role

Governments have five key roles in employee relations processes:

1. Legislator:
2. Employer:
3. Economic managers:
4. Constitution:
- 5 Representative Impacts

Analysis for Employees' Relations with digital Technology implemented in

Andhra Pradesh

Digital Certificates:

It is one of the most and trustable device used digital signature for issue certificates with a special barcode and easily identified logos and symbols on certificate. It can apply online system at anywhere in a separate portal while issuing authority can check either approval or reject due to sufficient cause. The verification of certificate online and barcode and issuing authority details on the certificate. The certificate has unique features such as digital signature with barcode and special logo and issuing authority name and details with date validity of certificate etc.

Artificial Intelligence:

It is also known as machine intelligence. Artificial Intelligence research focuses to “Intelligent Agents” any mechanism that perceives its environment and takes necessary actions that maximize its chance of successfully achieving targeted objectives. It can be helpful in the fields like heavy industries, medicine and other engineering sectors.

Robot tech:

This technology which is done by work with robots according to the instructions of a commander by man. The robot can preserve work details and can do the work targeted by the instructor. For instance, sensitive surgeries, huge weight work and the difficult works can be done by robots easily.

Digital Medicine:

The technology stores details of the patients which include name, age, blood group, sugar levels of minimum, maximum and present level within an optimistic range and major diseases infected by the patient. The digital system alerts the patients' next visiting and diet taking details of the patients while taking prescribed medicine and their results.

Stem cell Technology:

It can preserve cells of the baby at a special care and reproduce whenever required. However, a human being loses any part in uncertain circumstances when recovers the part with the help of stem cell technology while used with digital storage of cells.

Computers:

It is a common technical instrument in each and every office in our state. It is an electronic device that stores data, analyses data and presents data whenever required quickly and fast. This is a basic device for use of internet and other office work done in proper time.

Walk Talks:

This instrument is used for internal communication purposes which has a less expensive and maintained cost rather than mobile phones. This technology serves to transport well as Disaster and Risk team at the time of happen.

Digital Marketing:

All the marketing activities of marketing done through digital process which means sales forecasting, product, promotion and place of marketing required etc. The technology stores the data, processes and interprets whenever necessary. For instance, to specify the stage of the product in the life cycle of the product.

e- Office:

e- Office which recognized the long term need for competence in government procedures and service delivery mechanism. Thus e-Office has a core mission mode project (MMP) to monitor the National e-Governance Plan (NeGP) implemented by the Government of India. It constitutes that this MMP has the potential to target over 2 lakh consumers. This MMP aims at significantly improving the operational efficiency of the Government by transitioning to a neither “Less Paper nor paper Office.”

Objectives of machine mode project:

- To evaluate effectiveness and reliability of government response server
- To reduce time lag and to meet the needs of the citizens charter
- To provide for effective resource management to improve the quality of services
- To minimize processing delays
- To establish transparency and accountability
- To promote efficiency of employees

e- Attendance:

This also known as biometric attendance, it has one of the real innovations on technology implemented by Government of Andhra Pradesh. It can authenticate by real employee with the identification recognized by Aadhar. It helps the information about when and where the employee attended. In this regards 40 departments enrolled and adopted the system. Moreover, digital mode of attendance recorded opening and closing time of employee working at office.

Cloud Hub:

It is one of the greatest data centres of the state of Navyandhra. It can commence with a part of e-governance which ultimate objective of the centre preserve huge data in a centralized process server with desired standards in computer applications when minimized cost. It can protect data safely besides available whenever required by the state.

Internet of Things:

It is a prestigious first and prominent technological instrument implemented by our Government. It can link up several departments such as public distribution system, e-pass machines, pension distribution, and MGNREGS wage payments besides observation of biometric attendance of PHCs, Gram panchayats and schools in Andhra Pradesh. Moreover, review of working conditions and maintenance of LED lights at CM chamber while connected more than 10 lakh IOT centers in the state.

ROM (Real Time Outcome Monitoring)

It can connect all departments in the state which operates with the help of online app. It can assessed GSDP (Gross State Domestic Product), Gross Value Added (GVA) and IPP while evaluate family development with society development target determine by Government of Andhra Pradesh by vision 2029.

e- Pragathi:

This is one of the advanced technological innovation core 2.0 adopted by our state especially promote and aware people for achieve progress of the state. It serve to quite a lot of services rendered such as maintenance & working conditions of street lights, agriculture, levels of ground waters, rainfall, health, PDS and pension distribution detailed data connected all departments and analyzed regularly by subject experts with custodian safety mode.

Real Time Governance 2017:

The ultimate objective of constitution of RTG centre in the secretariat, could watch the progress of field level functionaries with implementation of e-governance. AP fiber and e-pragathi supported to Real Time Governance. Government of AP establishment of RTG centre which is one of the largest centre in Asia. It has observed at a time of biometric attendance, virtual reality, machine learning technology and call centers information with large screen in which 66 feet. However, tech savviness also directed the officials to plan a platform that will bring all the departments under e-Pragati, a holistic and coherent framework designed to propel the state into a developed state by 2029 and country's first state wide enterprise architecture initiative. The RTG which is a comprehensive communicative instrument technology link up to various departments with employees details and their work performance index determined by problem solving of public grievances with implementation of Artificial intelligence.

4 Elements of RTGs

- Peoples Hub
- Land Hub
- Bhudhar

- CFMS

e- Pass:

It is one of significant electronic mode for applied scholarships and fees re- embracement for students admitted in regular pattern of education such as Schools, Colleges and Universities etc. Pupils are applied scholarship application though on line generate a number for future corresponding which upload details of students i.e. name, address, mobile number, community type of scholarship allowed etc. Hence these applications are scrutinized by appropriate authority can sanctioned or reject the application due to specify reason and give sufficient advice through SMS towards candidates. However, applicant can check the status of application whenever required. Any discrepancy can arise solved by a special project with the subject of specialists engaged in this purpose. The main advantage of the digital mode application should reject the application at the time of enrollment; it reveals avoid duplication of application forward in the regards linked with UIDAI. The ultimate objective of e-pass scrutinized various stages i.e. enrolment, process and sanctioning while paid monetary benefits to real beneficiaries.

e- POSS

It is public distribution system linked with UIDAI for biometric authentication for supply of essential commodities to poorer section house holders belong to white ration card. This system has firstly implemented by our state government. In this purpose Government provides e-Poss machines to dealers for benefits to real beneficiaries and avoids wastage and malpractices of distribution of commodities while accurate measurements also registered in the machine. The major benefit of implemented electronic machine save commodities to Government due to binami house hold card holders, duplicate card holders and died holders. It has an official record of distribution of subsidy commodities to 3.6 crore beneficiaries.

e- NAM

It has an electronic market either buy or sale of agricultural products in a fair price to real farmers in the country. The farmer can observe different prices in different places are quoted; hence he can sold higher price at their quality products.

NTR Barosa:

It is a prestigious scheme implemented by our state with link up to UIDAI for pension holders for elimination of fraud and in eligible pension holders. The digital system scrutinized at the time of up load application all the details are genuine generate formal application, otherwise not supported the software and do not move or generate application of candidate. For instance, age limit fixed 65 years the applicant age less than 65 do not accept application details. The primary objective of state Government subsidy or monetary benefits to wards real beneficiaries with the use of new technology i.e. direct beneficiary transfer in welfare schemes. Jandhan, Mobile banking and Aadhar based payments adopted by our state government with implementation of Technology. In this regards more than 40 lakh of pension holders' survival accurate and adequate payments within 5 days of span with the help of technology.

Drone Services:

The services utilized by 5 main organizations such as agriculture, transport, protection, basic and infrastructure sectors in Andhra Pradesh. The implementation drones' early mapping to Tirupati and Kakinada cities in Andhra Pradesh.

JAM:

It has related to MGNREGS scheme connected with IOT for prompt payments to workers engaged. The app collected details of beneficiaries, work allotted details and transfer of funds to real workers without interferes of politicians.

AWARE:

AP weather forecasting and early warning research centre (AWARE) one of the greatest Research & Technology utilized for aware and early warning to people for protection of natural calamities with collaboration of ISRO and monitor by RTG centre. The technology recognized and gives early warning for rainfall, flood and other natural destructions to public. For instance recognized cyclone before 10 days when ever occurred while forecast seasonal conditions before a month.

Fiber Net:

It was force in to 2013 in our state AP Fiber grid project for rendered broad band, digital and fiber net services at lower cost. However, 370000 electrical poles used for 33 KV sub stations with 2449 point of presence are connected optical fiber cable 23800 KMs around 13 districts in the state. In this regard, State wide control centre establish at Visakhapatnam while covers 85 percent of people in the grid.

Triple play services:

It provides 15 MBPS for houses, 100 MBPS to 1GBPS internet services to business and trade centers and other organizations with connectivity of broad band with collaboration of BSNL. IPTI provides 250 channels with video conference, recording with app store facility along with free land phone connection.

CCTV Surveillances project:

The CC cameras are connected with fiber net centers of Visakhapatnam and Amaravati with control of RTG centre. The centre collects 13 districts data and processed and observed in 3 stages. The arrangement of CCs is served to police and other disaster management authorities regularly.

Virtual Class Rooms:

In the first stage arrange 4000 digital and virtual class rooms in 13 districts in the state connected with fiber grid. The technology reduced teachers work in preparation and presentation of teaching learning material while use of audio visual lessons with subject experts for promotion of learning abilities and international standards.

e- Commerce:

It is a transaction of buying or selling online. Electronic commerce draws on technologies here:

Mobile commerce	Internet Marketing
Electronic fund transfer	Supply chain Management
On line transaction process	Electronic Data Interchange
Inventory Management system	Automated data collection system

Public Wi-Fi:

It can connect with fiber net create public Wi-Fi in cloud and rush areas in the state. For instance Agricultural College Bapatla has been implemented in pilot project. Thus, Wi-Fi utilizing institutions pay only 42 percent of cost to fiber network centers.

Free Space Optical Communications (FSOC):

This system constitutes not possible fiber net cable areas creates internet facilities used advanced technology within 20 kms distance without any connectivity and 20GBPS mode.

Video Conference:

This is one of the popular device for communicate offices in the state, which has two-way communication system between employer and employees. It reveals time consuming, cost saving, direct contact between two parties without any ambiguity and promote employee relations in the state.

Laptops:

The device serves to field functionaries collect data, analyze and interpret data to required parties on the spot at visit the village/ habitation. It can easily movable, process of work with modem in hamlets.

Androids:

These devices supplied to all employees while provide sim card in our state. These are working like smart phones such as apps, videos, camera, sports and games and internet usage in mobile phone. It can freely communicate either written or oral communication whenever necessary.

E-Mail:

It can frequently use popular method communicates both employer and employee in government offices. However, bulk messages, huge number of sheets of text matter transmits immediately with use of internet while accurate and prompt delivery to recipients in box and senders send box safely and referred whenever necessary.

Mobile:

It can rather than land phone, which can carry easily and directly communicate to field staff discuss and directions are promptly without hierarchy.

Apps:

It is one of the latest technologies for collecting and uploads data process and analyzes and submitted to server for defined object. It can easy operate on selective mode with choice of options. In fact; Smart Pulse Survey is one of the app collected huge data and process and submits immediately to the server conducted by Government of Andhra Pradesh.

SMS:

It is one of the largest written texts in briefly communicate to employees within seconds of sent message. Bulk messages and group messages are sending easily and quickly to all employees whenever necessary. Banks are alert their customers for alert of his/her accounts details.

Tele-Conference:

This is one of the popular and wider audio communicated devices to connect huge number of mobile holders at a single time in our state. It can easy operate and discuss regular and routine work with bulk number of recipients in low cost.

Mee-Seva:

It is one of the latest digital methods of issuing number of certificates such as Income, caste, birth and death certificates etc. However, Mee-Seva services thorough online without contact between issuing authority and applicants. It can disposal within certain limit of time i.e. service level agreement SLA. A service-level agreement has a contract between a service provider and its internal or external customer's services provider with in limited period. On the contrary will furnish and defines the performance standards the provider is obligated to meet other wise called as beyond SLA.

On line Grievances:

It is a platform between clients and solving authority. Grievance Redressed System which receive applications from object objectionable customers either solve or rejected with in specific time and norm, which grievances reported by suffering customer either private institute or public citizens accessing a government (G2C) service. Grievance Redressed may be handled directly by institutes either own websites or help of call centers for processing.

Software:

It has a set of instructions/ programs instructing to computer to do specific tasks designed by specific objective. Software is a generic term used to describe computer programs. Moreover, scripts, applications, programs and a set of instructions are all terms frequently used to prescribe software.

Digital Payments:

Cash payments creates some ambiguity, which realized cashless transactions like, NEFT, paytm, RTGS, POS and mobile banking creates quick and accurate payments in employees. It can available official record of evidence.

On-line Examinations:

It is an innovative method of computerization of examination system though online. It has conducted easily and evaluated on reliability basis. For instance govt. of AP conduct first online examinations on DEE CET 2016, now the system adopted by APPSC in various examinations.

Block Chain Technology

The state is the first leading in e-governance; it can adopt block chain technology to address cyber security matter. Andhra Pradesh has been launched pilot projects in two fields i.e. land records and transport. The technology was required to prevent tampering of land records, which had already been digitized at web land and placed online whenever necessary. However, the same technology is cast-off in Transport Department to restructure titles of the vehicles.

Immediate Payment Service (IMP):

An IMP is one of the drastically innovative methods of payments in the world. The system has played a vital role in quick payments. As a result of IMPS and UPI methods promotes 24 billion of transactions in India for promotion of transactions in our economy. In our state has been advance in the payment mode.

Mobile/Net Banking:

India is the third place for use of internet in the world. Around 30 crore of internet consumers in India, out of which 50 percent of consumers used mobile banking used for payment of financial transactions estimated by IDC financial institute. Moreover, large number of mobile banking customers utilized the service with their androids.

Point of Sale:

It has a popular method of payments in commencement of demonetization in our state. It promotes prompt payment with follows speed and accuracy. It increase number of transactions various payments like electricity consumption bills, water tax and other legal payments, POS machines creates a great platform rather than ATM Machines when commencement of demonetization.

ATM:

Automatic Teller Machines are popular for using both debit and credit cards for payment of financial transactions, which drastically innovative method of payments in financial sector. The positive impact for establishment of number of bank branches in rural areas and

credit deposit ratio of banks (proxies of financial inclusion) on significant growth of GSDP in the economy. Whereas, one indicator of financial inclusion, ATMs growth rate has been reveals a statistically significant impact on state GSDP.

Employee Health Card:

It can issue EH card to permanent and Government employees for promotion and protection of health of employees with re-embrace or cash less treatment to diseased employees. The card served to entire family so the relations depend on quality of health services rendered by employer's represented trust.

GPS (Global Positioning System):

GPS that a system provides geo location and time information to a special receiver in all weather conditions, anywhere on or near the earth where there is an unhindered line of sight connected to four or more GPS satellites. It is also known as Navstar which technology implies police and transport departments.

Information Technology:

It has prominent development in our state since 1998. Responsibilities of IT department:

- To provide Computer orientation support
- To arrange the business computer network and database system
- To establishment of business software deployment
- To preserve the information security
- Heavy Expenditure incurred

Limitations:

- High skilled professional required
- creates un employment
- lack of sources available

Conclusion:

The present study emphasized the impact of employee relationship with implementation of new and innovative digital technology. A famous quote depicts "When an individual who feels appreciation will always produce more than what is targeted". There are perspectives of the relationship assessed three consequences. Another appraisal by Napoleon Hill "Everyone enjoys doing the work for which he is best suited."

The digital technology is a key factor in determination of employee relations with implementation in Andhra Pradesh. The quality of employee relations is difficult to determine and the criteria by which it may be assessed are influenced by digital mode. The present study examined the notion of an employee relations system and the various electronic devices depend upon the employee relationship. Finally conclude that performance level of organization determines the healthy employee relations between the employer and the employees' major element digital mode employees rendered quality of services without delay otherwise employer can force in to employee, it reveals disturb good relations which can relaxed with the assistance of digital based services.

Most of the employees frequently used what sup, facebook, twitter, instar gram people first mobile app and Kaizal apps in work place and improve positive relation between employee and employer in Andhra Pradesh. The impact of employee relations enrich with the help of digital services in Andhra Pradesh with support of UIDAI connectivity. SWASH, Mee-kosam digital, smart cities, sustainable development, prompt online payments etc. researched beyond the target with help of electrical support utilized pertain to good relations between employer

and employees in our state. The success of employees depends upon the skills of utilization technological changes in digital era, it promotes level of quality of product or services to customers while reduce disputes and promote morale of employees.

References:

- Beer M, Spector B, Lawrence PR, Quinn Mills D and Walton R (1984) *Managing Human Assets*. New York: Free Press.
- Blyton P and Turnbull P (1994) *The Dynamics of Employee Relations*. Basingstoke: Macmillan.
- Blyton P and Turnbull P (2004) *The Dynamics of Employee Relations*. (3rd edn). Basingstoke: Macmillan.
- Cully M, O'Reilly A, Millward N, Forth J, Woodland S, Dix G and Bryson A (1998) *The Workplace Employee Relations Survey: First Findings (WERS 1998)*. London: Routledge.
- Dunlop JT (1958) *An Industrial Relations System*. New York: Holt.
- Edwards P (1995) *The employment relationship*. In: Edwards P (Ed.), *Industrial Relations: Theory and Practice in Britain*. Oxford: Blackwell.
- Etzioni A (1975) *A Comparative Analysis of Complex Organisations*. New York: Free Press.
- Flanders A (1970) *Management and Unions*. London: Faber, 172.
- Fox A (1966) *Industrial Sociology and Industrial Relations*. Royal Commission Research Paper No. 3. London: HMSO.
- Gennard J and Judge G (2002) *Employee Relations*. London: CIPD.
- Gospel H and Palmer G (1993) *British Industrial Relations (2nd Edn)*. London: Routledge.
- Guest D (1987) Human resource management and industrial relations. *Journal of Management Studies*, 24 (5), 503–521.
- Guest D and Conway N (1999) *Fairness at Work and the Psychological Contract*. London: IPD.
- Herzberg F (1966) *Work and the Nature of Man*. Cleveland, OH: World Publishing Company.
- Kersley B, Alpin C, Forth J, Bryson A, Bewley H, Dix G and Oxenbridge S (2005) *Inside the Workplace: First Findings from the 2004 Workplace Employment Relations Survey (WERS 2004)*. London: DTI.
- Legge K (1995) *Human Resource Management: Rhetorics and Realities*. Basingstoke: Macmillan.
- Marchington M and Wilkinson A (1996) *Core Personnel and Development*. London: IPD, 223.
- Maslow A (1943) A theory of human motivation. *Psychological Review*, 50, 370–396.
- Mowday RT, Steers RM and Porter LW (1982) *Employee–Organisation Linkages: The Psychology of Commitment, Absenteeism and Turnover*. New York: Academic Press.
- Nicholls P (1999) Context and theory in employee relations. In: Hollinshead G, Nicholls P and Tailby S (Eds), *Employee Relations*. London: FT/Pitman, 11–54.
- Roethlisberger FJ and Dickson WJ (1939) *Management and the Worker*. Cambridge, MA: Harvard University Press.
- Schein E (1988) *Organizational Psychology*. Englewood Cliffs, NJ: Prentice-Hall.
- Taylor R (2002) *Britain's World of Work – Myths and Realities*. Swindon: ESRC.
